



**IPSM E-BULLETIN**  
**NO.8 (E-TOPICS) –**  
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## INTRODUCTION

Welcome to the latest edition of E-Topics, the IPSM's quarterly journal. This is the third of four editions planned for 2006, and features the results of the first survey of all our members to be carried out for several years, as well as a comprehensive analysis of the IPSM's membership records, indicating the types of services provided and the roles undertaken by all IPSM members (except of course, those 9.6% of our membership who are retired). The response rate in respect of our survey was extremely poor, with only 11 completed survey forms being received, either by post or by e-mail. Nevertheless, the results, such as they are, are featured on pages 5 and 6.

Learning and Development needs continue to be handled by the IPSM's strategic training partner, Spirals Ltd., who have organised some further open learning courses for our benefit. Details of these courses are set out in an article entitled "Meeting the Challenge", written by Simon Pomfret, the Managing Director of Spirals Ltd. This article is a reprint (except in relation to the courses available!) of that which appeared in the last edition of E-Topics, in an attempt to emphasise the importance of lifelong learning, whether as part of a focussed CPD programme, or members' merely "cherry-picking" suitable courses and subjects, as they arise. His Company generously continues to offer IPSM members a 20% discount on all of its courses. Please refer to pages 10 & 11 for details of what you need to do to take advantage of this excellent offer.

Whilst writing, I would also wish to politely request those remaining members who have still to pay their 2006 subscriptions, to send a cheque or postal order to the IPSM's Administrator at our H.Q. as soon as possible, payable to "Institute of Public Sector Management." 20% of our members have yet to pay their dues for 2006, as at the end of July. Just to remind you, the rates are £75 for fellows, £60 for full members and £30 for retired and student members. A number of members have contacted the IPSM H.Q. regarding issues like upgrading their membership to Fellowship status, and other similar issues. Although the IPSM's Regulations are available on the internet, I thought it might be helpful to publish them in Topics, both for ease of reference, and to assist those 20% of our members who have yet to acquire access to the internet.

Derek Wolfe, FIPSM,  
Hon. Secretary.

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## WELCOME TO NEW MEMBERS

I am delighted to welcome the following 10 new members into the Institute of Public Sector Management. All ten have joined us since 1<sup>st</sup> April this year, namely: -

David Pritchard,  
Peter Nourse,  
Simone Johnson,  
Neil Gann,  
Michael Summerville,

Sharon Hofman,  
Justina Onyekwere,  
Dr Morgan Slade,  
Robert Della-Sala,  
Stanley Murphy.

In addition, I am pleased to report that the College of VD Prevention has decided to take up corporate membership, following in the steps of the Transatlantic College, who rejoined the IPSM in November 2005.

## **OPEN LETTER TO ALL IPSM MEMBERS FROM JULIE PRICE, IPSM COUNCIL MEMBER**

Most of you are likely to have seen appeals from us on the Council to members seeking new blood to join Council and contribute to the running of the Institute. Those of you like me who are members of other organisations may be familiar with the limited number of people willing and able to take active roles in running voluntary organisations – a sign of the busy times we all live in. I have decided to write a personal letter to explain why this need is very real for IPSM and that we on the current Council have even started to debate the prospect of winding up the Institute, if we cannot encourage more members to take an active interest in our continuing.

The current Council consists of just 7 members. 5 of us (Dave Punshon, Stephen Guile, Rodger Lawrence, Martin Harvey and I) have been members of the IPSM Council for more than 15 years, indeed several of my colleagues transferred from the previous APSAS which some members will recall as our predecessor back in the 1980's. All of us have served terms in the various roles the Institute requires to conduct its business; President, Vice President, Treasurer, Honorary Secretary etc. as well as contributing to other important roles performed by the Council, such as business planning, recruitment strategies, developing services to members, communicating with members, liaison with other bodies etc. We all have other 'day jobs' and do this in our spare time. We all believe in succession planning, replacing us experienced long serving Council members with new members, with fresh ideas and new vigour to take the Institute forward. However although a few new members of Council have joined us over the last few years, all, other than Derek Wolfe (the forthcoming President) have left for different reasons. The situation is now becoming serious because several of us would really like to step aside, ideally to be replaced by new Council members. We are also struggling to identify who will take the Institute's key roles next year as we have all served our time and frankly want a rest!

Being one of the Council really is rewarding, and even fun. If it weren't we 'veterans' would not have stuck it out so long! We are a friendly, pleasant, easygoing lot and we are REALLY keen for some of you to join us and indeed replace us! Being on Council means being one of a team and gaining satisfaction from knowing you are doing things to help your colleagues out there battling with day to day challenges in the voluntary, public and not-for-profit sector. Over the years we have achieved things we are all proud of, including successful conferences, good quality business plans and effective lobbying for our members' interests.

The time commitment is not great; we have quarterly meetings around the country at various locations based on where we can most readily all get together. Expenses are paid. We currently meet during the day to avoid the need (and expense) for overnight stays. (Some of our employers consider that those employees who serve on the IPSM Council as valuable continuous professional development, and give time-off and pay expenses). Between meetings Council members take on as many or as few tasks as they feel able to undertake – all Council members communicate regularly by email in between meetings. We would be delighted to mentor anyone until they feel sufficiently experienced, if that is required. We employ a small paid part-time secretariat for day to day administration and support to the Council and to Council members.

We all believe in the Institute, which is why we have continued to serve as Council members for so long. We know some members probably think we are an elite clique; nothing could be further from reality. We believe there is a need for a multi disciplinary public sector orientated organisation and that the IPSM is well placed to serve the diverse needs of most managers working across the public and voluntary sectors. If you share this belief and have any interest in ensuring that the IPSM continues to exist, please consider joining the Council - even for just one meeting as a `taster' (we will pay your travel expenses and buy lunch!).

If you are interested in what I have said, the IPSM's Council would love to hear from you and / or welcome you to a Council meeting, where you can get to know us and a little more about the Council.

Julie Price,  
Former President.

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## IPSM COUNCIL 2006

### IPSM HEADQUARTERS: -

45, Cherry Tree Road, Axminster, Devon, EX13 5GG (Administrator: Lynette Wolfe)

Tel: 01297 35423 / 01446 401212

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### PRESIDENT: -

- **Dave Punshon (Manager in the Voluntary Sector) (Age Concern)**  
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### VICE-PRESIDENT AND HONORARY SECRETARY: -

- **Derek Wolfe (Chief Executive Officer in the Public Sector) (Barry Town Council)**  
Tel: 01297 35423 (weekends) / 01446 401212 (weekdays) / 07951 514583 (mobile)  
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### HONORARY TREASURER: -

- **Rodger Lawrence (Interim Manager in the Public Sector) (Civil Service)**  
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### PAST PRESIDENT: -

- **Stephen Guile: - (Company Secretary in the Not-for-Profit Sector) (Knightstone Housing Association)**  
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WEB-MASTER:-

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COUNCIL MEMBERS WITHOUT PORTFOLIO:-

- **Julie Price: - (Manager in the Public Sector) (Ipswich Borough Council)**  
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- **Peter Nourse:- (Manager in the Public Sector) (Sedgemoor District Council)**  
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## MEMBERSHIP SURVEY RESULTS

1. Please either quote your membership number, or give your name ..... **11**
2. Who is your current employer? .....  
**7 Local Government, 2 Housing Associations, 1 Consultancy, 1 unemployed.**
3. What is your job title? .....**Unemployed, Housing Manager, Company Secretary, Chief Executive Officer, Support Officer, Markets Manager (X2), Chief Executive, Administration Manager, Policy Officer, Managing Director.**
4. Are you a corporate/fellow/full/retired or/student member? .....  
.....**7 Full; 3 Fellows; 1 Honorary Fellow.**
5. When did you first join? (The organisation was first established in Jan.1982)...  
.....**1982; 1983; 1986; 1988; 1991; 1994; 1994; 1998; 2000; 2003; 2004.**
6. Why did you join? .....**(1) Improve career opportunities (Two responses); (2) Relevant professional body (Two responses); (3) Networking /shared knowledge & experience (Four responses); (4) Helpful information (Two responses); (5) Strengthen CV; (6) Management and other training (Two response); (7) Recognition of existing skills, experience & qualifications; (8) Learn from a professional organisation; (9) Previous professional institute ceased to exist; (10) Professional “qualification” via MIPSM / FIPSM designatory letters; (11) Access good practice; (12) Invited to join.**
7. When did you last attend an IPSM event? (AGM, Essentials training course, conference, seminar).....**2005 AGM (Four responses); Never Have (Six responses); 2003 AGM and Conference.**

8. Have you joined the IPSM's Discussion Forum at [www.smartgroups.com](http://www.smartgroups.com) ?.....  
 ..... **YES (9); NO (2).**
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?).....  
 .....**Joint events with other organisations; Regional events and conferences; All of the above; CPD (Three responses); Networking (Three responses); Topical Training (Two responses); Fact Sheets; Advice (Four responses); Support (Three responses); Discussion Forum (Four responses); Career Development; Access to Job Banks; TOPICS magazine (Two responses).**
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? .....  
 .....**Serve on Council (Four responses, two new, two existing); Articles for Topics (Three responses); Mentoring; All of the above; 20 to 40 years local govt. experience – mentoring newer members (Two responses); Marketing the IPSM;**
11. Would you like future AGM's to be combined with training seminars, as in 2005?  
 ..... **YES (X9); NO; don't know.**
12. If so, what topics would you like Spirals Ltd to cover at the 2006 AGM / Seminar?  
 .....**Development of generic management skills, applicable to most members; Risk management (Two responses); Latest employment legislation; DDA 2005; Health & safety (Two responses); Good management practices; Gershon agenda; Proposed local government reorganisation; Facilities management; Governance; LSP's; LAA's; PSA's; Career development; Service improvement; Change management; Problem solving.**
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? .....  
 .....**NO (X5); No response (X2); Don't know; YES (X2); Conditional YES (X3) "Only if numbers increase." "Used to be able to market to non-members as well as members, to boost attendance." "Prefer this format to training format."**
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?  
 .....**Speakers – None) (Topics – Governance; LSP's; LAA's; PSA's.)**
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 (2) / Recruitment & Selection (1) / Creative Problem Solving (2) / Team Building (3) / Project Management (3) / Customer Care (1) / Programme Management (1) / Developing Team Leaders & Supervisors (2) / Balancing Performance (1) / Improving Services and Change Management (2) / Workload Management (1) / Delegation and Empowerment (1) / High Performing Teams & Motivating Others (2)**

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## SO WHAT DO YOU DO IN THE PUBLIC SECTOR?

Following on from the IPSM's most wide-ranging (in terms of the questions asked) survey, I thought it might be interesting to analyse the IPSM's Membership Register, to find out what our members do for those whose needs are served and met by the Public Sector in its broadest sense, the term including those who work in the voluntary, public and not-for-profit sectors.

My main analysis revealed some interesting results, showing that 13.6% of our members are employed as managers in the Support Services field, this term including administration, corporate, customer, general and operational services. The second largest grouping of IPSM members (9.6%) are employed in providing Financial Services, although again this term covers a range of roles, including accountancy, auditing, benefits, business management, payroll and revenues. Coincidentally, the same percentage of members (9.6) have retired, showing how those dedicated to the public service and optimising the delivery of front-line (and other) services, retain an interest in their chosen vocation long after they have left it.

The diversity of the Institute's membership is enormous, with 6% employed by their respective organisations as Chief Executives / Chief Officers / Principals or similar – i.e. first tier officers. 5.6% are employed in the Policy & Strategy field, incorporating redevelopment, regeneration, policy and strategic advice; a further 4.8% work as consultants, lecturers and researchers; 4.4% work in the housing field, 4.0% are Personnel / HR managers, 3.6% work in committee administration / democratic services, another 3.6% are project / performance managers (I have included "best value" in this category) a further 3.6% simply describe themselves as managers (many working in the voluntary / charitable sector), and yet a further 3.6% are Town Clerks or Executive Officers, (i.e. Head of Paid Service) with Town Councils.

Unfortunately, I was unable to discern from the Institute's records the precise nature of the managerial responsibilities of 6.4% of our membership. I have also excluded our honorary fellows (2.8%), student members (2.0%) and corporate members (0.8%) from this analysis. All of which still leaves no less than 11 separate categories of functions / services carried out by IPSM members, these being Legal Services ((3.2%), Property, Equipment and Purchasing Services (3.2%), Planning (1.6%), Car Parks Management (1.2%), Social Services (1.2%), Community Safety / Services (1.2%) and Training (1.2%). Less than 1% of our members are employed as managers in each of the following categories: Education Services, Libraries Sport & Leisure, Electoral Administration, and finally Births, Deaths & Marriages.

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## NEWS FROM IPSM MEMBERS

Dear Mr Wolfe,

Thanks for writing such a fantastic article about me in the spring 2006 edition of E-Topics. When I showed the "Maple Gold- Achievement Abroad" article to my family and friends, they were all amazed & felt very happy for me that not only have my accomplishments been recognised by my listing in **Who's Who**, but also via your article in E-Topics. Incidentally, I wanted to let you know that the article should read

"Maryanne was born & raised in Hong Kong" instead of "Maryanne was born & raised in Canada".

Thank you once again for your congratulations, as well as the honour and attention afforded to me. I really appreciate the IPSM's kindness and friendly services.

Best wishes,  
MTP Fong

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Dear Mr Wolfe,

You may be interested to know that following my retirement, I was able to stand in the May 2006 local Council elections. I was successful, and I am now a Councillor in the Royal Borough of Kingston-Upon-Thames. Hope this doesn't affect my subscription!

Sincerely,  
Geoff Austin.

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## **LOCAL COUNCILS – THE GRASS IS ALWAYS GREENER ON THE OTHER SIDE? (Part 2)**

So – to remind you - I made the big jump from mainstream local government to “parish politics” in 1992. Was it a good move? Is the grass always greener on the “other” (local councils) side of public sector service provision? What did I discover in the “parallel universe” of parish, town and community councils?

My first appointment was to the post of Town Clerk to Keynsham Town Council in October 1992, a town of 16,000 or so people located in the Bath & North-East Somerset area. Keynsham lies between Bristol and Bath, a thin green belt separating the town from either of its much larger neighbours. The continued existence of a green buffer zone on either side of Keynsham is of enormous importance to those who live there, the town's main claims to fame being as the former home to Horace Batchelor, and the location of Cadbury's “other” chocolate factory, Cadburys generally being associated with Birmingham. Ironically, when I was offered the post of Town Clerk, I found making a decision concerning whether or not to take up the offer very difficult. This was no doubt partly due to “a fear of the unknown” as far as my knowledge of the local councils sector of local government was concerned, and partly due to the factor that my immediate predecessor had left only four months after taking up her duties. Fortunately, I was able to make some discreet enquiries, and found out that my predecessor had fallen out with almost all Town Councillors! My initial fear, as Keynsham's third Town Clerk since the Council had been established in April 1991, was that perhaps the Councillors were a very awkward group of people, who were almost impossible to work with. Before accepting the post, I met with about half the Councillors, and found them to be an extremely amiable but focussed group.

I stayed with Keynsham for 5 years, during which time the Town Council became responsible for providing numerous amenities and services for the local community, having negotiated various transfers with B&NES Council. In July 1997, I moved to Oxfordshire, to be Bicester Town Council's Clerk. What a contrast! It was like going

back in time to the 1950's, as the Town Council was based in a large old detached house, surrounded by a park comprising a large field, an equipped area for play, and a lot of old trees, some of which looked very unstable, threatening to fall as soon as challenged by gale force winds. Nearly all the staff had been with the Town Council for many years (decades, in some cases!) and the administrative procedures seemed to have remained unchanged for a very long time, reflecting the demise of the Council's "Grandfather" clock, which stood permanently transfixed at ten-to-three! (Too bad we weren't in Grantchester, Cambridgeshire!) The Council's staffing complement of six blue-collar staff (always referred to in the office as "the men") looked after Bicester's many playing fields, open spaces and play-areas, whilst the office staff were mainly middle-aged women of varying demeanours, dominated by one particularly aggressive "lady", who it seemed to me worked for the Town Council on the basis that no other employer could possibly stomach or tolerate her rude and domineering behaviour!

It was only then, in 1998 or thereabouts, that I realised how isolated one could feel working for such a small organisation. There was no personnel department, no codes of conduct, no grievance or disciplinary policies one could invoke – and worse still, there were no contracts of employment, quite amazingly! Councillors were a "mixed bunch", some being young and reforming, the remainder seeming to suffer from the same time warp as many of the staff! Either way, nobody was keen for me to "rock the boat" by taking action against the dysfunctional member of staff I have referred to; instead, it was made clear that I must "manage" the situation as best as I could. Finally, in May 1999, I decided to accept another clerkship with a Cornish Town Council.

Moving to Helston was like taking in a deep breath of very fresh air – which, being close to the sea, was literally true! I moved to rented accommodation just before Helston's big annual festival – Flora Day! I was extremely happy as Helston Council's Town Clerk, as the whole working atmosphere was relaxed, friendly and full of zeal to do the best for the Town's people, including the many enquirers who visited the old and magnificently imposing Guildhall. I enjoyed my time there enormously, and would no doubt still have been there today, had I not got greedy for a higher salary with a Town Council in Surrey, and moved again in August 2000! However, my move only came after Helston's latest elected Town Mayor had been forced to resign, following allegations that he had met other men in the town's public conveniences, for purposes not normally associated with the *raison d'être* of such facilities.

This scandal was quickly followed by another, as the next Mayor seemed determined to follow her predecessor into the regional press for all the wrong reasons, before also disappearing into obscurity, amidst calls for her resignation. Her alleged offence took place in Italy, where she had led a civic delegation from Helston to pay a formal visit to meet and stay with the Mayor of Sasso Marconi, Helston's Italian twin town. Whilst she was there, or so it was alleged, she deported herself with great "self-importance" which other members of the delegation took exception to. This led firstly to a verbal "punch-up" with another civic representative, followed by an actual one! Amongst allegations that she had deliberately trapped another woman's arm in the door of their taxi, she returned to England to find herself being subject to widespread demands that she resign. This was understandably a difficult time for me, although fortunately I was not a member of Helston's civic delegation to Italy. I moved to Surrey before the completion of this particular saga, but suffice it to say that the Town Council soon found itself choosing its third Mayor in just over one year, whereas generally Mayors (subject to re-election in the following May) served two-year terms of office!

(The third and concluding part of the article will be published in the Autumn edition of E-Topics.)



## 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 3<sup>rd</sup> delegate and 40% for the 5<sup>th</sup>). 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. Please quote your IPSM membership number, in order to be eligible to qualify for the 20% discount.

All of the courses (shown on page 13) 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 Open Programme dates and venues for the rest of 2006 are shown below. Information relating to other regions and venues can be found on our web site, [www.spiralsplus.com](http://www.spiralsplus.com).

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

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## **SUSTAINABLE BUSINESS PLANS & THE EFFICIENCY AGENDA**

I am writing to let you know that we are holding an autumn series of seminars on 'Sustainable Housing Business Plans and the Efficiency Agenda'. These will be held in venues around the country and will consider how retention and arms length management organisation authorities can prepare sustainable housing revenue account business plans that meet the government's 'fit for purpose' criteria in the context of the 'efficiency agenda'.

The sessions are designed for people with some knowledge of housing revenue account business plans and budgets, but they need not be experts. Those who would benefit from attendance would include staff of local authorities and arms length management organisations that have responsibilities for housing management, housing finance, business planning or procurement. It will also be relevant for elected members, members of boards of arms length management organisations, tenant representatives and staff of regional government offices with an interest in these matters.

What the course will cover:

- . "Fit for Purpose' Housing Revenue Account Business Planning that dovetails with the Housing Strategy and Asset Management Plan
- . Proactive preparation of the Housing Revenue Account Business Plan including the financial model
- . The Efficiency Agenda - Annual Efficiency Statements and Key Lines of Enquiry
- . What is good practice and what does the future hold?

The course is accompanied by a very useful guide entitled "Sustainable Housing Business Plans and Efficiency Agenda"

Venues and Dates:

- . London: Kensington Close Hotel - 26th September or 1st November 2006
- . Warrington: The Rhinewood Country House Hotel - 3rd October 2006
- . Tamworth: Drayton Manor Park - 10th October 2006
- . Wakefield: Cedar Court Hotel - 17th October 2006

If you would like more information or would like to make a booking, please visit our website at:

[www.awics.co.uk/services/housingbusinessplancourse.asp](http://www.awics.co.uk/services/housingbusinessplancourse.asp)

Or contact us directly by replying to this email or telephoning 01768-352347.

Adrian Waite,  
Managing Director,  
AWICS.

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	<b>Project Management</b>	<b>Programme management</b>	<b>Coaching</b>	<b>Developing Team Leaders and Supervisors</b>	<b>Process Mapping</b>	<b>Building High Performing Teams</b>
<b>Region 1 – Eastern</b>						
Hethersett	21/22nd Sept 06	-	-	-	-	-
Newmarket	16/17th Nov 06	22nd Nov 06	6th Oct 06	4th Oct 06	12th Oct 06	12th Sept 06
<b>Region 2 – London &amp; Home Counties</b>						
Hatfield	28/29th Sept 06	6th Dec 06	15th Nov 06	8th Nov 06	2nd Nov 06	14th Nov 06
London	23/24th Nov 06	-	-	-	-	-
<b>Region 4 – Northern</b>						
Leeds	21/22nd Sept 06	19th Oct 06	12th Oct 06	-	14th Sept 06	7th Nov 06
Liverpool	28/29th Sept 06	-	1st Nov 06	-	13th Oct 06	-
Newcastle	5/6th Oct 06	-	22nd Nov 06	-	17th Nov 06	-

## TIME NEWSLETTER NO. 7

Welcome to Edition number 7 of an occasional Newsletter dedicated to improvement in Local Government.

With materials selected eclectically from the pages of the Local Government Chronicle (LGC) and elsewhere, this will hopefully give readers a chance to have a snapshot of what is going on in the world of Local Authorities.

The author accepts total responsibility for the selection and interpretation of the material selected but no responsibility for the use you make of it!!

### **eGovernment**

According to the 200 councils surveyed by [www.publicsectorforums.co.uk](http://www.publicsectorforums.co.uk) 65% think the ODPM has a 'poor or very poor understanding of their organisations priorities concerning eGovernment' and 37% of respondents feel that the eGovernment targets has hindered their own programmes.

**The SOCITM survey 'Better Connected' says only 60 of 468 UK council websites achieve its top 'transactional' rating. (LGC 2 March 2006) Among the top ten are Brent, Brighton, Camden, City of London, East Sussex, Havering, Kirklees and Isle of Wight.**

### **Value for Money**

The Local Government Chronicle ran a feature on 2nd March 2006 which gave the following 5 rules for achieving the top score in the assessment made by the Audit Commission.

1. Keep a grip on spending .
2. Change the culture.
3. Home is where the work is – 'encouraging people to work from home wherever appropriate (leading to office space reduction and better staff retention)
4. Copy Gordon Brown – plan finances ahead and undertake comprehensive reviews of spending
5. Buy with confidence – good procurement.

### Small Business Tax Relief

According to the Local Government Association the % of small companies in England that apply for Small Business Rate Relief is:

North East	79%
East	57%
South West	48%
Midlands	48%
South East	43%
London	34%
North West	26%

**According to MORI (as reported in the LGC 12/1/06) when asked if the current system of councils should be replaced by unitary councils, 52% of those living in two-tier areas say it should, compared with 25% who disagreed.**

**As reported in the LGC on 26 Jan 2006, Health structural reforms will result in at least 77% of councils sharing boundaries with primary care trusts according to Liam Byrne Social Care Minister.**

### **Power Inquiry**

**According to the LGC on 25 May 2006 quoting a YouGov/LGIU survey:**

**Two thirds of people say they cannot influence decisions and do not trust their**

councillors;

80% of local people would rather have decisions taken by their elected councillors than quangos;

73% support changes that would give neighbourhoods greater control over some services and budgets.

#### User involvement

The National Consumer Council is in talks (LGC 2 March 2006) about how public satisfaction surveys can partially replace service inspections. A framework produced by LGA and IDeA advocates more peer intervention to ensure good practice spreads from strong to under-performing councils. The framework addresses a more flexible system to replace CPA after 2008.

#### Housing Choice

Some 60 councils are yet to make plans to set up choice-based lettings despite a government target of 2010.

#### Community Safety

The Local Government Chronicle reported in February 2006 on the success of a scheme to introduce taxi marshalls on busy nights of the year. Residents and revellers said it made them feel safe.

#### UK Skills

Local Futures have reported the skills scores for all areas in England, Wales and Scotland. This is based on an overall measure of qualifications and skills derived from a weighting of the proportion of the local working population with NVQ one to four qualifications and was published in the LGC on 16 March 2006. To see results for your District go to [www.localknowledge.co.uk](http://www.localknowledge.co.uk).

Selected results.....

#### Top 10

East Renfrewshire.....	123.55
East Dunbartonshire.....	122.95
St Albans.....	121.67
Richmond Upon Thames.....	120.08
Edinburgh.....	119.83
Kinston Upon Thames.....	118.48
Wandsworth.....	118.05
Elmbridge.....	117.72
Horsham.....	116.74
Chiltern.....	116.72

#### Bottom 10

Barking & Dagenham.....	78.18
Easington.....	78.6
Newham.....	78.99
Forest Heath.....	80.17
Blaneau Gwent.....	81.01
Knowsley.....	81.54
Bolsover.....	81.93
Basildon.....	82.19
Castle Point.....	82.22
Corby.....	83.11

#### Employment rates

Local Futures have reported the employment rates for all areas in England, Wales and Scotland. This is based on the percentage of people in employment. It shows 352 of the 408 Local Authorities meet the European Unions' Lisbon Strategy that set a target of 70% employment throughout Europe. Figures were based on the

employment rate between January and December 2004. A map was published in the LGC on 20 April 2006. To see results for your District go to [www.localknowledge.co.uk](http://www.localknowledge.co.uk).

Selected results.....

**Top 10**

<b>South Northamptonshire</b>	<b>85.9%</b>
<b>Shetland Islands</b>	<b>85.8%</b>
<b>Dacorum</b>	<b>85.4%</b>
<b>Orkney Islands</b>	<b>85.1%</b>
<b>Eastleigh</b>	<b>84.7%</b>
<b>Worthing</b>	<b>84.7%</b>
<b>South Cambridgeshire</b>	<b>84.7%</b>
<b>Cherwell</b>	<b>84.1%</b>
<b>Melton</b>	<b>83.9%</b>
<b>Fareham</b>	<b>83.8%</b>

**Bottom 10**

<b>Tower Hamlets</b>	<b>53.7%</b>
<b>Newham</b>	<b>55.7%</b>
<b>Hackney</b>	<b>56.2%</b>
<b>Haringey</b>	<b>58.1%</b>
<b>Manchester</b>	<b>59.5%</b>
<b>Liverpool</b>	<b>60.8%</b>
<b>Merthyr Tydfil</b>	<b>62.5%</b>
<b>Nottingham</b>	<b>63.2%</b>
<b>Waltham Forest</b>	<b>63.5%</b>
<b>Islington</b>	<b>63.6%</b>

**Enterprise rates**

Local Futures have reported the enterprise rates for all areas in England, Wales and Scotland. This is based on an index combining the rate at which new businesses are being formed, long term business growth over the last 10 years and business survival rates. The national average score is 100. A map was published in the LGC on 12 January 2006. To see results for your District go to [www.localknowledge.co.uk](http://www.localknowledge.co.uk).

Selected results.....

**Top 10**

<b>Lambeth</b>	<b>146.62</b>
<b>Newham</b>	<b>145.13</b>
<b>Southwark</b>	<b>144.58</b>
<b>Milton Keynes</b>	<b>142.59</b>
<b>Wandsworth</b>	<b>142.06</b>
<b>Tower Hamlets</b>	<b>141.97</b>
<b>Hackney</b>	<b>141.33</b>
<b>Hammersmith &amp; Fulham</b>	<b>138.79</b>
<b>Tamworth</b>	<b>132.91</b>
<b>Lewisham</b>	<b>132.41</b>

**Bottom 10**

<b>Orkney Islands</b>	<b>54.58</b>
<b>Ceredigion</b>	<b>62.29</b>
<b>Teesdale</b>	<b>64.03</b>
<b>Powys</b>	<b>64.49</b>
<b>Pembrokeshire</b>	<b>65.06</b>

Gwynedd	65.54
Camarhenshire	68.83
Moray	70.65
Angus	72.36
North Norfolk	72.44

**Health.**

According to the Local Government Chronicle on 2nd February 2006 it is possible that Local Government could be asked to act as patients champions with a right to trigger inquiries into health provision and to scrutinise decisions by primary care trusts.

It will be possible for them to propose new community hospitals, investigate GP provision and refer controversial decisions to close hospitals to Ministers.

The vehicle for this, part of the Governments' democratisation of the NHS would be focused through Local Area Agreements and subject NHS Bodies to the same scrutiny as local government.

**Inspection**

The Audit Commissions' report 'The future of regulation in the public sector' raises the prospect of a shift towards area-based regulation of all public services, rather than services being inspected separately by different bodies.

**Shared Services**

The Local Government Chronicle reported on 27 April 2006 that under a new brand 'E M Law Share' eighteen authorities in the East Midlands have created a new public/private legal partnership that hopes to save £2.5 million per annum. The group intends to work with private firms on outsourced legal work. The group includes Nottingham shire, Derbyshire and Leicestershire County Councils, Derby and Nottingham County Councils and Nottinghamshire Police Authority.

**Finally**

Capita announced a pre-tax profit of £177.2 million in 2005 up from £148.6m on a turnover of £1.43 billion.

East of England County Councils have asked the Regional Centre of Excellence for support to fund an investigation into whether they could procure highway maintenance jointly with the Highways Agency.

According to LGC on 15 June 2006 the Sustainable Procurement Task Force urges the Government to use CPA to drive sustainable procurement.

Also that procurement savings in the last year by councils trebled to £140 million. If you want to know more or would like to find out what I can offer please contact me:

Ray Tomkinson

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**THE INSTITUTE OF  
PUBLIC SECTOR MANAGEMENT**

**REGULATIONS**

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6 June 1985  
amended:-  
January 1992,  
November 1993,  
September 1995,  
November 1996 and  
February 1999  
November 2001  
February 2003

# THE INSTITUTE OF PUBLIC SECTOR MANAGEMENT

## REGULATIONS

### 1 **Background**

The Association of Public Service Administrative Staff (APSAS) was set up in 1982 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, is a Company limited by Guarantee and not having a Share Capital.

### 2 **Objects**

The objects of the Institute are set out in its Memorandum of Association dated 16 October 1981.

### 3 **Registration**

The Institute will admit Full Members, Student Members, Fellows, Honorary Fellows and Corporate Members in accordance with the Regulations 5, 7, 9a, 9b and 12 below.

### 4 **Examinations**

The Institute will not normally conduct its own examinations but the Council of the Institute reserves the right at any time to introduce its own examination for Full Membership, either in lieu of, or to supplement other qualifications, should it be deemed necessary, in the opinion of the Council, to maintain and enhance the standing of the Institute.

### 5 **Qualifications for Full Membership**

- a Applicants for Full Membership of the Institute must satisfy the Council that they:
  - i are employed as a Manager (see b below) within the public sector which, for this purpose, includes local and central government, Government Agencies, Health Trusts, Police Authorities, Educational establishments, housing associations, care organisations, charities, service providers and such other categories as the Council may from time to time approve; OR
  - ii hold an administrative or management qualification of at least the standard of NVQ level 4 or equivalent.

- b “Manager”, for the purpose of this regulation, is defined as a person who is responsible, within his or her organisation, for such things as the management of employees, the preparation and monitoring of budgets and the running of the organisation itself.

## **6 Privileges of Full Membership**

Full Members will be entitled to:

- i describe themselves as Full Members of the Institute of Public Sector Management and to use the designatory letters IPSM or such other designatory letters as the Council may from time to time approve;
- ii receive such journal or other publication relevant to public service management as is produced or distributed by or on behalf of the Institute;
- iii attend and vote at General Meetings of the Institute;
- iv submit themselves for election to the Council of the Institute; and
- v attend Conferences and Seminars organised by or on behalf of the Institute.

## **7 Requirements for Student membership**

Applicants for Student Membership of the Institute must be employed in the public sector, as defined in Regulation 5(a)i above, or in full-time courses AND studying for a qualification recognised by the Council under Regulation 5(a)ii above.

## **8 Privileges of Student Membership**

Student Members will be entitled to:

- i describe themselves as Student Members of the Institute of Public Sector Management;
- ii receive such journal or other publication relevant to public service management as is produced or distributed by or on behalf of the Institute;
- iii attend and vote at General Meetings of the Institute; and
- iv attend Conferences and Seminars organised by or on behalf of the Institute.

## **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.
- b Honorary Fellowship awarded to persons who are not Institute Members

The Council of the Institute may from time to time award Honorary Fellowship to non-members who, in the opinion of the Council, are persons of distinction and have rendered eminent services to the Institute. A proposal to award Honorary Fellowship must be carried by a two-thirds majority of all those members present and eligible to vote at the meeting, prior notice having been given of the proposal, including a specific item on the agenda for that meeting.

## 10 **Privileges of Fellowship**

Fellows who are Institute Members will be entitled to:

- i all the privileges granted to Full Members, except that they will be able to describe themselves as Fellows of the Institute and will also be entitled to use such designatory letters as the Council may from time to time approve for Fellows;
- ii exemption from the payment of the whole or part of the annual subscriptions in the case of those who have been granted Fellowship on the grounds of eminent service to the Institute, under regulation 9(a)ii; and
- iii such other privileges as the Council may from time to time approve.

## 11 **Privileges of Honorary Fellows**

Honorary Fellows will be entitled to:

- i describe themselves as Honorary Fellows of the Institute;
- ii receive such journal or other publication relevant to public service management as is produced or distributed by or on behalf of the Institute;
- iii attend, as guests of the Institute, any Conferences or Seminars organised by it or on its behalf;
- iv exemption from the payment of annual subscriptions; and
- v such other privileges as the Council may from time to time approve.

## 12 **Corporate Membership**

The Institute may, at its absolute discretion, grant Corporate Membership to local authorities, universities and such other organisations as the Council of the Institute may from time to time approve. Membership benefits will apply to the corporate body itself and these benefits will be determined from time to time by the Institute Council.

## 13 **Membership Fees and Subscriptions**

- i Fees and subscription will be determined by the Council and will be subject to regular review by it.
- ii The financial year of the Institute will commence on 1 April and members will pay subscriptions on an annual (calendar-year) basis.
- iii Members retired from employment or members who have given up work for a temporary period, may remain in membership and are permitted to pay a reduced subscription to be determined by the Council.

DW/LMW  
1<sup>st</sup> March 2006