

EDUCATING, TRAINING AND CONTINUOUSLY DEVELOPING OUTSTANDING MEMBERS

Why is this important?

This is the first quartile of our new performance scorecard. It links most strongly to CIPFA hallmarks 1 and 2. It focuses upon the core business of the Institute – educating, training and developing members. Performing these roles effectively – in the process developing a positive, career-long relationship with members – is critically important to the Institute’s medium and long term success.

The organisations and sectors in which CIPFA members work are increasingly diverse and challenging. Whether based in developed or developing countries; whether public, private or charitable; whether providing services direct to the public or to other organisations; whether local or national; today’s organisations are subject to constant pressures to adapt and change. And as a consequence, today’s CIPFA members must be able not only to cope with these pressures but also to influence, shape and often play a leadership role in the organisation’s response.

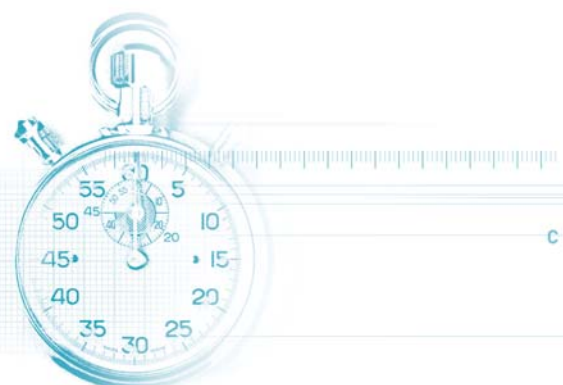
All of CIPFA’s qualifications must be fit for purpose in this demanding marketplace. They must be designed to meet carefully researched market needs and they must be flexible and able to reflect new emphases as needs and regulatory requirements change. To the extent that this analysis takes us beyond CIPFA’s natural public sector sphere – for example, where the need is for public-private solutions – we must be ready to work closely with partners who can bring complementary skills and experience to the table.

In order to meet these challenges we must work to continuously review and improve every link in the chain which represents the career of a CIPFA qualification holder from registration as a student to, and in many cases beyond, retirement from a senior post.

Our Strategy

The key strands of CIPFA’s strategy in this quartile can be summarised as follows:

- Develop, promote and continuously improve a portfolio of relevant qualifications which are carefully tailored to meet the needs and regulatory requirements of public service organisations and the markets in which they operate.
- Develop stronger links and improved communications with employers of CIPFA members and students to better understand their changing needs and to tailor qualifications and services accordingly.
- Provide a range of accessible support services and facilities to assist all qualification holders to address personal and professional development needs throughout their careers.
- Develop and maintain a range of communication channels including websites, magazines and newsletters to ensure that CIPFA members and students are well informed about the Institute’s activities and plans, and are aware of the full range of development opportunities and services which are available.
- Equip and support CIPFA’s regions, branches and societies to assure the delivery of a valued programme of local services to help meet the development needs of members and students.
- Maintain and periodically review the CIPFA Disciplinary Scheme to ensure that it continues to be effective and to accord with best practice.





Our Programme

In order to assure the success of this strategy a range of projects and initiatives – outlined in more detail at Appendix 2 – will be undertaken including:

- Ensure that all CIPFA qualifications reflect best practice, fit the fast changing environment and meet the distinctive needs and regulatory requirements of public service organisations and markets by carrying out regular and thorough reviews of syllabi and programmes.
- Review the use of e-learning tools and techniques and their interface with face-to-face training to better support CIPFA students and meet the needs of CIPFA employers.
- Promote and support joint recruitment and training schemes to enable groups of employers to collaborate together to ensure the recruitment of high quality students and the delivery of best practice training schemes.
- Monitor and review the use of the CIPFA Learning Centre and continue to develop its functionality and content; promote the site strongly and encourage all members and students to make use of it as an invaluable source of support in relation to the planning, undertaking and recording of initial and continuing professional development activities which are tailored to their distinctive needs.
- Continuously review the range and quality of courses, publications and other support facilities offered by the CIPFA Group including regions, branches and societies to members and students to assist them in meeting their on-going personal and professional development needs.
- Review the range and quality of services available to non-UK members and students.
- Review and periodically update professional standards and other guidance provided by CIPFA to ensure that they continue to reflect best practice; ensure that appropriate advice and guidance is available to members and students who are confronted by ethical dilemmas.
- Explore the extent to which new technology can enable the Institute to communicate with individual members and students in a way which tailors the service to meet their individual needs and interests.
- Research appropriate arrangements for practice assurance support to relevant members.
- Work closely with partner organisations, particularly in developing countries, to grow local capacity to support finance professionals and other relevant staff working in the public services.
- Ensure that all cases referred to the CIPFA Disciplinary Scheme are progressed on a timely basis.

Measuring Performance

We are committed to the discipline of setting clear, measurable performance targets and reviewing and evaluating the actual results which we deliver against them. The indicators which will help us to measure progress in this quartile of our scorecard include:

- Numbers of students registered, qualifying and taking up membership.
- Total numbers of members.
- Numbers of employing organisations subscribing to CIPFA training programmes.
- Numbers of organisations participating in joint training schemes.
- Numbers of members participating in the CIPFA CPD scheme.
- Numbers of members and students registered to use the CIPFA Learning Centre.
- Numbers of members and students attending CIPFA events and subscribing to CIPFA services.
- Number and quality of local events and activities provided for members and students.
- Member and student satisfaction feedback.
- Employer perceptions of CIPFA members.
- Elapsed time in concluding disciplinary cases.

development strategy

HIGH PROFILE IN THE PUBLIC SERVICES

