

NOTE OF PROCEEDINGS

Committee	COUNCIL	
Date	29 May 2008	
Venue	Robert Street	
Attendees	John Butler Caroline Mawhood Mike Barnes Caroline Gardner Caroline Al-Beyerty Lynn Bradley Anne Britton Diane Colley Mike Evans Ken Finch Clive Grace Claire Gravil Richard Harbord Neil Hunter Roger Latham	President Vice-President Treasurer Past President Andrew Lovett Mark McBride Declan McDonagh Ian Perkin Lesley Piper Tony Redmond Trevor Salmon Martin Sinclair Mal Singh Sarah Wood Lee Yale-Helms

- 1 Among 'housekeeping' matters on the agenda, Council noted the results of the recent Election of 21 seats on Council for 2008/09; approved applications for membership; noted the latest anonymised list of disciplinary cases; approved minor amendments to the scheme regulations, and noted the minutes of a recent meeting of the Governance Review Panel.
- 2 The Chair of The Board reported on the key issues discussed at its last meeting. These included a review of all the major change programmes currently in-train (see later in these Notes). The Chair reported that early results for Institute performance were positive; the Board had been particularly pleased to note the new Strategic Framework Agreement with DFID which would be formally signed at Conference; it had received an update from the Public Services Directors of Finance Panel, and the results of its recent survey. The Board had received an update on the initiatives under the ICAEW/CIPFA MOU, and was especially pleased to note the collaborative work under the International banner. The Chair was pleased to record the attendance of Richard Dyson, the current ICAEW President, to his first meeting on The Board.
- 3 Council itself then received a detailed presentation on the work of the Public Services Director of Finance Panel since its inception; the first draft of its high-level Statement was discussed, and the projects to which the Institute is already committed in terms of leadership development were described, as well as the potential support portfolios for current and prospective leaders. The headline results of the survey of Ds of F, based on a response of 480, were provided ahead of the more detailed and polished presentation at

national Conference. Council debated the outcomes of the Panel's work to date, making their own contributions, but overall were pleased with progress on this initiative.

- 4 The Chief Executive then gave a wide-ranging presentation on the current change programmes, their interdependence and how group-wide ownership was being coordinated and managed. These were –
- the Maintaining and Growing the Membership project;
 - the review and restructuring of the Commercial Services directorate;
 - the International Strategy;
 - the re-organisation of Marketing and Corporate Communications;
 - the development of an integrated CRM system; and
 - the review of the CIPFA Brand.

He described the critical tools for implementation as including dedicated project management and explicit resourcing, where necessary buying-in skills not already within the staff and using existing networks and contacts, and a determination to find the *right*, not *compromise*, solutions, that are correct for the Group not just for individual directorates; corporate oversight by the management team and The Board; and regular and effective communication with all staff. Group-wide ownership would be ensured by leadership development, consistent management behaviours and enhanced performance management.

The Chief Executive also recognised the potential risks of such a fundamental and all-embracing change programme. These included flawed implementation, the failure to adequately resource, being outplayed by competitors, the failure to galvanise the whole team, and failure to believe CIPFA could be so different. It was his belief that, if these risks could be avoided, CIPFA's future profile and prospects were extremely positive.

Council contributed their views on these change programmes, their significance, and the way they were being handled.

- 5 Council received an update on the imminent 2008 national Conference in Brighton.
- 6 Correspondence with a member over one of the Resolutions at the forthcoming AGM was reviewed and the Institute's response discussed and agreed.
- 7 Finally, the Vice-President on behalf of Council paid tribute to the President's period of office, particularly reflecting on the high number of meetings and events he had attended; he had been, in her view, a superb ambassador for the Institute in what had been a very important year.