

people and performance in public services

About CIPFA
and our services

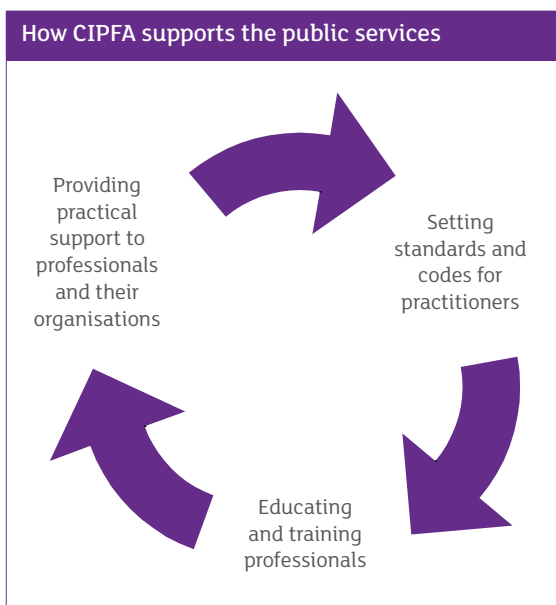


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about CIPFA

Working in the public interest to promote high standards and deliver excellence in governance and financial management throughout the public services.



CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance.

Our 14,000 members work throughout the public services, in national audit agencies, in major accountancy firms - anywhere public money needs to be effectively and efficiently managed.

Our independent weekly magazine, Public Finance, is the must-read business weekly of the public sector, with news, analysis and expert opinion covering central and local government, health, housing and education.

CIPFA champions high performance in public services, translating our experience and insight into clear advice and practical services. They include information and guidance, courses and conferences, property and asset management solutions, consultancy and interim people for a range of public sector clients. Our qualifications are the foundation of a career in public finance. CIPFA is the only professional accountancy body in the world to specialise in public services.

Globally, CIPFA shows the way in public finance by standing up for sound public financial management and good governance. We work with governments, accounting bodies, donors, financial institutions and the public services around the world to advance public finance and support its professionals.

Our essence is in working with others – whether extending the reach of our education and training solutions or seeking out and guiding the best in professional practice – whatever your interest in or involvement with public finance and accountancy, CIPFA people are the people to know.

developing the standards for public finance

Influencing and shaping the public finance landscape



Across the public services, CIPFA is known as the standard setter. We are the only public sector specialists among the members of the UK's Consultative Committee of Accountancy Bodies (CCAB) and the International Federation of Accountants (IFAC).

Setting accounting standards

We are the only UK professional accountancy body with responsibility for setting accounting standards for a significant part of the economy - local government.

CIPFA people provide the research and expertise to augment government policies relating to sound financial management. Local Authorities are required to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities while CIPFA's Financial Management (FM) Model has the strong support of HM Treasury and also the Audit Commission.

Technical expertise

As new approaches to financial management and reporting are established, CIPFA lights the way through their implementation and advancement. Our comprehensive support during the transition

to IFRS has been vital to the sector; our networks are recommended in government reports as models of best practice and our data and research is used to underpin decisions affecting the future of public services.

International Standards

When it comes to driving up standards in public financial management internationally, CIPFA's experience and understanding of local contexts extends beyond the UK. We are a sought after partner by international bodies such as DFID and the World Bank and we work with organisations as diverse as Visa Europe, HM Treasury and CMA Canada.

Our participation in international accountancy federations such as IFAC and the Fédération des Experts Comptables Européens (FEE), ensures that public sector needs are articulated and that organisations are supported to improve the quality of public financial management.

Informing practice

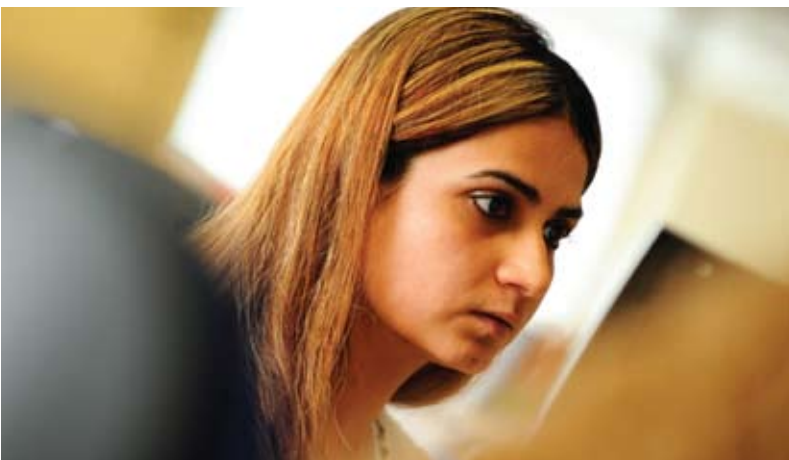
CIPFA's strengths are rooted in our members and our close links with the public finance community. These are the people who bring to our panels and consultations their on the ground experience to inform sustainable, practical guidance and standards.

CIPFA was the first of the CCABs to introduce a mandatory minimum level of continuing professional development (CPD) requirement. Our CPD scheme also offers a framework for practitioners to demonstrate, at level two, CPD best practice. Members are supported by a dedicated CPD team and the CLC, our online resource delivered in partnership with goodpractice.net.

Each year the CIPFA conference and exhibition proves to be the definitive annual event for public finance professionals who gather to hear and participate in the current critical dialogues on public spending and services delivery.

improving public financial management internationally

As the only accountancy body in the world specialising in public services, CIPFA strives to improve public financial management across the globe. CIPFA champions the improved performance of public services across the world by driving the efficient and effective use of public money. We have an active and growing portfolio of international projects: from educating and training professionals in both developed and less developed countries to advising on public sector matters at the International Federation of Accountants. We actively promote the role of public financial management in sustainable capacity development and the eradication of poverty.



Our capability and expertise include:

- Advice to the International Federation of Accountants on public finance
- Analysis and commentary on International Standards and frameworks
- Support to country-led approaches and international donors in developing reform programmes and capacity development
- Recognition by DFID as an accredited Public Expenditure Financial Accountability trainer (PEFA - a joint initiative of the EC, World Bank, IMF, DFID, Swiss, French and Norwegian governments)
- Development of PFM capacity through training and qualifying public financial managers and professionalisation of accountants and auditors
- Definition and analysis of the public financial management international architecture through advice, support, networks, research and experience
- Partnering with DFID to provide technical advice to inform PFM policy development and evaluation
- Intellectual capital in public financial management, developed through research and technical assistance experience
- A set of practitioner products of global relevance

CIPFA's international directorate is located in London and Pretoria, South Africa (with the Institute of Public Finance and Audit) it works closely with a team of dedicated associates; most of whom are CIPFA members.

For more on our international capability, projects and partnerships visit our website:

www.cipfa.org.uk/international

educating and training professionals

Developing future finance leaders



Investing in recruitment and staff development in the midst of demands to reduce expenditure and improve value for money is always difficult. You need to be sure your training decisions are the sustainable ones for you and your organisation.

The CIPFA professional qualification

Our professional qualification is at the forefront of our qualifications' portfolio and is the foundation of a career in public finance. Focused on public financial management, it combines accounting skills with leadership know-how and understanding of the business of the public services. No other professional qualification offers such an effective route to the delivery of excellence in public financial management.

Our conversations with employers, practitioners and students drive the direction of our qualifications portfolio to ensure its practical relevance across the range of organisations working in and with the public services.

The CIPFA Education and Training Centre delivers our professional courses at locations across the UK and we work with other centres of learning to maximise accessibility to our unique professional training - global gold standard. The International Certificate and Diploma (ICD) and our training in public sector internal audit, both delivered in partnership with Slovenia's Center of Excellence in Finance, are laying the foundations of good governance in South eastern Europe.

Certificate level qualifications

The Certificate in Charity Finance &

Accountancy is for aspiring professionals within the voluntary sector and was developed by CIPFA and London South Bank University to help professionalise accountancy and finance standards in this specific field.

CIPFA Certificate Investigative Practice

Qualification is a practical approach to gaining a qualification in counter-fraud. Developed by CIPFA together with Bond Solon, the leading legal training consultancy for non-lawyers, it is applicable across the public sector.

The Certificate in International Treasury Management – Public Finance is a professional qualification in treasury and risk management. Developed by CIPFA and the Association of Corporate Treasurers (ACT), it is the only qualification to provide the essential practical knowledge on all aspects of public sector treasury management from an international perspective.

Getting the people right

How can you be sure you have the right people for your organisation? CIPFA's Business Development team (education and training) works with employers to help you build the right teams. From recruiting trainees to providing bespoke training solutions - we're here to help you every step of the way.

For more information on how CIPFA can help set up training schemes or recruit trainees please contact us on 020 7543 5656 or employers@cipfa.org.uk



Why I chose the CIPFA professional qualification...



“Having the CIPFA qualification means you bring to your organisation the ability to think strategically, strong management skills and a real understanding of the links between finance and service delivery. The CIPFA professional delivers real financial management expertise. All this has given me the edge when applying for those jobs that I really want.

Being in finance puts me at the heart of an organisation where I can really have a positive influence on policy. It gives me an enormous sense of satisfaction to know that what I do every day helps provide excellent public services to people who need them.

Being a CIPFA accountant is about so much more than adding up numbers. It’s about making a difference. It isn’t for the faint-hearted but the rewards are worth it.”

Catherine Park, Director of Finance,
Hounslow Homes

“You wouldn’t expect International Politics to link to a finance qualification, but I found it surprisingly helpful and the discipline of studying for any degree is useful for tackling a professional qualification.”

Career progression is what drives Adrian Griffiths, triple CIPFA prize-winner, rather than the idea of working in finance. Being CIPFA qualified means he has a career and professional responsibility, not just a 9 to 5 job. As part of a team involved in NHS commissioning, Adrian provides finance expertise for a budget of over £200m. He works with a range of healthcare providers from large foundation trusts to small voluntary organisations, so he gets to work with a lot of different people.

“In a nutshell: my responsibility is to buy the right healthcare for people in Birmingham. I enjoy the cut and thrust of negotiating contracts.”

Adrian is happy working in the NHS.

“I am very proud to work within public sector finance. I work very hard and care very much about what I do and the results that I can help clinicians and other managers achieve.”

However, he may see himself progressing within other public services organisations.

“Any CPFA will be able to comprehend the nuances that exist between central and local government accounting as well as for the NHS, education and charities. In this age of increasing partnership working between different public service organisations this is invaluable.”

Adrian Griffiths, Senior Commissioning Accountant,
Birmingham East and North Primary Care Trust



And why employers support CIPFA...

“All Wales NHS Finance Directors will not consider any other qualification for their training programme. We feel that it stretches our graduate trainees and is perceived widely as a good benchmark for excellence across the finance profession”

Shan Wozencroft,
Gateway Programmes Manager

“CIPFA is a key part of our succession planning and ensures we have excellent financial managers whilst making the best use of our resources. The qualification is about much more than accountancy and is very much rooted in the real world, equipping members to deal with the challenges of managing in complex organisations.”

Jane Lovett, Accounting Manager
– Fire, Hampshire County Council and CIPFA Training Coordinator

“I have for a number of years been a supporter of the CIPFA qualifications for the top players in public sector finance. I am very keen to support CIPFA’s collaborative work with other countries and their institutions as we have a common goal of improving public financial management around the world.”

Christian Sottie, Accountant General, Ghana



“GTUK has been committed to the public services for over twenty years and regards CIPFA as the natural professional body to support our commitment. The CIPFA professional qualification has a broader scope than just dealing with accounts – as such, we believe that CIPFA qualified accountants have better skills in financial management and strategic financial planning. We employ CIPFA members at all levels of our organisation, including partners and directors.”

Jon Roberts, Partner at Grant Thornton UK

strategic management services

Improving organisational performance and financial management

Our mission is to support you in:

- Transforming and improving public services and public service delivery
- Collaborating with organisations and sectors
- Identifying and gaining efficiencies
- Embedding excellent financial management

CIPFA champions high performing public services. We work across the public services to improve performance on the ground. We partner and support organisations across the public services in their day-to-day activity as well as with their long-term strategic direction.

We work with all public sector organisations and through our services we affect real change by converting your aspirations and policy into reality and results.

We provide the data and information for decision-making, advise on policy and practice, and bring together practitioners, experts and regulators to collaborate and improve public services.

Transformation

The public sector continues to transform at a rapid pace. An increasing focus on customer service, on providing choice, and on the setting of local and multi-area priorities are leading the way in the transformation of public services. We can help you keep ahead of new policies and initiatives, share best practice with others and manage the change within your organisation.

Collaboration

Achieving transformation means working together and the sector is responding by collaborating with each other, and with the private and voluntary sectors, to deliver better public services. Through our services we bring together practitioners and experts to debate, review, compare and learn from each other.

Efficiencies

Against the transformation backdrop is the need to be more effective and efficient. With billions of savings to be made, the public sector is under greater pressure to find efficiencies and improve performance. Savings can be made in back office and IT, through better and collaborative procurement, by improving the management of assets and property estates, and through greater empowerment and incentives. We work with organisations to identify where and how efficiency gains can be made.

Financial Management

Public finance is CIPFA's expertise and our support services enable finance and non-finance managers to understand the context, standards and codes of good financial management, put in place rigorous processes, develop the technical expertise and skills, and improve financial literacy across all disciplines.

Whatever your challenges you can rely on CIPFA to provide the support, information and direction you need.

How we've supported organisations...

Finance Improvement Programme

A 9-month programme for a University to unlock innovation and make improvements through practical culture change.

The University needed to respond to a more challenging higher education funding environment. CIPFA consultants worked with a small senior steering group to develop a diagnostic and improvement process that would work within the organisation's culture.

To set the right tone, all managers and employees were involved in the detailed diagnostic stage, including a one-day launch event for the whole department, a number of discussion groups and a sample of one to one interviews.

The priorities for improvement were then agreed and announced to all staff at a further event:

- Transforming the role and effectiveness of the management team in orchestrating achievement; first using individual questionnaires to profile current management team practice, then working with models of good practice to confront issues and generate commitment to a new view of the role and purpose of the team and the individuals in it.
- Creating a culture where people – not just processes – were seen to get results and where initiative would become the norm. This work involved further individual and group discussion before feeding recommendations to the capacity building group.
- Developing a concrete programme of action to develop the organisation's capacity. For this work, a number of staff from a cross-section of the department worked with the management team in a facilitated, structured series of workshops and projects to analyse the current position, identify and prioritise problems, generate and select solutions, take individual and shared responsibility for outcomes and implement the plan.

The process brought about a noticeable growth in openness, collaboration, initiative and ownership, in marked contrast to the original culture. There was a clearer understanding of how managers and staff could each contribute to success, and greater respect for each other's capabilities.

“Harrow Council worked with CIPFA at a critical time in developing our approach to VfM. The results of the project gave use an innovative framework for understanding VfM and a comprehensive set of well documented benchmarking data to support the conclusions.”

Tom Whiting, London Borough of Harrow

Business Operational Model

An organisation review and development of a robust, flexible Business Operational Model for the Department for Children, Schools and Families (DCSF)

The project was commissioned by the Estates and Facilities Management services who at the time provided services from a mixed economy of in-house and externally supplied sources. Some work had been done to identify future options but a robust and externally validated model for future service delivery was required.

CIPFA provided a detailed review of all present services and how they were provided. Other models were investigated and researched and comparator performance information and key indicators were devised to assess the existing situation and context to scope areas for improvement and potential savings through changes in practice and service delivery. A summary appraisal of advantages and disadvantages was supplied and recommendations made for implementing an action plan to achieve efficiency gains and retain control over future changes in operational needs. This enabled a change and a development programme to deliver further efficiency savings and tailor services to be fit for purpose.

“The CIPFA statistical database and research capability have provided an excellent resource to challenge our cost base, prioritise our budgets more effectively and improve our value for money.”

Mike Weaver, Worcestershire County Council

“Having undergone significant organisational changes within our Property Services function, we have been particularly impressed with CIPFA Property’s helpfulness and expertise in gathering and rationalising our corporate property data.”

Tim Isbell, Slough Borough Council



Our support to you

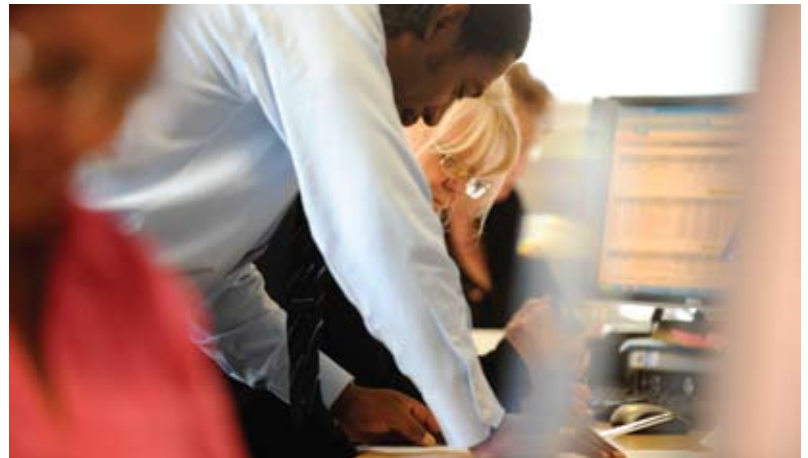
Our services are shaped around helping organisations with their challenges in performance, financial management and governance. The information below shows the areas which we can help you with:

Performance, Efficiency and Value for Money

- Benchmarking
- Business process design
- Change management
- Comprehensive Area Assessments
- Efficiency projects
- Empowerment and incentives
- Innovation
- Leadership skills
- Lean and systems thinking
- Local Strategic Partnerships
- Managing assets and property sales
- Managing IT projects
- Multi and Local Area Agreements
- Performance management frameworks
- Procurement and buying organisations
- Reviewing service and back office costs
- Shared, managed and outsourced services
- Stakeholder engagement
- Strategic planning and prioritisation
- Sustainability
- Total Place programmes

Financial management and Governance

- Asset management
- Audit
- Benchmarking
- CIPFA FM Model
- Closing accounts
- Commissioning
- Communicating finance matters
- Developing finance skills



- Financial management best practice
- Fraud
- Funding and income generation
- Governance and scrutiny
- IFRS
- Leadership skills
- Monitoring, forecasting and decision-making
- Payment by results
- Policy and legislative developments
- Process design
- Procurement
- Reporting
- Risk
- Role of the Chief Financial Officer
- Service line reporting
- Staffing and resource
- Treasury management
- Understanding and applying the standards and codes
- Whole of government accounts

Our products and services

We support you through our products and services:

Benchmarking

- Value for money indicators
- Corporate services
- Social care
- Police Finance

Consultancy

- CIPFA Financial Management Model support
- Programme and project management
- Value for Money
- IFRS
- Performance
- Governance
- Finance
- Procurement

Events

- Technical updates
- Introductory courses
- Conferences
- Practitioner workshops

Information and publications

- TISonline
- CIPFA Publications
- CIPFA FM Model

Networks

- Benefits and Revenues
- Childrens' Services
- Finance
- Governance and Audit

- Health
- Housing
- Performance Improvement
- Pensions
- Police
- Social Care
- Treasury Management

Placements

- Senior level interims
- Permanent recruitment

Property

- Software
- Surveys
- Consultancy
- Asset Management Planning Network
- Construction and Property Network
- Highways Asset Management Planning Network

Research and statistics

- CIPFAstats
- Policy Research
- Social Research

Training

- Open training courses on finance, governance, performance and leadership
- Bespoke training and development programmes
- Service Managers' Training Forum
- Professional Qualifications

In addition to the services above, CIPFA work with organisations to tailor and develop solutions that meet their specific requirements. If you'd like to find out more about how we can support your organisational objectives and help you meet your goals then contact the Business Development team on 020 8667 1144 or email enquiries@cipfa.org.uk.

CIPFA membership

CIPFA members

CIPFA's strengths are rooted in our members. They bring practical knowledge to a spectrum of institute activities and work together through regional networks to share that knowledge and their professional experiences.

- CIPFA members know their professional development needs are supported by CIPFA's CPD scheme.
- Employers know their CIPFA qualified staff will meet the standards essential to taking on the challenges and opportunities of the public services environment.

- The public knows that with CIPFA's in the finance team, taxpayers' money is being efficiently and effectively managed.

Above all, being a CIPFA member means being part of a leading public finance team.

Regions and volunteers

CIPFA operates throughout the UK and internationally. Through our regional member networks members:

- Support the professional development of students and other members.
- Build cross-sector relationships.
- Promote best practice.

contact details

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