

Statement of Expertise

CIPFA members and students operate in a wide variety of roles across the public, private and not-for-profit sectors. Often they work at the very highest levels. They are particularly widely acknowledged for their understanding and awareness of the unique characteristics and challenges facing public service organisations.

In times of constant change it is imperative that CIPFA maintains an up to date, relevant and respected professional qualification that implants the knowledge and fashions the skills which modern organisations require. In order to do that most effectively we need to have excellent awareness and understanding of the changing needs of today's world and to identify very clearly the highly relevant expertise which CIPFA members bring to their roles.

This Statement of Expertise has been developed to address these issues. It describes many of the professional skills required within organisations to enable them to operate effectively and successfully in an increasingly demanding environment and it outlines the areas of expertise which mark out CIPFA members as key and highly influential players.

Of course, some CIPFA members will occupy specialised positions which do not require all of the contributions outlined. In that sense the Statement expresses the broad collective expertise of members with several years post qualifying experience.

Finally, CIPFA's professional qualification provides a comprehensive foundation of knowledge, understanding and skills which add up to a highly valuable resource for organisations. But to maximise impact and success over the long term they must be kept up to date. The commitment of CIPFA members and their employers to Continuing Professional Development is also absolutely critical.

CIPFA's Statement of Expertise is under constant review to ensure that it remains current and continues to reflect the real roles of CPFAs in the work place. Its first review has now been completed, and we continue to welcome all your thoughts and comments on the Statement.

Leadership & strategic management

Strategic & operational financial management

Financial & performance reporting

Governance, ethics & values

Audit & accountability

Partnerships & stakeholder relations

Change, risk and project management

Procurement & contract management

LEADERSHIP & STRATEGIC MANAGEMENT

Leading complex organisations and managing the achievement of organisational aims

Providing visible, supportive & effective leadership across an organisation;
Developing, motivating and empowering staff to deliver corporate objectives;
Fostering a positive and creative organisational culture, that has proper regard to all relevant national and local policies, procedures and legislation;
Implementing effective performance management arrangements.

Developing and shaping plans to deliver short, medium and long-term financial and business strategies often in support of a wide-ranging corporate plan

Leading teams to develop sound strategies;
Reviewing the financial implications of planned actions;
Assessing the impact of both financial and non-financial legislative changes;
Developing risk management frameworks.

Advising on corporate strategy in the light of an organisation's performance and financial position

Interpreting the impact and potential outcomes of public services funding announcements, policy and regulatory changes and opportunities to deliver through new arrangements such as partnerships.

Providing and supporting leadership at board level

Working closely with elected and appointed members of the board. ;
Determining policy objectives to ensure an organisation has clear purpose and direction.

Developing strategic alliances with other organisations

Networking;
Identifying and establishing joint working initiatives with colleagues from other public, private and not-for-profit organisations.

STRATEGIC & OPERATIONAL FINANCIAL MANAGEMENT

Leading and directing a value for money finance function, which promotes effective financial management policies and practices for an organisation

Developing and implementing strategies, which encourage good management and decision-making across an organisation.

Determining financial operating policies and establishing mechanisms for economic, efficient and effective financial administration and control

Designing and updating financial instructions, financial standing orders, credit control procedures, tax and debt collection policies etc. in light of legislative, regulatory or organisational changes; Ensuring the adherence to financial operating policies.

Forecasting an organisation's pattern of gains and losses for the foreseeable future and modelling the impact on an organisation's financial position, performance and adaptability

Producing forecasts, business plans, budgets and estimates.

Identifying sources of funding and advising on how to match these to business opportunities or threats

Submitting bids for additional resources/funding. Option appraisal and costing new initiatives; Preparing resource and market analysis.

Specifying, commissioning and overseeing the maintenance, quality and operation of systems for:

- transaction processing
- generating financial information
- maintaining financial control
- measuring organisational performance

Ensuring adequate and effective systems for accounting records and control systems; Specifying financial, audit and analytical requirements of new IT systems, in-house or through outsourced or shared service agreements; Overseeing and managing upgrades to existing systems which enhance efficiency and improve performance.

Developing and implementing financial strategies to ensure that funds will be available when required and at least cost to an organisation; managing assets, investments, borrowings and cash flow effectively to maintain sufficient working capital and optimise costs of debt and returns on investment portfolio; implementing capital planning and asset management strategies to ensure assets are adequately managed and controlled

Determining policies to plan and manage for the effects of legislation, inflation, and changes to resource allocations; Overseeing and managing the treasury and fixed asset management function of an organisation; Conducting and reporting on portfolio analysis, investment option appraisal, revenue collection and debtor policies; Reviewing tax-planning arrangements.

FINANCIAL & PERFORMANCE REPORTING

Producing and publishing financial statements using appropriate accounting policies

In accordance with generally accepted accounting principles, codes of practice, legislation and regulatory guidance and

utilising fundamental accounting techniques, preparing: performance statements, balance sheets, cash flow statements, consolidated and group accounts.

Producing performance measurement reports which provide a sound basis for management action.

Preparing reports to highlight changes and comparative performance in relation to the quality, quantity, cost and value of services provided by an organisation.

GOVERNANCE, ETHICS & VALUES

Developing and implementing clear, coherent arrangements for the good governance of an organisation; ensuring that these arrangements are understood and owned by the board and observed throughout an organisation

Ensuring that an organisation's approach is comprehensive, covering all aspects of good governance and that everyone within an organisation has a clear understanding of personal responsibilities and obligations

Ensuring the effectiveness of an organisation's systems of internal control

Evaluating, devising and implementing risk based controls;
Preparing reports in accordance with legislation and best practice.

Explaining and promoting high standards of ethical behaviour throughout an organisation in all of its activities and dealings

Ensuring that expected standards are clearly communicated, understood and observed throughout an organisation;
Ensuring compliance with all relevant legislation.

Implementing systems to ascertain compliance with an organisation's standards and expressed values

Whistle blowing. Investigating fraud and other irregularities;
Forensic analysis;
Working with internal and external auditors;
Liaising with regulatory authorities;
Undertaking research.

AUDIT & ACCOUNTABILITY

Conducting analyses of existing business practices and reporting on their effectiveness, reliability, and/or value for money in order to provide assurance to management and other stakeholders

Producing audit plans, best value, consultancy and audit reviews
Undertaking risk analysis, bench- marking and best practice reviews.

In accordance with professional standards and guidelines, giving audit opinions on financial statements and performance reports prepared by others

External audit;
Undertaking analytical reviews, systems evaluations, compliance and substantive testing. Identifying, reviewing and evaluating audit evidence and the work of other professions;
Assessing the financial standing of contractors and other partner organisations;
Liaising with audit bodies.

Ensuring that an organisation's results and achievements are clearly and objectively explained and that dialogue with interested third parties is encouraged

Ensuring clear public reporting;
Encouraging and responding positively to third party interest;
Designing and managing complaints and feedback procedures.

PARTNERSHIPS & STAKEHOLDER RELATIONS

Managing people

Leading teams;
Working within teams;
Designing and implementing reward systems;
Recruitment;
Appraisal;
Setting development plans and liaising with contractors and consultants.

Communicating with stakeholders

Delivering presentations and other forms of public speaking;
Reporting to committees, panels and boards.

Managing customers and clients

Networking;
Liaising with external funding; organisations, service providers, auditors, inspectorates and contractors;
Meeting the public.

Representing an organisation and acting as an ambassador

Participating in management boards, consortia and working parties;
Meeting the public;
Dealing with the media;
Liaising with elected representatives and partners in joint initiatives.

CHANGE, RISK AND PROJECT MANAGEMENT

Managing and championing change and improvement in an organisation

Helping an organisation to evaluate the business case for change and to develop and implement change plans effectively.

Identifying and monitoring business, financial and regulatory risks to the organisation and recommending actions to mitigate those risks

Internal and external audit;
Interpreting and analysing the market situation and business drivers;
Reviewing the impact of financial and non-financial legislative and other changes;
Determining and implementing counter fraud strategies.

Securing stakeholder approval, support and guidance for individual projects

Identifying clients and their requirements;
Reaching agreement on their needs and services;
Defining the decision criteria;
Writing briefs and project terms.

Planning the delivery of the project objectives to schedule by making efficient use of people and resources

Designing service delivery agreements and other appropriate targets, methods and monitoring procedures, using best practice project management systems.

Leading the team implementing the project plans, adapting the plans to address contingencies as required

Risk assessment;
Problem solving;
Managing and reporting feedback;
Appraisal and follow up procedures;
Liaising with other stakeholders.

PROCUREMENT & CONTRACT MANAGEMENT

Developing a procurement strategy

Determining procurement policies and tendering arrangements, taking account of relevant trade agreements and e-procurement opportunities;
Designing and implementing procurement and tendering procedures using a range of option appraisal and evaluation techniques.

Negotiating contracts with suppliers or customers for specific products or services

Specifying and securing tendering and outsourcing arrangements, long term service agreements, consortia purchasing arrangements and shared service agreements.

Negotiating and managing public and private sector partnerships

Preparing appropriate models;
Advising on value for money comparators and funding sources;
Liaising with external consultants.

Monitoring contracts to ensure effective performance

Liaising with contractors and managing consultants;
Investigating and negotiating solutions to contract difficulties;
Producing monitoring reports, conducting variance analysis, financial modelling and interpreting budget implications.