

# Spreadsheet

CIPFA.ORG | NEWS FOR MEMBERS AND STUDENTS

SEPTEMBER 2020



## Opportunities for innovation

[Health and social care – furthering collaboration](#)

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[Video interview tips from CIPFA-Penna](#)

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**CIPFA** \

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# President's Message

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Well Spreadsheet readers – what a time to be taking the reins as CIPFA President! Suffice to say, my term is going to look and feel fundamentally different from those of my predecessors. Under normal circumstances, I'd be currently be reflecting on what we heard at the annual conference and celebrating the winners from the Public Finance Awards. As it is, we have all that still to come, with virtual renditions of both events now taking place in October.

So, while it's looking unlikely that I'll be able to get out and about as freely as I'd like, I look forward to getting to know you across the various virtual spaces many of us will be working in for at least the medium term.

The last few months have been unprecedented for public services and in many cases have been marked by tragedy. COVID-19 continues to place additional demands on already stretched resources across the public sector as well as the economy at large. Before coronavirus struck, communities across the country were suffering from very real inequalities in health, wealth and social mobility. The recent Black Lives Matter protests have brought home the specific injustices experienced by people of colour. The uproar from A-Level students highlighted how government policy was adversely impacting young people from disadvantaged backgrounds.

As we move forwards, we must ensure inequalities are not worsened in the aftermath of the pandemic and challenge ourselves to be inclusive and representative of those we serve.

These are huge challenges that we as a profession will need to confront in the not too distant future. But there are opportunities too.

The pandemic has highlighted the extent to which all areas of the public sector are interdependent upon one another. Only by treating taxpayers' money as the public pound, rather than the health pound, or the local government pound, can we achieve the best outcomes for our communities.

The moment in time that we are currently living through has resulted in positive transformation that otherwise may have taken years. We are now presented with a unique opportunity to examine the changes we've made and decide – what should we keep? What changes should become part of the new normal? We've seen it ourselves within CIPFA, with staff across the business having made the transition to working remotely, and all events going digital by default. The pandemic has turbo-charged digital transformation, many elements of which will become part of our new business as usual.

But my foremost priority as President will be bringing together finance professionals from across health, local and central government as one public sector to tackle the challenges ahead and make the most of the opportunities. I look forward to working with all of you to explore how we make these ambitions a reality. The time is now.

**Andy Hardy**, CIPFA President

# Shaping the new normal

In recent months, we have seen lockdown begin to lift, albeit in varying degrees, across the country. While the government's rhetoric has focused on economic recovery and returning to normal, things are notably not quite the same. On public transport, masks are now obligatory. Your pint at the pub will likely be table service only.

This adjusted sense of normality is also being felt in local government, with CFOs now in the thick of identifying what a new normal looks like for their local area. Indeed, developing and deploying strategies to mitigate the medium- to long-term impacts of the pandemic may well prove even more challenging than the immediate crisis response.

Much of this challenge will be as a result of mixed messaging from government regarding the level of support the sector can expect. Entering the crisis, councils were encouraged to spend what they needed to get the job done. Councils acted in good faith, supporting the fight against COVID-19 in their communities on the basis of these pledges. However, it's clear that over time ministers have moved away from an initial vow to support local authorities in full, to promising future attention in the context of 'burden sharing'.

The latest tranche of government funding leaves a substantial gap between the support provided to date and the present and future costs likely to be incurred as a result of the pandemic. With many councils having entered the pandemic on the back of a punishing decade of austerity, these additional pressures will be driving more organisations than ever towards considering a Section 114 notice.

However, a great deal of the challenge will also be rooted in the non-clinical risks that COVID poses. Understandably, much of the focus has been on the immediate medical risks and the protection of public health. But COVID-19 is not just a health hazard. While infection rates may be subsiding, the problems for many are only just beginning.

Recent headlines point to rising reports of domestic violence. Low income families, those with high levels of debt, or those at risk of unemployment following the inevitable economic downturn all face higher risks to their wellbeing as a result of the pandemic. A decline in referrals to children's social care risks a surge in demand as lockdown lifts. These are the risks that will likely have longer-term consequences for many families, as well as for the financial sustainability of many local authorities.

# Shaping the new normal

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Prior to the pandemic, many local authority services were struggling under the weight of increasing demand. The 2019 CIPFA-Institute for Government Performance Tracker indicated that, over the next five years, demand for more than half of public services will rise faster than population growth. This rise is particularly noticeable in health and adult social care services due to an ageing population and an increase in the number of people with multiple, complex conditions.

COVID-19 will likely exacerbate the trend of rising demand, with the social and economic challenges created by the pandemic impacting individuals who had not previously been reliant on support from local services.

Therefore, in addition to lobbying for enhanced funding packages from government in the lead-up to the spending review, it will be important for councils to identify those hard-to-reach members of their community who fall into non-clinical risk categories, and create well-evidenced, targeted support systems that mitigate future financial pressure.

Creating such systems will require an inter-departmental approach to data and analytics within councils in order to manage demand across different services. To support this endeavour, CIPFA has partnered with data management company Xantura to provide tools that link strong predictive data models with financial information and best practice.

Local authorities have been under financial pressure for some time. While the pandemic creates unprecedented financial challenges, councils are skilled at transforming and delivering services with constrained funding. I do not want to understate the scale and severity of the present challenge, or in any way imply that councils are not in need of a fair and sustainable funding solution. But while we wait for this, authorities must take action where they can.

A culture of transformation is already embedded within local organisations. Now's the time to kick it into high gear.

*This article first appeared in the Local Government Chronicle.*

# Building a sustainable economy from the ground up



Jeffrey Matsu, CIPFA  
Chief Economist

Discussions on sustainability can overwhelm. Taken together, the United Nation's Sustainable Development Goals (SDGs) form an exciting and ambitious blueprint for the future of the global economy, society and the health of the planet. A total of 244 indicators are embedded across the 17 SDGs and the goals have been officially adopted by 193 countries. According to the UN, delivery of the SDGs by 2030 will unlock market opportunities worth \$12tr and create 380 million new jobs, while ensuring "no one is left behind."

The current COVID-19 crisis is a once-in-our-lifetime opportunity to reshape how such outcomes are achieved. According to the IMF, governments around the world have provided an exceptional \$11tr in fiscal support to address cumulative economic losses. While central banks have done their part in keeping

the liquidity taps open, simply pulling forward future returns to the present may exacerbate existing economic trends. At CIPFA we are clear that fiscal sustainability relies on strong public financial management throughout the economic cycle to reduce total risk.

Sustainable recovery cannot rely on public spending alone. What is lacking is not so much the resourcing to realise the SDGs, but rather the mechanisms to ensure that funds are channelled appropriately and scaled at pace. This is where public-private partnerships can help by mobilising lending and the investment of surplus capital in much-needed infrastructure. The technical expertise of development finance institutions can create markets and opportunities that unlock this private investment through greater global risk sharing.

COVID-19 has magnified social and economic disparities and divergences that were long in the making. In the UK, a decade of austerity cut public services so severely that the landscape has been left deeply scarred. Since 2009, reduced central government funding has led English local authorities to spend 17% less

# Building a sustainable economy from the ground up

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on public services. Discretionary spending in areas such as housing, planning and transport, not to mention youth centres, parks and libraries, was hardest hit. Even mandatory services in health, social care, criminal justice and schools experienced reductions in quality and scale that will be difficult to reverse.

Wider inequalities across generations, gender and race warrant more robust policy frameworks. While young people may be less susceptible to COVID-19, they have shouldered the weight of job losses and reduced job prospects, not to mention disruptions in their education and the prospect of higher taxes that will endure for years to come. Women are more likely to work in sectors such as retail and hospitality that have shut down or are disproportionately represented in lower paid frontline key worker roles. Moreover, ethnic minorities are now more economically vulnerable due to underlying factors related to age, geography, income and health.

Promoting local ownership and devolved decision making will be paramount if national and international ambitions are to be realised. The SDGs represent an opportunity to restructure economies from the bottom up using taxation policies to encourage hiring, retraining and capital investments that target innovation, digitisation and green infrastructure. While more targeted stimulus measures that address the pandemic's fallout should continue, governments must put in place stronger mechanisms to insure against a range of future temporary and permanent shocks.

Whether it is navigating innovative pathways to our climate change mitigation commitments or negotiating trade deals, the decisions made today will define the resilience of the post-COVID 'new normal'. Governments can seize this moment to restore confidence and trust in the role for public services to improve the lives of those hardest hit. This will require greater compromise and reconciliation.

How public finances are managed matters because it will affect the cost of capital tomorrow and the ability of future generations to repay. A place-based growth strategy can separate the new economy from the old. It should recognise that strong communities are built by addressing long-standing inequalities through a change in social attitudes and norms and the fairer distribution of resources. It is time for a reboot.

# CIPFA's international outreach in Somalia

Many people who choose a career in the UK public sector don't realise that they could end up helping people around the globe. Not only is a CIPFA qualification valuable for working in local authorities, the NHS or other organisations in the UK – there are students whose careers have taken them around the world, improving public financial management through accountancy training for vulnerable populations internationally.

While CIPFA participates in international development programmes in several different countries, some completed in-country and others virtually, one of the longest running programmes has been focused on Somalia. In 2014 CIPFA, in partnership with British consulting firm WYG International, was commissioned by the World Bank to deliver the International Public Financial Management (IPFM) qualification to government finance professionals in various regions of the country.

Somalia is confronting serious challenges when it comes to public financial management, which impact the provision of public services. Decades of conflict have weakened Somali public institutions, leaving the public sector vulnerable to corruption, poverty and a lack

of transparency. The Federal Government of Somalia is focused on stabilisation, recovery and reconstruction. Dedicated public finance professionals are working hard to combat these challenges and improve the lives of the population. A crucial part of this is increasing their capacity for public financial management through training.

Since 2014, CIPFA has been delivering the IPFM training programmes to civil servants working for federal, state and local government in ministries that deliver essential services to the Somali people. Instruction in financial management and management accounting will help increase transparency and ensure that the government is operating in a financially sustainable manner.

In order to build sustainable PFM training capacity within the country, the programme is being delivered in partnership with local universities – Mogadishu University, SIMAD University, Puntland State University and East Africa University. The programme supports the universities to develop sustainable PFM training capacity through the establishment of PFM Academies.

CIPFA is delivering training to university lecturers and providing continuous online support to students following the programme. Recognising that English language skills are a potential barrier to learning, and the need to support the university tutors who are often also new to professional accounting qualifications, the project also provides support in the form of 'tutor mentors'. These are qualified Somali accountants who



## CIPFA's international outreach in Somalia

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have strong English and Somali language skills, and who often have work experience as accountants both within Somalia and internationally. These tutor mentors support the university tutors in effective delivery of the CIPFA qualification, as well as directly supporting the students.

The first phase of the project ended successfully, with a strong pass rate and about 120 students achieving the CIPFA IPFM Certificate. After this initial success, a second phase of support is now underway in Puntland, which is enabling students who passed the IPFM Certificate to progress through the IPFM Diploma with the aim of achieving Affiliate CIPFA Member status. This status is an important marker of PFM expertise and will provide a significant boost to the careers of students who achieve it.

The two main goals of the project are to build PFM training capacity within Somalia so that they have the ability to deliver training independently at a high international standard,

and to directly train civil servants who will in turn help resolve the financial management issues that they are being faced with at a national level. As of now, the future is looking bright as plans are drawn up to continue supporting Somali civil servants for the next few years. As the CIPFA qualification is highly valued there, we expect to see more students signing up in the hopes of gaining affiliate CIPFA membership on completion of their studies.

CIPFA is also currently involved in development projects in countries including Tajikistan, Bangladesh and Botswana to improve their public financial management capacity. Being a fully qualified accountant will enable you to get involved in international development work in the field of PFM in the future. By qualifying with CIPFA, you're choosing to be part of an organisation that is working to improve transparency, financial management and economic wellbeing globally.

*This article first appeared in PQ Magazine.*

# The crisis is an opportunity to reform health and social care services

The COVID-19 pandemic has posed many significant challenges to health and social care services. The full extent of the impact is unlikely to be realised for some time, but there is an opportunity to consider how the experience may inform the design and delivery of future services.

COVID-19 has clearly highlighted the interdependence between the NHS and social care. NHS leaders recognised this prior to the pandemic, with many stating they were not confident they could deliver on the long-term plan without a long-term solution for social care funding. However, this interdependence most commonly manifests as the message that social care has an essential role in alleviating pressure on the NHS.

This was reiterated early in the pandemic, with the call for hospital discharge to be accelerated to free up beds. While the need to free up capacity was indisputable and clear guidance was provided to the NHS, support for the social care sector was lacking. Guidance for care homes did not emerge until two weeks later, and the action plan for social care took almost a month.

Social care settings could not reasonably be expected to deal with the demands of the current situation. Care homes and home care providers have little or no clinical support, and

are ill-equipped to isolate patients or provide barrier nursing, as has been required by this outbreak.

Recent figures on the number of COVID-19 related deaths in care homes, and the comparative death rate for the same time last year, clearly demonstrate the consequences of this. Social care has been the forgotten frontline in this pandemic.

One clear lesson is that the interdependence between health and care is a two-way street. It is encouraging to see green shoots of this in the second phase of the NHS response, with recognition of the need to partner with local authorities to provide mutual aid to social care, and plans for the early rollout of the Enhanced Health in Care Homes framework.

CIPFA has previously highlighted how it is essential to maintain a view of the interdependency between spending on the NHS, public health and adults' and children's social care in totality. Any weaknesses in the resilience of any of these services will have implications for the others.

The old adage of not wasting a good crisis is definitely applicable here. The need to come together around a common cause has generally improved collaboration and closer working across organisational boundaries, and shifted the focus from process to outcomes.

# The crisis is an opportunity to reform health and social care services

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We should be applying and building on this experience and maximising the 'feel good factor' around health and care to accelerate the pace of transformation.

Perhaps the most significant change has been an increased recognition of the role of local government in integration, with the impact of services such as public health, education and housing on health and wellbeing becoming more visible.

Integrated care systems and sustainability and transformation partnerships should actively seek opportunities and consider what could be retained, adapted and built on going forwards.

It is critical that we not only restore services but learn from the experience and reform services for the future. This should be recognised in the forthcoming NHS Bill to

allow different parts of the NHS to work better together, and more easily with partners, in particular local government.

However, discussions and decisions around the specifics of such restoration and reform must occur at a local level, and be informed by local circumstances, rather than being imposed as a national blueprint.

*This article first appeared in PF Magazine.*

## Current Issues

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# Affordable housing is a health issue

The housing crisis in the UK has been years in the making. As a result, many of the most vulnerable people in our society do not have access to safe and affordable housing during normal times, let alone during the COVID-19 crisis.

Housing is a health issue, and we cannot guarantee the wellbeing of vulnerable members of our communities unless we can guarantee a reliable roof over their heads. COVID-19 has increased the uncertainty surrounding housing affordability and availability throughout the UK. Special attention must be paid to how we can support those who are struggling to find affordable housing amid the pandemic.

CIPFA recently unveiled a suite of new housing analytics tools, [Housing 360](#), which painted a bleak picture of the housing crisis. Our analysis has shown that it would take 17 years on average for local authorities to provide council housing to all who are currently waiting for it. In the North West of England, the numbers are even higher with those waiting for council housing expecting to wait, on average, up to 39 years.

Additional problems in the private rented sector in recent years have been due to demand on supply, exacerbated by reduced affordability as a result of reductions in the value of the local housing allowance (LHA),

which prior to 2010 was fixed at the 30th percentile of local rental markets.

Since 2010, there have been a series of cuts to LHA rates by removing the link with the 30th percentile and instead uprating rates alongside general benefits uprating, including the four-year benefits freeze since 2016.

This has resulted in the removal of the link between LHA rates and local markets and in LHA rates failing to remain in line with rent inflation. As a result, by the end of 2019 fewer than 10% of properties on average across England were available at rent levels below the LHA rate, and in some areas fewer than 5%.

This led to benefits claimants struggling to pay rent and still have enough left over to feed their family and pay bills. In some cases, this caused homelessness to spike and increased use of temporary accommodation, as councils struggle to manage demand due to a lack of affordable housing options.

A September 2019 [report from Crisis](#) highlighted that investing in LHA rates so they cover the 30th percentile, or the cheapest third of rents, would prevent more than 6,000 households from becoming homeless over three years, and lift 32,000 households out of poverty, including 35,000 children.

The report estimates that £5.5bn of avoided cost could come from reducing the need for temporary accommodation and homelessness services, as well as reducing the need for services relating to homelessness such as health. Once the cost to the government (£3.3bn) of the investment over three years is taken into account, this still leaves benefits of £2.1bn.

By [Sheldon Wood](#), Lead CIPFA Benefits Advisor

# Affordable housing is a health issue

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An [LGA report](#) published in February showed that restoring LHA rates to their pre-2016 levels would result in:

- an average council needing to house 300 fewer people in temporary accommodation, or 101,000 nationally
- the average cost of using temporary accommodation for a council reducing by between £1.4m and £3m
- the average council seeing 650 more households able to cover the cost of their rent with their LHA payments, or 220,000 nationally; this would help reduce financial hardship on them when trying to meet their housing costs.

In response to the coronavirus outbreak, the government announced in the 2020 Budget that LHA rates would be returned to the 30th percentile for the financial year 2020/21. This will have an immediate impact on current levels of homelessness and will help thousands of people keep their homes. This is a welcome and long overdue measure that will result in more private rented accommodation becoming affordable for universal credit and housing benefit claimants, and increases in income for many already residing in the private rented sector.

However, the household benefit cap levels have not been increased. So, in some cases, this increase in benefit income will be capped, reducing affordability, especially for lone parents and families. Local authorities may need to consider whether to make discretionary housing payments (DHP) in such situations to offset this. In order to avoid these issues, household benefit cap levels should be reviewed or abolished.

The true cost of homelessness in terms of health, wellbeing, social mobility would be far greater than any of the costs identified in remedying the problem. Housing is not purely a financial transaction. Society benefits from good housing provision.

*This article first appeared in Inside Housing.*

## New International Advisory Panel launched

CIPFA has convened a global panel of experts to generate fresh insights into public sector finance issues worldwide.

The Public Finance International Advisory Panel (IAP) comprises 31 public finance professionals from academia, international bodies and professional accounting organisations, including Brazil, South Africa and Switzerland.

The IAP will facilitate professional and academic discussion and thought leadership on pan-public sector finance issues, including anti-corruption, internal control, budgetary management, accounting, auditing and performance reporting.

Khalid Hamid, CIPFA International Director and IAP Vice President, said:

“The IAP members and the wealth of their collective expertise cannot be understated. This panel represents a truly global collaboration that will provide valuable insight and analysis on some of the most pressing contemporary finance issues. Members will cover a range of pan-public sector topics, all impacting the world at large.

“Often the major issues we see are not unique to one country. Only by bringing together our partners from around the world will we be able to assess and challenge the conventional wisdom around change management in a public financial management environment.”

The panel's work, including articles, interviews and research, will be published on the IAP [LinkedIn showcase page](#).

### Latest articles:

[Examining corruption in the Jamaican context](#)

[The sword of Damocles over Africa](#)

[Public sector performance reporting and the sustainable development goals](#)

## Key competencies for public sector professionals

At CIPFA we are committed to the principles of lifelong learning and continuing professional development. We want to help our members to be fully informed, prepared and up to date with the skills needed for the modern world of public finance.

Through our Network events, training courses, conferences and webinars we offer a broad range of ways that members can gain CPD and learn from experts in their field. To further support this, we have consolidated the skills and knowledge required by all public finance practitioners into our new **Key Competencies for Public Sector Finance Professionals**.

The Key Competencies document is intended to provoke thought and discussion, and help you pinpoint opportunities for growth. There are four thematic areas:

- Public sector context and needs
- Technical skills
- Leading and influencing
- Increasing public value.



The document is supported by our revised Learning and Development Directory, which lists our current selection of training courses grouped under these four themes.

Due to the diversity of the public sector in the UK and around the world, and the many specialisms contained within public finance, it is not the case that everyone will need all of the competencies listed. Instead, the document gives you the opportunity to consider the competencies that are already in place and which ones might be needed in the future. Any gaps that come to light can then help you plot the way forward – identifying training needs for yourself, team or organisation.

In these uncertain times, CIPFA members need to be prepared, equipped and resilient for whatever may come next, helping the public finance profession to uphold the highest ethical standards. We want to support you to pursue excellence in public service – the best time to invest in yourself is now.

# CIPFA to consult on local authority financial reports following Redmond Review

CIPFA is set to launch a consultation on enhanced financial reporting requirements for local government, recommended by **the Redmond Review**, which issued its report on 8 September.

The review, announced last year at CIPFA's annual conference, examined the effectiveness of local authority financial reporting and the audit regime.

The CIPFA consultation will seek views on how best to implement Sir Tony Redmond's proposal for an additional financial performance report.

The wide-ranging report also recommended the creation of a new audit appointments body and stressed the importance of appropriate skills for both preparers of accounts and auditors.

CIPFA CEO Rob Whiteman said:

"We welcome the recommendations set out in Sir Tony's report for a new public body to ensure high quality external audit for local authorities. Auditors play a vital role in shining a light on local decision making and there is concern that the present market arrangements are not delivering this as needed.

"The creation of a new audit body would join up an overly fragmented structure for local audit in England and ensure a sustainable future for local public audit that is presently at risk.

"The proposed new financial reporting requirements would support more effective communication of the often complex financial affairs of local authorities. We recognise the important role that CIPFA is expected to take in delivering this.

"While the report's main focus is on system architecture and frameworks it also identifies the importance of enhancing high calibre skills for auditors and council finance departments. To support this, CIPFA is developing a new top-up qualification for professionals in public sector audit, as well as new continuous professional development training for new and existing council finance directors."



# Vacancy – chair of the Local Authority Accounting Panel

Local authorities provide a range of key public services supporting their local communities. Following years of continued reduced resources, authorities are having to be more innovative in their use of resources to ensure their financial resilience and sustainability into the future. LAAP is at the core of CIPFA's work on supporting the sector on the key issues of financial reporting, compliance and governance.

CIPFA has a vacancy for the chair of the Local Authority Accounting Panel. This panel is integral to CIPFA's work in supporting practitioners with guidance and information on accounting and financial reporting issues in the sector. It is also responsible for responding to initiatives to strengthen governance and financial management in public services.

There are normally two to three panel meetings per year (as appropriate to the panel's objectives and work plans for the year). The meetings taking approximately half a day. The chair would be anticipated to chair relevant meetings and represent the panel more widely.

For more details, please contact the secretary of the panel for an informal discussion.

If you think that you could be the ideal candidate, send your brief letter of application together with your CV to [mark.mclean@cipfa.org](mailto:mark.mclean@cipfa.org) by 9 October 2020. Thereafter, successful candidates will be invited for an interview.

# A new generation of data products

The challenges faced by local government and the wider public sector are immense. After ten years of austerity and in the wake of the first wave of COVID-19, public finance leaders need access to comprehensive, credible data in order to assess their organisation's performance and decide on the best ways forward – for the benefit of both their balance sheets and the people they serve.

CIPFA has long recognised the value of data – for over 100 years, we have worked with local authorities to build the most comprehensive, independent source of data about local government and its services in the UK. This month we are launching a new cloud-based data management platform that will transform how our customers engage with our range of data products.

The new platform is part of an extensive transformation programme aimed at getting the right data to organisations at a time when they need it most. It enables users to visualise and interrogate data in completely new ways. For example, it supports comparisons over time and space, and displays information using a range of interactive charts, graphs and geographical outputs, all of which deliver fresh, actionable insights to better support decision-making.

Our CIPFAstats product suite, which focuses on frontline services is the first to go live on the new platform. As a result we have taken the opportunity to enhance the service – now known as CIPFAstats+ – introducing new datasets and a simplified pricing structure.



[See the new platform in action](#)

[Learn about our full range of data products](#)

## New TISonline LinkedIn page

CIPFA's technical information service, [TISonline](#), has joined LinkedIn to provide you with all the latest updates from our huge range of topics, discussion forums and bulletins. We'll also be posting about opportunities to become a TISonline board member or contributor! [You can find us on LinkedIn](#). You can contact the TISonline team via [tisonline@cipfa.org](mailto:tisonline@cipfa.org)

# Video interviews – here to stay

The pandemic will leave us with many legacies, both positive and negative. For those in business, the way we interview is sure to be one of those legacies and in my view, it is a positive one.

Particularly where the interim market is concerned, travelling for a few hours to interview for an assignment that may not end up being successful has long been a bugbear that many will not miss. Additionally, managers facing back-to-back interviews will be saved from the fatigue this delivers – not to mention the avoidance of disarray caused by candidates being late or not showing up at all.

With video interviewing likely to become a staple of our society for many years to come, we at Penna wanted to share some tips for candidates to ensure that you're making the impression you want to make.

## Eye contact

One of the most important parts of an interview is establishing good eye contact. Unfortunately, it isn't possible to replicate this in a video interview. If you're looking at a person's eyes, from their perspective your eyes are directed somewhere towards their chin. As soon as you do look into the camera, giving the illusion of eye contact, you of course cannot see their face. How best to approach this problem?

Firstly, accept that true eye contact isn't possible on a video interview. Research tells us that verbal communication is hugely augmented by simultaneous eye contact. Couple this with understanding that when you're talking, your audience is most likely to be looking at your face (not their camera). It then becomes apparent that looking into the lens when talking will help you achieve more effective communication. However, also be aware that when your interviewer is talking, they are also likely to be looking at their screen and your face. Therefore, to create the illusion of eye contact, you should try to look into the lens around 80% of the time.

Granted, if you are looking into the lens when you are talking and listening, it means that you may miss helpful facial expressions and other non-verbal cues from your interviewer that can help guide your narrative. As the interviewee, the onus is on you to make an impression – therefore, accept that not seeing your interviewer's face as much as you'd like is a sensible trade-off for making a more powerful impression that comes with good eye contact.



# Video interviews – here to stay

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## Behind you!

While many will advocate a plain white background, we're not sure. Remember that what is in your background will give your interviewer an impression of who you are – ask yourself if it is the impression you want to give. Plain backgrounds are a bit bland and 'cold' feeling. People will be more interested in what your actual home office set up is like and what this says about you. After all, it is likely we'll be working in this environment a lot more in the future.



Messy or untidy backgrounds, or kids and pets jumping in and out of your space, will no doubt leave less than favourable impressions of you in your interviewer's mind. Remember to keep it clean and tidy, as well as distraction-free.

## Realistic perspective

Much of our advice is based around trying to replicate a face-to-face meeting as closely as possible. Making sure that the camera is roughly at your eye level will help you replicate face-to-face meeting conditions.



Another thing to think about is distance. Being too far away will create a sense of distance that will make it more difficult to connect with your audience. Being too close might mean you convey an imposing image that invades the space between delegates of the interview. Your position on the screen creates an impression of you that underpins the entire interview.



## Let there be light

Make sure your face can be clearly seen. There's no use in following the rules about eye contact and perspective if the interviewer is unable to see your face – it'll impact your words significantly if your eyes can't be seen properly, you're in silhouette or have dark shadows ranging across half of your face. Practically, ensuring you are facing a light source relatively head-on is a good way to ensure your entire face will be visible in all its splendour!



If you would like further advice, guidance or support on making the best impression possible in your upcoming video interview, do feel free to [contact us at CIPFA-Penna.](#)

# Member News

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## 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.

**Harry Niven Ager**  
London

**Mohammed Dahir Ahmed**  
Nairobi

**Devasuda Anblagan**  
Royston

**Catherine Bailey**  
Gravesend

**Caroline Capon**  
Scunthorpe

**Tsitsi Danga**  
Sevenoaks

**Malieza Dias**  
Harrow

**Jill Dyer**  
Hengoed

**Kemi Dorcas Echatah**  
Abuja

**Martin Evans**  
Mossley

**Sarah Goldfinkle**  
Driffield

**Willow Goodchild**  
Chelmsford

**Jessica Louise Greene**  
Ormskirk

**Lucinda Highfield**  
Liverpool

**Glenn Howard**  
St Helens

**Rahima Jahan Ali**  
London

**Laura Elizabeth Jones**  
Birmingham

**Robert Jack Jones**  
Bromsgrove

**Callum Ian Justice**  
Renfrew

**Keris Kivell**  
Swansea

**Jason Long**  
Norwich

**Samantha Longshaw**  
Biddulph

**Molly Makinson**  
London

**Susan McMunigal**  
Dundee

**Nicholas Minshull**  
Peterborough

**Matthew Miskimmin**  
London

**David Colin Murray**  
Banbridge

**Barbara Nkosiyalinda Ncube**  
Canterbury

**Russell Oakley**  
Poole

**Manoj Pandey**  
New Dehli

**Mark John Pentland**  
Edinburgh

**Chanelle Poyser**  
Nottingham

**Stephanie Robson**  
London

**Graham Sadler**  
Bristol

**Julia Stevens**  
Bexleyheath

**Oliver Paul Philip Taffs**  
Harlow

**Sarah Thetford**  
Coventry

**Robert George Thurlow**  
Stevenage

**Laura Tymon**  
Kingsbridge

**Ian Wright**  
Stockton on Tees

**Rizwan Ullah**  
Huddersfield

Members are listed by city or town.

## Member News

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# Rewards: Save on life's essentials with CIPFA Rewards

Take advantage of the offers below and enjoy your member savings through CIPFA Rewards.



### **Limited time offer: 20% off any complete glasses**

Vision Express are offering CIPFA members 20% off any complete glasses, available online and instore between 10 September – 11 October 2020\*.



### **3 years for 2 on TOTUM Pro membership**

For a limited time only, CIPFA members can buy a two-year membership card and they'll chuck in an extra year FOR FREE. That means that if you can buy a TOTUM PRO 3-year membership for just £24.99, that's a saving of a tenner over RRP\*.



### **Vauxhall: Offers too good not to share**

Exclusive £500 saving for you and up to three friends or family with Vauxhall Partners\*.



### **Save, enjoy, spend today with SVM retail discounts**

Save £100s on the big brand retailers through SVM. Whether you are looking to save on your supermarket shop, updating your wardrobe, dining out or on Home and DIY – you will find savings available through the SVM platform. Visit CIPFA Rewards now to create an account with SVM and start saving today.

Want to find out how much you can save with CIPFA Rewards? Try out our **newly revamped savings calculator**.

### **PG Mutual**

If you couldn't work for a while due to injury or illness, keeping up with the mortgage or rent payments and other expenses might become difficult.

A personalised Income Protection Plus plan could provide you with a regular, monthly income to replace your salary ensuring all your monthly bills, including mortgage or rent, would be covered.

CIPFA members receive 20% off their first two years' premiums and a £50 High Street Voucher when you apply by 30 September 2020\*\*.

View more information or call 0800 146 307 and quote 'CIPFA'. Learn more about our approach to COVID-19.

To take advantage of these and other fantastic deals visit the **CIPFA Rewards Special Offers page** today!

\*Terms and conditions apply to all benefits. See website for details. Offers subject to change without notice. Totum Pro – Offer ends on 1 October 2020. The discount is not available on the PASS-accredited proof of age ID bundle. Vauxhall Associate Partners – Exclusions apply. Model shown is Corsa Elite Nav Premium 1.2 100PS with brilliant paint. Offer applies to Vauxhall Partners only. Available on new Vauxhall vehicles ordered from 3 July 2020 to 5 October 2020.

\*\*For full T&Cs, visit **pgmutual.co.uk**

CIPFA Rewards is managed and run on behalf of CIPFA by Parliament Hill Ltd.

# Publications

## Combating Financial Crime: Practical Advice for the Public Sector (2020 Edition)



This guide, which is a revision of an earlier edition, updates public authorities on the latest money laundering regulations (including the 4th and 5th anti-money laundering EU directives) and draws on current best practices to prevent money laundering.

While public authorities are not legally obliged to apply the provisions of money laundering regulations, it is recommended that they employ policies and procedures to deal with the growing threat of terrorist financing, money laundering and other financial crimes.

We have expanded this guide to explore the different financial crime types, their impact on public authorities in the UK and globally and the relevant legislative environment. This updated edition includes such customer due diligence procedures as checking the controls of onboarding new vendors, including determining the ultimate beneficial owner of a company. The guidance also covers the implications of financial crime for leadership teams of public authorities, providing practical advice and highlighting the recommendation of nominating a money laundering reporting officer.

## Managing Budgets in Demand-led Services



Planning to deliver good value in demand-led social care services (adult, children's and SEND) is an ever-increasing challenge, especially in recent years when budgets have been tightening. However, this is an essential part of service and financial planning, to ensure that services not only remain within budget, but to ensure that they remain sustainable.

This publication will be of interest to all those involved in service and financial planning, including commissioners, finance, performance, and service managers and directors.

Several local authorities successfully deliver good value in these areas, and this publication draws on their experience and best practice. It sets out a three step framework, based on a number of essential elements that recognise the challenges involved. This framework emphasises the importance of business partnering and ensuring plans reflect reality to enable improved operational and financial resilience.

Step one involves assessing how demand and costs are changing in reality; generally an upward curve. Step two explores the scope to bend this curve downward, which will only be possible with step three; the right investment to deliver.

It is hoped that this will enable more authorities to successfully plan for social care and so improve the lives of some of the most vulnerable people in our society – good practice, delivering good value and good outcomes.

# Publications

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## Code of Practice on Local Authority Accounting in the United Kingdom 2020/21



Local authorities in the UK are required to keep their accounts in accordance with 'proper (accounting) practices'. Public sector organisations responsible for locally delivered services are required by legislation to comply with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom (the Code). This 2020/21 edition of the Code has been developed by CIPFA/LASAAC and has effect for financial years commencing on or after 1 April 2020.

The Code specifies the principles and practices of accounting required to prepare financial statements which give a true and fair view of the financial position and transactions of a local authority. The Code applies to local government organisations across the UK including local authorities, police bodies, fire services and other local public service bodies.

This edition of the Code introduces a number of important amendments relating both to context and an understanding of requirements. Changes include:

- Implementation and emphasis of IFRS amendments relating to the application of materiality, and the requirement to avoid obscuring material information.
- Implementation of Amendments to IAS 19 – Plan Amendment, Curtailment or Settlement; with guidance on initial proxy assessment of quantitative materiality.
- Legislative amendments for England, Wales and Scotland.
- Amendments to reporting by pension funds to align with presentation practices under the Pensions SORP.
- Amendments relating to financial instruments.

Importantly, the 2020/21 Code includes a new appendix which sets out the agreed reporting text for the implementation of the deferred IFRS 16 Leases standard. This appendix will apply from 1 April 2021 and it will allow local authority accounts preparers to make effective preparations for the implementation of the standard in the 2021/22 financial year. Note that early adoption of IFRS 16 is not permitted, with the exception of Transport for London.



## Member News

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# Call for volunteers

**Voice of Freedom** works with people who have escaped trafficking and torture, bringing the voices of the enslaved to a wide public for the first time. The project enables survivors to document their lives, feelings and experiences through the camera lens, and supports them as they create texts in their own words to accompany the images. Our partners include Anti-Slavery International, the Human Trafficking Foundation and the Nottingham Rights Lab, one of the UK's foremost anti-slavery research bodies.

We are a small charity with very limited funds, relying on the support of volunteers to do our work. We are looking for a pro bono accountancy support. The role would entail:

- keeping the financial records of the charity
- liaising with CEO Leila Segal and the trustees
- organising receipts and accounts for each project, so that they are available to funders for inspection
- monitoring the requirements of Companies House and the Charity Commission, to ensure that Voice of Freedom submits accounts and other relevant financial documents on time, and the completion of those accounts and documents, in liaison with the CEO and trustees.

We offer:

- a unique insight into the work of a small humanitarian charity
- opportunity to contribute creatively to, and develop, the role in conjunction with trustees and CEO
- the opportunity to help improve the lives of some of the world's most marginalised and disenfranchised people
- a friendly and highly motivated team to work alongside
- payment of all appropriate expenses.

For further information please contact **Rochelle Mayner**.

## Member News

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# Spreadsheet update announcement

Spreadsheet is changing! In an increasingly digital world, we are updating how we bring you our regular news and features into a more flexible online format. Alongside our monthly members' newsletter, Membership Matters, we will continue to share features, regional news, and member interviews so that you can stay in touch and up to date with the public finance community.

If you have any feedback or suggestions for things you'd like to see, please [contact the editor](#).

## Call for stories

For our December edition, we want to hear from you! At the end of a challenging year for all of us, we would love to include any stories or reflections you might have about working in the public sector. Perhaps you want to pay tribute to colleagues, or share something from your local community.

Please send any contributions to the editor ([kathryn.hunter@cipfa.org](mailto:kathryn.hunter@cipfa.org)) by Friday 20 November.

# Obituary: Gerald Niblett

Gerald Niblett died peacefully on 6 June 2020, just short of his 93rd birthday. He graduated from Brasenose College, Oxford in 1951 with a degree in History, having had to delay the start to his university life when he was conscripted into the RAF in 1945 aged 18.

After Oxford, he joined Coventry City Council, where he spent his working life, retiring as Assistant City Treasurer (Exchequer) in 1985. Despite his lifelong love of history, Gerald qualified as a chartered accountant, initially with the IMTA, which later become CIPFA. During his career, he oversaw a huge period of change in the way local authorities served

their community, including the computerisation of the housing benefits and rents system.

A quiet and reserved man, the relationships Gerald built lasted all his life and he particularly valued his friendship with Keith Bridge, forged in their days together at Coventry, including the occasional 'all-nighter' balancing the books. After his retirement, Gerald was asked to step in to help reconcile the accounts following the 1986 local government reorganisation and the abolition of the West Midlands County Council. He also continued to act as Treasurer for the Coventry branches of Relate and Arthritis Care and for the Scout Association (Warwick District).

Gerald leaves behind a wife Patricia and two children, Caroline and Jonathan, as well as four grandchildren.

## Member News

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### Obituary: Lyn James

We were very sad to hear the news that Lyn James passed away on 7 May.

Lyn was a stalwart of South Wales local government finance. The highlights of his career were his appointment to the distinguished role of Treasurer at Mid Glamorgan County Council until it was abolished in 1996 and then as Director of Corporate Services at the newly constituted Bridgend County Borough Council upon its inception in April 1996.

Lyn led Bridgend through the challenging time of the abolition of the former County Council and the creation of the new authority. In 2003 he was appointed Deputy Chief Executive and Executive Director – Resources. Lyn was also the Treasurer to the South Wales Police Authority, a position he continued in until the Police Authority was succeeded by the Police and Crime Commissioner.

In retirement he used his skills, experience and financial acumen in several voluntary roles, including Age Cymru Gwent, and as treasurer at his local church of St Mary's Priory and St Christopher's Chepstow. As well as being a faithful and long-standing treasurer, Lyn was a Trustee of the Representative Body and a dedicated member of both the Investment Committee and the Ethical Investment Group. Lyn enjoyed travel and had a passion for photography.

Lyn's extra-curricular support to his profession was also wide and longstanding. A former member of CIPFA Council, he served as treasurer of the Association of Local Authority Treasurers in the late 1990s and he held a number of prominent roles in CIPFA panels, the Wales region and sectors. Among those Lyn played a pivotal role in the development of the Prudential Code, sitting on the steering group from 2001 to 2004.

In particular Lyn will be remembered fondly for his involvement in the South Wales and West of England Region and was instrumental in the creation of an all Wales region, travelling extensively to create what has proved to be a very successful development. Lyn chaired the Wales Forum from 2002 to 2007.

For those that worked with him Lyn will always be remembered for the way he supported the finance community, from encouraging trainees to mentoring emerging finance leaders and advising colleagues when they faced challenges. Many of us will also have memories of his warmth and generosity, always willing to share his experience and extensive stories and help on a personal basis, and influencing careers in many parts of the public sector.

Lyn will be missed in Wales and by the CIPFA Wales community. Our condolences go to his son Gareth and daughter Sarah and all of their families.

# Wellbeing Matters: CIPFA South West Region and Hays webinar

On 28 July, CIPFA South West partnered with Hays to deliver a webinar covering wellbeing and building resilience, following the publication of **the Hays report Wellbeing Matters**. I have noted the positive reaction of many of the apprentices I coach to the CIPFA wellbeing webinars and so this followed on well.

We were fortunate to have Karen Young, Director for Hays Accountancy and Finance and Matthew Lewis, Director of Hays Public Service as the keynote speakers. Matthew covered setting the scene pre-COVID, and the impact COVID-19 has had following research done by Hays. They surveyed over 16,000 professionals across the UK in April and May regarding their personal wellbeing and how employers were supporting staff.

Matthew identified that the 'head of finance' role was in top demand during April-June 2020, after not featuring in the top five during 2019 or Jan-March 2020. This was also reflected for 'financial accountant' roles, fourth in the top five without having featured before. This could point to a general reflection on the importance and need for these roles in times of crisis. Good governance must be taken seriously as decisions often receive lighter scrutiny in the interest of speed.

The **Wellbeing Matters** report included feedback from public sector finance staff that:

- 50% expected remote working to continue once lockdown ends as a part of a push towards wellbeing (slightly higher than UK overall at 45%)
- 49% plan to ask for more time to work from home (as opposed to 36% overall)
- 36% want to prioritise their health and wellbeing more.
- Karen's recommendations for employers and employees, based on her review of the feedback from the survey and her own experience, include:

Employees:

- Be aware of your own wellbeing, and accept help when offered.
- Make sure you are spending enough time on yourself, and set clear boundaries between work and leisure time.
- Be mindful of what comes next.

# CIPFA South West Region and Hays webinar

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And for employers:

- Be frank, and ask how the employee is feeling, in one to one session, to assess the impact of lockdown on the individual's wellbeing.
- Communication is key – make sure you update your team regularly.

Karen's top tips to build resilience were also very informative:

- Value and invest in your social network.
- Treat problems as a learning process.
- Avoid making a drama out of a crisis – stay realistic.
- Celebrate success.
- Develop realistic life goals for a sense of purpose and do something small every day.
- Take positive action.
- Nurture a positive view of yourself.

As President for CIPFA South West I have reflected on what we as an institute can do to help and encourage all our members and students:

- Encourage members to get involved via our Regions or CIPFA Students Network, or other volunteering opportunities.
- Communication – the Regions send out regular e-newsletters, so make sure your **preferences in MyCIPFA** reflect that you can receive those communications. CIPFA SW has its own **Facebook page**, **Twitter** and **LinkedIn Group**.
- CPD – keep up to date with your CPD. Join in when you see an interesting webinar, read PF magazine or Spreadsheet regularly, and consciously reflect on your own skills and behaviours.

For CIPFA South West members, let us know what we can do to support you regarding wellbeing and building your personal and professional resilience – email **[cipfasw@cipfa.org](mailto:cipfasw@cipfa.org)**.

I am hoping to arrange some more webinars with Hays, so tell me what you would like us to cover. You can **watch the recording** of the 28 July Hays event on YouTube.

*Christina Earls, CIPFA South West President*

## Regions

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### CIPFA North East 2020 AGM

On 16 July the CIPFA North East annual conference was held remotely. Over 20 attendees heard from our President, Jim Dafter, on highlights from his first year in post. This was followed by a review of last year's financial position by Matt Calvert, CIPFA NE Treasurer; the accounts were accepted by the executive. Re-election of executive members was also agreed at the meeting, with some non-executive volunteers stepping down. CIPFA North East would like to record their thanks and appreciation for the help and assistance by those volunteers over the time they have been involved.

Concluding the meeting, attendees heard from two key leaders in the North East region. John Fenwick, Nexus Director of Finance and Resources, highlighted the major challenges that the COVID-19 outbreak has placed on Tyne and Wear Metro services and finances. Patrick Melia, Chief Executive of Sunderland City Council, also explained the challenges faced from a local government perspective and how they have stepped up to provide services in such an unprecedented situation.



## Regions

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# CIPFA South West Student profile

Carron Holmes is a Senior Finance Manager with the Northern Devon Healthcare NHS Trust. She tells us about her journey from ACCA to CIPFA:

I left university in 1995 with a degree in Arts Management (a business-based course with a focus on working in arts and culture) and moved from my home in Durham down to Devon to work as an administrator with a new charity taking the arts to schools across the county. I immediately knew that working in the not-for-profit sector was for me. I enjoyed making the most of my skills and feeling that our work was having a positive effect within society. Making a difference at work is still my biggest motivator.

In time, I moved on to other roles in charities and studied AAT while working as a finance manager, firstly in an arts centre then in an economic development charity. AAT gave me an excellent grounding in accountancy technical skills but family life led to a ten-year gap before studying ACCA, by which time I was a finance director of a health and social care charity.

I chose to do a conversion course from ACCA to CIPFA when I realised how focused it was on the finances of public sector and not-for-profit organisations. When studying



ACCA, there was only one chapter in one of 14 modules that referred to not-for-profits. I thought, "That hardly even scratches the surface" and I knew that CIPFA would give me the knowledge and technical skills that I was looking for.

The conversion route for me involves two exams at strategic level. After passing the first exam, I started working with the NHS, my first day being the week after the COVID-19 lockdown! I've always believed in lifelong learning and, although the study is far from easy, I'm finding the combination of CIPFA study together with dealing with these issues on a day-to-day basis a great way to be better equipped in my job. The CIPFA South West network are being incredibly helpful and supportive as I continue my studies and career, which I hope will progress further in public sector finance.

*Carron Holmes, student, CIPFA South West*



### Exams update

**Pass rates for the June 2020 session** have been published. Congratulations to all who passed during the June session, under challenging circumstances.

Results for the September exams session will be published on **Friday 16 October**.

### New Student Network Officers

The **CIPFA Student Network** has recently elected a new set of officers. You can find out more about your Student Network representatives, including who's who from each CIPFA region, **via the committee webpage**.

### COVID-19 support

Keep an eye on our **COVID-19 support page** as it is regularly updated with the latest advice and guidance. You can also access the wellbeing sessions that were delivered earlier in the year, for some great tips on safeguarding your mental health.

### MyCIPFA

Don't forget to update your **contact details on MyCIPFA** so that we can stay in touch and you don't miss any important communications.

## Events

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# Public Finance Live – Online!

CIPFA's annual conference Public Finance Live will be going virtual across four days – from Monday 19 to Thursday 22 October – allowing you to take part wherever you are, addressing this year's theme: **COVID-19: Road to Recovery**. COVID-19 remains an ongoing threat to public health and the immediate future remains uncertain. We have made the decision to move our conference online this year and will be running live online sessions every day, available to view from your workplace or home.

Although we won't be able to get together in person this year, the opportunity to meet – albeit virtually – and explore the big issues is more important than ever. We look forward exploring online the opportunities and challenges facing the public services in the UK.

### What to expect

- Insight, debate, solutions and updates
- Tailor the conference programme around your interests and learning requirements
- Opportunities to explore and connect with exhibitors
- Enhanced academic and professional performance, earning up to 16 CPD hours
- Develop new contacts and share ideas

### Streams for 2020

Tailor the conference to your own personal needs and interests with our [content streams](#). New this year, two special spotlight streams, ideal for specialists or those interested in the topics:

- Trust and resilience
- Talent and skills
- Data and technology
- People and places

NEW FOR 2020 – special focused streams:

- Health and social care
- Counter fraud

To find out more about the programme and book your place, [visit our conference website](#).

## Events

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# CIPFA Property Sustainability Conference

CIPFA Property's Sustainability 2020 conference online on 26 November 2020 explores how we can transform our organisations and deliver more sustainable approaches to property, infrastructure and estates in efficient and effective ways. Themes of sustainable housing, sustainable technologies, ethical investments and sustainable planning offer both practical advice and insight to develop effective strategies for public services leaders and practitioners. This digital e-conference aims to replicate our physical events – [find out how](#).

- Attend key note sessions with inspiring thought leaders and prominent figures in both the public and commercial sector.
- Immerse yourself in how sustainability projects that effect change are actually delivered through best practice case studies delivered by innovative public/commercial project partnerships.
- Get real insight, guidance and advice to help meet arguably the world's greatest challenge; changing the paradigm and lens through how we must now see the world and live our lives.

[Book your place now](#)

## Events

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### Upcoming courses

#### Accredited Counter Fraud Specialist

This course provides the necessary practitioner skills and knowledge for the effective end-to-end management of fraud – from ‘up-stream’ activity of prevention and creating an anti-fraud culture to ‘down-stream’ investigation and resolution to the highest evidential standards.<sup>1</sup>

**Book now:** 5 October 2020

#### NED Certificate

A three-day course is focused on the roles and responsibilities of non-executive directors (NEDs), delivered in partnership with the Non-Executive Directors’ Association (NEDA). All CIPFA and NEDA members receive a discounted rate and pay £500.

**Book now:** 1 December 2020

#### Certificate in Fraud Risk Management

Aimed at experienced counter fraud specialists, audit professionals and risk and compliance managers, this course delivers the in-depth skills and knowledge needed to create an effective fraud risk management framework.<sup>2</sup>

**Book now:** 10 November 2020

#### Diploma in Corporate Governance

A practical and structured qualification aimed at increasing the knowledge and skills of those charged with making governance work in public bodies.<sup>3</sup>

**Book now:** 22 September 2020

#### Introduction to Finance Business Partnering

A one-day introductory course that sets out the thinking behind finance business partnering and the practical steps involved in becoming a trusted adviser who has real impact on the strategic decisions and direction of the organisation.

**Book now:** 9 October 2020

#### Diploma in Contract Management

One of our most popular courses, this qualification combines contemporary contract management theory and existing good practice and is designed to give you the knowledge, understanding and practical skills necessary for managing contracts effectively.<sup>4</sup>

**Book now:** 15 October 2020

#### Diploma in Commercial Skills

Formerly known as the ‘Commercial Mini MBA’, this course explores how to develop a commercial approach to planning, designing and delivering services whilst retaining your public sector ethos.<sup>5</sup>

**Book now:** 5 November 2020

<sup>1</sup> All CIPFA members and employees of organisations that subscribe to the Counter Fraud Centre are entitled to a 10% discount.

<sup>2</sup> All CIPFA members and employees of organisations that subscribe to the Counter Fraud Centre are entitled to a 10% discount.

<sup>3</sup> All CIPFA members and employees of organisations that are part of CIPFA’s Better Governance Forum are entitled to a 10% discount.

<sup>4</sup> All CIPFA members and employees of organisations that are members of our Procurement and Commissioning Network are entitled to a 10% discount.

<sup>5</sup> All CIPFA members are entitled to a 10% discount.

# Who's who at CIPFA

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