



IPSM E-BULLETIN
NO.11 (E-TOPICS)
WINTER 2006-07

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INTRODUCTION

Welcome to the first edition of E-Topics in 2007, the official quarterly magazine for all Institute members, whether Corporate, Fellow, Full, Retired or Student. This edition is a few weeks late, for which I can only apologise profusely. Like most IPISM members, both I and the Institute's Administrator work full-time for other employers, and thus the IPISM's administrative and other tasks, including the publication of E-Topics and Topics (the hard-copy version printed and posted out to those Institute members who have yet to become e-mail enabled) has to be done in our spare time. As we have two teenage children plus a grandchild, there isn't much of that!

I intend to prepare and despatch the spring edition of E-Topics either during the last week of March, or during Easter (6th to 9th April) at the latest. Further editions will follow in June and September. You are welcome to write to Lynette and myself on any issue relevant to the IPISM, in terms of how the Institute can improve its service to you, or with regard to external events in your chosen area of public, voluntary, or not-for-profit service provision. Articles on your own experiences of innovation and effective service delivery, especially in the context of ever-moving Government goal posts, would be most welcome.

At the IPISM Council's most recent meeting in January, it was agreed to host a special seminar in Taunton on Friday 20th April, focussing on the Local Government and Public Involvement in Health Bill. All members are invited to attend this afternoon event free of charge. Not only will guest speaker Simon Pomfret provide us all with an insight into the Government's future plans for the delivery of local government and health services, interpreting the very dry language (as usual!) contained in the Bill, but all those attending will be invited to partake in a healthy and nutritious buffet beforehand – probably from 12.30 pm onwards. Further details are set out below.

At the IPISM's AGM and Development Event, members attending participated in an in-depth discussion regarding the future of the Institute, both in terms of existing and new services for members, and in relation to recruiting new members. It was agreed by all present that the IPISM's top priority must be member recruitment. A detailed article on all the issues examined at the Development Event, which was facilitated by Simon Pomfret of Spirals Ltd., the IPISM's strategic learning and development partner, is also contained within this edition of E-Topics.

For your information, the Institute's current stated objectives, as advertised in Opportunities and elsewhere, are to provide all members with an annual conference (or similar event) together with its AGM, a quarterly magazine, distinguishing / designatory letters (IPISM for full members or FIPISM for Fellows), a discussion forum (now hosted by Yahoo), mentoring, networking and training. As far as mentoring is concerned, new members (and others) are welcome to approach IPISM HQ by phone, letter or e-mail to request the services of a mentor in their chosen field or geographical area. By the same token, I would also

welcome volunteers from amongst retired members, or those who continue to work in the public sector after many years, offering your services as mentors.

The IPSM is very pleased to be continuing its partnership with Spirals Ltd, who in consultation with the Institute's Council have put in place a number of practical training courses on topical subjects, all of which will form part of the IPSM's training programme for 2007. Details of these courses, plus dates and venues, featuring various open-learning opportunities located on a regional basis in England, can be found on page 14.

Derek Wolfe, FIPSM,
Hon. Secretary

SPECIAL EVENT – TAUNTON, 20TH APRIL

At its January meeting, the Institute's Council discussed the possibility of launching local recruitment initiatives. It was agreed to make an attempt to recruit more members from South West England, and an advertising campaign was approved for implementation during February and March. This being the case, Council decided not to convene a spring meeting in Cardiff, but to hold its next meeting in Taunton, thereby backing-up the South West England regional recruitment drive. Council members agreed that the Council's meeting should begin at 10 am, aiming to finish by 12.30 pm. This would be followed by a free buffet and in the afternoon from 1.30 pm to 3.30 pm a key address by a guest speaker on a topical issue, which will be the Government's White Paper "Strong and Prosperous Communities."

The Chief Executives of all Cornwall, Devon and Somerset local authorities will be notified well in advance, offering them two free places at the event. IPSM Council also agreed to target large Third Sector organisations, including Housing Associations, plus other relevant public sector bodies.

All IPSM members are also cordially invited to attend this topical event, dealing with a vital "must-know" subject concerning the Government's agenda for local government, so hopefully the event will be popular and well-attended.

LATEST INSTITUTE INITIATIVES

Hopefully, all e-mail enabled members will by now have received an invitation from the Institute's webmaster, Martin Harvey, to join the IPSM's new Discussion Forum being hosted by Yahoo. This forum takes the place of the Smartgroups one, which closed when the Company folded late last year. If you experience any difficulties in joining, please e-mail Martin at burlington@btinternet.com, who will be pleased to assist you.

The Institute has agreed to explore the idea of establishing Regional / National IPSM Members Groups, allowing members living in the same region to get together on a regular basis if they wish, as well as discussing issues of particular significance in (say) London, Scotland or Wales. A pilot group has been established catering for all IPSM members in Wales, and following a flurry of e-mails, the Group is planning to have its first meeting in June. Such groups have the potential to be extremely helpful to those members who find it difficult to travel very far to (for example) our Annual General Meeting and Conference, which tends to take place in London each year. Not only can members benefit from the extra networking opportunities afforded by regional groups, but as far as Scotland, Northern Ireland and Wales are concerned, they could be absolutely vital, bearing in mind the ability of the Scottish Parliament to enact its own, often quite unique, primary legislation. In Wales, the National Assembly has its own separate powers in terms of secondary legislation. For example, the Smoke-Free Premises (Wales) Regulations 2007 will ban people smoking in buildings open to the public from April this year, a full 3 months before similar legislation is enacted in England.

As a result of its AGM Development Event (see below for details) and following decisions taken recently by IPSM Council, it has been agreed that the Institute's number one priority during the next five years will be recruitment. The aim is for the Institute's membership to reach 1000 members by December 2011, a growth in the IPSM's membership of 30% each year from 2007 onwards. This is not to say that the IPSM wants to concentrate solely on this objective – far from it! In order to encourage more public sector professional to join, the IPSM has (as referred to in the previous article) embarked on a regional recruitment campaign, starting in the South West, largely focussing on Devon and Somerset initially. If this is successful, then the idea will be “rolled-out” in other regions – subject of course to appropriate funding being available!

WELCOME TO NEW MEMBERS

I am delighted to welcome 14 new full members into the Institute of Public Sector Management. The following 4 new members joined in December 2006, namely:-

Michael Jenkins, Matthew Parkyn, Ray Moore and Wendy Rollings.

During January and February 2007, the following 10 managers have also signed-up as full members of the IPSM:-

Bob Black, Elizabeth Edwards, Claudia Newsam, Stephanie Pateman, Peter Allen, Susan Wilcock, Barbara Utting, Keith Bates, Elizabeth White and Mark McRitchie

I would also like to welcome Jeremy Morgan as an IPSM member. He joined the Institute in October last year, but somehow I managed to omit his name from the new members list in the autumn editions of E-Topics and Topics. Apologies for that! Jeremy is very much involved in setting up a pilot Regional / National IPSM Group in Wales. If the initiative is successful, it may be rolled out elsewhere.

IPSM COUNCIL 2007

Name	Address	Phone Number	E-Mail Address
IPSM HQ	45 Cherry Tree Road Axminster DEVON EX13 5GG	01297 35423 (Main HQ) 01446 401212 (Wales – weekday evenings only)	info@ipsm.org.uk (all)
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THE LOCAL GOVERNMENT WHITE PAPER

This, the latest in a long line of Government white papers, is ambitiously sub-titled “Strong and Prosperous Communities.” The White Paper was published in October 2006 by the current incumbent as Secretary of State for Communications and Local Government, Ruth Kelly MP. The foreword by Rt. Hon. Tony Blair, Prime Minister, declares that:-

“Local Government is a vital part of our democracy. The vast majority of interactions between citizens and the state take place through local government...”

The stated aim of the White Paper is “to give local people and local communities more influence and power to improve their lives.” The document contains seven themes:-

- (1) Responsive services and empowered communities;
 - (2) Effective, accountable and responsive local government;
 - (3) Strong cities, strategic regions;
 - (4) Local Government as a strategic leader and place-shaper;
 - (5) A new performance framework;
 - (6) Transforming local services via improved efficiency;
 - (7) Community cohesion.
-
- (1) People want choice, as well as more accountability, says the White Paper. This also means the community ownership and management of local facilities, the involvement of users more fully via consultation, the encouragement of neighbourhood charters setting local priorities, and the ability to demand answers via local councillors.
 - (2) Councillors should be champions for their local community, with executive powers being vested in the Council Leader. Councillors would be able to scrutinise the Leader’s actions, as well as demanding formal responses via the scrutiny mechanism, which itself would enjoy greater powers. The White Paper sees gains from the creation of more unitary councils. Councils as a whole would operate via an amended code of conduct, which would include the devolution of most aspects of the Standards Board’s current functions. Local authorities would also gain delegated powers in relation to byelaws, no longer having to obtain approval from the Secretary of State.
 - (3) In the light of the need for sustainable growth, extra powers and resources would be devolved. Multi-Area agreements would continue, especially in assisting economic development, the latter entailing the promotion of city development companies in some cities. Passenger Transport Authorities would be reformed, and more powers would be devolved to ensure coherent local bus services are delivered, especially in the biggest cities.

- (4) The Government will require Councils to align services provided by agencies working locally, introducing a new framework for strategic leadership in order to get local partners working together for the benefit of their communities. County and Unitary Councils would be required to prepare a Local Area Agreement comprising a single set of improvement targets, which in turn must be prioritised in conjunction with other local partners.
- (5) The Government's performance framework would undergo a radical simplification, resulting in about 200 outcome-based indicators reflecting national priorities, and including a new monitoring, support, assessment and intervention regime. New powers would enable Councils to meet the needs of their own communities, working with other agencies to tackle specific local priorities, as agreed via LAA's (e.g. anti-social behaviour). The new framework would build on the existing CPA (comprehensive performance assessment) regime. It would be known as the Comprehensive Area Assessment, or CAA. The intention is that the new regime should be more flexible, and risk based.
- (6) Ambitious efficiency gains will be required as part of the 2007 Spending Review. Although local authorities would be tasked with continuing to drive the transformation of local services forward, they would be expected to collaborate more closely with other Councils and public bodies, as well as making use of fair and open competition. This, plus greater use of business process improvement, is expected to help transform services and improve outcomes for local communities.
- (7) The White Papers seeks to promote community cohesion via stronger local leadership, as well as greater participation by the community as a result of an enhanced role for local people. Areas facing difficulties would be provided with support, including the sharing of best practice and support for establishing forums to negate extremism where necessary. The Commission on Integration and Cohesion would be encouraged to produce detailed plans for delivering a "step" change in promoting cohesion.

To summarise, the White Paper envisages the devolution of greater powers to local authorities, as well as placing additional duties on them and partner agencies, such as Primary Care Trusts, who will be required to report on consultation arrangements following the setting-up of Local Involvement Networks (LINKs) and the abolition of existing consultative arrangements, such as Patients' Forums. This in turn means that public sector organisations will need to change in terms of how they work, to enable citizens and communities to participate fully. In devolving greater powers, the Government requires that Councils demonstrate clear, transparent and accountable leadership. Citizens would be rewarded by having choices regarding the services they receive, in terms of who provides those services, and the service standards expected.

Simon Pomfret,
Managing Director,
Spirals Ltd.

Derek Wolfe, FIPSM,
President,
IPSM.

IPSM 2006 A G M – WHAT YOU MISSED

As is often the case with IPSM Annual General Meetings, the 2006 event was quorate, but with no margin for error! The 20 or so individuals who had intended to be present gradually whittled down to the minimum required for the AGM and its associated Development Event to proceed – despite being free-of-charge! I understand that two or three people who only days before had stated they would be attending, were unable to find the NCVO Headquarters at Regents Wharf in All Saints Street, located just over half a mile from Kings Cross Station.

What the event lacked in quantity, it certainly made up for in quality, with one member (Paul Buchanan) travelling all the way from Glasgow that morning! I was also delighted to be able to welcome recent-joiners Cathi Blake and Janet Wint-Johnson to their first AGM, as well as Andrew Duck and Rosy Leigh, who also attended the 2005 event. In addition to that, no less than 40 members had the courtesy to advise me in advance that they would be unable to attend – most adding that they hoped to be present in 2007!

For the first time for several years, it was agreed to increase subscriptions by a modest 5% to 6.7% in 2007. Therefore from 1st January Fellows pay £80 for the 2007 calendar year, whereas full members subscriptions are £63, corporate members £210, student members £31.50 and retired members £31.50. The IPSM's Administrative Officer, Lynette Wolfe, sent out subscription payment requests by post in February to all members, except of course the Institute's handful of Honorary Fellows.

Following the formalities of the AGM, those present for the Development Event entered into an excellent wide-ranging discussion regarding the future of the IPSM, superbly facilitated by Simon Pomfret, Managing Director of Spirals Ltd. The notes taken by Simon at the meeting have been reproduced below, giving readers of E-Topics an insight into the direction taken by members in discussing each topic-heading. Topics included the provision of services, recruitment, improving communications, both within the Institute, and externally. Finally, those present suggested some ways forward following the Development Event, shown below under the heading "Next Steps." Naturally, as an IPSM member, your own comments on the contents of the Notes from the Facilitated Session are welcome!

I.P.S.M. - AGM & Development Event

27th November 2006

Notes from the facilitated session

Facilitator: Simon Pomfret (Spirals)

What Services do IPSM members want?

- Representations on policy issues e.g. to the LGA, Housing Corp and Regional HA
- Using skills within the IPSM to represent members on key groups

- Briefings on emergent themes
- Networking and sharing e.g. electronically and chat groups
- Clarity about what we stand for, good practice. What does MIPS M mean?
- Possibly a code of governance with entry requirements in terms of qualifications or job seniority
- Enhance profile
- Critical Mass of Members with more members
- Training & Development opportunities 4 times a year, CPD, accredited training
- Sharing information, knowledge. Meeting and sharing
- Recognised qualification, more attractive to join. Possibly (Distance learning) Level 4
- Annual IPSM conference and / or a higher profile at other conferences
- Handbook so it is easy to find members, put in touch with each other, 'mentoring'
- If enough people regional groups
- If coaching is required - IPSM can help with professional support either from within the IPSM or through coaching companies
- Ability to pose questions to others members
- A Knowledge base
- A Quarterly Magazine

Is it possible for the IPSM to become a statutory consultee? The IPSM was previously consulted by the Office of the Deputy Prime Minister but is not at present. Members would be interested in influencing the current issues. Accepted that the size of the institute may be an issue i.e. the more members the more influence.

- Public / Private Partnerships
- Local Strategic Partnerships
- Local Government White paper
- Lyons Review
- Gershon

Recruitment

Membership is currently around 250. If the IPSM is not able to grow it was suggested that it should possibly look at joining with another institute. Delegates generally did not support this idea. Many suggested the IPSM should be setting a five year target. Some suggested 1000 members by 2011. Some felt this would be too ambitious.

How could the IPSM grow?

Delegates suggested the following ideas to increase membership. All agreed that a proper plan is required.

- Low key seminars possibly with other institutes
- Develop a flyer and mail-out to potential members
- Existing members recruit two new members

- Increase brand awareness with adverts and the logo in more places
- Develop an accredited qualification
- More freebies
- Free or discounted membership - possibly linked with Spirals training courses

It was agreed that if this is going to be successful the IPSM needs to be able to answer the question - what is in it for me? All agreed that the IPSM also needs to be clear about what it is going to do with new members. A buddy scheme may help.

What is the IPSM's Sales Pitch - what is the 10 second 'lift speech'?

Delegates suggested the following selling points.

- The only institute dedicated to the public sector managers
- Managers sharing knowledge and experience to deliver better public services
- Multi cultural and diverse membership representing all sectors of society and the public sector
- Access to CPD and training
- Quality standards
- Transferable and portable skills

How could the IPSM improve communications?

- The website homepage could be improved so it is easier to find the key topics
- Members could be alerted by email to a new topic
- The forums should be as user-friendly as possible
- The website could contain briefings on key subjects
- Include more links to other sites
- Make it more customer focused
- Avoid attachments in emails better to link to include a link to the website

There was a discussion on whether the forums should be private (requiring people to sign up) or public. It was agreed that some people were not sure about how to join so the guidance should be re-issued with the information also on the website.

Next Steps

- Spirals to forward the bullet points on the flipcharts to the IPSM.
- Notes from the AGM to be forwarded to all members and posted on the website.
- Emails to contain links to highlighted websites, rather than using attachments.
- Link to discussion group and invite further comment.
- Council to discuss and agree the way forward at its meeting on 25th January 2007.
- Council to agree a side of A4 as the IPSM's 'lift speech', for copying and circulation to enquirers regarding prospective membership, plus others such as Spirals and potential corporate members.

PRÉCIS OF MOST RECENT IPSM COUNCIL MEETING

The IPSM Council's most recent meeting took place on Thursday 25th January at the North British Housing Association's Conference Centre, now renamed "Places for People." The venue is located in Gray's Inn Road, about ¼ mile south of Kings Cross Station. Following the Development Event hosted in conjunction with the 2006 AGM, there was much to discuss. The newly-elected President, Derek Wolfe, welcomed two new Council members to their first meeting, namely Adrian Waite and Janet Wint-Johnson. Both had been elected at the Annual General Meeting to fill two of the four casual vacancies on the Council. Two other new Council members were unable to attend, namely Gill Shepherd-Coates and Maurice Condie.

The Council agreed to ask its new members to provide a photograph of themselves, plus a brief "autobiography", with the intention of publishing this information in the spring edition of E-Topics. It was then agreed that it might be helpful to include a photo of the Institute's hard-working Administrative Officer, Lynette Wolfe, so that those members who phone IPSM HQ (01297-35423) can put a face to the voice they hear on the other end of the line!

Council members then discussed the outcome of the AGM Development Event, making reference to the notes set out above. After a lengthy discussion, it was agreed to pursue the following 10 objectives, whilst nevertheless recognising that the first and foremost aim had to be the recruitment of many more members, to give the IPSM a "critical mass" following which, Council believes, it will be easier and cost-effective to provide training courses and conferences etc. on a more localised basis, perhaps by reference to the Regions / Nations Groups discussed on page 4.

1. Representations on policy issues to the LGA, the Housing Corporation etc.
2. Recruitment of many more members, to reach a "Critical mass" of 1000 members by December 2011 if possible
3. Training and development opportunities regularly, including CPD, accredited qualifications etc.
4. Annual IPSM conference **OR** high profile presence at other organisations conferences
5. Continuing quarterly magazine
6. Obtain statutory consultee status
7. Discounted membership fees, linked to Spirals training courses
8. Distribution of A5 leaflet on IPSM's key selling-points
9. Encourage use of user-friendly discussion forum
10. Set up links to additional relevant web sites.

The President was asked to prepare an Action Plan, based on the above 10 objectives, for submission to Council in April.

Following on from the previous item, Council agreed to organise a special event in Taunton on 20th April, in conjunction with its next meeting. It was pointed out that

this would be helpful in supporting the current recruitment drive in the South-West. Details of the planned event are set out on page 3.

Further discussion led Council members towards other initiatives, including relaunching the Recruit a Member Scheme, with new members joining as a result of a recommendation by an existing member being allowed a 25% reduction in their initial subscription. Existing members would be sent a congratulatory letter of thanks by the President. With Spirals Limited's co-operation, it was also agreed that in future any new members joining as a result of having first attended a Spirals training event would be given a 50% reduction in their initial subscription. Council also agreed to one or two special incentives, to celebrate the Institute's 25th anniversary year (1982 – 2007), details of which are shown below. IPSM Council has also agreed to enter into a formal partnership with strategic learning and development partners Spirals Ltd., to be reviewed before 31st March 2009.

Other decisions made by your Council at its first meeting of 2007 include:-

- (a) that an A4 or A5-size recruitment "flyer" be prepared by the President and the Hon. Treasurer (Rodger Lawrence) for use in conjunction with future recruitment campaigns;
- (b) that all retired members be asked to pay £31.50 each year, regardless of whether they were full or fellowship members of the Institute, with effect from 1st January 2007;
- (c) that a revised budget indicating subscription income of £15,000 be produced and circulated to all Council members for their comments;
- (d) that further special recruitment events, involving an afternoon seminar on a specific topic, be held in York and Birmingham later this year;
- (e) that consideration of the possibility of publishing (for IPSM members only) a members handbook be deferred until the Council's next meeting on 20th April in Taunton.

IPSM's SILVER JUBILEE CELEBRATIONS

Further to the above report of the Council's January meeting, I am pleased to report that Council agreed to celebrate its silver jubilee in the following ways:-

- (1) that in 2007 any new members joining the IPSM would not be required to pay the standard £25 joining fee;
- (2) that the Recruit a Member scheme be relaunched, with new members joining as a result of a recommendation by an existing member being allowed a 25% reduction in their initial subscription, as well as having the standard joining fee of £25 waived if joining in 2007;
- (3) that the President writes congratulatory letters to existing members responsible for recruiting new members to the IPSM;
- (4) that the foregoing celebratory initiatives be publicised in the next editions of Topics and E-Topics, and that members be invited to suggest other additional ways in which the IPSM might celebrate this, its 25th anniversary year.

HOW DO I BECOME A FELLOW OF THE INSTITUTE?

Recently, HQ has received some enquiries regarding how members qualify to become Fellows of the Institute. The answer can be found in IPSM Regulation 9(a). If you meet the necessary requirements set out in 9(a) (as shown below) you can transfer immediately from Full to Fellowship status, subject of course to paying the higher level fee (£80, as apposed to £63 for a Full Member) and providing the IPSM's Axminster HQ with evidence of your qualification. For example, either provide some evidence of your position as a Head of Service, or member of your Department's Senior Management Team (presumably comprising the departmental director plus assistant directors) or a copy of your NVQ Level 5 qualification (a photocopy of any relevant certificate will be fine) together with a cheque for £80, and the Institute will be happy to accord you Fellowship status, and provide you with a new certificate displaying your new status. You would then also be eligible to use the designatory letters "FIPSM" after your name

9 Qualifications for Fellowship

a Fellowship open to Institute Members

Applicants wishing to be admitted as Fellows of the Institute must satisfy the Council that they have been Full Members of the Institute for at least 3 years AND

i hold a relevant (academic or professional) qualification of a least NVQ Level 5 or equivalent OR

ii have qualified Town Clerk status or equivalent OR

iii have held (for a period of at least one year) a position at 'Head of Service' / 'Senior Management Team member' level in a relevant organisation OR

iv have rendered eminent and meritorious service to the Institute.

Derek Wolfe, FIPSM,
President

LATEST TRAINING OPPORTUNITIES

Please find set out below details of the latest training opportunities being made available on behalf of the Institute by Spirals Ltd., as well as seminars being hosted and run by AWICS. If you would like to take advantage of the courses and seminars being offered, please contact Simon Pomfret and Adrian Waite direct.

Contact details are set out in the following pages.

Institute of Public Sector Management
Short Course Programme
in association with **Spirals**



What's on in 2007 ?

Bristol

10th & 11th May	Project Management
22nd May	Building Team Leaders and Supervisors
12th June	Process Mapping
19th June	Team Building
5th July	Time and Stress Management

Manchester

2nd May	Process Mapping
7th & 8th June	Project Management
14th June	Building Team Leaders and Supervisors
26th June	Team Building
12th July	Time and Stress Management

London

8th May	Building Team Leaders and Supervisors
25th May	Process Mapping
20th June	Team Building
27th & 28th June	Project Management
6th July	Time and Stress Management

Spirals is the Strategic Training and Development Partners to IPSM. All our tutors have a proven track record in providing high quality training and development services to Public Services.

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'The only institute dedicated to public sector managers'

'Managers sharing knowledge and experience to deliver better public services'

TRAINING COURSES – NEWS OF FORTHCOMING EVENTS FROM AWICS (Adrian Waite – Managing Director)

I am writing to let you know that we are holding a series of seminars on 'All You Want to Know about Housing Association Finance'. These will be held in venues in London, Warrington and Glasgow during April and May and will provide delegates with an overview and update on housing association finance.

Do you think that a working knowledge of housing association finance would put you and your colleagues in a position of advantage? Whether you are in a Housing Association, Local Authority or a Government Office; whether you are a Housing Manager, Tenant Representative, Board Member, or even a member of the Finance Team; whether you are in an established housing association, a local authority carrying out a stock transfer or in a council that has partnerships with housing associations, you could benefit from one of our courses.

What the course will cover:

Accountability, Regulation and Control; Company Accounts and technical accounting; Revenue Financing Regime; Financial Management in a Registered Social Landlord; Capital Finance and Development and sources of Capital Finance; Business and Financial Planning and the Efficiency Agenda; Financing of Stock Transfers and Treasury Management.

Delegates will gain an overview of the finances of registered social landlords and will keep up to date with developments in housing association finance. The course is accompanied by a very useful booklet entitled:

"All You Want To Know About Housing Association Finance"

Many people - board members, tenants and officers would benefit from this course. Venues and Dates are:-

London - Kensington Close Hotel - 19th April 2007

Warrington - Rhinewood County House Hotel - 24th April 2007

Glasgow - Tulip Hotel - 22nd May 2007

(The session in Glasgow will make specific reference to the situation in Scotland)

If you would like more information or would like to make a booking, please visit our website at: www.awics.co.uk/services/housingassociationcourse.asp

Or contact us directly by replying to this email or telephoning 01768 352347, 352165 or 354005.

Yours sincerely,
Adrian Waite