



IPSM E-BULLETIN
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25th ANNIVERSARY



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(The photographs on the front cover of this edition of E-Topics are:-
Top Left – Rodger Lawrence, Hon. Treasurer and IPSM Council Member
Top Right – Julie Price, former President and IPSM Council Member
Bottom Left – Maurice Condie, Chief Executive, Byker Bridge Housing Association and IPSM Council Member
Bottom Right – Lynette Wolfe, IPSM Administrator)

INTRODUCTION

Welcome to the summer 2007 edition of E-Topics, the official quarterly magazine for all Institute members. This edition Features a larger than usual number of articles submitted by IPSM members – something for which, as magazine editor often wondering how I am going to fill the latest edition, I am extremely grateful! In addition to the very welcome items sent in by Institute members, this edition includes a report back on the IPSM's Special Seminar, which took place in Taunton during the afternoon of 20th April, following the morning Council meeting at the same venue. Just to remind you, the IPSM's remaining Council meetings are scheduled for Tuesday 10th July and Wednesday 19th September, in York and Birmingham respectively. As ever, IPSM members are most welcome to attend and observe all Council meetings. The venue for the York meeting is the Guildhall, located within easy reach of York Station.

Following my invitation to all members to submit articles for publication, one of our newer members (Bob Black) who only joined the Institute earlier this year, has done just that! Bob is an interim manager with the London Borough of Newham, and I am very pleased to be able to publish his item, called "More Than Managing Diversity", which draws upon his own experience as a professional manager, and makes for very interesting reading. As I said in my introduction to E-Topics and Topics edition No. 12, articles concerning your own experiences, especially in the context of ever-moving Central Government goal posts and the need to manage change, are most welcome.

Just to remind you, the Institute's stated objectives are to provide all members with an annual conference (or similar event) combined with its AGM, a quarterly magazine, distinguishing / designatory letters (IPSM for full members or FIPSM 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 IPSM 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. And talking of our Discussion Forum, it would appear that some members (including a few Council members!) have experienced real problems in attempting to join up and log on. Obviously, for those of you who already have a Yahoo identity, this should be fairly straightforward, but otherwise the necessary steps to joining are perhaps not quite as simple as they were with our former hosts, "Smartgroups." Hopefully, our Webmaster's guide on page 7 will help you succeed!

As you may recall, the IPSM's Council, relying on the views and opinions expressed by members during the past year or so, either via the membership survey carried out last year, or as a result of the special Development Event which took place following the IPSM's 2006 AGM, has agreed that the Institute's number one priority during the next five years will be recruitment. The aim is for our membership to reach 1000 members by December 2011, a growth in 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 professionals to join, the IPSM embarked on a regional recruitment campaign in the South West, focussing on public sector organisations based or operating in those eight counties covered by the Government Office for the South-West. Sadly, this has not been successful, and although this is an issue due to be examined by the Institute's Council at its meeting in York on 10th July, I think it is highly unlikely this idea will be "rolled-out" in other regions.

The IPSM is currently running a series of advertisements in Opportunities, the source of more new members during 2005, 2006 and 2007 (so far) than any other publication, web site or other miscellaneous means of communicating and extolling the Institute's virtues! If you think (and I hope you do!) that the IPSM is a worthwhile organisation, providing a range of services for its members, and doing so for a very reasonable subscription when compared with the three-figure sums typically paid in respect of other professional organisations (for example, CIPFA) then I hope you will bring its many benefits to the attention of your colleagues (e.g. other managers within your organisation) and encourage them to join. As this is our "silver jubilee", IPSM Council has decided to waive the £25 joining fee in 2007, reducing the cost of membership for a new member from £88 to just £63 this year!

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 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 13, as can some additional opportunities on offer from AWICS, shown on pages 14 and 15. In addition, Spirals have been asked to investigate the provision of a Diploma or Advanced Diploma (or similar) in Public Administration / Management, by way of a formal qualification available via the IPSM and Spirals, as I am aware that there is some demand for this facility within the Institute. The results of Simon Pomfret's researches will be looked at by Council on 10th July.

Edition No.13 includes a number of topical articles, and I commend them all to you. In addition, this issue includes information on currently available training courses plus The Guardian Public Service Awards for 2007. Following Martin Harvey's helpful guide, I look forward to your messages, letters and memos via our free-of-charge value for money Discussion Forum. And talking of value for money, can I please issue a plea via E-Topics to all those 39 members who have yet to pay their subscriptions for 2007, to do so with all speed? Corporate subscriptions are £210, whereas Fellows pay £80, Students and Retired Members pay £31.50, and everyone else (except for Honorary Fellows) pays £63 for membership in 2007. Cheques and postal orders should be made payable to the "Institute of Public Sector Management" – although probably the letters "IPSM" will do!

Thank you.

Derek Wolfe, FIPSM,
President and Hon. Secretary

PRESS RELEASE FOLLOWING THE TAUNTON SEMINAR ON "STRONG & PROSPEROUS COMMUNITIES"

Following the Institute's Taunton Seminar on 20th April, Rodger Lawrence kindly put together a press release, which was sent to the Local Government Chronicle and other similar "professional weeklies" for publication. Sadly, I am not aware that any of them carried this item.

“As part of the Institute of Public Sector Management's 25th year celebrations, everyone involved in delivering public services in the south west was invited to get together and find out more about the government's proposals for "Strong and Prosperous Communities".

The Institute of Public Sector Management hosted the seminar on the Government's latest White Paper on Friday 20th April in Taunton. All 51 local authorities in South-West England, as well as the region's largest housing associations and other not-for-profit bodies, plus all primary care trusts, were invited to the seminar to look at ways in which all of them can work together in partnership, for the benefit of the communities they have been established to serve.

The seminar explored the implications of the impending Government bill for public sector organisations, as well as those operating in the "third sector" (voluntary and not-for-profit bodies). The presentation was led by experienced local government practitioner Simon Pomfret, backed up by his public sector consultancy, Spirals Ltd.

Institute President Derek Wolfe, who is (Chief) Executive Officer of Barry Town Council, as well as being a resident of Devon, said: *"This event will give an excellent opportunity for the very organisations that will be most involved with implementing the legislation to get together and find out how they will be affected. The southwest tends to be poorly served by events of this sort, so we thought it important to hold the seminar in the region. The event also marks a number of firsts for us: it is our first to mark 25 years existence; (I am) first president from the region; first seminar we have held this far south!"* “

MORE THAN MANAGING DIVERSITY

Like most managers I'd done the course and read the articles on managing diversity. My depot had about 40 men and 1 woman, half of whom were British, the rest mainly North African. We got along well – sometimes I walked passed the locker rooms and there would be a Muslim on his prayer mat however that was no problem. On a Friday all my Muslim staff including our one lady would go to the Mosque and we would have to cover their absence but again no serious problems. Mixed cultures and traditions but everyone working together. I was dealing with and managing diversity.

And then I was moved to another depot, 49 men 47 of them North African Muslims. When I was introduced to my staff my under-manager translated for me as some of my staff didn't speak English. They did speak Arabic and French, languages I don't speak.

However we got off to a good start – they carried on as before and the work was being done. There were some differences from the previous depot – previously one of my men used to meet me a 6 a.m. with a mug of steaming sweet tea – my new staff didn't drink tea and they didn't drink anything first thing in the morning. Previously on Fridays we run the service down to allow some of the staff to go to the Mosque for Friday prayers – here the entire staff went and so the service effectively ceased Friday lunchtimes. But I worked around it, taking calls, queries and complaints and dealing with them – assigning the work when the men returned.

My staff were very respectful, partly because of my position and partly because of my age. One of my kindly foremen told me I reminded him of his father. I was taken for breakfast to a café where I was given superb Egyptian coffee. When I asked could I have toast with it I was told that they didn't have bread. A different culture with different expectations.

On occasions I would come into the depot and my under-manager or one of my foremen would be having a blazing row in Arabic. When it was over I would ask what it was all about and be told "Oh nothing". And the little matter of names – I would be introduced to a man and told his name, only to find that everybody else called him by a completely different name. Some were nicknames or diminutives – like my own, Robert and Bob. Some I never understood, and some I was clever enough not to ask about.

However the men were hard working and there was good atmosphere in the depot. Despite language and cultural differences we had a genuine respect for each other and in some cases developed a real and lasting friendship. When the local mosque held an Islamic exhibition two of my men invited me and made the arrangements to take me round the exhibition. As the author of three history books I was fascinated to see hand written copies of the Qur'an dating back a thousand years, and being given the opportunity to drink ZemZem water. I was introduced to the Cultural Head of the Islamic Centre, whose home was handful of miles from my Glaswegian father's.

But managing diversity isn't just about meeting a different culture and adapting to it. It works both ways and so I took some of our culture to my Islamic staff. In November I asked my under-manager and foremen when we were going to hold our Christmas party. They told me that as Moslems they didn't celebrate Christmas although they did respect Jesus whom they call Isa and would respect my and the other two men's beliefs. I pointed out that apart from the religious festival Christmas was a time when all the men and management got together in a spirit of companionship to celebrate all they had achieved over the year. I told them I had always had a Christmas Party at the previous depot and expected one here. My supervisors accepted the idea wholeheartedly and although I started the "pot" they all contributed more money than I did. Every man in the depot put in and a date was organised.

On that date every man was given a cooked meal – the foremen had brought in a fryer and a microwave and spent the morning in our kitchen preparing. There were plenty of drinks; all non-alcoholic but then we didn't allow alcohol on the premises. We were a bit light on decorations but the Spirit of Christmas was certainly present. Since then the foremen have held another Christmas Party, the tradition carrying on even though I have moved on.

Perhaps the best example of how cultures can work together came when Head office received a complaint about one of my men, Abdul as he was known on his beat. The complaint came from a member of the local Catholic Church and I spoke to the secretary of the Church. She was emphatic that Abdul was a good worker and well known to the Church community. As we spoke her boss the Church Administrator came in she told him about the complaint. He was equally indignant but before he could too much the Priest entered. He was indignant and told me that Abdul was a good man, who came into the Church every morning to help the nuns and to take his coffee with them. He told me to ignore the complaint, that he knew the complainant and would deal with them.

As I walked back to my office I received a call on my mobile. The nursery attached to the Catholic Church had heard about the complaint and now the nursery manager was checking to see if I intended to take action against Abdul. She told me that if I did all the mothers at the nursery would sign a petition supporting him. All this support from the Catholic community for my devoted Muslim. Real proof that differing communities can live together.

I've moved on since and have never had the same preponderance of any culture under my management. But working with such a group gave me a better insight into managing staff from different cultures and ethnic backgrounds. Since then I've had a variety of staff under me and that experience has made it easier for me to understand and manage diversity.

(Article by Bob Black. Bob is Interim Recycling & Trade Waste Manager for the London Borough of Newham, and joined the IPSM in January this year.)

“IDIOTS GUIDE” (!) TO JOINING THE DISCUSSION FORUM

You will receive an invitation to join the Group, either as a result of you asking to join or because we are sending out bulk invites to join to members who have not yet joined. The subject line of the invitation will read: 'Yahoo! Groups: You're invited! Join ipsm_mail today' the invitation is time limited; it expires 30 days from the date of the email.

Click on the button or link, which says 'Join this Group', this will take you to the Group's opening page on the Yahoo! Website. You have 2 options, to join the Group OR just to join the Mailing List.

Joining the mailing list will only give you access to the postings etc and will allow you to contribute to these. However, if you select the option to join the Group, then you will be subscribed to the mailing list, and will also have access to all the group's Web tools such as Message Archives, Polls, Files and Photos.

This option will take you through to a sign in process to create your own Yahoo! ID, if you don't have one already. This is a very basic form, but you will be asked to create an ID and a password for yourself. It is important that you remember these for future reference! We can't retrieve them for you if you forget or lose them.

If you already have a Yahoo! ID, you can just sign in with that.

Simple!

Martin Harvey,
IPSM Webmaster and Council Member

FROM THE ARCHIVES – THE APSAS YEARS, 1982 TO 1991

The Institute celebrates its 25th year of existence this year. Looking back through the annual reports we get a feel for how the Institute developed during its first ten years.

In **1982** the Institute was known as the Association of Public Service Administrative Staff and had been established as a consequence of the Institute of Chartered Secretaries and Administrators' (ICSA), not admitting to membership all members of the Institute of Local Government Administrators (ILGA) when the two bodies merged. ICSA was entitled to nominate nine members the governing Council, supported the Association with staff resources and facilities and covered any financial deficit. During the year APSAS members were appointed to the Council. The first president was John Phipps and Jenny Davies was Secretary.

The Association was incorporated on 1st January 1982 and began to admit members from 1st May 1982. By the end of 1982 there were 167 full members and 13 student members. The first AGM was held in June 1983 and Bernard Brook-Partridge, former Chairman of the Greater London Council (1980/1) gave a lively address on "Whither (not wither) the Middle Tier of Local Government". John Cowdall took over as president.

In **1983** the Council made recruitment the major objective. During the year members were admitted from the health service, the civil service, water authorities and nationalised industries, though the majority of members came from local government. Membership at the end of 1983 was 239 with 35 student members. A London branch was formed and a programme of events for 1984 was prepared.

The APSAS prize for the best nominated performance in the Business & Technician Education Council (B/TEC) Higher National Award in Public Administration was awarded for the first time in 1983. The winner was Elaine Taylor of Wakefield Metropolitan District Council. She was presented with a cheque for £50 and a membership certificate, overprinted with details of the prize, by the Mayor of Wakefield. The association also donated a prize of books worth £20 for the best student in the Scottish Business Education Council Higher National Certificate in Public Administration. This was awarded to Robert Rogerson at the Prize Giving Ceremony in Glasgow.

The AGM this year was held at the County Hall, London with an excellent lunch in the Members' Restaurant. Raymond Knowles, Editor of "Local Government Administrator", gave a thought-provoking talk entitled "What's so special about local government officers?" which was followed by a lively discussion. John Cattle became president.

During the year the London Branch held a number of events, including "Political Management of Local Authorities" by Dr Paul Cousins of Kingston Polytechnic; "The work of the Audit Commission" by Stewart Holton and "The Sports Council & Local Authorities – A working partnership" by Joe Patton & Bob Knowles. There was also a Christmas social event at the Kingfisher Leisure Pool.

Recruitment in **1984** was disappointing with membership remaining static. However during the year formal approval by the Inland Revenue for income tax relief in respect of annual membership subscriptions was received, backdated to 1981. Prizes were awarded to Alison Giraud-Saunders from Oxfordshire Health Authority and John Smith of Dundee College of Commerce.

During **1985** there were lengthy deliberations at Council about how to increase membership. There was a questionnaire survey and discussions with ICSA. The result was a special admission scheme which broadened the entry requirements to encompass a wider range of qualification and experience criteria. A promotions committee was created to oversee the launch of the Special Admission Scheme. Thought was also given to the possibility of changing the Association's name and informal discussions were started with the Registrar of Companies. This year also marked the start of a regular Presidential Newsletter to give members details of new developments in the Association.

The third AGM took place in September 1985 at the Council House in Birmingham and was combined with the first annual conference. The morning session concentrated on the privatisation of local authority services while the theme of the afternoon session was greater access to information. The speakers were Christopher Johnson from Hay/MSL; David Price, Hereford & Worcester; Michael Sweet, Solihull, Tony Whiting, Bradford and Patrick Raymont, National Computing Centre. Peter Wilson became president.

The London Branch was again active with a series of talks, including "Personnel matters: Aspects of Recruitment" by Eddie Digman; Industrial relations in Local Government: Disciplinary procedures and Dismissals" by Ernest Nighy and "The Effects of Privatisation".

Prizes were awarded to Marion Eden employed by Hackney and Brenda Hutchinson of Strathclyde. In December Jenny Morris resigned as Secretary and was replaced by Kathy Davis in May 1986.

In **1986** membership grew by 21% to 302 members and 33 students, with one new member being a local government officer in Hong Kong! 70 of the new members were a direct result of the special admission scheme and this was extended for a further year.

The London Branch held one meeting with a talk on "the Data Protection Act" by Richard Thompson. The Birmingham Branch held an inaugural meeting with Councillor Peter Barwell speaking on "the Birmingham Road Race". The President and Vice-President were invited to a Royal Garden Party in July.

The AGM was again combined with a one-day conference in Birmingham. The theme this year was "Cause for Concern", with the morning concentrating on customer orientation of public services while conservation and the role of local government was the afternoon topic. The speakers were Tina Day of the National Consumer Council, Geoff Norris, Newcastle City Council, John Lockwood, from Calderdale and Peter Robshaw of the Civic Trust. Rodger Lawrence became the first none ICSA nominated council member to become president.

The APSAS prize was won by Chief Inspector Edward Pitt of the South Wales Constabulary, though no prize was awarded in Scotland. The top student, Sandra Mackinnon was offered one year's free membership.

By **1987** it was very clear that as only 128 former ILGA members had been recruited most of those eligible were not going to join the Association. Therefore ICSA agreed to continue its support until the end of 1990. The Special Admission Scheme was also extended into 1988. During the year membership grew by 12.8% to 338 members and 40 students.

The main event of the year was once again the Annual Conference held at Aston University in Birmingham. The theme was "Creative Administration" with the decentralisation of services being examined in the morning and effective management communication in the afternoon. Paul Creswell from Arthur Young (Management Consultants); Don Young and John Kirk of Sheffield City Council and Gerry Toner from Vista Communications spoke to around 50 delegates. Colin Petrie became President.

Professor John Stewart from the Institute of Local Government Studies at Birmingham University gave an energetic talk to the Birmingham Branch on his view of the future of local government. Also the Association Council met in Birmingham, the first time outside London.

There were joint winners of the APSAS prize, Jane Case from Southampton Council and Carole Sleator of the Northern Ireland Housing Authority. Paul Curran, employed by the DHSS, won the Scottish prize.

During **1988** membership increased by 20% to 412 members and 42 students. This followed a review of the Association's structure and procedures. All members had been invited to an open meeting in January where it was agreed to update our administration. The time taken to send out information to potential members and process applications was dramatically reduced. The Promotion Committee was re-established with a defined budget and delegated authority. The Association's marketing was used as a case study by students on the Institute of Marketing course at Luton College. This resulted in rewritten adverts and a redesigned leaflet. A competition was launched to design a Logo. Twelve advertisements resulted in 650 requests for information.

Also during the year, Council considered several applications from people who, at that time, were considered to be working outside the mainstream of the public sector. As a result, it was agreed that people working in charities, voluntary bodies and professional organisations would be eligible for membership. The special admission scheme was again extended until the end of 1989.

The AGM and conference, with a theme of "Enablers not Providers", moved to Manchester Polytechnic this year. Presentations were given by Prof. William Hampton from Sheffield University; David Spiers, Tameside; Chris Trinnick, Salford and John McHale, Knowsley. Paul Stoddart took over as president. The Birmingham Branch organised a meeting when Tom Caulcott, former Birmingham Chief Executive, spoke on "Relations between Elected Members & Officers".

The APSAS prize was awarded to Jaqueline Newton from Hampshire Council with a special commendation to Jeanette Bins from Lancashire Council. Margaret Gribbon employed by Glasgow CAB won the Scottish prize.

In **1989** membership increased by 15% to 471 members and 53 students. Over half of the new members joined through the special admission scheme so it was extended by a further year. The information pack was redesigned and a new application form produced. 935 people asked for information about the Association and 82 applied for membership.

The AGM and conference was held this year at Imperial College, London. The keynote address, on the theme of the day, "Pawn or Potentate: Consumer power and choice in the provision of local services", was given by Margaret Hodge, then leader of Islington Council. Other speakers were Charlie Hislop from the Local Government Information

Unit; Rory O’Kelly, Secretary of Lewisham & North Southwark Community Health Council and Margaret Anderson, Chair of the Local Government Group of the Institute of Public Relations. Richard Harris became President. The Birmingham Branch held a meeting on “Regenerating the Urban Economy in the Heartlands of Birmingham”.

This year marked the publication of the first Year Book and the competition to design a new logo was won jointly by Edward Hart and Nigel Pierce.

The APSAS prize was re-named the John Cattle APSAS Prize after John Cattle, one of the founding council members. John served as President in 1984/85 and had been chairman of the membership committee since 1985. He stepped down at the end of the year. This year it was awarded to Margaret Palmer from Belfast Education & Library board. The Scottish prize was awarded to Helen Graham who studied at Napier Polytechnic, Edinburgh.

(Article by Rodger Lawrence,
Hon. Treasurer and Council Member)

WHAT IS ETHICAL MANAGEMENT?

We are probably familiar with the concept of professional ethics. As a professional housing manager or accountant we are expected to maintain high professional standards and conduct ourselves in a way that does not bring our profession into disrepute. Professional ethics may even create tension with an employer where the insistence of a professional on observing professional standards may conflict with his employer’s perception of the organisation’s short-term interests.

But what is ethical management?

The Institute of Business Ethics describes ethical management as:

“The application of ethical values to business behaviour. It applies to any and all aspects of business conduct, from boardroom strategies and how companies treat their suppliers to sales techniques and accounting practices. Ethics goes beyond the legal requirements for a company and is, therefore, discretionary. Business ethics applies to the conduct of individuals and to the conduct of the organisation as a whole. It is about how a company does its business, how it behaves intrinsically.”

Ethical management is sometimes seen as an exercise in reconciling the four Ps of:

- Purpose
- People
- Planet
- Probity

Purpose in the case of a commercial organisation is often the achievement of profit and ethical management does not object to this. However an ethical commercial organisation will have other purposes including helping its clients to achieve their purposes. In the case of a public sector or voluntary organisation there is usually a complex mix of

purposes based around a wish to deliver quality services at a cost that represents value for money. In view of this, the ethical management approach may be considered particularly relevant in the context of public and voluntary bodies and the commercial organisations whose business it is to support them.

Ethical Management recognises the importance of people. This includes not only the staff of the ethically managed organisation who would expect good quality terms and conditions of employment; but also the organisation's other stakeholders be they customers, shareholders, local communities or suppliers. Issues of 'equality' and 'diversity' are important to ethically managed organisations, as is participation in the communities where ethical organisations work. Ethical Management seeks to build long-term relationships with people based on all parties receiving 'added value'.

Any organisation's activities have an impact on the planet and ethical management seeks to minimise the negative impacts and maximise the positive impacts. This includes sustainability, environment, biodiversity, natural resources, heritage and 'fair trade'. The ethical organisation is 'green'.

Probity includes basing all activities and relationships on integrity, compassion, honesty, trust, respect and truth. Probity enables the other potentially conflicting aims to be harmonised so that the mix is sustainable.

Ethical management therefore goes further than professional ethics.

This approach may seem at first glance to be idealistic. It may also be said that if a commercial organisation adopted this approach it would fail to compete with organisations with a traditional focus on organising resources towards maximising profits. However, the advocates of ethical business would argue that for a business to be sustainable it must respect people and the planet, pursue an appropriate mix of purposes and build a solid reputation for probity. In the long-term an ethically managed organisation will become more effective at achieving its purposes – including achieving profits where this is appropriate – than a traditionally managed organisation.

Furthermore, this is becoming increasingly important in a changing world where:

- People seek more meaning from their lives and more satisfaction from their work.
- Customers want high quality products produced in a sustainable way by responsible organisations.
- There is increasing recognition of the inter-dependence of different communities around the world.
- Organisations want to build long-term business relationships with other organisations that can help them to achieve their purposes through partnership.

Of course, there are sometimes difficulties in balancing the four Ps. For example, enhanced conditions for staff or environmentally friendly purchasing can increase costs making it less easy to deliver a quality product at a competitive price. However, the ethical organisation lives in the real world where choices have to be made and reconciling these issues is the skill that an ethical manager needs to develop.

Ethical management is not new. However, the 21st century is likely to see the growth of ethical management, not only in the public and voluntary sectors but also in the commercial sector.

(Article by Adrian Waite,
Honorary Fellow and IPSM Council Member)

SPIRALS TRAINING OPPORTUNITIES

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

Contact details are set out below: -

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'

AWICS TRAINING OPPORTUNITIES

I am writing to remind you there are still places available on our series of seminars on 'All You Want to Know about Local Authority Finance'. These are being held at various venues in England during June and July 2007 and will provide delegates with an overview and update on local authority finance in England.

It is designed for people who are not experts but need a working knowledge. It is accompanied by a useful book.

Do you think that a working knowledge of local authority finance would put you and your colleagues in a position of advantage? If so, this is the course for you!

What the Course will Cover:

General Fund Expenditure and how it is financed, Council Tax capping, Finance settlements 2007/08, new grant system, Relative Needs Formula, Relative Resource Amount, Budgets and Council Tax, Local Government Association autumn statement, Capital Expenditure and how it is financed, Public Sector Borrowing Requirement, Prudential Borrowing, Capital Receipts, European Funding, Treasury Management, Asset Management, Private Finance Initiative, Education; Social Services; Housing Revenue Account; Innovations in Housing Finance; Gershon and the Efficiency Agenda; Financial Management, Audit & Control; Best Value Accounting Code of Practice. Future Developments: The SORP; Local Government White Paper; Lyons Review; Council Tax; Business Rates; Budget 2007 and Comprehensive Spending Review 2007.

The course is accompanied by a very useful booklet entitled "All You Want To Know About Local Authority Finance". Venues and Dates:-

London: Hotel Ibis Euston - 21st June 2007
Lichfield: Little Barrow Hotel - 4th July 2007

If you would like more information or would like to make a booking, please telephone 01768-352347, or visit our website at:

www.awics.co.uk/services/lgfinancecourse.asp

Details of all our courses can be viewed at:

www.awics.co.uk/services/trainingandlectures.asp

Yours sincerely,

Adrian Waite

""AWICS"" is an ethical management consultancy, providing support principally to those who provide public services. We offer ""Independence, Integrity and Value"". For more information about ""AWICS"" please visit our website at www.awics.co.uk

Or contact us at AWICS Limited, Appleby Business Centre, Bridge Street, Appleby in Westmorland, Cumbria. CA16 6QH. Tel: 017683-52347 or 52165. Fax: 017683-54005. E-mail: Adrian.waite@awics.co.uk

THE GUARDIAN PUBLIC SERVICES AWARDS 2007

The Good Citizenship category recognises the contribution made by people volunteering in our public services. Nominations are open for schemes which are employer supported and which can provide evidence of a clear policy that has been taken up by a number of staff.

The judging criteria are:

- Has the scheme provided staff with the opportunity to work in their local communities and supported their attempts to do so?
- Has this scheme been taken up by employees and been promoted to ensure maximum exposure?
- What impact has the scheme had on both the local community and the employer?

The closing date for entries is **Friday 20 July 2007**. The Good Citizenship Award is sponsored by Volunteering England, England's volunteer development agency.

For more information go to <http://society.guardian.co.uk/publicservicesawards> or e-mail publicservicesawards@guardian.co.uk.