



IPSM E-BULLETIN
NO.7 (E-TOPICS) –
SPRING 2006

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INTRODUCTION

Welcome to the latest edition of E-Topics, the official journal for IPSM members. This is the second of four editions planned for 2006, and features the first membership-wide survey to be carried out for several years. Your Council feels it is essential to conduct such a survey, for a number of reasons. Firstly, it helps the Council keep in touch with your views concerning the IPSM itself. Secondly, and far more importantly, it will assist Council members in determining the introduction of new services, targeted to benefit as many members as possible, as well as (thirdly) focusing on the type of training you tell us would be of greatest benefit (e.g. CPD) in your circumstances. Training needs will be handled by the IPSM's strategic training partner, Spirals Ltd., who have already prepared some open learning courses for our benefit. Details of the courses available are set out in an article entitled "Meeting the Challenge", which has been written by Simon Pomfret, the Managing Director of Spirals Ltd. His Company has generously offered to give IPSM members a 20% discount in relation to any of its courses. Please refer to page 11 for details of what you need to do to take advantage of this excellent offer.

To assist you in giving a considered response to the 15 questions set out in the membership survey, I am appending copies of the IPSM's Memorandum of Association, which spell out in some depth the original *raison d'être* for setting up the Institute, as well as indicating (particularly in paragraphs 3(A) to 3(S) inclusive) its aims and objectives. You may respond by e-mail or snail-mail to the IPSM's H.Q., and although all replies will be gratefully received and analysed, it would be especially helpful if you could let Lynette or I have your considered views before Thursday 11th May, if possible. Just to remind you of the IPSM H.Q. address, it is 45, Cherry Tree Road, Axminster, Devon, EX13 5GG.

Whilst writing, I would also politely request all those members who have yet to pay their 2006 subscriptions to let the IPSM's Administrator at our H.Q. have a cheque for the relevant amount as soon as possible, payable to "Institute of Public Sector Management." As of 31st March, 80 members had yet to pay their dues for 2006.

Derek Wolfe, FIPSM,
Hon. Secretary.

MEMBERS COMMENTS

Derek,

I have now retired. Is there a 'Retired Members' category of membership?

Geoff Austin.

.....

Derek,

I have recently received a subscription renewal request and wonder if there is a "retired" status I may maintain? Alternatively, if I allow my membership to lapse, would it be possible to rejoin on request?

In my current position in France the fee is quite a lot, especially if I do not return to UK and work again. However, this is a possibility so am unsure what to do.

Thank you

Regards,
Hilary Ball

.....

Dear Geoff / Dear Hilary,

Thank you for letting me know, and congratulations on your retirement! Yes, there is a retired membership category. As a retired member, you will only be asked to pay £30 per annum to maintain your membership of the IPSM. If you were to allow your membership to lapse, I am sure there would not be a problem in rejoining – but if you are contemplating this course of action, please let our Administrator know ASAP, so that we don't subsequently "chase" you for your subscription!

Kind regards,

Derek Wolfe,
Hon. Secretary.

.....

Dear Derek,

I wish you a happy new year and success in all your endeavours in the year.

As a matter of fact, I wished to be part of the last IPSM training seminar, but as a result of much workload and commitment to meet demands of my professional calling in the nooks and crannies of the country, I could not afford to attend the training. I therefore regret any inconvenience this might have caused you.

Hence, I shall be grateful, if you do not hesitate to notify me of any other training / seminars as time goes on.

Kind regards,
Ezekiel Ejalonibu,
Nigeria.

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Dear Ezekiel,

Thank you for your e-mail yesterday – it's good to hear from you. Sorry to hear you couldn't make it to our AGM and training seminar in November, but you will be pleased to know that plans are afoot to introduce a series of training events from April 2006 onwards. I will make sure you are kept informed about forthcoming events.

Regards,

Derek Wolfe, FIPSM,
Hon. Secretary.

Derek,

Thank you for your e-mail. I can fully appreciate what is being said and the frustration that you must obviously feel re lack of member support for the IPSM AGM and Training Seminar. Unfortunately, in my own case, I am simply unable to travel to London tomorrow Thursday 17th November due to a long-standing work commitment during the whole of this week. I am particularly sorry in this respect as I am sure that the day would have been both enjoyable and informative, as well as providing good opportunities for networking with English and Welsh colleagues, with their obviously different/varied perspectives on public sector management. (Additionally the venue location on Gray's Inn Road is familiar to me, having had a friend who formerly worked at the Eastman Dental Hospital located there).

If, given what you are saying about a 'pattern' of lack of support for the AGM event, you (and the IPSM executive) **still** decide to hold an AGM next year I will **make sure** that I definitely attend this. Once again I apologise for my lack of support this year.

Yours sincerely

Paul Buchanan
Policy Officer
Glasgow City Council

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Derek,

Thank you for your message. I would have loved to attend the seminar as the content and cost are very attractive - however, the timing is not good for me due to other commitments.

I am sorry that I am going to miss this event, but hope to be at any future similar events.

Anne Hayton,
Liaison & Development Officer,
Salford City Council

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Hi,

I am sorry that I will not be able to attend the AGM and training event on 17th November.

I did consider attending, but unfortunately the timing and the distance involved made attending impracticable. Unfortunately it is quite difficult to justify a couple of days out of the office and overnight accommodation for the AGM and a short training course. Hopefully I will be able to attend next year.

Shirley Gunn
Finance and Support Services Manager
Angus Council
FOFAR

Derek,

I want to give my apologies for not being able to attend this years AGM and training event due to other commitments. I hope the event is successful, and hopefully I will make it next year (I think the added training is a good idea. Also, more feedback to you - it is not the fee preventing me from coming but time/ commitments).

All the best
Dr Electra Soady
Eureka! Associates
Birmingham, B28 8EF

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Derek

Thank you for the email reminding me of conference and the available seminars.

I agree that the content of the seminars are of interest and appreciate that the AGM and Conference has been kept short. However living and working in Glasgow still means a full day out of the office and additional costs for flights etc makes it uneconomical for me to travel to London at this time.

I do however offer my good wishes for 17 November 05 and trust that this year's event will manage to go ahead.

Ken Higgins
Strategy, Policy and Development Officer,
Glasgow City Council

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Lynette,

Thank you very much for the acknowledgement and receipt. That is really good news, and I shall proudly use the letters "IPSM" and spread the word further about the Institute.

Regards,
Rachael Bust,
Development Plans Team Leader,
West Lindsey District Council (New member, who joined the IPSM in January this year)

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(E-mail received at IPSM HQ)

First, congratulations on a brilliant new format for AGM meetings, especially the workshops. Downside is that I have a clash (with an important impossible-to-move meeting) otherwise I was planning the trek (from North Wales) with a colleague in tow. As it happens, I have persuaded her that the IPSM is a good organisation to belong to and she wants to join. Can you forward the relevant application form to me in the first instance please?

Cheers,
Yveline Hands.

MEMBERSHIP SURVEY

1. Please either quote your membership number, or give your name
2. Who is your current employer? (If applicable).....
3. What is your job title?.....
4. Are you a corporate/fellow/full/retired or/student member?.....
5. When did you first join? (The organisation was first established in 1982)
6. Why did you join?.....
7. When did you last attend an IPSM event? (AGM, Essentials training course, conference, seminar).....
8. Have you joined the IPSM's Discussion Forum at www.smartgroups.com ?.....
9. A membership organisation only regenerates itself by membership effort. Please therefore consider what services, facilities and amenities you want the IPSM to provide you with, as a benefit of membership, (for example, provision for CPD, regular training seminars, regional conferences and similar events, advice and support, the Discussion Forum, occasional fact sheets relating to specific areas of public sector service provision, publications, networking opportunities?).....
.....
10. Continuing the theme of membership effort, what skills, expertise and experience can you offer to the IPSM, for the benefit of the organisation as a whole, for example, writing articles for Topics, helping to market the IPSM and its services, serving on the IPSM's Council?
.....
11. Would you like future AGM's to be combined with training seminars, as in 2005?.....
12. If so, what topics would you like Spirals Ltd to cover at the 2006 AGM / Seminar?.....
.....
13. Would you prefer the IPSM to return to the format used at AGM's in 2004 and most previous years, i.e. a day-long event incorporating speakers in the morning and afternoon, but with the AGM scheduled immediately following lunch?.....
14. If you prefer to return to this type of event, can you suggest two or three speakers who might be approached to address the IPSM's AGM / Conference, and likely topics?
.....
15. Spirals prides itself on providing quality training to help people with today's challenges. Please circle the top three areas of training that would be of benefit to yourself and/or your team members. Process Mapping / Recruitment & Selection / Creative Problem Solving / Team Building / Project Management / Customer Care / Coaching Skills / Programme Management / Developing Team Leaders & Supervisors / Balancing Performance / Improving Services and Change Management / Workload Management / Delegation and Empowerment / High Performing Teams & Motivating Others.

MAPLE GOLD – ACHIEVEMENT ABROAD

Having read Topics and our E-Bulletins on a regular basis, hopefully you will already be aware of the diversity of our membership, drawn from the public, voluntary and not-for-profit sectors, representing managers working in the fields of administration, education, finance, health, housing, leisure, planning, policy, research, social services and many others. However, I wonder if you are aware that our sphere of influence stretches far beyond the confines of the “home” countries. A significant number of our members live and work for / with the public sector abroad, notably in France, Holland, Nigeria and Canada – yes, I did say Canada!

Indeed, it could be argued that the most successful of all our members hails not from Belfast, Birmingham, Cardiff, Cornwall, Durham, Glasgow or Surrey – but from Richmond Hill, Ontario, Canada. Maryanne T-P Fong, a public sector researcher, joined the IPSM as recently as November 2002. In addition to the usual BA, MBA and MSc qualifications that typify many high-flyers and would-be high-flyers, she has also attained the DDG (UK) and IOM (UK), and is well on her way to completing her Doctorate.

Maryanne’s appointments include Deputy Director General of the International Biographical Centre in Cambridge, UK, and her achievements include being the recipient of the American Medal of Honour (USA), recipient of the Leading Scientists of the World Award (Series 2005) IBC, UK, and recipient of the Great Minds of the 21st Century Award, ABI, USA. Not content with that, in 2006 she has already extended her plaudits with two further awards, having been nominated and selected to receive the “Top 100 Business Executives” award in the UK, whilst in the USA she has been nominated and selected to receive the “Successful Woman of the Year” Award.

Maryanne was born and raised in Canada; despite her unremarkable upbringing within a typical Canadian family, she developed a keenness and desire to excel. Yet despite her thirst for excellence, Maryanne has many mainly arts-based hobbies, including creative arts and crafts, calligraphy and learning other languages, as well as playing the piano, electronic organ, folk guitar and the Gu-Zheng (Chinese harp). However, not one to allow the relatively sedentary nature of her work and many of her hobbies to take over, Maryanne is a keen leisure-cyclist, happy to swap her desk for an unhurried tour of some of Ontario’s leafier suburbs and parks, revelling in the sunshine and fresh air of a still sparsely populated country.

Clearly, we can’t all easily emigrate to sunnier and arguably healthier climes in an attempt to derive newfound motivation, as we seek to fulfil our own goals and self-determined levels of excellence. But we can all take heart and encouragement from those around us who, like Maryanne Fong, recognise opportunities to excel, combine them with their personal characteristics, and apply drive, direction and focus as they work steadily and surely towards achievable goals. Could you achieve excellence? I don’t know the answer to that – and I suspect you don’t either. But armed with a modicum of self-belief, plus a clear understanding of what you want from life, a “road-map” of how you might attain your own gold standards of excellence, combined with the knowledge that people like Maryanne have already shown the way – well, only time and a great deal of hard work will provide a certain answer.

Derek Wolfe, FIPSM,
Vice-President, 2006

LOCAL COUNCILS – THE GRASS IS ALWAYS GREENER ON THE OTHER SIDE? (Part 1)

For those of you who are unfamiliar with the detailed structure of local government, you may be surprised to know that there is a lot more to “councils” than London Boroughs, County Councils, District Councils and that relatively new phenomenon, the unitary authority! Or even Borough Councils, Metropolitan Borough Councils (MBCs) and so on. Away from major conurbations like London, Birmingham, Leeds, Liverpool and Manchester, there is another local government “beast” to be found in abundance wherever the shiny steel and glass buildings of our cities give way to the rolling hillsides and chattering streams of rural Britain. These unassuming entities are located almost exclusively in Shirecountyland. They are our Parish, Town and (in Wales) Community Councils – their collective term is “local councils”.

Local councils number between 9,500 and 10,000 in total, and like their County, District and Borough Council counterparts (normally called “principal councils” to distinguish them from local councils) they hold regular Council meetings, are involved in “front-line” service provision, have fixed (if usually rather modest) budgets, adhere to similar legal and procedural requirements enshrined in standing orders and financial regulations, and can carry out a wide range of services for the benefit of their communities, either alone or in partnership with principal councils. Parish and Town Councils were “born” in 1894, following the enactment of the Local Government Act 1894. Before then, local government consisted largely of local “boards” and “overseers”, throwbacks to work houses and poor law legislation enacted before Queen Victoria came to the throne.

The performance of local councils has improved by leaps and bounds during the last 15 years or so. When Keynsham Town Council appointed me as its Town Clerk in 1992, the Aston Business School study had only recently been published. It had highlighted weaknesses in the financial controls put in place by local councils, who all too often failed to prepare properly itemised and defined budgets, failed to monitor expenditure on a regular basis (if at all, in some cases!) and even occasionally “discovered” that they were, either technically or actually, bankrupt! However, a plethora of legislation, coupled usually with training opportunities, has vastly improved administrative standards and efficiency amongst parish town and community councils since 1990, and especially during recent years.

Before my appointment, I had worked in mainstream local government for 18 years, mainly in committee administration, but also for over 2 years in project administration and management, monitoring the physical progress of the London Borough of Hammersmith & Fulham’s £30 million capital programme. During the 1980’s, it seemed to me that Central Government’s agenda as far as local government was concerned was all about financial and service cuts, rate-capping, privatisation and moving functions back to the centre. I found this stage in my local government career pretty depressing, partly because job-vacancy freezes meant that the ambitions and aspirations of good quality professionals and managers were thwarted; partly because those remaining in many council departments where a significant number of vacancies were being carried found themselves working not just flat-out, but up to and past the point of exhaustion; but mainly because services for the more vulnerable groups of people in our society could no longer be delivered on the scale needed, or at all in some cases.

So I moved. I made the big jump from mainstream local government to “parish politics”. Was it a good move? Is the grass always greener on the “other” (local councils) side of public sector service provision? Well, I’m afraid you will have to await the summer edition of E-Topics to find out what I discovered in the “parallel universe” of parish, town and community councils, and to hear my “verdict!”

Derek Wolfe, FIPSM, Vice-President, 2006



MEETING THE CHALLENGE

We regularly work with a wide range of professionals across the public sector landscape. I use the term public sector in its broadest sense. Increasingly we find that not only does a manager need to be good at the technical aspects of their job, and be a competent manager they also need to be continuously improving their service.

For some it is a challenge and is seen as a fundamental part of their role, and for others it is a problem and a distraction. Given the current pressures within the public sector, for example the reduction in grants and core funding, and the need to deliver more with less, it is fast becoming a constant and as such a key competency that we all need. In short it is the day job for a modern manager working in the public sector.

There are two broad approaches that managers follow. The first is Continuous Improvement. This involves incremental improvements and a step-by-step approach. It is generally low risk and would typically involve

- Looking at how you do it now
- Establishing measures at key points
- Measuring and monitoring performance
- Identifying and implementing improvements

The second approach is more radical starting with a blank sheet of paper and involves

- Being clear about what customers need and what
- Starting with a blank sheet of paper – what could our service be like
- Looking at how others are doing it
- Thinking about what technology might be able to do for you

Both approaches have their place and have been proven to work. However, funding bodies and the Government are increasingly saying that the pace of modernisation needs to be faster. In our home life many of the changes are now seen as norm, for example the growth in low cost airlines and on line services. What is good for us as customers must surely make sense back in the office.

We should also remember that there are many examples of improvements across the public sector. But for some it is patchy and too slow. In our work we run a lot of hands on sessions to help teams identify both their strengths and areas needing to be improved. Time and time again we have seen that if professionals are given the tools and time they can meet the challenge and make the improvements but it needs to be pro-actively managed and followed through.

Coming up with the ideas is important but it is only half the story. The manager also needs to be able to implement the changes and to take the staff along with them.

I would like you to think about the following two questions: -

When was the last time you and your team thought your service and how it could/should be improved?

What improvements will you deliver in the next six months?

Open Programme

We have delivered training to over five hundred people from approximately twenty different groups. We aim to run the open programmes every six weeks across the East of England. Our clients say this is helpful, as they do not have to wait until there are a minimum number of delegates. The mixture of delegates helps to ensure a sharing of experiences and makes the events more enjoyable. Many say it provides a valuable networking opportunity.

Based on discussions with clients and previous delegates we currently offer the following six management open training courses. Except for the Delivering Successful Projects course they are all 1-day courses, and aim to be as flexible as possible, with local venues and organisations able to send 1 person or a whole team.

- Delivering Successful Projects (2 days)
- Coaching Skills
- Developing Team Leaders and Supervisors
- Building High Performing Teams – motivating and empowering others
- Programme Management
- Process Mapping

Each of the courses has been developed specifically for the public sector. All are free and use a plain English approach. (We will of course review the subjects following receipt of the IPSM survey information). We are also happy to develop bespoke courses for clients, for example on a different management subject or based on the organisations own approach. Courses are offered at: Hatfield, Haydock, Leeds, London (Bloomsbury), Newcastle, Newmarket and Norwich. The dates are available on the website (Haydock, Leeds and Newcastle will be available shortly). We are also happy to deliver the courses on site, depending on numbers.

The standard price for a 1-day course is £195.00 (plus VAT). Multiple booking discounts are available (15% for the 3rd delegate and 40% for the 5th). There are substantial discounts available for regular clients and repeat bookings. IPSM members will receive an **additional 20% discount** – this is a financial saving for IPSM members and an incentive for non-members.

All of the courses come with 30 days free E-Support so delegates get 1 month free support after the course is completed i.e. to help apply the tools and techniques back in the office. The East of England Open Programme dates and venues for 2006 are shown below. Information relating to other regions and venues can be found on our web site, www.spiralsplus.com.

20th and 21st April 2006 (2 day course)

- Delivering Successful Projects (British Racing School, Newmarket, Suffolk)

28th April 2006

Effective Programme Management (British Racing School, Newmarket, Suffolk)

17th and 18th May 2006 (2 day course)

Delivering Successful Projects (Park Farm, Hethersett, Norfolk)

26th May 2006

Effective Programme Management (Park Farm, Hethersett, Norfolk)

15th and 16th June 2006 (2 day course)

- Delivering Successful Projects (British Racing School, Newmarket, Suffolk)

30th June 2006

Effective Programme Management (British Racing School, Newmarket, Suffolk)

Simon Pomfret MBA MCMI
Spirals Ltd.
(Tel: 01953-602505)

(Simon is the managing director of Spirals Ltd, the IPSM's strategic partners for learning and development)

IPSM Training Opportunities

Following discussion at our most recent Council meeting, Spirals Ltd has kindly offered all IPSM members a 20% discount on any Spirals training event, as stated above. This can be from their Open Programme i.e. around the country open to anyone, or for bespoke training delivered to a single organisation or team. Relevant information and links are on the IPSM website (www.ipsm.org.uk). You will need to quote your IPSM membership number at the time of booking. Information from the IPSM survey will be used by Spirals to determine possible additional venues and courses. Given the number of members in the London area, a London venue plus Hatfield should be added to the Open Programme shortly.

Derek Wolfe, FIPSM,
Hon. Secretary.

THE COMPANIES ACTS 1948 to 1980

COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL

Memorandum of Association

of

THE INSTITUTE OF PUBLIC SECTOR MANAGEMENT

(As amended by Special Resolution on 12 September 1991, 1 October 1997 and 24 November 1999)

- 1 The name of the Company (hereinafter called "the Institute") is "THE INSTITUTE OF PUBLIC SECTOR MANAGEMENT".
- 2 The Registered Office of the Institute will be situated in England.
- 3 The objects for which the Institute is established are: -
 - (A) To provide a qualification to be known as Member of the Institute of Public Sector Management, for staff employed on managerial and administrative duties in the public service.
 - (B) To provide an organisation for such staff that are granted such qualification.
 - (C) To promote in the public interest the competence of such staff.
 - (D) To do such things as are or may be necessary to sustain or to raise the status of those holding the said qualification.
 - (E) To promote and provide opportunities for the exchange of views amongst members of the Institute and others, and to encourage and promote the delivery of lectures and the reading and discussion of papers relative to the managerial and administrative work and the interests of members of the Institute.
 - (F) To take over, on such terms as the Institute may deem expedient, all or any of the assets and liabilities of any other body or organisation which is representative of or which has been formed to promote the interests of those whose managerial and administrative work is in any way similar to that of members of the Institute.
 - (G) To issue a journal for the information of members and others and for the advancement of the Institute, and to print, publish or distribute text books, statistics, lectures, treatises and other literature connected with or explanatory of the theory and/or practice of the managerial and administrative work performed by members of the Institute and to acquire a library of such works to buy, sell, lend or exchange.
 - (H) To promote the study of the theory and practice of the managerial and administrative work performed by members of the Institute and to establish and/or provide facilities for the holding of classes and examinations (either under the jurisdiction of the Institute or that of any college or other suitable body accredited

by the Institute), and for the award of medals, scholarships and such other rewards in connection with the study of such theory and practice as the Institute shall deem necessary, also to award certificates and diplomas.

- (I) To encourage and/or secure the training, education and experience of anyone who is contemplating becoming a member of the Institute.
 - (J) To promote the efficiency and usefulness of the service provided by members of the Institute, and for that purpose to exercise supervisory and disciplinary powers over them.
 - (K) To promote and advance efficient administration in the public service.
 - (L) To apply for, promote, petition for or otherwise support any Act of Parliament, Royal Charter or other measure for the purpose of attaining the above objects or any of them.
 - (M) To purchase, take on lease or on exchange, hire or otherwise acquire any real or personal property and any rights or privileges which the Institute may think necessary or convenient for the promotion of its objects, and to construct, equip, maintain and alter any buildings or erections necessary or convenient for the work of the Institute.
 - (N) To sell, let, mortgage, dispose of or return to account, all or any of the property or assets of the Institute as may be thought expedient.
 - (O) To undertake and execute any trust which may lawfully be undertaken by the Institute and may be conducive to its objects.
 - (P) To borrow or raise money for the purposes of the Institute on such terms and on such security as may be thought fit
 - (Q) To invest the moneys of the Institute not immediately required for its purposes in or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) as may for the time being be imposed or required by law and subject also as hereinafter provided.
 - (R) To make grants to universities or other educational establishments or for the promotion of the study of subjects relevant to the objects of the Institute.
 - (S) To do such other things as are incidental or the Institute may think conducive to the attainment of the above objects or any of them.
- 4 The income and property of the Institute, whencesoever derived, shall be applied solely towards the promotion of the objects of the Institute as set forth in this Memorandum of Association, and no portion thereof shall be paid or transferred, directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit, to the members of the Institute. Provided that nothing herein shall prevent the payment, in good faith of reasonable and proper remuneration to any officer or servant of the Institute, or to any member of the Institute, in return for any service actually rendered to the Institute, nor prevent the payment of interest at a rate not exceeding one per cent above the base rate per annum of the Institute's bank for the time being on money lent or reasonable and proper rent for premises demised or let by any member of the Institute; but so that no member of the Council of Management shall be appointed to any salaried office of the Institute or any office of the Institute paid by fees and that no remuneration or other benefit in money or money's worth shall be given by the Institute to any member of such

Council except repayment of out-of-pocket expenses and interest at the rate aforesaid on money lent or reasonable and proper rent for premises demised or let to the Institute.

- 5 The liability of members is limited.
- 6 Every member of the Institute undertakes to contribute to the assets of the Institute in the event of the same being wound up during the time that he was a member, or within one year afterwards, for payment of the debts and liabilities of the Institute, contracted before the time at which he ceases to be a member and of the costs, charges and expenses of winding up the same, and for the adjustment of the rights of the contributories amongst themselves, such amount as may be required not exceeding £1.
7. If upon the winding up or dissolution of the Institute there remains after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the members of the Institute but shall be given or transferred to some other institution or institutions having objects similar to the objects of the Institute and which shall prohibit the distribution of its or their income and property amongst its or their members to an extent at least as great as is imposed on the Institute under or by virtue of Clause 4 thereof, such institution or institutions to be determined by members of the Institute at or before the time of dissolution and if and so far as effect cannot be given to such provision, then to some charitable object.
- 8 Property accounts shall be kept of the sums of moneys received and expended by the Institute, and the matters in respect of which such receipts and expenditure take place and of the property, credits and liabilities of the Institute; and subject to any reasonable restrictions as to the time and manner of inspecting the same that may be imposed in accordance with the regulations of the Institute for the time being, shall be open to the inspection of members. Once at least in every year the accounts of the Institute shall be examined by one or more properly qualified Auditor or Auditors.

We, the several persons whose Names and Addresses are subscribed are desirous of being formed into a Company in pursuance of this Memorandum of Association.

NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBERS

J S PHIPPS	45 Sybil Road Leicester <i>Local Government Officer</i>
JOHN COWDALL	Crinklecrag 47 Southport Road Chorley Lancashire PR7 1LF <i>Local Authority Chief Executive</i>
J A EDWARDS	Ffynnon Gedwen Trefeglwys Caersws Powys SY17 5PX <i>Retired Polytechnic Assistant Director</i>

R V HUGHES

5 St John Close
Four Oaks
Sutton Coldfield
B75 5NZ

Local Government Officer

M HARVEY

11 Marsh Garth
Kirkby-in-Furness
Cumbria
LA17 7UU

Local Government Officer

L J CATTLE

49 Hawthorn Way
Basingstoke
Hants
RG23 8NJ

Local Government Officer

DATED this 16th day of October 1981

WITNESS to the above Signatures: -

J G C TROUNCER

24 Knolls Close
Worcester Park
Surrey

Chartered Secretary

**EXPLANATORY NOTE NOT FORMING PART OF THE
MEMORANDUM OF ASSOCIATION**

NB: The Institute has undergone several changes of name. It was originally set up in 1982 as the Association of Public Service Administrative Staff (APSAS) by the Institute of Chartered Secretaries and Administrators (ICSA). On 1 January 1992, APSAS became fully independent and changed its name to The Institute of Public Service Administrators (IPSA), thereby severing its links with ICSA. On 13 October 1997, IPSA changed its name to The Institute of Public Sector Management, which, like IPSA and APSAS before it, is a Company limited by Guarantee and not having a Share Capital.

DW/LMW
1st March 2006

LATEST ARK GROUP EVENT



[Business transformation in public sector human resources](#) [Using shared services to make HR a leading, strategic business function](#)

[23-24 May 2006 - London](#)

Ark Group's two-day conference will answer questions on the task of modernising and integrating human resources into a shared services environment. Case study presentations from senior public sector professionals will explore both the potential for fully integrated e-HR systems in a shared environment and ensure the infrastructure and culture of your organisation are both ready for that change.

Join us for two days of interactive discussion and hear how other organisations have driven an HR-led shared service and effectively developed an e-HR system. Hear from: DEFRA, Cambridgeshire Council, DVLA, MoD, BBC, Centrex, City of London Police and Crown Prosecution Service. Other speaker highlights include the PPMA (Public Sector People Managers Association) and the Investors in People programme.

- § Building HR foundations for an effective organisational development strategy - Understanding the organisational HR requirements before considering an outsourcing strategy
- § Exploring the benefits of collaborative training and development - Building a model for integrated e-Learning solutions
- § Restructuring pay and rewards system to transform workforce - Isolating and understanding your organisational needs
- § Electronically integrating HR business processes to drive efficiency and value for money - How integrated business systems can support HR, managers and employees

If you would like any more information or wish to make a booking simply contact the marketing department on +44(0)20 8785 5964 or email us on events@ark-group.com . IPSM members booking must quote their membership numbers in order to receive a 15% discount.