

final

DEVELOPMENT PLAN 2009



CIPFA IN THE MIDLANDS

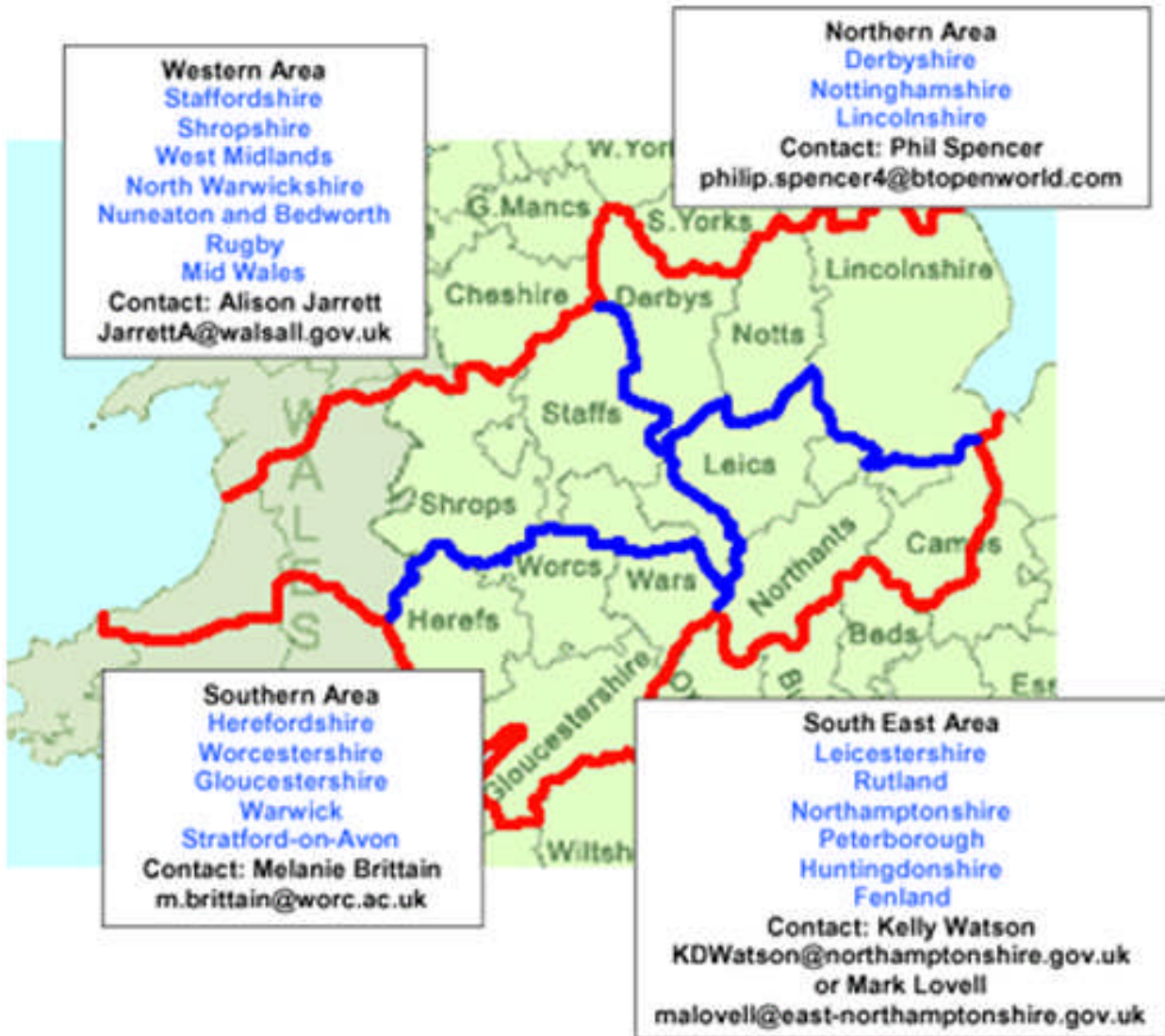
DEVELOPMENT PLAN 2009

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1. Introduction

The CIPFA in the Midlands (CIM) Region covers a very large geographical area; stretching from the Welsh coast to Lincolnshire, and from the Yorkshire border in the North to the Wiltshire border in the South. This brings logistical challenges and we have recently restructured our four internal areas to ensure we can provide an enhanced suite of CPD events and activities across the whole of the Region.



In 2007 the Midlands Region supported 2,458 members; of which 560 are retired. The tables below summarise proportions by gender and age group. Our overriding aim is to support the ongoing professional development of all our members; irrespective of their current career stage and aspirations.

CATEGORY	MALE	FEMALE
	%	%
Active members	66	34
Retired	94	6
Graduates	47	53
Students	49	51
Overall	69	31

AGE GROUP	%
29 and under	9.7
30 – 39	18.8
40 – 49	29.6
50 – 59	22.7
60 +	19.2

The Region's Development Plan supports the Institute's National Development Strategy 2006 - 2010. CIM continues to have a significant positive impact on the delivery of the aims and objectives of the Institute, through providing CPD activities, promoting the qualification and raising the profile of CIPFA's national and international roles. We recognise that our main focus is on the Regional membership and students, so our activity is intended to consider how best we can understand their needs and deliver optimum support locally, whilst contributing to the national direction and plans. By continuing to improve the way we communicate and engage with members and students across the Midlands, we are strengthening the CIPFA community of interest and widening meaningful involvement in our Institute.

CIM has taken specific steps to increase the impact of the Regional Council with a desire to raise our collective added-value and consequently the pride of our members in their Institute. Our plans are focused on delivering our local contribution against the National Development Strategy's Performance Scorecard in ways that reflect our Region's needs. This is intended to meet the expectations and aspirations of our members and is firmly set within the regional strategic direction agreed by CIM.

Like all regions, CIM is very reliant on the input of volunteers, and we are very fortunate in having an excellent group of hardworking and committed colleagues who devote time alongside busy working and personal lives to support the invaluable work of CIPFA nationally and locally. We are also grateful to their employers who allow time off for CIPFA activity and host many of our events, keeping costs low and improving accessibility for all.

We look forward to providing an enhanced programme of activities in 2009; building on our successes in 2008. We will proactively implement our development plan, and work in partnership with Robert Street and other stakeholders in promoting the success and sustainability of the CIPFA qualification.



Carole Mills-Evans, CPFA
Regional President of CIPFA in the Midlands
Deputy Chief Executive/Corporate Director of Resources at Nottingham City Council

2 Review of Progress in 2007 and 2008

Our 2007 Annual report provides a detailed review of our activity; summarised below.

8 mainstream seminars/events – total delegates	322
4 CATS seminars – total delegates	295
1 student workshop - delegates	27
1 Regional AGM	36
Annual seminar	73
Annual dinner	78
Aggregate attendance	831
Aggregate numbers of members and students in Region	2,940
“Activity Indicator”	0.28

Aggregate attendance (from above)	831
<i>Made up of:</i>	
Members	733
Students	109
<i>Numbers in Region:</i>	
Members	2,458
Students	482
<i>“Activity Indicators”:</i>	
Aggregate	0.28
Members	0.30
Students	0.23

Our half year review of progress against the 2008 Plan is detailed below. The 2008 Development Plan was constructed around the Region’s three strategic principles:

- Adding value to our members and students
- Enhancing the value and eminence of our Region and Institute;
- Responding to the diversity agenda in public services;

The delivery of these three principles is delivered through seven themed work areas; with every council member being involved in one or more of these themes:

1. Website and electronic communications
2. Annual seminar and dinner
3. Promoting uptake and development of the CIPFA qualification and CPD
4. Events activities, and resources to support members and students in their working roles and personal development
5. Valuing and maximising the contribution of our students and volunteers
6. 6th form management games
7. Financial strategy

Achievements as at 30 June 2008 are shown against each of our 2008 targets in the following tables, using the traffic light system of reporting, with summary commentary.


Quartile 1:
Educating, training and continuously developing outstanding members

Key Activity	Key Themes	Budget £	Lead person(s)	Progress as at 30.06.08
1. To promote of training / development events				
a) Hold a quality annual seminar on a topical theme to support members and to raise the Region's profile	Target attendance - 100 ②	Self financing from sponsorship & ticket sales	Annual seminar working group LC/AJ/PH/SS	N/A Until November 2008
b) Hold at least 10 events in the Region	10 events held average attendance - 25 ④	Sourcing free use of venues and	Events working group	8 held already

(including the seminar)		catering where possible (ex seminar/dinner)		
c) Build an event base in the Southern area.	2 events held total attendance 40 ④		Events working group	Group set up
d) To undertake the series of audit training events (CATS seminars)	2 specialist training events held ④	Self financing within existing resources	CATs lead	N/A until autumn 2008
2 To promote and further develop the CIM Website; a key development tool				
a) Continue to develop the website	Evidenced changes to the website ①	Remainder of the prize money from 2006	Web team CS + 1	Achieved
b) Increase use of website	In top 2 of regions for hits ①			Top website
c) Increase the capacity of the web team	Web team increased by 1 person ①			Achieved
3. To promote more effective communication with members and students				
a) Increase the number of e-mail addresses for members/students	to 2800 (from 2700) ①	From existing resources for admin support	SS	Achieved
b) Produce three "Centrepag" regional newsletters and distribute electronically and experiment with the use of HTML format.	3 regional newsletters produced and distributed of which 1 is using HTML to 2,000 members ①	Existing resources	Centrepag Editorial Board	2 produced so far this year – emailed to members
c) Ensure effective liaison with regional training providers	A minimum of one visit to each ③④	Existing resources	SS	Achieved
d) Establish and maintain closer links with employers and heads of profession.	Contact database up to date At least 2 interventions ③④		SS	Target deleted – we are supporting the Institute's work on this
4. To raise awareness of CIPFA in schools; our members of the future				
a) Run sixth form management games	2 in the region ③⑥	From CIPFA development bid	CG	Achieved
5. To encourage student involvement in regional activities				
a) Re-launch the Student's Society	Students actively participating in activities - careers fairs, attending events etc ③④⑤		TBD	Achieved
b) Maintain a minimum of 2 members of	2 Student Society members nominated to CIM council ⑤		SS	Achieved

Students Society on CIM council				
c) Arrange events at CETC and Nottingham University to encourage student involvement	At least one event at each venue ⑤		SS	Achieved
d) Continued involvement of the Student's Union in the 6th Form Management Games	Participation of at least 2 students in each 6 th form mgt game ⑤⑥		CG	Achieved
6. To distribute information on careers fairs being held in the Region				
Continue to support the activities of Robert Street in delivering careers fair.	Ensure attendance at at least 4 careers fairs ③		SS	No invites received
See also: Q3 2a				

Quartile 2:
 Meeting customer needs and expectations

Key Activity	Performance Indicator(s)	Budget £	Lead Person	Progress as at 30.06.08
1. To more effectively publicise what we do and raise the regional profile				
a) Raise the profile through the local mainstream and professional media	Press releases made Coverage achieved ③⑥	N/A	Comms working group	Achieved
b) Publicise key events such including the Annual Seminar and Annual Dinner in the local press and Public Finance	Annual events publicised ②④		Comms working group	Achieved
c) Publish articles in <i>Centrepag</i> e detailing our core activities an how people can get involved in the Regional agenda	<i>Centrepag</i> e article published ①③④		Comms working group	Achieved
d) More visible representation at national and local events, seminars etc – use of the CIPFA/CIM “brand” when members are participating	100% use of CIPFA brand in all events ③④		SS	Achieved
e) Ensure we use quality venues for meetings and seminars.	Post event evaluation of venues and satisfaction feedback improved ④		Events working group	Achieved
2. To facilitate more effective networking to support our members and students				
a) Greater communication with heads of profession.	At least one written communication per annum ③④		President	Target deleted – we support

	At least 5 positive responses			Robert St's new approach	
b)	Network with other Regional CPD advisers twice a year	Two meetings per annum ④		CPD rep	Target deleted – role now ceased nationally
c)	Support our Members Development Panel representative for CPD	Representative on panel. Feedback to CIM ③	N/A	CPD rep	Target deleted – role now ceased nationally

  **Quartile 3:**

  **Setting high standards and delivering best practice in the public**

Key Activity	Performance Indicator(s)	Budget £	Lead person/s	Progress as at 30.06.08
1. To involve new members in the Region - sustaining our future				
a) Invite new members to AGM to receive certificates.	Target attendance 15 ④⑤	Marginal cost of lunch – from AGM budget	Regional President	Achieved 13 attended
2. To actively promote CPD to optimise continuous development and high standards				
a) Achieve upper quartile CPD participation (by region) by ensuring we signpost to this concept in all our communications and at all our events	Upper quartile achieved ①③④		SS Events team Seminar working group	Target deleted – now undertaken nationally
b) Issue CPD attendance certificates in respect of each regional/area event.	Attendance certificates issued to each delegate (electronically) ③④		Secretary	Achieved
3. To recognise involvement of volunteers				
a) Submit a nomination for the Dr Hedley Marshall Memorial award.	Nomination submitted before deadline ④⑤	Opportunity cost of time only	President	Achieved – nomination made
b) Recognise outstanding contributions to CIM through invitations to Annual Dinner	Invitations to annual dinner made ②④	Marginal cost of meal/wine – from within annual	Seminar working group in consultation with CIM	Achieved – 25 invitations to go out
c) Continue to widen the invitation list at the CIM annual dinner to include all Members and contributors to promote networking.	②④	dinner budget	Seminar working group	Achieved
d) Recognise personal development opportunities for	Issue of 10 CPD certificates to CIM members for activities	Opportunity cost of time	SS	Achieved – certificates to

CIM council members	constituting personal development ③④	only		all CIM for 2007 activity
4. To strengthen contact with other bodies				
a) Ensure representatives of AAT and HFMA on CIM council.	Representatives identified ④⑥ 33% attendance ③	Travel costs normally borne by individual	Secretary	AAT rep not attended
b) President/others attend other bodies' events.	5 events attended	ditto	President	Achieved 6 events so far
c) Active PIN participation	CIM rep attends at least 50% of PIN meetings ③④	ditto	PIN rep	Achieved
d) Identify scope for joint events with (eg) the AAT, IRRV, HFMA and IIA Insurance group (not an exhaustive list)	At least 1 joint event taken place ③④		Events Team	Achieved – 1 joint event held
e) Invite influential guests to our annual seminar	10 guests invited; 5 attending ③⑤		Seminar working group	N/A until November 2008
f) Encourage and facilitate participation of CIM members on national panels, events, speaking engagements and other networking opportunities	2 CIM members: - on panels - networking events - speaking engagements ④⑤		President	Achieved 3 on panels President 1 speaking engagement
See also: Q1 2a, 2b, 2c and Q1 6 and Q2 1a, 1b, 1c, 1d				

 **Quartile 4:**

 **Developing our people and making best use of our resources**

Key Activity	Performance Indicator(s)	Budget £	Lead person(s)	Progress as at 30.06.08
1. To make more efficient use of resources				
a) Seek sponsorship for "Centrepag e"	Sponsorship sought Sponsorship secured ⑦	£250 income	Centrepag e editorial board	Sponsorship sought but not achieved
b) More use of e-mail to reduce cost of postage.	Increase email use by 5% Postage costs less than last year ⑦	Saving of £x	SS	Achieved
c) Seek organisations prepared to accommodate meetings without charging	2 uncharged for venues ④⑦	Saving of £100	Events Team	Achieved 8 uncharged for venues
d) Seek funding/ contributions for Sixth Form Management Games from Robert St	Funding sought ⑥⑦ Funding/contributions secured ⑥⑦	Funding of £100	CG	Support secured in other ways to at least this value
e) Seek sponsorship for the Annual Dinner	Sponsorship secured ②⑦	Sponsorship of £3,000	Annual seminar working	Achieved £5,250

			group	
f) Compile a list of organisations that are willing to sponsor CIM	List compiled and updated ③	N/A	Events Team	Achieved List compiled
g) Review and refresh the way we work	Discussion paper to CIM meeting Agreed outcomes implemented	N/A	President	Achieved – restructure implemented
2. To embed our medium term financial strategy				
a) Refine and implement out MTFS	ZBB exercise completed and used to inform new annual budget ⑦	N/A	Treasurer	
b) Modernise our financial reporting to both CIM meetings and the AGM	New format reporting	N/A	Treasurer	
c) Modernise the financial section within our development plan to include trends and other relevant analysis	New format in the 2009 development plan	N/A	Treasurer	
See also: Q1 - 1a, 1b and 1c				

3. Key Themes for 2009

The CIM Development Plan for 2009 aligns with our regional strategic direction and is intended to reflect and optimise our regional structures to facilitate delivery of our aspirations. During late 2007 and early 2008 CIM council members engaged in a series of activities and workshops to reflect on our activity and re-energise for the future. The workshop resulted in a revised SWOT analysis which in turn informed a repositioning of our work and activity focus for the remainder of 2008 and the whole of 2009. We exist to:

- Be an effective face of CIPFA in the Midlands Region
- Provide a conduit for professional networking
- Provide support to the development of our members and students
- Be a vehicle for promoting CIPFA as a qualification – including CPD
- Reflect views of CIM members and students to the Institute
- Provide low cost, high quality, value for money CPD events
- Be a conduit between Robert Street and members
- Develop and enhance the profile of the Institute
- Support and encourage students and student membership
- Support employers
- Develop and share knowledge
- Deliver within CIPFA's national performance scorecard

The CIM regional structure has been redesigned to focus clearly and effectively on the delivery of these principles and is therefore constituted around seven themed work areas; with every council member being involved in one or more of these themes:

Communications

- Communicating with members/students
- Employer/member interaction

- Consultation forums
- Website
- Raising our profile to stakeholders and the public at large

Events and Activities

- Providing courses, seminars, events and activities
- Providing networking opportunities
- Student training
- Area Events
- Regional Seminar
- Students society
- Sixth form management games
- Joint Robert St events

Good governance

- Managing well
- Providing leadership to the Region
- Operating within the Institutes framework
- Delivering against our plans
- Financial strategy and value for money

Sustainability and Growth

- Visibility, participation and representation
- Encourage and support volunteers
- Promoting uptake of the qualification and CPD
- Supporting the “head of profession” role

4. SWOT Analysis

CIM continues to be a proactive, vibrant and dynamic region with a large, active Council and volunteer base. As a professional body operating within the public services, we have undertaken an honest appraisal of our relative strengths and weaknesses in order to address the challenges and opportunities going forward set out below from both a regional and national perspective.

Strengths

- Volunteers with skill, determination and experience
- Award winning website with dedicated web team
- Reputation for quality
- Employer support
- Links with sponsors

Weaknesses

- Dilution of S151 role/influence in the wider finance community
- Not enough volunteers/capacity (need to tailor recruitment to specific skills)
- Large geographical region/disparate shape
- Image of CIPFA
- Not enough “overlap” with other regions
- CIM Board unreflective of membership

- Need to share the load between Board Members better
- Not enough events/profile/activity
- Insufficient “clout” with Heads of Profession
- Reliance on volunteers who have other pressures

Opportunities

- Co-option of people with specific skills
- Influence CIPFA national policy
- Effective induction process
- Prudently generated reserves
- Succession planning
- More “learning through fun”
- Providing better networking opportunities
- Quality speakers/sessions/value for time spent
- Develop web/virtual
- Learn from good practice elsewhere

Threats

- Workload and work/life balance
- Encouraging new volunteers
- CIPFA may no longer be automatic choice for trainers

5. Objectives 2009

The Regional Development Plan reflects the Performance Scorecard set out within the Institute’s Development Strategy and follows the national framework for regional development plans. We have previously shown how this links to the previous approach focussing on the seven national Hallmarks; this has now been discontinued.

The Development Plan combines on-going activities (e.g. regional seminar, audit training programmes, management games etc.) with developmental work such as increasing the number of volunteers and the added value of their contributions.

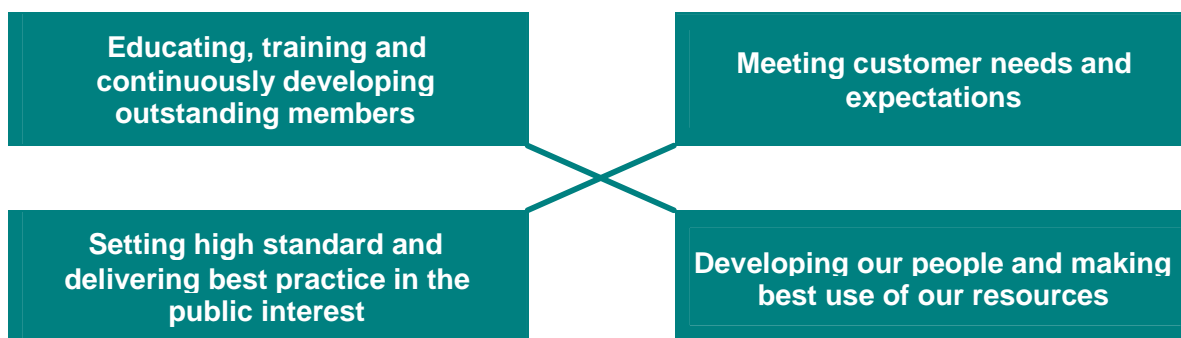
Targets are set for each activity. Some link to previous annual plan targets, demonstrating continuous improvement over a longer period. Some of the developmental work has less specific targets but reflects areas for improvement and/or helps create best practice. All are intended to support development over the period of this specific plan.

CIM Council members' names appear against each target. These individuals are responsible for taking the lead on the designated issue to ensure the target is achieved; working with other colleagues, both on CIM and within personal networks to achieve the best outcomes for CIM and the Institute. We recognise and value the team orientated culture on CIM and the strength of this way of working. How each target links to our four key themes using the symbols ① ② ③ ④.

- ① Communications
- ② Events and activities
- ③ Good governance
- ④ Sustainability and growth

Budgets have been identified where appropriate. CIM remains grateful for the contributions made by CIM council members and their employers in respect of (for example) free and/or subsidised: use of premises, provision of lunches and refreshments, hire of equipment and use of consumables and also for allowing colleagues time off from work to attend meetings, plan, deliver and attend events and in covering travel time and expenses. This enormous contribution continues to enable CIM to punch above its weight. Due to the voluntary contribution and nature of much of CIM's activity there is no direct cost involved in many of the planned activities, but the opportunity cost of each individual's participation is acknowledged with thanks.

CIPFA'S PERFORMANCE SCORE CARD



 **Quartile 1:**
 **Educating, training and continuously developing outstanding members**

Key Activity	Key Themes	Budget £	Lead person(s)
1. To promote of training / development events			
a) Hold a quality annual seminar on a topical theme to support members and to raise the Region's profile	Target attendance - 100 ②	Self financing from sponsorship & ticket sales	Annual seminar working group LC/AJ/PH/SS
b) Hold at least 10 events in the Region (including the seminar)	13 events held average attendance - 25 ④	Sourcing free use of venues and catering where possible (ex seminar/dinner)	Events Team
c) Build an event base in the Northern area.	2 events held total attendance 40 ④	As above	Events Team
d) Consolidate the series of audit training events in other areas	At least 3 events in each area held – average attendance 25	As above	Events Team
d) Undertake the series of audit training events (CATS seminars)	2 specialist training events held ④	Self financing within existing resources	CATs lead
2 To promote and further develop the CIM Website; a key development tool			
a) Continue to develop the website	Evidenced changes to the website ① 1. 20 events bookings 2. secure pages for areas established		Web team CS + BJ

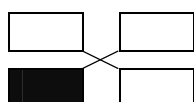
b) Increase use of website	In top 2 of regions for hits ①	£?	
3. To promote more effective communication with members and students			
a) Produce three "Centrepape" regional newsletters and distribute electronically	3 regional newsletters produced and distributed to 2,000 members ①	£	Centrepape Editorial Board
b) Ensure effective liaison with regional training providers	A minimum of one visit to each ③④	£	Secretary
4. To raise awareness of CIPFA in schools; our members of the future			
a) Run sixth form management games	5 in the region 25 schools involve ③⑥	£	CG
5. To encourage student involvement in regional activities			
a) Student's Society	Students actively participating in activities - careers fairs, attending events etc ③④⑤		Student Society rep
b) Maintain a minimum of 2 members of Students Society on CIM council	2 Student Society members nominated to CIM council ⑤		Students Society
c) Arrange events at CETC and Nottingham University to encourage student involvement	At least one event at each venue ⑤		Events Team
d) Continued involvement of the Student's Union in the 6th Form Management Games	Participation of at least 2 students in each 6 th form mgt game ⑤⑥		CG
6. To distribute information on careers fairs being held in the Region			
Continue to support the activities of Robert Street in delivering careers fair.	Ensure attendance at at least 4 careers fairs ③		Secretary
See also: Q3 2a			

Quartile 2:

Meeting customer needs and expectations

Key Activity	Performance Indicator(s)	Budget £	Lead Person
1. To more effectively publicise what we do and raise the regional profile			
a) Raise the profile through the local mainstream and professional media	5 Press releases on 6 th form mgt games 2 articles on 6 th form games 6 other press releases made 2 articles appear③⑥	N/A	Communications working group
b) Publicise key events such including the Annual Seminar and Annual Dinner in the local press and Public Finance	Annual events publicised ②④		Comms working group
c) Publish articles in <i>Centrepape</i> detailing our core activities an how people can get involved in	<i>Centrepape</i> article published ①③④		Comms working group

the Regional agenda			
d) More visible representation at national and local events, seminars etc – use of the CIPFA/CIM “brand” when members are participating	100% use of CIPFA brand in all events ③④		Events Team
e) Ensure we use quality venues for meetings and seminars.	Post event evaluation of venues and satisfaction feedback improved ④		Events Team
2. To facilitate more effective networking to support our members and students			
a) Undertake a customer analysis exercise to determine wants and needs to inform our support offer	Redesign feedback forms at events to obtain wider feedback Engage sample of heads of professional in similar exercise Summarise outcomes and produce action plan and report to CIM	Opportunity cost of time	Events Team President with Events Team Events Team

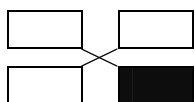


Quartile 3:

Setting high standards and delivering best practice in the public

Key Activity	Performance Indicator(s)	Budget £	Lead person(s)
1. To involve new members in the Region - sustaining our future			
a) Invite new members to AGM to receive certificates.	Target attendance 15 ④⑤	Marginal cost of lunch – from AGM budget	Secretary
b) Involve new members in the work of CIM	4 new members indicating a wish to be involved 4 new members involved in areas and activities	Opportunity cost of time	Events Team
2. To actively promote CPD to optimise continuous development and high standards			
a) Issue CPD attendance certificates in respect of each regional/area event.	Attendance certificates issued to each delegate (electronically) ③④	Opportunity cost of time	Deputy Secretary
3. To recognise involvement of volunteers			
a) Submit a nomination for the Dr Hedley Marshall Memorial award.	Nomination submitted before deadline ④⑤	Opportunity cost of time only	President
b) Recognise outstanding contributions to CIM through invitations to Annual Dinner	Invitations to annual dinner made ②④	Marginal cost of meal/wine – from within annual dinner budget	Seminar working group in consultation with CIM
c) Continue to widen the invitation list at the CIM annual dinner to include all Members and contributors to promote networking.	Invitations sent to all members Invitations sent to partner organisations Invitations sent to contributors ②④	dinner budget	Seminar working group
d) Recognise personal	Issue CPD certificates to all	Opportunity cost	Secretary

development opportunities for CIM council members	CIM members for activities constituting personal development ③④	of time only	
4. To strengthen contact with other bodies			
a) Ensure representatives of AAT and HFMA on CIM council.	Representatives identified ④⑥ 33% attendance ③	Travel costs normally borne by individual	Secretary
b) President/others attend other bodies' events.	5 events attended	ditto	President
c) Active PIN participation	CIM rep attends at least 50% of PIN meetings ③④	ditto	PIN rep
d) Identify scope for joint events with (eg) the AAT, IRRV, HFMA and IIA Insurance group (not an exhaustive list)	At least 1 joint event taken place ③④	Dependent on particular arrangements re venue, speaker, etc	Events working group
e) Invite influential guests to our annual seminar	30 guests invited; 15 attending ③⑤	Modest postage/calls + dinner budget	Seminar working group
f) Encourage and facilitate participation of CIM members on national panels, events, speaking engagements and other networking opportunities	4 CIM members: - on panels - networking events - speaking engagements ④⑤	Opportunity cost of time	President
See also: Q1 2a, 2b, 2c and Q1 6 and Q2 1a, 1b, 1c, 1d			



Quartile 4:

Developing our people and making best use of our resources

Key Activity	Performance Indicator(s)	Budget £	Lead person(s)
1. To make more efficient use of resources			
a) Seek organisations prepared to accommodate meetings without charging	10 uncharged for venues ④⑦	N/A	Events Team
b) Seek support for Sixth Form Management Games from Robert St	Support continues from Robert Street ⑥⑦	N/A	CG
c) Seek sponsorship for the Annual Dinner	Sponsorship secured ②⑦	Sponsorship of £4,000	Annual seminar working group
d) Post implementation review of the way we work	Discussion paper to CIM meeting	N/A	President
2. To embed our medium term financial strategy			
a) Refine and implement our MTFS	Redraft annual budget following ZBB exercise	N/A	Treasurer Deputy Treasurer

b) Modernise our financial reporting to both CIM meetings and the AGM	New format reporting	N/A	Treasurer Deputy Treasurer
c) Modernise the financial section within our development plan to include trends and other relevant analysis	New format in the final version of the 2009 development plan and the 2008 annual report	N/A	Treasurer Deputy Treasurer
d) Refine and amend our reserves policy (c/ref BfTR debate) by 31.3.09	New reserves policy agreed by CIM	N/A	Treasurer Deputy Treasurer
d) Close the defunct weekend school account		N/A	Treasurer
See also: Q1 - 1a, 1b and 1c			

6. Budget and Financial Information

Our budget has been well managed and has enabled our approach to be successfully developed and embedded. In line with our ethos of continuous improvement, our 2007 development plan included an implementation of a financial strategy and a fundamental exercise with the objective of embedding guidance for Council members on the parameters and policies of prudent financial decision making. The draft was shared with the wider regional council community for their feedback at the previous Conference for the Regions. In 2008 this important piece of work must be developed further and brought to a conclusion. We also recognise the importance of a proactive and robust reserves policy to ensure that resource is targeted at key priorities and enables our overarching priority for supporting members and students in our region. Further details about our budget are set out below.

Balance Sheet - Year ended December 31 ...

	2006 £	2007 £
Balance at bank - deposit account	37,421	41,886
Balance at bank - current account	34	9,180
Balance at building society - general CIM account	4,038	4,038
Balance at building society - weekend school account	0	0
Sundry debtors	0	10,587
	41,493	65,691
Less:		
Sundry Creditors	2,885	21,005
	38,608	44,686
Represented by:		
Accumulated fund brought forward	27,006	38,608
Add: surplus for year	11,602	6,078
	38,608	44,686

Budget Statement

	2007 Budget		2007 Actual Outturn		2008 Budget	
	£	£	£	£	£	£
INCOME						
Subvention from the Institute		(19,500)		(19,514)		(20,200)
Website Award		(1,200)		(1,200)		0
Other income:						
Bank/Building Society interest (net)	(900)		(1,075)		(1,000)	
		(900)		(1,075)		(1,000)
TOTAL INCOME		(21,600)		(21,789)		(21,200)
EXPENDITURE						
Courses & conferences						
Regional - income			(11,518)			
Regional - expenditure			10,332			
Regional - Net		(500)		(1,186)		(2,000)
CIPFA Conference - income						
CIPFA Conference - expenditure			2,326			
CIPFA Conference - Net		3,000		2,326		2,300
Conference for the Regions		3,000		2,311		2,300
ACIPFAL		0		0		0
C.A.T.S - income			(22,244)			
C.A.T.S - expenditure			19,564			
C.A.T.S - Net		(3,000)		(2,680)		(2,500)
Students, Education & Training						
Education & training inc student bursaries	1,000		0			
C.P.D	0		0			
Students' Union	1,500		599			
Newly qualified members	0		0			
6th form management games	1,500		730			
		4,000		1,329		2,500
Other activities						
Communication with Members		3,000	60			60
Centrepage			2,165			2,200
Area Exec - North			0			500
Area Exec - South			0			
Area Exec - South-East			0			
Area Exec - West			0			
Sub-Total Areas		1,000		2,225		
Other Groups:						
Chief District int. Auditors						

December Club Others			
Sub-total Others	1,500	646	700
Hedley Marshall prize		69	
CIPFA in the Midlands AGM	500	1,029	1,050
CIM Annual dinner	0		
Management & administration			
Paid support	10,000	8,949	9,500
CIM Officers' expenses	500	551	600
Miscellaneous	500	142	150
	11,000	9,642	10,250
TOTAL EXPENDITURE	19,500	15,711	17,360
NET (SURPLUS) / DEFICIT	(2,100)	(6,078)	(3,840)

7. Facing the Future

The structures and plans CIM have put in place to deliver our strategic direction are dynamic, innovative and proven to be capable of moving the Region and the Institute forward. CIM is ambitious and wishes to play an active role in developing our Institute. Over the last six months, the Region has reshaped and revised its geographical structure and its ways of working. For example the focus of our part time paid resource has shifted away from the invaluable administrative role to a more developmental model; but this has brought pressure on the admin role which we need to address. We are also planning to make more use of working groups to embed sustainability and encourage succession planning. CIM has embraced new technology, new ways of working and a dynamic member-centred framework.

Whilst we are confident that the measures identified above are mostly deliverable from within existing resources, CIM Regional Council has reached the conclusion that it will not be possible to further develop the Region within the existing resourcing model which is over-reliant on the contribution of volunteers; albeit those contributions are outstanding. We are committing to the maintenance of already high standards but feel strongly that many of our ambitions for the Regional council and the services we would like to provide to our members and students will need to remain on-hold until we can find a way of “breaking through” to an alternative modus operandi and levels of resourcing.

We put forward a proposal to the Board for the Regions and to CIPFA Council which we felt offered a mechanism to move this issue forward, but unfortunately were unsuccessful. This model offers significant returns for a comparatively modest investment; demonstrating value for money at its best.

Carole Mills-Evans, CPFA
Regional President - CIPFA in the Midlands