



DEVELOPMENT PLAN 2009

THEME FOR 2009

Active Members make a Healthy Institute

The Presidents theme for 2008/09 was 'Active Members make a Healthy Institute' and this really is the golden thread that runs through the Development Plan for 2009

Without an active membership we are unable to achieve the targets but we do not see our purpose as merely ticking boxes and improving on our performance from the previous year. Our purpose is to support our members, employers and partner organisations in sustaining a healthy Institute for the future.

Our aim this year is not about increasing numbers but sustaining the current level in a time of ever increasing priorities and uncertainty in the public sector. We do however aim to attract a wider audience by making events, publications and support available to more of our members or at least to make them aware of it if they have not been in the past

This year we have aim to encourage greater levels of participation and build on the existing strengths within the Institute and its activities, and provide some real momentum to raise the profile of the importance of effective Public Financial management.

Imagine a public sector organisation where, literally, millions of financial transactions are performed each year, and the quality of the financial management systems which need to be able to track every single transaction in terms of when it was done, who did it and why they did it. Imagine this replicated in every public sector organisation in the country.

Imagine an environment of government control through complex and changing policies, legislation and funding formulae, a myriad of different funding streams, hundreds of partnering relationships, a world of increasing demand and expectations, a hostile media, a sometimes ungrateful public, and ever increasing requirements in terms of accountability and efficiency.

Imagine some major capital schemes to improve services (such as building schools for the future) the land and asset deals that may need to be done to enable schemes to proceed, the public scrutiny which can create the "no-win" situations, the creative funding vehicles that now exist, the project management requirements to complete the scheme on time and on budget whilst all participants are trying to maximise their share of the funding pot.

Imagine a compensation (or blame) culture where claimants and their representatives try to get rich at the expense of public sector bodies and where the courts have little sympathy for the larger organisation. Imagine, despite being part of the public sector, still being subject to tax regimes and penalties for non-compliance as though there were a vested interest to deprive the tax man.

Imagine the super hero (or heroine) who willingly takes on all of this, and dedicates their life to ensuring the effective financial management of the various public services within their remit.

Let us introduce the CIPFA professional

These individuals receive some world class training to get them up to the ranks of the professional practitioner. However to keep them abreast of everything they need to know to perform their job properly, they need the support of a world class professional body.

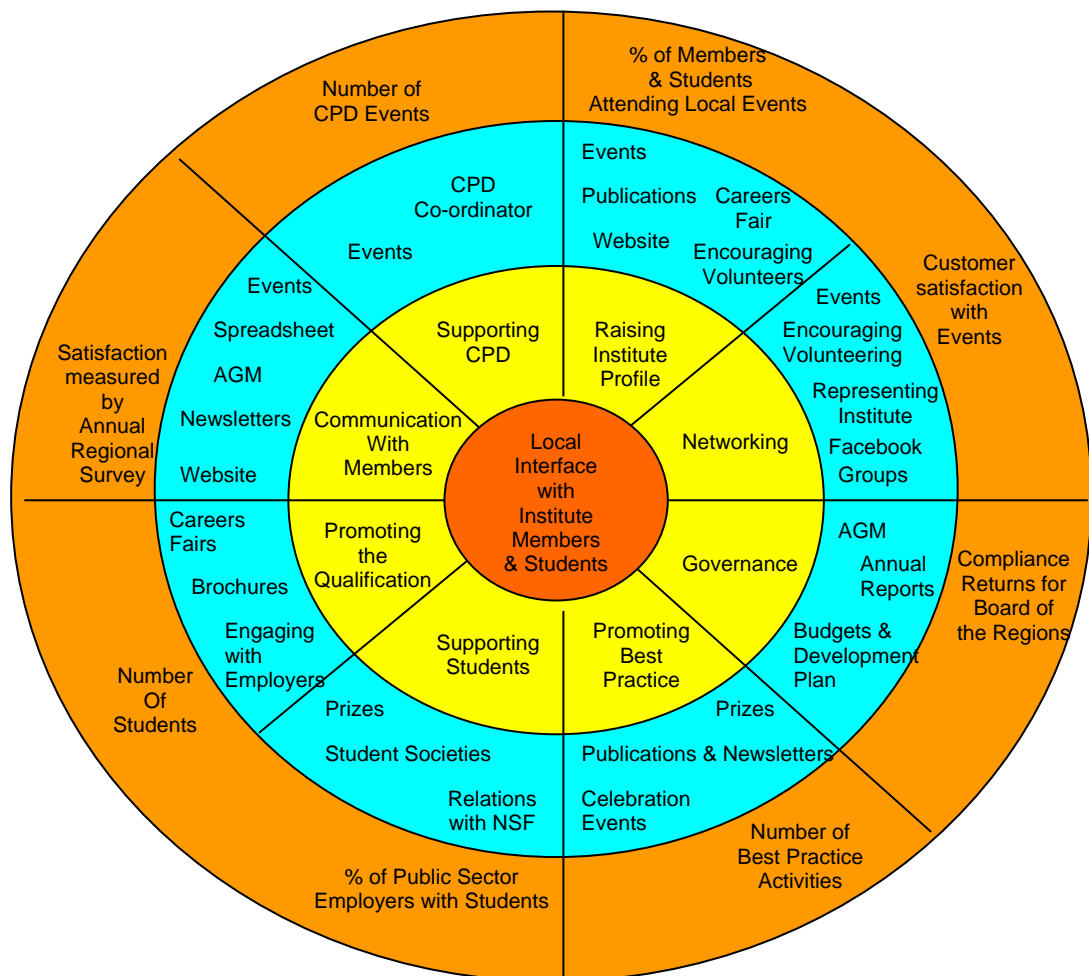
The relationship is symbiotic. The strength of the Institute comes from the strength and involvement of its members. The members are able to be so strong because the institute provides the knowledge, awareness and encouragement for professional debate.

The converse is also true and a downward spiral can easily occur through apathy on either part, leading to loss of credibility, and ultimately, loss of professionalism.

Our message this year to all CIPFA's finest, either aspiring or fully-fledged professionals, "it's your Institute and it is as good (or as lethargic) as you make it".

The plan reflects the activities to engage members in becoming involved and help to maintain and build on the strengths of the Institute. In completing the activities and performance indicators for 2009, we are still drawing on the generic PI's set by the Board for the Regions working group last year as they are still relevant and will assist us to measure how well we are managing these activities.

In addition for 2009, we will be drawing up on the regional activities model to help us to break down the activities into core areas and asses our priorities on the basis of these areas so that Council is responsible and accountable for ensuring these are completed to the best of our ability. The core areas in the regional activities model are:



The regional activities model works by identifying the core purpose in the middle and the core activities that support that purpose are highlighted in the yellow circle. The processes to help us perform these activities are identified in the blue circle and the performance indicators we use to measure whether we have achieved these activities are in the outer orange circle. The eight core activities are identified separately in the plan.

Ken Finch
North West & North Wales Society Chair

Annual Performance Review 2007

To identify whether the Region has been successful in meeting the Performance Indicators set in the 2007 Development Plan, an annual performance review has been undertaken.

In the main, the Region has been successful in either meeting or exceeding its targets. Those targets that had not been achieved and were still relevant were carried forward as key priorities in the 2008 Plan

Hallmark 1 - Educating, Training and Continuously Developing Outstanding Members

Key Activity	Progress to Date	Activity Status
Increase attendance at all events by ensuring events are publicised well in advance	Calendar produced and publicised in November Newsletter All events now on website including SMG.	😊
Increased accessibility of event venues to encourage optimal attendance	Venues not being coordinated as yet 3 Northern Section events arranged Cross regional advertising is partly being done but waiting for CIPFA to update e-mail distribution list	😐
Delivery of a range of topics requested by delegates at future events	Sometimes many topics can requested so at present a mix of topics that have been requested are used, together with topics where there are new developments	😐
Increased delegate satisfaction from events attended	Southern Section have achieved 80%	😊
Seek to promote new member or student volunteers to individual groups or main council	Two new corporate members appointed to Council at AGM Volunteers link on website	😊
Recognise the value of Volunteer Support through motivation and strong leadership	Plans being discussed for a volunteer event Student volunteer recruitment in Newsletter	😊
To identify the requirement for a retired members group	On council agenda & results published in Newsletter	😊
Increase the number of hits on the regional website through publicity at events and in the Newsletter	Information not being posted within 21 days as yet Minutes of first council meeting was posted within 21 days but not from all other groups	😞
Support new and existing student activities in the region	No students requested to be supported. Funds directed into other student activities so not applicable anymore	n/a
Providing support to students during training to increase motivation and commitment	Article in November Newsletter on hints & tips	😊
Recognition of member and student successes	Is Planned Prize winners were presented at Annual Dinner No nominations put forward	😊 😊 😐
To attract new students into Institute	Made contact with AAT to join council but not heard back as yet Recruitment Fair attendance planned This activity may be beyond our control	😞

Hallmark 2 - Meeting Customer Needs and Expectations

Key Activity	Progress to Date	Activity Status
Engaging with employers to ascertain the reason for attendance or not at events	One Employers Newsletter sent out so far. Continuing communication with Local Govt at CFO's groups and action plan on agenda for next council mtg	😊
Establish links with non finance sectors to promote the CIPFA influence	No nominations put forward influenced by NWNW Council	😞
Raise the profile and highlight the influence of the Institute with private sector organisations	Discussions ongoing with new sponsorship page set up on website. One new sponsor achieved	😊
Encourage CIPFA Members in promoting the qualification at events, on panels and other networking opportunities	New speakers database being set up by Alex centrally so should help. Lee Helms spoke at student event.	😊
Encourage students via the John Marriott Bursary	One student identified	😊
All Member & Student information available on website that is user friendly and easily accessible	Making good progress with on line bookings for all events now live and ideas for further initiatives being sought New Student to be trained on website	😊

Hallmark 3 - Setting High Standards and Delivering Best Practice in the Public Interest

Key Activity	Progress to Date	Activity Status
Ensure consistency of approach across all regional groups	Revision statements not yet completed. Assume guidelines are being adhered to but Std templates are available but also flexibility is encouraged	😊
Promote and support the benefits of mandatory CPD to members	N/a as all members have been automatically registered for CPD	n/a
Ensure the concept of CPD is advantageous to students following qualification	Newsletter always has CPD page	😊
Establish links with other CCAB bodies to achieve a common goal of enhancing the accountancy profession	Joint event held in November with various other groups including CCAB Bodies. Increased other CCAB attendance over 5%	😊
Establish good relationships with other CCAB bodies	Being done as usual	😊
Encourage students from other CIPFA regions or countries or CCAB bodies to attend student events	Postponed for 2007 – links into development fund bid	n/a
Introduce an initiative inspired by good practice from another Region	Implemented and being used	😊

Hallmark 4 - Developing Our People and Making Best Use of our Resources




Key Activity	Progress to Date	Activity Status
Seek sponsorship for regional events or initiatives	Have held discussions with some organisations to some success. Assume the annual dinner will be sponsored to the same level as last year. Need to do some more investigation but may have some queries following sponsorship page on the web	☹️
To ensure the objectives of the Institute are achieved effectively	Although new volunteers are on Council, there is not necessarily a diverse mix e.g. no health, no Housing, no Not for Profit. We are currently in consultation with Health	☹️
A committed and enthusiastic volunteer base to promote CIPFA at a regional level	Volunteer levels are mainly being sustained. Some groups have increased volunteer base whereas others have lost volunteers	☹️
Provide value for money at events to maximise delegate attendance	Feedback received demonstrates that events are providing value for money	😊
Ensure best practice across the region and minimise duplication of effort	Action started with a meeting with CIPFA SE on the website. Links very much so into the regional structures debate and I will follow this up with other regions. Conf 4 Regions is ideal opportunity (best practice)	😊
To monitor activities against budget	Budget reports are received by Society Council	😊
To ensure the region is conducting its affairs effectively	Indicators set are to be measurable and achievable 71% of indicators set have been met	☹️

Key:


- 😊 Achieved in full (16)
- ☹️ Partly achieved/significant progress being made (12)
- ☹️ Not achieved at all/little progress made (3)

2009 Development Plan Activities and Indicators

Core Activity – Supporting CPD

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
 Sustain attendance at all events by ensuring events are publicised well in advance	<ul style="list-style-type: none"> Sustain number of delegates at events at last years numbers Regional calendar of events produced in December All events on website 	From existing resources or attracting sponsorship Line 16	1	REGIONAL SECRETARIES Shaer Halewood (region, retired & Southern) Gaynor Myers (Southern) David Rose (Northern) Derek Whiteway (Audit) Natalie Slayman (Students [when trained]) Dick Kerfoot (SMG)
 Increased accessibility of event venues to encourage optimal attendance	<ul style="list-style-type: none"> Coordination of venues across all groups to ensure a wide geographical coverage Cross regional advertisement of events close to regional borders to widen the opportunity to attend events 	From existing resources or attracting sponsorship Line 30	1	REGIONAL SECRETARIES Shaer Halewood Gaynor Myers Sandie Lee Porter Derek Whiteway Natalie Slayman
 Increased delegate satisfaction from events attended	<ul style="list-style-type: none"> 85% of events recorded as good or excellent on delegate feedback 	No cost	1	REGIONAL SECRETARIES Shaer Halewood Gaynor Myers Sandie Lee Porter Derek Whiteway Natalie Slayman



Core Activity – Communication with Members

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
 Increase the number of hits on the regional website through publicity at events and in the Newsletter	<ul style="list-style-type: none"> Relevant information from events to be posted within 21 days of event Minutes from meetings to be posted within 21 days of meeting 	from existing resources Line 15	1	WEBSITE WORKING GROUP David Rose Janice Bate Derek Whiteway Shaer Halewood Natalie Slayman
The provision of events available to all members & students in media format following the event	<ul style="list-style-type: none"> Webcast all events during 2009 	Website Fund Bid submitted	3	GROUP CHAIRS WITH WEBSITE DEVELOPMENT GRP Derek Whiteway Barry Parsonage Natalie Slayman Gaynor Myers Shaer Halewood Dick Kerfoot


Core Activity – Promoting the Qualification

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
To attract new students into Institute (carried forward from 2008)	<ul style="list-style-type: none"> Encourage AAT students to progress to CIPFA rather than other CCAB bodies Recruit AAT Rep to Regional Council 	Expenses met from existing regional funds Line 11	2 2	STUDENT SERVICE COORDINATOR & STUDENT CHAIR Debbie Wood Natalie Slayman


Core Activity - Governance

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
 Recognise the value of Volunteer Support through motivation and strong leadership	<ul style="list-style-type: none"> Retention of current volunteers or replacement to maintain numbers where relevant 	No cost	2	PRESIDENT Martyn Kenyon by exercising enthusiasm and leadership
To monitor activities against budget	<ul style="list-style-type: none"> Receive reports from Regional Treasurer at every Council meeting % Variance of outturn to original budget £ value of year end Balances maintained 	No budget required	1 2	Regional Treasurer in conjunction with individual group Treasurers Regional Auditor in conjunction with individual audited accounts
 Maintaining strong links with the Institute, cascading initiatives from the Development Strategy	<ul style="list-style-type: none"> 100% of reports to Board for the Regions completed on time e.g. <ul style="list-style-type: none"> - Annual Report - Development Plan - Internal Reports 	No budget required	1	Secretary in conjunction with Society Council and Individual Groups


Core Activity – Networking

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
Establish links with other CCAB bodies to achieve a common goal of enhancing the accountancy profession	<ul style="list-style-type: none"> Hold one joint event with another CCAB body Increase attendance from other CCAB members at events by 5% 	To be met from within existing resources or via joint sponsorship Line 16	1 2	REGIONAL COUNCIL with group secretaries in establishing the most relevant CCAB body as a pilot event
 A committed and enthusiastic volunteer base to promote CIPFA at a regional level	<ul style="list-style-type: none"> 85% attendance at Regional Council from council members 85% attendance at local executive groups from group members 85% attendance at Board for the Regions 	No budget required	1	Society Chair and Chairs of local groups to encourage attendance and provide strong leadership for members to follow


Core Activity – Raising Institute Profile

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
 Engaging with employers to ascertain the reason for attendance or not at events	<ul style="list-style-type: none"> Communication with employers in public sector organisations, non public sector organisations and small organisations via agenda items at Society of Chief Finance Officer meetings, personal visits Feedback from CFO's by council members 	From within existing resources Line 2	1	LEAD COUNCIL MEMBERS ON ENGAGING EMPLOYERS Adrian Lythgoe
Raise the profile of the Society and inform members & students of how we are progressing with our theme for the year	<ul style="list-style-type: none"> Contribute articles to Spreadsheet magazine on a quarterly basis from all individual groups Compile 3 Society Newsletters each year 	No budget, – from existing resources Line 16	1	SOCIETY SECRETARY TO COORDINATE BUT in conjunction with individual group members Shaer Halewood
Raise the profile of the Institute and Society as a whole to engage employing organisations, students and partners in our activities	<ul style="list-style-type: none"> Secure media coverage through interaction with local press via articles and events Possible further coverage on other organisations websites 	No budget if possible but may incur advertising costs to be met from within existing resources Line 16	3	SOCIETY SECRETARY TO COORDINATE BUT in conjunction with individual groups Shaer Halewood

Core Activity – Promoting Best Practice

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
 Ascertain the views of customers and employers on satisfaction with the region	<ul style="list-style-type: none"> Feedback from member & student satisfaction survey Feedback from employer satisfaction survey 	No cost	1	SECRETARY WITH INSTITUTE SECRETARIAT Shaer Halewood
Ensure consistency of approach across all regional groups	<ul style="list-style-type: none"> Adherence to CIPFA communication guidelines Use of standard templates were applicable 	No cost	3 1	SECRETARY in association with group secretaries to ensure consistency of approach Shaer Halewood
Ensure best practice across the region and minimise duplication of effort	<ul style="list-style-type: none"> Ascertain how other regions manage their activities and website and use same principles in areas of best practice Identify templates used by other regions and adopt into NW & NW 	No budget required	1 3	Regional Secretary and Assistant Secretary in liaising with other regions to identify best practice

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 A committed and enthusiastic volunteer base to promote CIPFA at a regional level	<ul style="list-style-type: none"> 85% attendance at Regional Council from council members 85% attendance at local executive groups from group members 85% attendance at Board for the Regions 	No budget required	1	Society Chair and Chairs of local groups to encourage attendance and provide strong leadership for members to follow

Core Activity – Supporting Students

Key Activity	Performance Indicator(s)	Budget	Priority	Who responsible for achievement
Students to reinvent the Flyde Trophy Quiz to gain more support and engage students in events	<ul style="list-style-type: none"> Increased attendance at Fylde Trophy Further volunteers at student forum as a result 	From within existing budget Line 12	1	STUDENT FORUM CHAIR WITH SOCIETY CHAIR Natalie Slayman Ken Finch
Build relationships with NSF to deliver a joint event or collaborative plan for the year	<ul style="list-style-type: none"> Event held with NSF Students Society plan links to NSF plan and priorities 	From within existing budget Line 27	2	STUDENT FORUM CHAIR Natalie Slayman

Items marked with a  are recommended generic regional PI's as set by the Board for the Regions

Line	North West & North Wales Region Budget	2008 £	2009 £
	Income:		
1	Subvention	14,700	14,700
2	Development support	1,000	1,000
3	Fees from Regional events (excluding groups)	6,500	6,500
4	Sponsorship	3,750	3,750
5	Interest earned on John Marriott Bursary Fund	800	800
6	Interest earned on other funds	200	200
7	Other	-	-
	Total Income	27,450	27,450
	Expenditure:		
8	Management and Administration		
9	Paid support	2,800	2,800
10	Room hire – Council meetings	400	200
11	Expenses	500	500
12	Annual General Meeting	900	900
13	Printing (non event related)	700	200
14	Postages (non event related)	450	250
15	Website development/promotion	500	500
		6,250	5,350
	Communication		
16	Students & Members Newsletter	3,650	3,650
		3,650	3,650
	Student & Member Activities		
17	Student Forum inc ACIPFAL Conference	4,500	4,500
18	Student Forum Weekend school	2,250	
19	John Marriott Bursary Awards	1,450	1,450
20	University Prizes	500	500
21	NHS Student Summer Ball	250	
22	Room hire – P1 & foundation student event	600	600
23	Richard Morris Memorial Prize – P3	100	100
24	Other P3 Prize	100	100
25	CPD	1,000	1,000
26	Society Development Retired member	250	250
27	Student support e.g. Fairs	400	400
		11,400	8,900
	Courses and Conferences		
28	Regional Conference	4,000	4,000
29	Annual Dinner	3,000	3,000
30	Northern Section Seminars	1,000	1,000
31	Conf. for the Regions	1,000	1,000
32	Cipfa Annual Conference	500	500
		9,500	9,500
	Total Expenditure	30,800	27,400
	Transfer to/(from) Fund balances	(3,350)	50