

# Spreadsheet

CIPFA.ORG | NEWS FOR MEMBERS AND STUDENTS

AUGUST 2016



Brian Roberts calls for

## stronger financial management

as CIPFA launches its new FM Model

CIPFA's new President Brian Roberts opens the annual conference

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**CIPFA**

# Message from the President

After years of reading Spreadsheet, I can't quite believe that I now, as President, have the privilege of writing the opening message.

I would like to start off by thanking the former president, John Matheson, for all his hard work. Over the course of his tenure he succeeded in helping CIPFA push forward the transformation agenda to encourage public services to integrate and innovate. I will certainly have big boots to fill!

I, like John, am passionate about using my role to improve public service finance. I want to focus on how CIPFA can further encourage organisations to improve capacity and build up the skills of their public finance professionals. Investing in staff will only reap benefits for the sector.

I also want to concentrate on improving the way public sector organisations work together. The potential benefits of services working collaboratively are significant. I personally have seen the benefits of this in my role as Director of Corporate Resources of Leicestershire County Council.

For example, the County Council and two CCG's have agreed to provide a joint service to provide home care and support for 3,500 people in Leicestershire. This joined-up service will strengthen our ability to meet the rising demand for

health and social care and deliver savings of £2m pa.

As we face increasing uncertainty over the future of the sector it is important that those leading services take measures to improve their sustainability. This might involve investing in enhancing the skills of staff or in further integration, but there will also be other innovative solutions. CIPFA has an important role to explore these and help guide the sector through these challenging times.

I will work my hardest to ensure CIPFA continues to support and champion those working in public finance! Key to this will be making sure you, as members, are all equipped with the tools to meet future demand. The Institute has a fantastic offering of training, advice and support. But I will be looking closely at how this can be improved, if possible, to ensure you get the most from CIPFA.

You, as CIPFA members, are very much at the heart of the Institute. It was a real pleasure meeting many of you at this year's conference. I'm sure you'll agree with me that it was a resounding success. Thank you to all of you who helped CIPFA's staff in creating a very interesting and thought-provoking two days.

Understandably, the conference was overshadowed by Brexit. I know from speaking with some of you that the

sessions on the impact of the EU referendum result on the economic outlook and the growth agenda were greatly appreciated. The workshops offering practical solutions on dealing with uncertainty were also felt to be highly instructive.

Now that the conference is over and I begin to settle into my new role, I am looking forward to meeting more of you and hearing your thoughts on how we can advance the Institute together. In the coming months I'll be visiting various regions in the UK and also across the world to help CIPFA boost its international presence.

Enjoy the rest of summer!



**Brian Roberts,  
President**



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Keeping up with CIPFA  
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Spreadsheet  
77 Mansell Street, London E1 8AN  
T: 020 7543 5600 E: [corporate@cipfa.org](mailto:corporate@cipfa.org)

Editor  
Kathryn Chellew

We welcome your feedback on Spreadsheet. Please send your comments and suggestions for future articles to [Alice.Pearson@cipfa.org](mailto:Alice.Pearson@cipfa.org)

**CIPFA Fraud and Corruption Tracker identifies £271m cases of fraud**

An estimated 77,000 fraud cases worth £271m were detected or prevented by local authorities in 2015/16, according to figures released by CIPFA on its first Counter Fraud Centre Open Day.

The annual CIPFA Fraud and Corruption Tracker found the figure had risen by £100m on 2014/15, as councils recruit more counter fraud specialists to tackle complex high-value offences such as illegal sub-letting of council houses.

Housing scams amounted to the highest value fraud type in 2015/16, with 3,842 totaling £148.4m. Council tax fraud, such as falsely claiming the single occupancy discount, was the most common fraud type with 47,747 cases detected with a total value of £22.4m.

Rachael Tiffen, head of the CIPFA Counter Fraud Centre, said the report showed local authorities were getting smarter and more effective at identifying and tackling fraud.



Phil Sapey, Technical Manager with CIPFA Counter Fraud Centre, addresses the Open Day audience

“This is saving taxpayers’ money and helping to get council houses, disabled parking badges and other vital services to the people who really need them.

“However, more needs to be done. At least 10% of authorities still don’t have a dedicated counter fraud team and there remain many barriers to

data sharing that could help to expose fraudsters.”

She called on local authorities to work together to pool resources and information, including agreeing a common approach to recording and measuring fraud.

Find out more about the [tracker online](#).

**CIPFA responds to Select Committee Inquiry into government accounts**

The Public Administration and Constitutional Affairs Select Committee is examining the format and utility of monthly management accounts used by Ministers, Permanent Secretaries and Departmental Boards, and the Departmental Accounts published for Parliament and the public.

We understand that the House of Commons and its Committees have not expressed a view of the accounts submitted to them by the government since 2009. It is not clear that they are of any use to Select Committees, or to the public, in holding the government to account.

Gillian Fawcett, Head of Governments Faculty said: “CIPFA believes that the quality and timeliness of government departmental annual accounts has

improved over the last two decades. With the move from cash to resource accounts both accountability and transparency of public money has improved, as well as the quality, accuracy and timeliness of financial information. The quality of government departmental accounts compare favourably to other sectors and undergo the same financial audit rigour as private sector companies.

“But there is scope for improving the monthly management accounts. Although there are data summaries and expenditure reports submitted in a standard format, the problem with these is that a standardised ‘one size fits all’ approach doesn’t work.”

In our submission we highlighted that new forms of reporting are

also being developed such as those being implemented in the private sector - Integrated Reporting <IR>. An increasing number of FTSE companies are now publishing integrated reports that reflect a holistic view of their businesses and how they create value. <IR> has the potential to be applied to government departmental reporting.

We also said that financial scrutiny needed to improve. Over the years, financial scrutiny has not been taken seriously enough nor seen as strategically important. A key challenge is to make the parliamentary financial scrutiny system work. Given the significance of public spending and the challenges involved in meeting austerity targets, more attention should be given by Parliament to this area.

## Responsible tax system or sticking plaster?

Following a year-long inquiry, the all-party parliamentary group (APPG) on responsible tax which is supported by CIPFA has published its findings into the Organisation for Economic Co-operation and Development's (OECD) base erosion profit shifting (BEPS) recommendations.

The report – *A more responsible global tax system or a 'sticking plaster'?* – considers whether the OECD's tax avoidance recommendations will help to create a fairer and sustainable tax system.

It concluded that the OECD's recommendations could ultimately create more complexities and loopholes for the current tax system. The APPG has recommended that the government becomes the driving force in country-by-country reporting in a bid to increase transparency in the tax system.

The APPG conducted a series of panel discussions and evidence sessions throughout the year, and heard from a range of tax experts, including the OECD's Director for the Centre of Tax Policy and Administration, Pascal Saint Amans.

Their next line of investigation will be into the capabilities of HMRC.

## Cross-sector working group to look at business rates retention

The Local Government Association and DCLG have set up a series of working groups involving all the key groups across the sector to look at the government's proposal to allow councils to retain 100% of business rates, which represents a major change in local government finance.

CIPFA is also represented and very much encourages all the key groups to fully contribute to the debate.

Sean Nolan, CIPFA's Director of Local Government, has agreed to act as a short-term independent Chair of initial meetings between the District Councils' Network and County Councils Network.

Sean said: "It is to the credit of both parties to look to work together in producing their views on business rates in county areas. I have agreed to chair the first two of their meetings just to help them kick off that process of joint working. CIPFA is well placed to do just that as we are an independent body but equally we cannot take sides and it would not be appropriate to act as a long-term chair as it is important we can work with and assist all the key local government finance groups across the country."

Summing up CIPFA's position, Sean said: "Business rates retention represents a major opportunity but has very significant challenges to sort out in the short term, not least finding an acceptable balance between needs and resources and incentives and risk across the country. This is not an easy task and the question of what is a fair outcome will inevitably be influenced by which part of the country you are in and your local view of the prospects of growth in your own business rates."

## CIPFA Counter Fraud Centre launches two new qualifications

As part of its commitment to developing the counter fraud profession, CIPFA is launching two new qualifications.

The CIPFA Certificate in Fraud Risk Management (CFRM) recognises the importance of preventing fraud before it occurs and is aimed at experienced counter fraud specialists, audit professionals and risk and compliance managers. Through a wide-ranging programme, delegates learn how to create an effective fraud risk management framework.

The second new qualification is an adapted version of the original CIPFA Accredited Counter Fraud Technician and is aimed at those working in housing investigations. Focused on tackling social housing fraud, it covers civil and criminal investigations, including use of the Prevention of Social Housing Fraud Act 2013 and the Fraud Act 2006.

The two new qualifications join the CIPFA Accredited Counter Fraud Specialist, the original CIPFA Accredited Counter Fraud Technician and the CIPFA Certificate in Anti-Bribery and Corruption Studies. For more information on each of the counter fraud qualifications, visit [www.cipfa.org/counterfraudtraining](http://www.cipfa.org/counterfraudtraining).

**Room at the top: Centre for Public Scrutiny moves into CIPFA's HQ**

A team from the Centre for Public Scrutiny (CfPS) moved into CIPFA in June as new fourth-floor tenants.

The CfPS is the leading national body promoting and supporting excellence in governance and scrutiny.

It believes that embedding the principles of transparency, accountability and involvement into an organisation's culture and processes leads to better decisions and improved outcomes.

They are a charity whose work has a strong track record of influencing policy and practice nationally and locally.

CfPS works throughout the UK, providing specialist training and consultancy to individuals and organisations looking to improve their governance and scrutiny skills, culture systems and processes.

Jacqui McKinlay, Chief Executive of CfPS, said: "We have been made to feel very welcome in the CIPFA office. There are many synergies between our two organisations, particularly as we both aim to help organisations make better decisions using governance and scrutiny. CIPFA is a founding member of CfPS, and we are confident the move will lead to much more joint working."



Jacqui McKinlay (seated in centre) flanked by her team.

**Public finance priorities for the new prime minister**

CIPFA has recommended six priorities for the new Prime Minister, Theresa May. Rob Whiteman, CIPFA Chief Executive, said:

"I warmly welcome the Rt Hon Theresa May MP as the new Prime Minister. As I know from my own direct experience, she is a politician of sound judgement, great integrity and has the foresight needed for the many challenges she faces.

"On behalf of the public finance profession, CIPFA proposes six priorities to use public money to boost economic growth and improve the lives of millions of people."

**Boost NHS funding whilst also tackling its inefficiencies** – CIPFA analysis suggests the NHS will have a £10bn black hole by 2020. NHS efficiency must be systematically improved too, but this cannot happen while the service accounts for a lower share of GDP than comparable developed countries.

**Reform HM Treasury** – Make HM Treasury a ministry of finance as much as it is one for economics. This should be linked to reforms of the civil service, transparency and accountability so that the public has greater access to the financial options ministers considered. The Treasury needs greater focus on medium term financial planning and sweating public assets.

**Accelerate devolution** – Give new regional mayors wider taxation and borrowing powers to drive innovation and local prioritisation. This will build on Police and Crime Commissioners and reform of blue-light services. As with the devolved administrations within the UK, English regional devolution should give mayors new powers to reorganise local government linked to less policy and spend reserved for Westminster.

**Allow councils to build homes** – Free up councils to build hundreds of thousands of new homes against future rent receipts through prudential

borrowing; and taking advantage of unprecedentedly low interest rates to lift borrowing limits for the next decade. This would get construction moving and support more thriving communities.

**Invest in disadvantaged communities** – Secure the future of the most disadvantaged communities and free up their potential by switching a prescribed amount of public resources to prevention and early intervention. Ultimately, this will improve societal productivity and reduce the costly consequences of Britain's fractured society.

**Maintain British commitment to international development** – Maintain Britain's international influence and support poorer countries to support themselves by maintaining our proud record of development funding. This will reduce pressures on migration whilst government seeks to strengthen own borders.

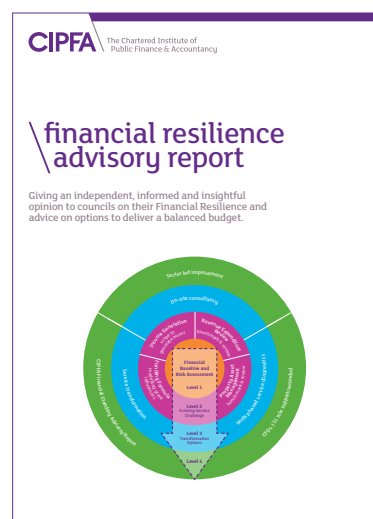
**Annual accounts at the touch of a button**

CIPFA and EY have joined forces to produce fully compliant accounts for local authorities – at the touch of a button.

The Assured Managed Services draw on CIPFA’s expertise as the official standard-setting body for the sector and EY’s extensive experience in monthly reporting and accounts closedown for companies, to provide fast, secure and reliable financial reporting. It will be available from September 2016.

CIPFA has also developed a software solution to close accounts at the touch of a button – CIPFA Closedown. It helps local authorities close down their accounts rapidly, complies with legislation, reduces costs and focuses resources where they can provide better value. CIPFA Closedown consolidates all ledger entries, other data and required commentary that form the basis for a local authority’s complete statement of accounts conveniently, accurately and online.

For further information on our full accounts closedown services visit: [www.cipfa.org/closedown](http://www.cipfa.org/closedown)



**Confidence in councils’ financial resilience expected to fall**

Councils’ spending will fall by 1% (£0.9bn) in 2016/17, calling into question their ability to maintain core services, figures published in July by the Department for Communities and Local Government and CIPFA reveal.

The most significant fall will be to the education budget - 2.2% (£765m); cultural -5.8% (£145m); and fire and rescue services - 1.3% (£28m).

Children’s social care spending will increase by 1.8% (£0.136bn). Adult social care spending will also rise by 2.2% (£0.308bn).

Council reserves will stand at a total of £21bn, down 1.5% on the year before, with £17.3bn of these reserves earmarked for specific purposes. This includes a £2.3bn provision for schools, £174m for public health and £14.9bn for other areas of future local public spending.

Rob Whiteman, CIPFA CEO, said: “Councils have taken a battering and the outlook only gets worse. These figures demonstrate the extent to which councils are suffering, without even taking into account the fiscal consequences of leaving the EU. Given that a Brexit may only compound the pressures, it is essential that local authorities undertake a thorough assessment of their financial resilience.”

Regional spending by local authorities will also reduce in all areas of England, apart from Yorkshire and Humberside. Greater London will see the biggest fall of 3%, followed by the East Midlands (-2.7%), and the North East (-2.2%) .

Find out more about our [Financial Resilience Service](#).

**CIPFA responds to NHS trusts being put into special measures**

CIPFA hopes the plan to put five hospital trusts and nine CCGs in England into financial special measures will provide helpful assistance and stability.

As part of a crackdown by NHS England and NHS Improvement to tackle a £2.45bn deficit, the trusts at Barts, Croydon, Maidstone and Tunbridge Wells, Norfolk and Norwich and North Bristol will be given money from a £1.8bn fund to help balance their books if they agree to make significant savings by the end of March 2017 by signing up to a ‘control total’.

Rob Whiteman, CIPFA Chief Executive, said:

“It’s no surprise that special measures are being introduced when NHS finances are under such pressure. For the five NHS providers affected, this can be an opportunity to access support from NHS Improvement that will boost financial resilience.

“Moving to a two-year planning cycle is a positive step towards better stability. But the high cost of temporary management staff bears testament to broader systemic failings that continue to undermine good finances and must be addressed.

“Above all, these measures must be a positive driver for change and not a witch-hunt. Regulators must give local leaders the tools to drive real service transformation. Ultimately, NHS finances will continue to flounder while we persist in spending so much less on healthcare than other developed nations as a proportion of GDP.”

### **CIPFA urges government to rethink council housing investment**

CIPFA has published a report showing how government policies have undermined a plan with the potential to build over 500,000 new homes over 30 years.

Produced with the Chartered Institute of Housing, *Investing in Council Housing* stresses that the sector is not asking for extra money but merely wants to be given the opportunity to deliver on their original ambitions.

In 2012 a housing self-financing deal was struck with central government that would allow local authorities (LAs) to plan for the future. While the deal piled an additional debt of £13bn on LAs, it also allowed them certain flexibilities and freedoms that were intended to incentivise housing growth. For the first time, they were able to make robust 30-year business plans, but they would only stay robust if income could reliably be forecast and maintained. Fast forward to 2016 and many business plans are under threat due to a reduction in income streams.

CIPFA CEO Rob Whiteman said: “The situation is desperate. Families across the country will not get the homes they need because the government keeps on tinkering with housing policy without properly thinking it through. At best, successive governments have turned a blind eye to the consequences of inconsistent housing policy, at worst they have deliberately set out to undermine local authorities’ best laid plans.”

To read the full report please visit the [Insights webpage](#).

### **Government Counter Fraud Awards set to recognise outstanding achievement**

The CIPFA Counter Fraud Centre, Cabinet Office and the National Crime Agency have teamed up for the inaugural Government Counter Fraud Awards, being held in London on 13 September 2016.

The new awards build on the success of the former Fighting Fraud Awards and recognise top performing individuals and teams who have made a significant contribution to their own organisation and the wider counter fraud profession.

There are six award categories: Outstanding Recovery Solution, Outstanding Collaboration, Excellence in Fraud Prevention, Professionals of the Future, Outstanding Internal Fraud Initiative and Excellence in Fraud Awareness.

Nominations are open until 8 August – do you know an individual or team whose work deserves recognition? For full details and to submit an entry, visit [www.counterfraudawards.com](http://www.counterfraudawards.com).

# Government Counter Fraud AWARDS 2016

### **Beyond the Localism Act: working towards ethical organisational cultures**

From September, the Counter Fraud Centre will be hosting a series of one-day events to introduce public sector managers and leaders to public ethics and ethical organisational cultures. The purpose is to highlight the value of creating an ethical culture and how it builds on compliance frameworks and standards requirements.

It will offer a comprehensive introduction to ethics and the benefits of organisation-wide training. It is aimed at all public sector, local government and NHS managers, including senior managers and leaders.

More information can be found at [www.cipfa.org/services/counter-fraud-centre/training-and-events](http://www.cipfa.org/services/counter-fraud-centre/training-and-events).

## Powering growth post-Brexit tops CIPFA conference agenda

If the results of a poll at CIPFA's Annual Conference in Manchester are to be believed, the public sector is cautiously optimistic about their future post-Brexit, with hopes pinned on the benefits of devolution and a possible change in fiscal policy under the new leadership.

In his first speech as CIPFA's President, Brian Roberts urged delegates to prepare for the consequences of Brexit by assessing their financial resilience with our new FM Model.

Former Business Secretary Vince Cable told local government to fight for greater devolution and decentralisation to counteract the spectre of Brexit hitting the poorest areas hardest. He suggested the signs

were hopeful that the new PM would increase public sector borrowing while interest rates were at their lowest since the "Babylonians".

Speaking as a key figure in the Northern Powerhouse, Greater Manchester's interim Mayor Tony Lloyd backed devolution across England and argued that the key to regional growth was investing in a skilled workforce.

The impact of Brexit on HS2 and social housing also came under the spotlight, with a call by John Healey, former shadow housing minister, for the government not to implement the Housing and Planning Act to avoid damaging the fragile housing market further.

CIPFA released a joint report with Civica at the conference, showing that council leaders' lack of experience is holding back the commercialisation of local government services. [The Commercial Imperative](#) outlines the need for councils to improve their commercial skills and seek new income streams to close the current funding gap.

CIPFA also launched its 'Big Red Button' accounts closedown service which produces annual accounts at the touch of a button, developed in partnership with EY. The service is currently being piloted and aims to come to market in September 2016.

See PF's [summary of the conference](#); photos from the conference are on [Flickr](#).

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## CIMA and CIPFA in discussions for joint designation

CIPFA is in discussions with the Chartered Institute of Management Accountants (CIMA) about offering its members a route to CIMA membership and the Chartered Global Management Accountant (CGMA) designation. Further details are expected to be available later in the year.

Looking ahead, the two organisations will also discuss how they can co-operate to strengthen public sector financial management.

Rob Whiteman, Chief Executive at CIPFA, said:

"Across the public sector globally, CIMA is respected for its expertise and leadership in the field of management accounting. We intend to build a bridge that enables our members to access that expertise and will help strengthen their own professional practice and the financial management of the organisations they support."



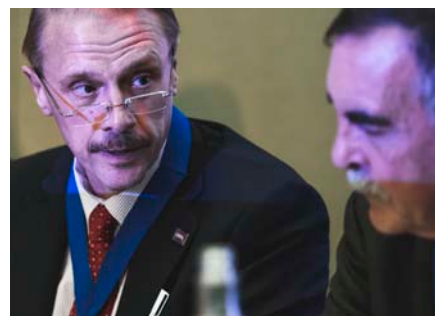
Rob Whiteman wants to build bridges between CIPFA and CIMA



Postcards from Manchester



Keynote speaker Vince Cable, former Business, Innovation and Skills Secretary



Presidential handover: Brian Roberts (L) takes over from John Matheson



CIPFA Japan was out in force

Feedback from members and staff who attended this year's annual conference was outstandingly positive.

"The Conference agenda created an air of excited anticipation with a strong speaker list, and the reality certainly lived up to expectations. I met a large number of colleagues which gave me a chance to network and re-connect.

"I had the chance as part of my new role as Chair of Student & Member Board to attend a student feedback session on the new online exams.

There were a number of benefits and issues highlighted and I was really impressed by the students' ability to present their views in a robust and constructive manner."

Carolyn Williamson, Director of Corporate Resources, Hampshire County Council

"Despite a background of economic uncertainty, political instability, Brexit and austerity, delegates at the CIPFA conference were simply buzzing with optimism. I'm not sure what's in the Manchester water but it seemed to be having a positive effect!"

Gillian Fawcett, Head of Governments Faculty

"There were excellent networking opportunities to build relationships with new colleagues to enable exchange of best practice and new ideas, and some fantastic speakers and workshops that I would not usually get to experience and see. The diverse range of sessions meant I was able to tap into lots of learning and knowledge within the two days."

Shaer Halewood, Assistant Director of Finance, Oldham Council



All the President's men - and women - at his inaugural dinner



Shaer Halewood, CIPFA NW President

# Institute matters

## Masterclass for Malaysian accountants

CIPFA and The Malaysian Institute of Accountants (MIA) delivered a masterclass to MIA members in May about CIPFA and the fundamentals of sustainable public financial management, to prepare them for the Malaysian government's implementation of accrual accounting in 2017.

The sessions covered training and development for lifelong learning in the public sector (Salema Hafiz, Head of Marketing – New and Emerging Markets), the benefits of accruals accounting (Brian Donnellan, Head of Global Market Development), integrated reporting (Gillian Fawcett, Head of Governments Faculty) and good governance and the whole system approach.

Brian Donnellan said “Malaysia is taking a first important step. Finance



CIPFA, MIA and class participants at Berjaya Times Square Hotel, Kuala Lumpur

professionals can use accruals accounting as part of a whole systems approach to help inform public policy today so that decisions can be taken to

deliver public services in a sustainable way now and into the future.”

Find out more about our IPSAS training: [www.cipfa.org/qualifications/ipsas](http://www.cipfa.org/qualifications/ipsas)

## CIPFA headlines at FRED Forum in Malaysia

For the first time, the Financial Reform for Economic Development Forum (FRED) in Asia had a sole focus on the public sector, and given the scale of the topics to be discussed was extended to two days (17-18 May 2016).

The theme of the Forum was ‘Driving future outcomes from past experience’ and explored how improved public financial management contributes to strengthening the public sector, improving government accountability and transparency, and thereby supporting poverty reduction and economic growth.

A commitment to good governance through better public financial management was an integral part of reaching the goals of the Forum. The global financial crisis of 2008, the continuing revolution of information technology, and the rapidly aging

demographics have impacted on growth and increased fiscal pressure in many Asian countries.

Experts from government, NGOs and the private sector shared their experiences in dealing with challenges as they relate to public financial management. Participants identified practical strategies and programs to enhance implementation of effective public sector financial systems across Asia.

CIPFA sponsored the event, and our team of Ian Ball, Ian Carruthers, Gillian Fawcett, Salema Hafiz and Brian Donnellan were out in force networking and hogging the speaking platform. The event was very well attended by 200 senior officials from ministries of finance and professional accountancy organisations.

View the presentations on the [Confederation of Asian and Pacific Accountants website](http://www.cipfa.org/qualifications/ipsas).



Ian Ball tells delegates that high quality PFM would improve the fiscal position of governments and aid both economic and social progress.

## FM model updated to measure strength of public financial management

CIPFA's [Financial Management \(FM\) Model](#) has been totally overhauled and revised for a more user-friendly experience.

The FM Model Mark IV is an online diagnostic toolkit for assessing the financial management of your public sector organisation. The new version has been updated by:

- Updating the framework to reflect today's public sector. The very latest developments and opportunities such as business partnering, increasing commercial focus, governance, procurement and the role of the CFO in the organisation have been incorporated in the benchmarking and best practice framework
- Refreshing the functionality of the online diagnostic and user experience. It is now slimmed down, paperless, faster to complete, more intuitive and offers a seamless self-assessment experience.

A wide-range of organisations in local and central government have used the FM Model over the years to help with their financial management. It provides sound decision-making and driving accountability, improves understanding of finances and enables businesses of all kinds to manage their risks, assesses financial management capability and identifies cost-cutting opportunities and efficiency gains, by accurately pinpointing development areas and acknowledging strengths.

Find out more online, or contact our FM Model team: +44 (0)207 543 5600.

## Targeted PQ brochures for employers and students

For the last few years, we have incorporated employer messaging into an overarching PQ brochure, aimed at both students and employers. We have taken the decision to return to two separate brochures. This has allowed us to focus on more direct, more targeted messaging (benefits-led) and will hopefully make for more effective collateral.

As with the student focused brochure, the primary objective of the brochure was to sell the PQ as the qualification of choice for public service finance.

Other important objectives included:

- To persuade public finance decision makers to take on a trainee or apprentice, or to put current employees thorough the PQ.
- Emphasise the changes we have made in response to employer feedback, e.g., online exams, increased sittings, etc.
- Highlight routes in, eg training vacancies, apprenticeships, AAT, etc.
- Highlight routes beyond qualification and illuminate how staff can be upskilled.

For students, we have produced a brochure that drills down to the key information for prospective students and is a little more explicit about what public service finance is, who CIPFA is and why the PQ is the qualification of choice. We have stripped the brochure down from 20 to 12 pages.

Through more visual content, we have also aimed to produce an engaging, interesting brochure that better promotes the altruistic notion of working in public service finance.

## Election results for Institute's Council 2016/17

The results of the election of 13 seats on Institute Council 2016/17 have been announced. The honorary officers of the Institute will be:

- Brian Roberts – President
- Andrew Burns – Vice President
- Sarah Howard – Junior Vice President
- John Matheson – Past President

Welcome to the new Council members:

- Lorna Baxter
- Adam Broome
- Lynn Brown
- Mike Driver
- Kathryn Goodall
- Peter Kane
- Paul Simpson

The full list of Council members are available on the [CIPFA website](#).

**Joint public sector financial management conference**

CIPFA and the Malaysian Institute of Accountants (MIA) jointly organised the Public Sector Financial Management Conference 2016, held over two days in Kuala Lumpur in May.

The theme of this year’s conference was driving Improvements in service delivery and examined the steps being taken in Malaysia to put in place public financial management systems in advance of the Malaysian government’s full implementation of accrual accounting from January 2017.

A keynote presentation was delivered by Dr Ian Ball (Chair, CIPFA International) on Shaping Sustainable Finance to Drive Public Financial

Management. Rob Whiteman (CEO, CIPFA) delivered a session on how improved government financial reporting supports economic development while Gillian Fawcett (Head of Governments Faculty, CIPFA) presented on how to counter fraud.

Conference delegates included public sector officials, heads of government departments and agencies, senior academics and others from public agencies.

During the conference, Rob Whiteman presented Associate Professor Dr Sofian Shamsuddin CPFA, CA(M) from Universiti Teknologi MARA with his full CIPFA membership.



Prof Sofian receiving his full CIPFA membership from Rob Whiteman

**Public Finance Innovation Awards 2017**

The inaugural Public Finance Innovation Awards will take place in February 2017 in partnership between CIPFA and Public Finance magazine.

This new initiative has been developed to recognise achievements in public finance and governance - those people, products and services that demonstrate excellence and originality.

Entries are open to organisations and individuals working in these areas, with entries judged by a panel of distinguished sector leaders. Winners of the awards are acknowledged as best in class and will be celebrated at the awards gala dinner and ceremony in February.

Rob Whiteman, CIPFA Chief Executive said of the programme: “The Public

Finance Innovation Awards are a unique opportunity to recognise the success, immense hard work and ingenuity of the individuals and teams who are driving public finance innovation.”

Entries are invited from CIPFA members, partner organisations and other bodies across the sector, with full details on categories and entry process listed on the [awards website](#).

The entry deadline is Thursday 27 September, so please start thinking now about the people and projects that deserve the accolade of a national award from this prestigious new programme.

Watch out for news and updates on Twitter using the hashtag #pfawards17.



**Philippines government adopts CIPFA competency model**

The Philippines Government has now formally adopted and published the PFM Competency Model which CIPFA developed as part of a wider suite of competency frameworks for government staff.

In 2014 CIPFA, working with WYG International and Philippines national experts, completed a two-year programme of work to develop and implement a competency model for finance staff working in government in the Philippines (GOP).

The model, covering the full range of PFM disciplines, was recently published as part of a wider GOP initiative, led by the Philippines Civil Service Commission, to develop a generic competency dictionary



Gordon Ferrier, CIPFA Associate, addressing a two-day workshop in Tagatay in the Philippines, talking about CIPFA's PFM Competency Model.

(GCD) as part of its drive to raise HR standards in the public sector. As part of the introduction to the GCD, Budget Secretary Florence B. Abad referred to the key role that the PFM Competency Model has to play in the

PFM Reform programme underway in the Philippines.

The full GCD, which runs to almost 300 pages, can be [viewed online](#).

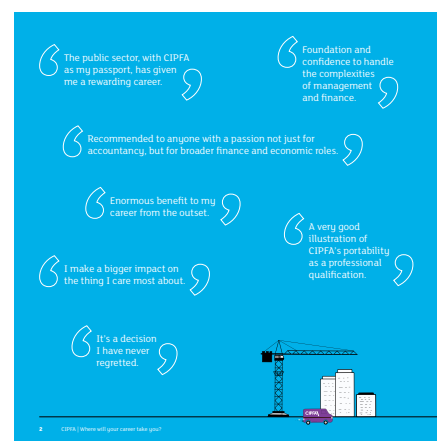
**CIPFA team meet the new government Fast Stream intake**

Early in July, CIPFA staff spent the day at HM Treasury meeting the 2016 graduate intake for the government's Fast Stream into the Government Finance Profession (GFP). The group of over 50 graduates spent a 'Discovery Day' meeting and hearing from senior civil servants about working in central government, understanding where placements are within the range of government departments – and what their choices are in terms of professional accountancy qualifications.

CIPFA colleagues were joined by their peers at CIMA, ICAEW and ACCA, with each of the Institutes providing a flavour of the respective PQs, syllabus and career opportunities, to help guide the prospective students in making their choices.

As part of the day, CIPFA produced a new careers brochure, outlining the key features and strengths of the CIPFA PQ in a central government context. The brochure also offered some wonderful career insights and advice to the Fast Stream graduates, from a few of CIPFA's well-known and highly-respected members – all of whom were former CIPFA students.

A sincere thanks to those members who were generous in giving their time to the project and whose stories help to illustrate the strength and value of the CIPFA Professional Accountancy Qualification in the UK and internationally, both inside and outside of the public sector.



Reasons to study CIPFA

**Path to 2020: building finance relationships between health and social care**

Over 100 finance colleagues came together on Friday 10 June to explore the reform agenda for health and social care in the Northwest, from local authorities, CCGs and NHS provider organisations. The event was organised by CIPFA, working in partnership with North West ADASS and NHS NW Skills Development Network.

The aim was to recognise the central role played by finance in pushing forward integration of health and social care, and to try and build relationships between colleagues.

Feedback suggests the day was extremely well received, due in no small part to the contribution of our excellent speakers, who included Becky Hellard (Director of Finance and Resources, Liverpool), Rob Whiteman (CIPFA CEO), John Matheson (former Director of Finance, NHS Scotland), Anthony Kealey (Better Care Fund Programme Director), Tom Jackson (CFO – Liverpool CCG) and Carol Culley (Treasurer – Manchester City Council).



Delegates were very positive about the health and social care training from CIPFA

The day also included a basic introduction to NHS finance for social care colleagues, and vice versa, to try and help break down cultural barriers and to gain a better understanding of the financial regimes and governance structures in the different settings. Extracts from CIPFA’s health and integration training programme were combined with Liverpool CCG’s ‘Show me the Money’ introduction to NHS finances to put across the basics of the two systems in a fun and engaging way.

Feedback was very positive. One delegate said: “I thought the speakers’ knowledge and presentation was excellent and the breakout session that Liverpool CCG presented was one of the most informative that I have been to. Congratulations for organizing such an entertaining and informative day, we gained a great deal of knowledge and insight into the problems and challenges around integration.”

**CIPFA exhibits at LGA conference**

In early July, CIPFA exhibited at the Local Government Association annual conference at the Bournemouth International Centre, located a stone’s throw from the beach.

The CIPFA stand was a hive of activity throughout the three days, helped by the fact that it was situated next to the refreshments and lunch area.

Our key message at the event was CIPFA is ‘equipping the public sector for change’ which was also beamed across our new stand.

Blane Sweeny, Business Development Manager, said: “It was a great

opportunity for us to showcase our full range of products, services and commercial offering to the most senior influencers in local government. There were a number of CIPFA members past and present who had very positive things to say about us and happy to have discussions with us on a range of topics.”

Delegates were predominately chief and deputy chief executives, leaders of the council and other senior councillors.

CIPFA’s CEO Rob Whiteman chaired a session for local authority chief executives which looked at ‘Local Government in 2020: the financial

challenges and opportunities and impact of the Brexit Vote,’ and as always it provided a platform for delegates to discuss the core issues in local government.

There was also much interest in CIPFA’s 2015 publication, ‘A practical guide for local authorities on Income Generation,’ following a panel session on commercialisation led by the Chief Executive of Wirral Metropolitan Borough Council, who referred to it as a comprehensive guide to understanding what authorities are able to charge for.

**Revamped PEFA framework on show in Budapest**

The World Bank launched its revamped Public Expenditure and Finance Assessment (PEFA) framework in Budapest at a conference in April, and Neil Vincent, Head of Consultancy and Gillian Fawcett, Head of the Governments Faculty hot-footed it across to Hungary to represent CIPFA.

The conference was buzzing with 300-plus delegates from around the world. Its focus was to familiarize people with the new framework and to discuss its future roll-out.

To date, over 500 countries have undergone a PEFA assessment and its scope is being widened to include sub national governments. A number of the framework’s areas have been strengthened, such as internal control and audit.

As well as having speaking slots at the conference, lots of interest was shown by delegates in CIPFA’s financial management model, which was relaunched this summer.



**Protecting public interest in Pristina**



CIPFA took part in the Society of Certified Accountants and Auditors of Kosovo (SCAAK)’s 15th birthday celebrations and forum in Kosovo looking at the role of accounting in protecting public interest on Monday 27 June.

The forum took place at the American School of Kosova and involved panel discussions and parallel sessions. Government ministers contributed to the event, alongside CIPFA and donors including USAID and GIZ and regional accountancy bodies including the European Federation of Accountants and Auditors.

Brian Donnellan, CIPFA’s Head of Global Market Development,

discussed development trends of the profession and importantly focused on CIPFA’s commitment in Europe and internationally in the light of Brexit. He also focused on the role of good governance, staying relevant and highlighting emerging trends for the profession to be sustainable in the longer term. He also delivered a session on business partnering to engaged young people interested in a career in finance in a break out session.

As part of the visit, CIPFA discussed and promoted its MoU with SCAAK which allows for full CPFA membership and training. SCAAK were wonderful hosts and had an enjoyable celebration.

**Action Under CIPFA’s Disciplinary Scheme**

The Institute’s independent Disciplinary Committee has taken the following action in relation to Institute member Mr Jeremy Kay.

After a hearing held on 1 and 2 March 2016, the Disciplinary Committee determined to expel Mr Kay from the

Institute in respect of his knowingly making inaccurate budget adjustments totalling £3.6m to the adult social services budget monitoring reports at Trafford Council with the intention of masking the true financial position. Fuller details can be seen [online](#).

**Internal audit training in Montenegro**

CIPFA has been delivering internal audit training in South East Europe for a decade now. A recent participant state is Montenegro, a state well-advanced in accrual accounting.

CPFA’s partner, Center of Excellence in Finance (CEF), aims to ensure capacity continues to be built following initial donor-funded programmes. It has reported that Montenegro - like some other states - has embedded a requirement for training for professionals in local law. It has also recently undertaken an on-the-job training programme.

IPFA and the Centre of Excellence in Finance (CEF) based in Slovenia have been delivering two further certification programmes in the Republic of Montenegro, helping to ensure successful development of public finance management capacity.

The third iteration of CIPFA’s internal audit course (TIAPS) has recently concluded, funded by the German Government Stability Pact. This



Audit training in session in Montenegro

programme not only allows senior internal audit staff in this emerging profession in Montenegro to receive CIPFA certification, but also to participate in a highly-valued on-the-job training component.

CIPFA’s contribution to building PFM capacity in South East Europe to achieve an independent and sustainable programme is evidenced by running another programme of the public accountants certification training (PACT), with financing secured through the Slovak Republic-UNDP Partnership for Results.

Vanja Janković, Senior Internal Auditor with the Ministry of Finance in Montenegro, said: “Becoming a certified public sector internal auditor has certainly improved the quality of my work. I have been applying the acquired knowledge in my everyday work ever since. Furthermore, I have kept in touch with the other workshop participants, which is ultimately the greatest benefit, as internal audit is a profession where networking with people who are on the same mission is very important.”

**CIPFA comments on Whole of Government Accounts**

The Whole of Government Accounts (WGA) consolidates 6,000 public bodies and is perhaps the single most important public financial reporting document for the UK. It is the only set of accounts of any country in the world to include the finances of central and local government, giving a complete picture of the country’s financial position.

Gillian Fawcett, Head of Governments Faculty said: “Before picking through the bones of the piece, we should give the government credit for this world-leading policy – but also lament its reluctance to use the accounts

effectively to inform policy decisions and longer-term financial planning”.

It is a source of exasperation for accountants, that after six years of developing the WGA to a high standard, they are still not used effectively to inform fiscal decision making. There are a number of likely reasons. Policymakers and politicians alike are used to the statistical models which provide a neat way of explaining decisions to the public.

There’s little incentive to make life harder when our international competitors are content with financial models that lead to poor decisions,

misallocated resources and enhanced fiscal risk.

So, what do the 2014/15 accounts tell us? Well, one looming crisis is easy to spot. Public-sector pension liabilities are growing at an alarming rate, from £961bn in 2010/11 to £1.5trn in 2014/15. This is despite significant pension reforms that civil servants will be well aware of. Employers are failing to work down liabilities, focusing instead on the pressing problems of the day. These problems may feel somewhat less urgent in decades to come when paying pensions simply becomes unaffordable.



**CIPFA visit to UNDP and WHO in Malaysia**

During a visit to Malaysia in May, senior directors from CIPFA met new and longer-standing CIPFA students at UNDP and WHO.

Rob Whiteman, CEO, Ian Carruthers, Chair of International Public Sector Accounting Standards Board (IPSAS) and Brian Donnellan, Head of Global Market Development held dynamic and interactive discussions with the students.

Ian Carruthers championed the role and importance of IPSAS standards while highlighting practical implementation issues and Rob Whiteman discussed the future trends for the profession. The UN has adopted IPSAS, so it was a unique opportunity for students to engage with the new chair of IPSAS while seeing the unique relevance of CIPFA in their everyday job and future career development.



CIPFA's Ian Carruthers (CIPFA), Rob Whiteman (CIPFA), Brian Donnellan (CIPFA) (centre) flanked by UNDP students and John Kidd (UNDP) (right).

Brian Donnellan outlined the move to e-assessment for students taking exams. Practical advice was also given on the benefits of studying CIPFA for individual students and current members in UNDP shared their unique experiences and insights.

UN and WHO staff in the field need to deal with burning issues such as the Zika virus, by deploying optimum

PFM techniques to support sound and sustainable decisions.

The high value of the CIPFA FTCP (Financial Training Certification Program) within UNDP and WHO was clearly evidenced by continued commitment from Mr John Kidd – UNDP GSSC Chief and Ms Nonhlanhla Mafabune – CFO, GFA GSC (WHO) at the meeting and follow up discussions.

**Councils urged to take part in consultation on 2017/18 Code of Practice on Local Authority Accounting**

The CIPFA/LASAAC Local Authority Accounting Code Board is inviting responses to the exposure drafts of the 2017/18 *Code of Practice on Local Authority Accounting in the UK* which will apply to accounting periods commencing 1 April 2017.

The main changes in the consultation will include:

- a principles based approach to narrative reporting
- reviews of going concern reporting and accounting policies
- narrow scope amendments to IFRS and amendments as a result of legislative changes, and

- provisions for adoption of IFRS 9 *Financial Instruments* and IFRS 15 *Revenue from Contracts with Customers* (note that these two standards will not apply until 1 April 2018, however, CIPFA/LASAAC is proposing to include them in the 2017/18 Code to allow authorities time to prepare for implementation).

For the first time, local authorities must produce an expenditure and funding analysis aimed at an 'informed layperson' to be published alongside their financial statements this financial year. CIPFA welcomes the new analysis as a major step forward and hopes it will increase clarity and make them more relevant.

Alison Scott, CIPFA's Head of Standards, said: "We need to give these changes a chance and let them bed-in and then we can learn. That means there isn't a huge amount of change in this year's consultation on the accounting code but that is why we want to get a conversation going alongside it. We really do need this response. We need people to engage."

The consultation is available on the [CIPFA website](#). It will close on 7 October 2016.

# CIPFA-Penna Talent Spot

## How do you spot leadership talent?

Julie Towers, MD of Penna Recruitment Solutions and lead on our CIPFA-Penna recruitment partnership talks about the latest talent issues in a series of Talent Spots for public finance professionals

I spend a lot of time trying to answer this question. As a recruiter you are often asked how it's done. But there's no simple answer or silver bullet. Talent is in the eye of the beholder and therefore what suits one organisation and role isn't right for another. So my truth after many years of seeking it is that the only way to spot talent is to truly assess for it by pitching a candidate into as close a working environment and culture as the client you are recruiting for and seeing how they do.

For finance professionals it's key to have the attributes needed for consideration, the right qualifications (CIPFA is obviously perfect), the

appropriate experience and in so many cases these days the true ability to work beyond your profession and see the big picture.

With transformation of our public sector organisations high on the agenda I see more and more finance professionals being sought to identify not simply the financial position or savings and revenue generation opportunities but to deliver the route to service redesign and customer demand management as well as lead effective cultural and behaviour change.

With more and more organisations seeing finance, people, IT, procurement and property as connected levers for change there is significant opportunity for leadership promotion for finance professionals. So if you want to be talent spotted you need to ensure you fit the bill and are able to perform beyond your professional capability.



Julie Towers

It's highly likely you'll be assessed for cultural fit, behaviour and leadership impact so make sure you are working on these as part of your personal development and recognising they're as important as your technical and professional strengths.

## On the move

### Annabel Scholes CPFA: Interim Director of Finance – Bristol City Council

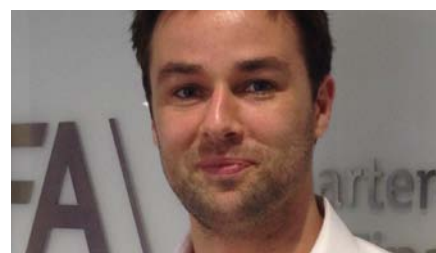
Bristol City Council have recently appointed Annabel Scholes as Interim Director of Finance. Annabel took up this post at the end of July. She was previously at Bedford Borough Council for eight years holding the post of Assistant Director (Finance) from 2009 to 2013 before entering the interim market in 2014.



Annabel Scholes

### Adam Russell CETC: Training Operations Manager

The CIPFA Education and Training Centre (CETC) team has appointed Adam Russell as their Training Operations Manager. He joins us after spending several years developing the educational delivery for a network of International Schools in China. Adam will manage the day-to-day delivery of CIPFA professional courses.



Adam Russell

### Sean Nolan: CIPFA Director of Local Government

Sean Nolan has been appointed CIPFA Director of Local Government. He was previously Chief Finance Officer in the Office of Kent's Police and Crime Commissioner (OPCC). Sean will be involved in all aspects of CIPFA's work on local government, particularly in developing key relationships with treasurers.



Sean Nolan

## Members news

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### Welcome to new members

A warm welcome to our new members who have joined CIPFA in the past few months.

May we wish you a long and prosperous career. Don't forget that as a **CIPFA Member** you are a chartered public finance accountant and can use the designation **CPFA**.

**Susan Cornwell**

London Borough of Richmond  
Upon Thames

**Anthony James Hannaway**

South Lanarkshire Council

**Kara Wilson**

Glasgow City Council

**Mohammad Abdur Rahman**

Department for Business  
Innovation & Skills

**Claire Louise Peace**

Cheshire East

**Christopher Ellmore**

London Borough of Hackney

**Louise Jane Northcott**

Portsmouth City Council

**Tracy Marie McLennan**

Wellington Catholic District School Board

**Steven Brown**

Doncaster Metropolitan Borough Council

**Adair James Simpson**

CMS Enviro Systems

**Alexandra Jane Morris**

Grant Thornton UK LLP

**Rhona Wilson**

Golden Jubilee National Hospital

**Amanda Jayne Smith**

Metropolitan Borough of Wirral

**Daniel Hall**

Your Homes Newcastle

**Norwena Ashani Thomas**

London Borough of Brent

**Adrian David Howe**

Central Bedfordshire Council

**Philip Mark Weir**

Shropshire Council

**Adele Corner**

Scottish Government

**Katharine Pryde Watson**

Angus Council

**Robert James Mahon**

Rotherham Metropolitan Borough Council

**Helen Joy Williamson**

Coventry County Council

## Member focus

### Meet our TISonline panel members

TISonline relies on the expertise and goodwill of practising and retired professionals in public services to advise, create and update the content of our 34 information streams of guidance for their counterparts in the public sector.

#### **Elizabeth Humphrey, Corporate Governance Consultant, Tilia Solutions (member of TISonline Risk Management editorial board)**

After an undistinguished career at school, spent playing cello and double bass or singing, I read music at Southampton University. Like many musicians, I also enjoyed playing with numbers and analysing things and a career as an auditor seemed a natural progression.

I trained with District Audit in Chelmsford and Gloucester and studied with CIPFA because that's what my employer offered. I learned by block release in Bristol many years ago, in the days of the project and case study.

I was seconded to the Audit Commission to research housing benefit fraud. As part of this role, I trained over 150 auditors on the study methodology and discovered an unexpected skill and delight in providing training.

It was at the London Borough of Ealing working as an audit manager that I was first exposed to corporate governance and formal risk management. I became head of audit until I was head-hunted to be finance portfolio manager at Breckland Council and subsequently director of corporate resources at West Dorset District Council. I introduced a risk management framework in both councils.

I had always wanted to work independently and so seized the opportunity to return to the training and consultancy role I had enjoyed at the Audit Commission so Tilia Solutions

was born. I currently work with CIPFA, RSM, Moore Stephens and the Institute of Risk Management, for whom I am an accredited trainer, as well as carrying out work independently.

I enjoy performing music and training reflects this. I relish standing up in front of people, telling them stories underneath which are ideas and principles to learn from. I revel in the challenge of questions, the more obscure the better (up to a point,) and I learn a huge amount from my delegates.

My core business remains providing training and consultancy in governance, risk, audit and associated areas. However, I've also ghost written articles, edited documents, reviewed working papers, written a course for the Kosovan government and spoken at conferences. And I was the first internal auditor at the English Rugby Football Union.

I go wherever the job takes me and am often on the road. The furthest afield is Jordan, where I reviewed a United Nations internal audit function, and I'm currently planning a trip to Delhi to provide risk-based audit training. Because of contracts with the EC, I go to Brussels, Luxembourg and other parts of Europe a lot.

Being a consultant means being all things to all people and being prepared to turn my hand to pretty much anything. I focus on areas that an



Elizabeth Humphrey

auditor would typically look at and I particularly specialise in presenting to members.

The perks are, nominally at least, being in charge of your own destiny and being able to accept or not any work – but I've very rarely said no. I usually have most of July and August off as no one wants training or consultancy work done then. I get to meet a huge number of fascinating people and work in lots of different environments while barely having to tangle with office politics.

The challenge is always to be on top of your game – you can never have an off-day and you are only as good as your last piece of work. Managing my diary can also be tough – is it physically possible to finish training in Leeds at 16.00 and make it to St Pancras and the Eurostar to deliver training in Brussels the next day? I shall find out in September.

**John Fuller, Herts 2012 Olympic Ambassador  
(former Chair of Leisure and Cultural Services panel)**

I came to both athletics and CIPFA when I was in my 30s. A fat boy from a working class family who left school with no qualifications wasn't a good start in life. So shedding the pounds and learning about them from a financial aspect was a challenge. With Lord Kerslake as my CIPFA mentor and Brendan Foster my athletics hero, I blended a career in the private and public sectors leading ultimately to a directorship in leisure and a collection of running medals.

An unusual combination of CIPFA and leisure led to my recruitment as a member of the Cultural Services Panel on which I served for nearly 20 years. Always looking for a challenge on the track or in my career, I joined the East Regions Team in its apparently hopeless supporting bid for the Olympics in London 2012. I have always enjoyed numbers but the odds of winning against Paris, the outstanding favourite, looked daunting.

Winning in 2005 was magical but then I did not know it would change my life.

Sport England sought to second me to work with them but my employer would not agree. So I decided to realise a lifetime dream and left a well-paid secure job, set up my own company and started with Sport England. From there other work followed and I had never worked harder or earned so much and my CIPFA qualification stood me in good stead.

Offered some Olympic-related work in Hertfordshire and then a full-time job at half my current income as the Hertfordshire Olympic Ambassador linked to the region and LOCOG, the dream became reality. Experience of Olympic Games was scarce my new Board sent to the Beijing 2008 Games to find out how it worked, then to Delhi for the Commonwealth Games, Copenhagen for the 2016 bid and St Lucia to recruit teams for pre-games training in the county. It was 24/7 with travel, networking, attending meetings, doing 150 presentations raising £250k a year to recruit a team, head hunted as a GamesMaker and then a Torch Bearer.



John Fuller (centre) with Tim and Etienne Olympic Gold Medalists in the double canoe at the Lee Valley White Water Centre

At the Games I was in the Olympic Village for five weeks looking after teams, got to see Mo win the 5000m and sat with the Olympic family for the closing ceremony. After that I had a year of legacy work with schools and other groups and of course keeping my CIPFA panel up-to-date with all the latest information. What a way to end a working career.

**Photography shoot with members and students**

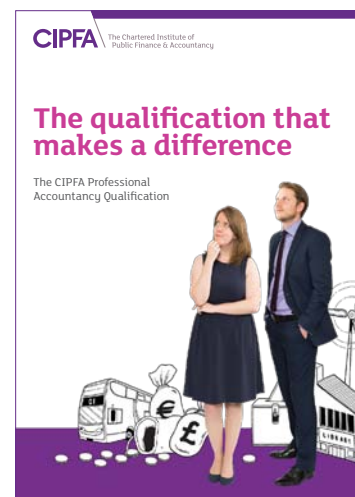
A big thanks to those of you who took part in the 2016 CIPFA Annual Conference photoshoot. We very much appreciate your time and your support in helping the Institute to promote what is best about CIPFA.

Members and students attended from a diverse range of specialisms, organisations and locations. The aim of the shoot was to help us continue building a professional image library and narratives of members and students to showcase their expertise and valuable

work within public services. These will be used as case studies, testimonials and collateral across our marketing campaigns.

You can view examples of how we use case studies on our website: [www.cipfa.org/join/why-join/aziz-ali](http://www.cipfa.org/join/why-join/aziz-ali)

If you're interested in providing a case study, please get in touch with Elika Nasiri in our Education & Membership Marketing team: [elika.nasiri@cipfa.org](mailto:elika.nasiri@cipfa.org)



## Focus on Fellows

CIPFA Fellowship is a new enhanced membership status open to CIPFA members of good standing with at least ten years' continuous service to signal their commitment to public services and enjoy privileged interaction with CIPFA and their peers. Find out more [online](#).

### Matthew Robins, Director of Compliance, Amaya, Isle of Man and CIPFA Fellow

I've had a wide and varied career ranging from local government in Wales to the Audit Commission, back to local government and now to the private sector working for the largest online gambling company in the world.

I currently work on the Isle of Man as Director of Compliance and Money Laundering Reporting Officer for Amaya which owns PokerStars, BetStars and Full Tilt.

My role is exceptionally busy and varied and I have to learn on-the-job every day about our new products, features, promotions and how the control systems work. This is a huge challenge as we have a global presence and offices in Europe, Canada, US and the Isle of Man. Add to that keeping abreast of the various regulatory regimes in the markets we operate and being able to advise the business on the same presents its own challenges.

My main duties are ensuring we understand and comply with all regulatory and anti-money-laundering requirements across each license and jurisdiction, and managing regulator relationships, audits and inspections.

I always wanted to become an accountant and when I was working in the public sector, CIPFA was the main qualification supported by the council. I studied CIPFA at the University of Glamorgan.

It is incredibly surprising how often I revert to elements of CIPFA's training as part of my daily role. Stakeholder management, leadership, audit, cultural awareness and business

strategy are the core elements I recall studying at CIPFA which have stood me in good stead and even though these studies took place over a decade ago, I can still recall the key elements - sometimes even the lectures - which is kudos to the lecturers at that time.

I travel a lot in my role, not only to visit staff in other locations and the regulators but also to jurisdictions who are planning to license online gaming where I discuss issues around how to mitigate risks of money laundering online. I recently sat on an anti-money laundering panel at the Canadian Gaming Summit to give some insight into European legislation compared to the Canadian framework. I also represent Amaya on the Remote Gaming Association Crimes Committee and am a member of the Anti-Money Laundering Professional Forum.

Living on the Isle of Man is very different to living in the Welsh valleys. The island is not that big and only has one major supermarket. There are plenty of bars and restaurants though and we do have the annual TT race which brings in loads of visitors to the Island. The island is very safe and clean and literally can have four seasons in one day. There are plenty of places to walk and it has a very relaxed and casual atmosphere. It is ironic but the more you get off the Island, the more you enjoy living on it.

Being able to transition skills from public to private sector may seem daunting, but the grounding through CIPFA (and my previous bosses and mentors) certainly allowed me to



Matthew Robins by Peel Castle on the Isle of Man

transition to the private sector where I have managed to implement strategies, processes and controls and step up the ladder while still adding value to the company along the way.

The skills CIPFA provides in its qualifications can be used in private sector and I would encourage members to consider that if they are seeking new roles.

I firmly believe CIPFA members will play a crucial part in the need for the public sector to become more transparent, earn trust and maintain integrity as CIPFA not only prepares the student with the understanding of public finance but it also produces leaders, managers and people who have the traits needed to take public finance to the next level.

This industry can change very quickly so you need to focus on the here and now. Whatever happens, I will still have the CIPFA qualification and that can be used anywhere, public or private sector, so maybe I will get back to the valleys one day!

## CIPFA Rewards for members

Planning a Staycation this summer? Try these holiday ideas from [CIPFA Rewards!](#) \*Terms and conditions apply: see website for details. Offer subject to change without notice.

### [Member-only hotel & travel deals with Hotel Exclusives!](#)

Home stays on a shoestring. UK breaks all UNDER £99, that you just can't go wrong with! So why not treat yourself today? \* [Book online](#)

### [17% off Worldwide Attraction Tickets with Online Ticket Store!](#)

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[Browse spas online](#)



## CIPFA accountants in demand as short term volunteers

[Accounting for International Development](#) are on the lookout for CIPFA members to provide pro-bono accounting support to their charity partners across Africa, Asia and Latin America.

AfID gives accountants the opportunity to use their financial skills as volunteers on a wide range of assignments lasting from two weeks to twelve months. Through AfID you could be budgeting with a street child centre in Kampala, coaching a hospital bookkeeper in Kigali or financial reporting for a primary school in Kathmandu.

With more charities requesting the support of volunteers each week it is clear there is still an enormous need for accountants right across the sector and AfID is keen to hear from any CIPFA accountants that wish to share their skills and experience in this way.



CIPFA volunteer Alex Hood at work in Guatemala

For more information about the AfID volunteer programme please visit

[www.afid.org.uk](http://www.afid.org.uk), email [info@afid.org.uk](mailto:info@afid.org.uk) or call +44(0)208 7417000.

## Regional news

### CIPFA Scotland attend royal garden party

Business Support Officer Mark McLean was one of four CIPFA Scotland staff invited to a royal garden party in Edinburgh in July. He sent this account.

“For the last few months, the hot topic of discussion in the coffee area of the CIPFA Scotland office wasn’t the possibility of Brexit or Euro 2016 but more importantly the team invitation to attend a royal garden party on 5 July. Thanks to Don Peebles’ work on the Scotland Tax Commission, the First Minister had proposed to the Lord Chamberlain’s office that CIPFA’s office was represented at the coveted event.

“On a typical Scottish summer’s day – four seasons in one – the team were all suited and booted and set off to have tea with the Queen. Surprisingly we were not alone with around 8,000 other guests also waiting to get a glimpse of Her Majesty. The sun shone brightly over the Palace of Holyrood House as the bands played while guests enjoyed a selection of refreshments, sandwiches and cakes topped with the royal seal.

“The Queen is renowned for her time-keeping and on the dot of 16.00 the



CIPFA Scotland staff enjoy their day with royalty at Holyrood Palace

bands played the national anthem and she joined the party, along with the Duke of Edinburgh, Princess Anne and Prince Edward. The Queen was wearing a bright yellow outfit which I was advised by a fellow guest was to ensure she was visible. She met a selection of guests, unfortunately none from CIPFA, and after 45 minutes the Royal Family disappeared into their own tent for afternoon tea. The crowd

were able to relax for an hour to enjoy the atmosphere along with another cup of tea and cake before the national anthem was replayed and the Royal household disappeared into the Palace. It was time to leave.

“Whether you like the Royal family or not, it was truly a wonderful experience and proved to me that the British are very good at tradition and ceremony. This event did not disappoint!”

### CIPFA Cymru-Wales runs charity management event

Many CIPFA members act as honorary treasurers or honorary auditors/ independent examiners of voluntary organisations. Often these roles are undertaken without a full appreciation of the legislation and regulation which underpin these organisations, and the accounting and reporting requirements.

On 28 June 2016, CIPFA Cymru-Wales Branch held a training event in Colwyn Bay for treasurers or auditors of voluntary organisations which addressed these issues. John Maddocks of CIPFA and Rebecca Nelson of PWC, Treasurer of the branch, were joint presenters on this very relevant subject.

A 17-strong audience, including voluntary sector representatives, learned about the key differences in roles and responsibilities between auditors and independent examiners, and the professional requirements and legal aspects of these different titles, plus the duty to report on matters to the Charity Commission.

CIPFA members are now more aware of these complexities, and the consequential scale of diligence to be undertaken for all existing and future roles they commit to.



Welsh charity treasurers and auditors in training



**Sixth formers up their game for CIPFA management challenge**

Sixth form students from across the Midlands met at universities across the region to take part in a management team game that showcases career opportunities in public sector finance, run by CIPFA in the Midlands.

The games sees teams acting out the roles of the management team of Stead Homes, the fictional housing company operated for Castle Hill Borough Council.

In a packed programme, they faced a visit from the Chair of the Castle Hill Tenants and Residents Association network and a high profile campaigner for Elderly Equality UK, an angry trade union official and a call from the local press for a statement and subsequent press conference. All while trying to achieve a balanced budget by making significant cuts to continue to provide services with reduced resources.

The students took to their task with considerable focus and commitment and for most of the day a buzz ensued around the excellent facilities of each of the universities.

Kelly Watson, one of the lead organisers, said: "The winning teams all



Midlands students enjoying the games at De Montfort University

showed an excellent ability to work well as a team, communicate and challenge each other well and embrace the task ahead of them. They were a great credit to the educational establishments that they represented, putting in a considerable amount of effort during the day."

Students said they enjoyed taking part in the event. Shiv Popat from Montsaye Academy said: "The Management Games at DMU were great fun and an excellent experience of finding out more about finance in the public sector."

Teigan Wilkins of Southfield School added: "It was a really enjoyable

day that enabled me to build on my employability skills and it also provided me with experience in finance for the future."

The games were held in July at De Montfort University Leicester, University of Birmingham, University of Lincoln, University of Worcester and Nottingham Trent University. If you have links with a Midlands school or college with post-16 students which may be interested in taking part in future games, please encourage them to contact Chris Gill or Kelly Watson, E: [6thForms@cipfa.org](mailto:6thForms@cipfa.org)

**CIPFA South East Retired Members Society**

Almost 20 members met at the CIPFA offices in Mansell Street to hear an address entitled *The Gordon Riots in London during June 1780* given by Bernard Winchester.

Eric Keighley said: "The Gordon Riots were amongst the worst in London's history. For an entire week in June 1780, drunken mobs rampaged unchecked through the streets sacking and torching houses and buildings, emptying and burning prisons

and looting, and set ablaze distilleries and breweries. Parliament and the Bank of England were besieged, Justices, Bishops and Catholics were attacked and their homes and chapels destroyed."

Our next event will be a visit to Farnborough Airport, details of which will be circulated in due course – or check online [www.cipfa.org/members/regions/south-east/retired-members](http://www.cipfa.org/members/regions/south-east/retired-members)



**Summertime CPD for Republic of Ireland members**

CIPFA Republic of Ireland Branch held its own summer school for members, with a series of three CPD events for people working predominantly in local authorities in Dublin.

The first session was a lunchtime event in Dublin City Hall entitled ‘Beyond Theory and Into Practice’ with a presentation by the Office of Government Procurement’s (OGP) Anne Lannon, Category Manager and Joanne Cullen, Key account Manager - Local Authority Sector.

The session provided great insights into both clients and suppliers in the government procurement process, and illustrated the wide remit that the OGP has across the public sector (health, defence, local government and education). This relatively new office has already looked at 150 framework agreements, €1.8bn of spend resulting in savings of €160m enabled as a result.

The second summer CPD session on Thursday 7 July focused on ‘Governance and Growth’ delivered by Kathy Quinn CPFA, Head of Finance at Dublin City Council.

Kathy delivered an engaging session which looked at past successes and



From L-R; Brian Donnellan (CIPFA); Kathy Quinn (Dublin City Council: Speaker); Jim Kelly (Chair, CIPFA ROI Branch) plus Branch members Andree Roche; Marina Callinan and Mary Balfe

understanding critical success factors. She emphasised the importance of ‘a contract of expectations’ to give clarity on the reasonableness of expectations helped by stakeholders of a local authority.

Importantly, while governance for some can be seen as a barrier, Kathy highlighted the important role that it serves as an enabler for growth - for example, by encouraging transparency in public service delivery and putting in place relevant safeguards that can flag problem areas early on, allowing corrective action to be taken sooner.

In the light of current governance failures in the charity sector, CIPFA’s Head of Global Market Development, Brian Donnellan, warned about the cost of disregarding governance which has already resulted in the loss, or suspension of funding for organisations due to lack of public confidence.

The final session on 21 July looked at ‘Smart City and Dublin Economy’ with Jamie Cudden from Dublin City Council.

Further events are planned in Dublin and Mayo for CIPFA members and employers in the autumn.

**CIPFA South East newly qualified members’ presentation ceremony**

Members of CIPFA and CIPFA South East, together with their friends and family, came together for an evening of celebration to welcome newly qualified members at a presentation ceremony held on 18 May 2016.

The newly qualified members were welcomed by Rosanne Fleming, Regional President, on behalf of the southeast region, before being

presented with their certificates by John Matheson, CIPFA President. The evening concluded with a buffet, drinks and networking. Everyone was in high spirits, which made for a vibrant and memorable evening, and a very enjoyable time was had by all.

The next CIPFA South East ceremony for newly qualified members will take place on 9 November 2016.



**Spring Seminar for Northern section of CIPFA North West**

The Spring Seminar for the CIPFA North West (Northern Section) was held in Lancashire Police Headquarters on 17 June 2016.

Ian Cosh, the Northern Group Chair, welcomed the delegates and outlined the packed programme for the day. The group meets in the south of the section in springtime and in Kendal in the autumn.

George Graham, Managing Director of the Lancashire County Pension Fund, then talked to the group about the recently completed merger of the London Pensions Fund Authority and the Lancashire County Pension Fund, creating the Local Pensions Partnership.

George stressed the importance of building relationships with stakeholders and how the merger was a strong collaboration because of a shared philosophy. He left us with a number of key lessons learned from the venture and an insight into the challenges of working with a regulator.

Liz Riding, Head of Media and Engagement for Lancashire Constabulary, then gave us an insight into how careful use of social media has helped in Lancashire Constabulary's drive to make best use of its resources. This had been used to advise the public of potential problems in their area, warn about flooding issues, how a simple tweet brought down a human trafficking gang and to convince suspected criminals that they should come and talk to the police and assist them with their enquiries.



George Graham outlines the creation of the Lancashire Local Pensions Partnership

Alex Quick, Senior Analyst with the National Audit Office, shared the work that the National Audit Office has undertaken in health, local authorities and education on assessing each area's sustainability against a backdrop of significant funding reductions.

He highlighted the difficulties where no national standards existed in producing a national picture of demand and the variations that existed between the reductions in funding that various areas have experienced.

After lunch, Jean Ellis-Parr, the Corporate Programme Manager for the Royal Liverpool and Broadgreen University Hospitals Trust, spoke enthusiastically about coaching and how it can be used to unlock the

potential of the individual. She led us on an exercise to examine the difference between giving advice and allowing the individual to come up with solutions themselves.

Aga Jop, the Head of CIPFA Student Services went through the changes to the Professional Qualification syllabus. For the students in the audience this was obviously very useful, but for members this reminded us that times change and an ever-changing skill set is essential for modern public finance.

See you in September at the Autumn Seminar in Kendal!

**CIPFA North West hosts pre-conference event**

The northwest region held a popular pre-conference event in Manchester Central on 12 July.

This event was primarily for people who were unable to attend the conference due to work commitments, budget constraints or not being at the relevant level. We did have some conference delegates attending from other areas of the country who had come up a day early which was great and the event was oversubscribed.

The list of six speakers included topics on cyber security, the future of public services; asset based community services in Wigan, a post Brexit lowdown and how to stay resilient in challenging times. Included in the presentations was the story of red riding hood and a sheep on a rock!



CIPFA NW welcomed members to their home town with a pre-conference event



Regional beer and cuisine brought delegates flocking to the CIPFA NW stand

**Boddingtons and Manchester cakes at annual conference regional stand**

As the annual conference was being held in Manchester, the northwest region hosted the regional stand. We were really busy over the two days with lots of visitors who had come to have a go at the quizzes or to sample our regional culinary delights – Manchester cake, anyone? Visitors were able to sample Boddingtons beer from Manchester, Chorley Cakes from Lancashire and Uncle Joe’s Mintballs from Wigan.

On the Thursday the regional stand hosted a ‘meet the President’s reception’ where delegates could meet the past CIPFA President and toast new President Brian Roberts’ coming year. CIPFA member Tricia Marshall from Canterbury Council clearly knows her ornithology; she won the regional quiz ‘name the birds’.

## Student news

### CIPFA's bespoke accountancy training programme in Northern Ireland

Our new accountancy trainee scheme in Northern Ireland has got off to a good start.

Since launching the scheme in May, we've recruited and employed six accountancy trainees, placing them with our partner employers within a range of public sector organisations such as health trusts and local councils. During the three-year programme, trainees will gain valuable experience and study the CIPFA Professional Qualification.

The scheme provides an innovative approach to recruiting and nurturing the next generation of finance professionals while providing a flexible, cost-effective solution for public sector organisations to fulfil the need for continuity of resources without adding to the headcount.

More information on the CIPFA's Northern Ireland Accountancy Trainee Scheme can be requested at [NITraineeScheme@cipfa.org](mailto:NITraineeScheme@cipfa.org).



Our finance traineeships are a great launchpad into accountancy

### Professional Qualification pass rates June 2016

Congratulations to our students on their exam results this summer.

The full table of results in each paper shows outstanding achievements in Audit and Assurance and Corporate Governance and Law in particular. While the overall pass rate stayed at a similar level to previous years, the majority of PQ modules saw increases on previous years.

Results were expected to be better than previous sittings, as a result of the hard work by students, tutors and exam team.

Students were given unprecedented access to practice tests using the online system with over 1,000 students taking more than 6,000 practice tests online) which undoubtedly helped their preparation for the new format online exams.

Examiners found the new online marking system straightforward to use and be able to read typed answers rather than attempting to decipher students' handwriting was a definite advantage.

Module	Pass rate %
AA	90.71
BCM	80.82
CFR	55.79
CGL	86.54
FA	75.61
FM	55.56
MA	84.62
PSFR	71.67
SCS	78.74
SPD	84.42
SPF	72.00
TAX	94.12

## Review of first online exams

CIPFA has conducted a review of its first set of online examinations held in June 2016 to assess the process for students and employers, by inviting their feedback and conducting a student survey.

The new system enabled 14 out of 16 papers in the June 2016 sittings to be available electronically, compared to only two papers the previous December. In total, 1,415 electronic tests and 737 paper tests were booked (largely driven by locations with unreliable power supplies – Bangladesh, Somalia, some UN locations).

The aim was to grow CIPFA student and member numbers sustainably by delivering exams globally in a fair and equitable way that allows faster results and better access to data and performance analysis.

Overall, the actual e-assessment process worked better than expected, with 81% of all electronic assessments being completed as planned, 7% switching to paper-based tests and an overall no-show rate of 12%, in line with previous years.

Students were naturally nervous of remote invigilation as the majority had no direct experience of the process and were nervous of technology failure on the day. But over 80% of students who sat their exams via remote invigilation were satisfied or very satisfied with the experience, up from 74% in the November 2015 pilot exams. Only 8% of students were dissatisfied or very dissatisfied, mainly due to connection issues caused by slow internet.

A full survey is underway to seek the views of all students on the June 2016 exam cycle, their experience and opinion including bookings and process, communication tuition, materials and the online exams. Early analysis (265 respondents) showed high levels of dissatisfaction with the quality of learning material content, practice questions (number of attempts, number of questions, availability), timeliness of responses to queries and the unavailability of exam centres.

However, 70% of those students said that they would want to continue to take the exams under the new approach.

The key issues raised were about:

- Insufficient support to employers regarding hosting exams
- Poor pre-exam communications
- Suspension of practice tests during the exam period left some student without a practice environment for up to a week.
- Inconsistent invigilation support, resulting in variable practices that were all resolved but added to student stress.
- System glitches experienced by individual students usually due to an update to their local PC after their technical test and/or using a different PC to their original.
- Random connection issues.

Aga Jop, Head of Student Support, said: “The first full sitting of CIPFA’s online exams has taken place with relative success. There are, however, significant issues that need to be addressed and the opportunity to improve the overall student experience. We are collating all issues and investigating each and every one in detail to minimise future occurrence.”

## Lessons to learn from groundbreaking online exams

In response to recent concerns about our new e-assessment programme, CIPFA director Giles Orr has issued this reassurance to CIPFA students:

“Firstly, an unreserved apology to anyone involved who did suffer additional stress from issues with the process and systems. Early feedback shows that a minority of students and their employers had some problems, but every individual deserves our full support and attention through their studies and as a member. All feedback, such as that published recently, is entirely welcome and helpful.

“The new approach was developed in response to requests from CIPFAs

students and employers from across the world who needed a flexible approach to exam sittings. Developing the system revealed a number of additional advantages that we felt were of benefit to all our students, regardless of location, including the ability to introduce additional exam sittings and turning around marks faster, and for employers in reducing incidental costs (such as travel to exam centres).

“Whilst we do have to apply rules about how exams are sat to maintain integrity, we have at least three different options available and we explored a few more in the most recent sitting on request from those experiencing most difficulties.

“Unfortunately, the last sitting (our first full roll-out) also revealed some shortcomings in our pre-exam communications, on-the-day technical issues and the turnaround time in some support areas. We are learning from these, and are consulting widely with students and employers over improvements that we can make.

“Although the indicative completion rate of exams taken is the highest of any first-adoption online exam system, there is, of course, still room for improvement. Every student deserves our support to our highest possible level, and we will always seek to accommodate individual requirements.”

## Meet our tutors

### Osman Ali, IPFM Tutor, Somalia

Osman Ali was the first tutor mentor for the Somalia Education and Training Programme. This programme provides training for the CIPFA IPFM examinations and is operated in conjunction with Somalia governments, Somalia universities and a consortium of UK organisations including CIPFA. The programme is financed by a multi donor trust funds managed by the World Bank.

“I qualified in the UK with various public and private sector companies enabling me to understand all aspects of accounting from small company to the very large - Blackberry. I developed an interest for accountancy soon after leaving school and still do. I like the variety in analysing and interpreting numbers to enable a more strategic view to improving financial management.

“I always enjoyed training and mentorship and get satisfaction from developing trainees. I started delivering ACCA professional courses in 2010, a program run by UNDP for civil servants in Somalia. This was followed by tutoring and mentoring tutors in Somalia universities to successfully deliver the IPFM qualification designed for government employees in public financial management.

“I work in a unique environment where my students’ first language is not English and the whole concept of professional qualifications are new to them. It is a proud moment for me, though, when I see my students passing and some of them achieving good marks.”



Osman Ali, IPFM Tutor

### Abdirahman Daud, Tutor Mentor, Somalia



Abdirahman Daud, Tutor Mentor

In May 2015, Daud joined Somali PFM Education and Training Programme as a tutor mentor for supporting students and tutors in their CIPFA IPFM exam preparation and assisting SIMAD and Mogadishu universities developing PFM academies.

His career took him to work as an audit trainee in Pakistan and independent PFM advisor to KPMG Kenya for a number PFM reform assignments in Somalia, before settling in Mogadishu. There he started Baker Tilly Merali’s Somalia Office, the first international audit and accountancy firm to open a fully-fledged office in the Somalia capital of Mogadishu.

“Being a qualified accountant, it is a moral responsibility to give back to my community in terms of training and transferring knowledge to my fellow countrymen. The Somalia PFM Education and Training Programme gave me the opportunity to train around 90 public

sector accountants working in different government institutions,” said Daud.

Daud is key member of a team of Somali qualified accountants establishing the Institute of Certified Public Accountants of Somalia (ICPAS) to regulate and prompt the accountancy profession in Somalia. He is also the founder of the Center of Professional Studies, the first training center to offer internationally recognised professional qualifications in Somalia. As well as the CIPFA IPFM programme, Daud is currently teaching ACCA students.

After realising the importance of a knowledge in public finance specifically, Daud decided to enroll for CIPFA in order to gain dual qualification. He is attempting his final papers of CIPFA IPFM Qualification (GPPE) in September, and is aiming to be a member of CIPFA by the end of this year.

# Events

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## Conferences

### PROCUREMENT AND CONTRACT AUDIT SEMINAR: AUDITING COMMERCIAL RISKS IN THE PUBLIC SERVICES

21 September, London

This seminar will highlight a range of commercial risks impacting on commissioning, procurement and contract management.

[www.cipfa.org/training/p/procurement-and-contract-audit-seminar-20160921-london](http://www.cipfa.org/training/p/procurement-and-contract-audit-seminar-20160921-london)

### CIPFA INSURANCE SUMMIT: MANAGING YOUR INSURANCE ARRANGEMENTS IN THE NEW CLIMATE

22 September, London

The CIPFA Insurance Network's Annual Summit 2016 will cover the latest in strategic insurance opportunities and challenges facing public sector organisations.

[www.cipfa.org/training/m/managing-your-insurance-arrangements-in-the-new-climate-20160922](http://www.cipfa.org/training/m/managing-your-insurance-arrangements-in-the-new-climate-20160922)

### CIPFA GOVERNANCE AND COUNTER FRAUD ANNUAL SUMMIT

4 October, London

CIPFA's Counter Fraud Centre's 2nd Annual summit takes place in Central London and is a must for all counter fraud professionals. Full details to be announced, please check the CIPFA Counter Fraud Centre website for details.

[www.cipfa.org/services/counter-fraud-centre](http://www.cipfa.org/services/counter-fraud-centre)

### CIPFA NORTHERN IRELAND ANNUAL CONFERENCE

11 October 2016, Belfast

\*\*Early bird rate available\*\*

A new approach to public services - realising the ambition of Northern Ireland with innovation and change.

An ambitious programme for government in 2016 has signalled a new approach to service, design, delivery and what the people in Northern Ireland can expect from their public services. The conference will address the issues associated with

this new approach and will feature good practice examples, inspiring leadership sessions and an insight into what the blueprint for Northern Ireland will resemble.

[www.cipfa.org/training/c/cipfa-northern-ireland-annual-conference](http://www.cipfa.org/training/c/cipfa-northern-ireland-annual-conference)

### CIPFA HEALTH AND SOCIAL CARE CONFERENCE 2016

13 October, London

This timely conference will give finance professionals better insight into the breadth of challenges presented by the health and social care agenda.

[www.cipfa.org/training/c/cipfa-health-and-social-care-integration-conference-2016-london](http://www.cipfa.org/training/c/cipfa-health-and-social-care-integration-conference-2016-london)

### CIPFA WALES ANNUAL CONFERENCE

24 November 2016, Cardiff

Empowerment - people and places. The ambition for public services in Wales. In November 2016, public finance professionals, politicians and decision makers will gather in Cardiff at what is the biggest and main public sector conference in Wales. This intensive single day conference will provide a blended programme offering plenary sessions and streamed optional workshops as well as an evening of entertainment.

[www.cipfa.org/training/cipfa-wales-annual-conference](http://www.cipfa.org/training/cipfa-wales-annual-conference)

## Coming Soon

### CIPFA ACADEMIES CONFERENCE

1 November, London

### CIPFA HOUSING FRAUD CONFERENCE

1 November, London

### CIPFA TREASURY MANAGEMENT AND CAPITAL CONFERENCE

3 November, London

### CIPFA SCOTLAND PUBLIC FINANCE CONFERENCE

30 & 31 March 2017, St Andrews

## Training Masterclass

### MBA IN A DAY

5 October, Belfast

[www.cipfa.org/training/m/mba-in-a-day-20160928](http://www.cipfa.org/training/m/mba-in-a-day-20160928)

13 October, Edinburgh

[www.cipfa.org/training/m/mba-in-a-day-20161013](http://www.cipfa.org/training/m/mba-in-a-day-20161013)

## Accredited Training Programmes

### INSPIRING BOARDROOM LEADERSHIP

Starts 12 October, Belfast

[www.cipfa.org/training/i/inspiring-boardroom-leadership-20160415](http://www.cipfa.org/training/i/inspiring-boardroom-leadership-20160415)

### FUTURE LEADERS ACADEMY PRACTITIONERS LEVEL 2

Starts 20 October, London

[www.cipfa.org/training/f/future-leaders-academy-practitionerslevel-2-autumn-2016-20161020](http://www.cipfa.org/training/f/future-leaders-academy-practitionerslevel-2-autumn-2016-20161020)

### PRINCE2®

Starts 14 November, Edinburgh

[www.cipfa.org/training/p/prince2-foundation-and-practitioner-20161114-scotland](http://www.cipfa.org/training/p/prince2-foundation-and-practitioner-20161114-scotland)

Starts 21 November, Cardiff

[www.cipfa.org/training/p/prince2-foundation-and-practitioner-20161121-wales](http://www.cipfa.org/training/p/prince2-foundation-and-practitioner-20161121-wales)

### CERTIFICATE IN INVESTIGATIVE PRACTICE

Starts 20 September, Edinburgh

[www.cipfa.org/training/c/certificate-in-investigative-practice-20160418](http://www.cipfa.org/training/c/certificate-in-investigative-practice-20160418)



#### BETTER BUSINESS CASES

*Starts 6 October, London*

[www.cipfa.org/training/\\_/better-business-cases-foundation-20161006-london](http://www.cipfa.org/training/_/better-business-cases-foundation-20161006-london)

*Starts 24 October, Edinburgh*

[www.cipfa.org/training/b/better-business-cases-20161024-glasgow](http://www.cipfa.org/training/b/better-business-cases-20161024-glasgow)

*Starts 27 October, Cardiff*

[www.cipfa.org/training/b/better-business-cases-20161027](http://www.cipfa.org/training/b/better-business-cases-20161027)

#### CERTIFICATE IN CONTRACT MANAGEMENT

*Starts 8 September, Cardiff*

[www.cipfa.org/training/c/certificate-in-contract-management-20160308](http://www.cipfa.org/training/c/certificate-in-contract-management-20160308)

*Starts 15 September, Edinburgh*

[www.cipfa.org/training/c/certificate-in-contract-management-20160301-scotland](http://www.cipfa.org/training/c/certificate-in-contract-management-20160301-scotland)

#### CERTIFICATE IN FINANCE BUSINESS PARTNERING

*Starts 24 August, Belfast*

[www.cipfa.org/training/f/finance-business-partnering-20161130](http://www.cipfa.org/training/f/finance-business-partnering-20161130)

*Starts 30 August, Edinburgh*

[www.cipfa.org/training/f/finance-business-partnering-20160629](http://www.cipfa.org/training/f/finance-business-partnering-20160629)

*Starts 6 September, Cardiff*

[www.cipfa.org/training/f/finance-business-partnering-20160707](http://www.cipfa.org/training/f/finance-business-partnering-20160707)

#### CERTIFICATE IN CORPORATE GOVERNANCE

*Starts 25 August, Edinburgh*

[www.cipfa.org/training/c/certificate-in-corporate-governance-scotland-20160825-scotland](http://www.cipfa.org/training/c/certificate-in-corporate-governance-scotland-20160825-scotland)

*Starts 1 September, Cardiff*

[www.cipfa.org/training/c/certificate-in-corporate-governance-20160901](http://www.cipfa.org/training/c/certificate-in-corporate-governance-20160901)

*Starts 7 October, London*

[www.cipfa.org/training/c/certificate-in-corporate-governance-accredited-autumn-2016-20161007-london](http://www.cipfa.org/training/c/certificate-in-corporate-governance-accredited-autumn-2016-20161007-london)

## Regional Events

### Northern Ireland

#### CIPFA NORTHERN IRELAND ANNUAL CONFERENCE 2016 - A NEW APPROACH TO PUBLIC SERVICES

*11 October 2016, Riddell Hall, Queen's University, Belfast*

Now in its 25th year, the CIPFA Northern Ireland annual conference will address the issues associated with the new approach to public services design and delivery, and what citizens can expect. It will feature good practice examples, inspiring leadership sessions and an insight into what the blueprint for Northern Ireland will resemble. The conference will equip Northern Ireland's public service professionals with a clear view of the extent of change.  
[www.cipfa.org/training/cipfa-northern-ireland-annual-conference](http://www.cipfa.org/training/cipfa-northern-ireland-annual-conference)

### North West

#### PUBLIC FINANCES IN A POST REFERENDUM WORLD

*Friday 23 September 2016, 09:00 - 15:00  
Castle Green Hotel, Kendal, LA9 6RG*

The EU Referendum was a watershed moment for the UK. A once in a generation opportunity that will define our relationship with Europe and the rest of the world for the foreseeable future. The repercussions will be felt across all levels of political and public life. What will this mean for public services? And what of the existing reform programmes – how are they progressing and how will they be affected? Come and join CIPFA in the North West, three months on from the referendum, as we take stock, consider the impact on our own programmes of work and update the skills and knowledge we need to take our organisations forward.  
Cost: Full CIPFA members/members of other institutes: £30.+ VAT, CIPFA Students and Retired Members: £15 + VAT

#### CIPFA NORTH WEST REGIONAL CONFERENCE AND DINNER

*11 November 2016, Dunkenhalgh Hotel & Spa, Blackburn, BB5 5JP*

Featuring speakers covering a range of topical, technical and personal development issues. The event will be followed by our Annual Dinner and Awards Ceremony which celebrates the successes of regional public sector professionals and is a great opportunity to connect with your peers.  
Cost: Conference: £50 + VAT, Dinner and Awards: £30 + VAT  
[www.cipfa.org/training/c/regions-north-west-events-20161111](http://www.cipfa.org/training/c/regions-north-west-events-20161111)

### South East

#### CIPFA SOUTH EAST AUTUMN CONFERENCE – ALL TOGETHER NOW

*19 – 20 October 2016, Knuston Hall, Wellingborough*

More and more, the public services are working in partnerships with a range of organisations. Some of these are strange bedfellows, others are tried and tested. We have a range of speakers who will share their experiences and challenges with you, in the lovely surroundings of Knuston Hall. There will also be opportunities for group working, networking and personal development. Day delegate: £60 + VAT for members, £30 + VAT for students and retired members Evening and day delegate: £135 + VAT for members, £67.50 + VAT for students and retired members To book your place, please email E: [summer.conference@cipfasoutheast.org.uk](mailto:summer.conference@cipfasoutheast.org.uk).

## CIPFA SOUTH EAST ANNUAL DINNER

*11 November, London Marriot Hotel,  
Grosvenor Square, W1K 6JP*

This is an annual flagship event in our regional calendar. We celebrate our successes and acknowledge the support from our sponsors who have helped us deliver our regional events programme. We annually nominate a charity for our raffle, plus it's a great networking opportunity for our members and students.

For further details and bookings please contact John Barker, CIPFA South East Regional Secretary at [csejb@live.co.uk](mailto:csejb@live.co.uk).



# Who's who at CIPFA

Use this mini-directory to find the right people to contact at CIPFA about a specific area of our work. Where no direct line is provided, call our contact centre on 020 7543 5600 and ask for the relevant person.

## Academies

E: [academies@cipfa.org](mailto:academies@cipfa.org)

## Advisory - UK

Neil Vincent  
E: [Neil.Vincent@cipfa.org](mailto:Neil.Vincent@cipfa.org)

## Apprenticeships

Amrit Singh  
T: +44 (0)121 200 0990  
E: [apprenticeships@cipfa.org](mailto:apprenticeships@cipfa.org)

## Audit

Keeley Lund  
E: [Keeley.Lund@cipfa.org](mailto:Keeley.Lund@cipfa.org)

## Benchmarking

Andy Hill  
E: [benchmarking@cipfa.org](mailto:benchmarking@cipfa.org)

## Central government

Gillian Fawcett  
E: [gillian.fawcett@cipfa.org](mailto:gillian.fawcett@cipfa.org)

## Corporate communications

Steve Coomber  
E: [corporate@cipfa.org](mailto:corporate@cipfa.org)

## Counter Fraud

Rachael Tiffen  
E: [counterfraudcentre@cipfa.org](mailto:counterfraudcentre@cipfa.org)

## Disciplinary Scheme

Helen Kitchen  
E: [dsadmin@cipfa.org](mailto:dsadmin@cipfa.org)

## Education and Training

Nicola Campbell  
E: [cetc@cipfa.org](mailto:cetc@cipfa.org)

## Financial management

Don Peebles  
T: +44 (0)131 221 8640  
E: [don.peebles@cipfa.org](mailto:don.peebles@cipfa.org)

## Financial reporting

Alison Scott  
T: +44 (0)1604 889451  
E: [alison.scott@cipfa.org](mailto:alison.scott@cipfa.org)

## Governance

Kerry Ace  
T: +44 (0)2890 266778  
E: [Kerry.Ace@cipfa.org](mailto:Kerry.Ace@cipfa.org)

## Health

Jane Payling  
E: [Jane.Payling@cipfa.org](mailto:Jane.Payling@cipfa.org)

## HR

Sandy Kerr  
E: [hr@cipfa.org](mailto:hr@cipfa.org)

## Local government

Cliff Dalton  
T: +44 (0)1262 851725  
E: [Cliff.Dalton@cipfa.org](mailto:Cliff.Dalton@cipfa.org)

Joanne Pitt  
T: +44 (0)208 339 2607  
E: [Joanne.Pitt@cipfa.org](mailto:Joanne.Pitt@cipfa.org)

## Benefits and revenues

Caroline Lee  
T: +44 (0)1254 385938  
E: [Caroline.Lee@cipfa.org](mailto:Caroline.Lee@cipfa.org)

## Better Governance Forum

Diana Melville  
T: +44 (0)1722 349398  
E: [diana.melville@cipfa.org](mailto:diana.melville@cipfa.org)

## Children's services

Lisa Forster  
T: +44 (0)1430 423663  
E: [lisa.forster@cipfa.org](mailto:lisa.forster@cipfa.org)

## Funding and finance

Neil Sellstrom  
T: +44 (0)128 761 9679  
E: [neil.sellstrom@cipfa.org](mailto:neil.sellstrom@cipfa.org)

## Housing

Dr Louise Dunne  
T: +44 (0)7767 865614  
E: [louise.dunne@cipfa.org](mailto:louise.dunne@cipfa.org)

## Insurance, procurement and commissioning

Mohamed Hans  
T: +44 (0)1924 461825  
E: [mohamed.hans@cipfa.org](mailto:mohamed.hans@cipfa.org)

## Pensions

Neil Sellstrom  
T: +44 (0)128 761 9679  
E: [neil.sellstrom@cipfa.org](mailto:neil.sellstrom@cipfa.org)

## Police

Alison Dewhirst  
T: +44 (0)1904 675587  
E: [alison.dewhirst@cipfa.org](mailto:alison.dewhirst@cipfa.org)

## Treasury management

Neil Sellstrom  
T: +44 (0)128 761 9679  
E: [neil.sellstrom@cipfa.org](mailto:neil.sellstrom@cipfa.org)

## Membership

Kimberley Ekpan  
E: [membership@cipfa.org](mailto:membership@cipfa.org)

## Publications

Rhiannon Price  
E: [Publications@cipfa.org](mailto:Publications@cipfa.org)

## Property

David Brindley  
T: +44 (0)1244 394614  
E: [david.brindley@cipfa.org](mailto:david.brindley@cipfa.org)

## Recruitment (CIPFA-Penna)

Phillipa Watkins  
T: + 44 (0)20 3829 9745  
E: [philippa.watkins@penna.com](mailto:philippa.watkins@penna.com)

## Regional Branches:

**CIPFA Scotland**  
Don Peebles  
T: +44 (0)131 221 8640  
E: [don.peebles@cipfa.org](mailto:don.peebles@cipfa.org)

**CIPFA Wales**  
Chris Tidswell  
T: +44 (0)7825 190321  
E: [chris.tidswell@cipfa.org](mailto:chris.tidswell@cipfa.org)

**CIPFA Northern and Republic of Ireland**  
Steve Mungavin  
T: +44 (0)2890 266778  
E: [Steve.Mungavin@cipfa.org](mailto:Steve.Mungavin@cipfa.org)

Brian Donnellan  
T: +353 (0)87 6620630  
E: [Brian.Donnellan@cipfa.org](mailto:Brian.Donnellan@cipfa.org)

## Research

Jonathan Gordon  
E: [Jonathan.Gordon@cipfa.org](mailto:Jonathan.Gordon@cipfa.org)

## Statistics

Martin Hole  
E: [Martin.Hole@cipfa.org](mailto:Martin.Hole@cipfa.org)

## Students and qualifications

E: [studentsupport@cipfa.org](mailto:studentsupport@cipfa.org)

## Student recruitment/ university engagement

Victoria Davitt  
E: [Victoria.Davitt@cipfa.org](mailto:Victoria.Davitt@cipfa.org)

## TISONline

Alice Pearson  
E: [Alice.Pearson@cipfa.org](mailto:Alice.Pearson@cipfa.org)

## Training courses and events

Customer Liaison  
E: [customerliaison@cipfa.org](mailto:customerliaison@cipfa.org)

## Websites

Anna Atkinson  
E: [anna.atkinson@cipfa.org](mailto:anna.atkinson@cipfa.org)