

Spreadsheet

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The online magazine for CIPFA members and students

AUGUST 2011

Eric Pickles, Communities Secretary,
on the

new public services landscape

at CIPFA's Annual Conference 2011

In this issue:

- The new CIPFA council
- CIPFA qualification changing
- CIPFA Midlands management games

CIPFA

The Chartered Institute of
Public Finance & Accountancy



End of presidential-year thoughts

The Institute adapts and changes in much the same way as the many organisations in which CIPFA members work: galvanising its defences against external threats, exploring how to do more with less, working with partners to maximise opportunities for growth.

It's 'all change' in the public services. As we move from implementing cuts to designing new cross-sector delivery models it's important to recognise that future success will depend heavily upon the actions of the public finance profession. We need to be competent and responsive, confident in our skills and judgement, and adaptable and energetic.

This issue marks the end of my Presidential year – a year in which we have all experienced huge changes and pressures. From my perspective, it has been a unique time to be leading CIPFA – there has never been a greater need and opportunity to develop our profession. I am convinced that CIPFA holds the key to unlocking the potential of public financial management on the world stage. In doing so, we will also ensure a strong sustainable Institute for future generations.

Thank you for giving me the opportunity to contribute to the development of the Institute through a period of profound change – and best wishes for the future.

Jaki Meekings Davis, Immediate Past President

In the next issue, Spreadsheet welcomes new President Chris Bilsland

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We welcome your feedback on Spreadsheet.

Please send your comments and suggestions for future articles to corporate@cipfa.org.uk.

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Spreadsheet

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Welcome to new CIPFA President



Chris Bilsland became the new CIPFA President at the Institute's AGM on 5 July in Birmingham.

He has served on CIPFA's council for the past ten years and spent the last year as Vice President.

Chris is also Chamberlain of the City of London, a post that dates back to 1237 and makes him the 79th Chamberlain in an unbroken line. The role makes him the Corporation's director of finance, treasurer and banker, with ceremonial duties that include admitting persons to freedom of the City.

Chris joined local government in 1972 and qualified as a CIPFA accountant in 1976. He worked for a number of authorities, including Somerset County Council where he was Corporate Director of Resources.

Sir Tony Redmond will be serving the Institute this year as Vice President and Ian Perkin will be Honorary Treasurer.

We look forward to hearing from Chris in the next issue of Spreadsheet.

CIPFA conference: the new public services landscape

We provide an overview of CIPFA Annual Conference 2011, for those of you who couldn't make it.

CIPFA annual conference, this year, explored the new public services landscape that is beginning to emerge as a result of spending cuts and the coalition Government's reform programme.

Opening the annual event in Birmingham, CIPFA President Chris Bilsland called for an end to the fixation on cuts and debt in isolation, and a new focus on creating the right level of spending and investment in public services to maintain international competitiveness.

Our new President was followed by Richard Koo, Chief Economist from the Nomura Research Institute, who set out his argument that the UK needs to heed economic lessons from Japan. In a fascinating speech, Richard suggested that the deficit reduction measures, currently underway in the UK, mirror the measures taken by Japan's government – measures that contributed to its protracted recession.



Richard Koo



Patrick Butler



Phillip Blond

chaired with aplomb by The Guardian's Patrick Butler. Leading Big Society exponent Phillip Blond outlined the conditions that he believes create the need to seek greater community engagement and writer

Toby Young gave a compelling account of his experience with bureaucracy in establishing the West London Free School.

Other conference highlights from day one included an exceptional debate on the Big Society,



RT Hon Margaret Hodge

Day two opened with the Rt Hon Margaret Hodge, Chair of the Public Accounts Committee, sharing her analysis of transparency and accountability in the age of austerity.

Mrs Hodge commented on how CIPFA members' skills will be essential in keeping track of spending as the mix of public service providers grows more fragmented, adding that: 'Your role is hugely important now in following the pound and ensuring value for money. We need you to be at the heart of work in the public sector to ensure value for money. Our job is to follow the money and your job is to help us.'



Eric Pickles

Conference then welcomed Communities Secretary Eric Pickles, who called for 'entrepreneurial zeal' on the part of public sector finance directors. He went on to announce that the new wave of transparency would call for tenders and contracts worth more than £500 to be published online, and lauded the work of local bloggers in highlighting inefficiency in public spending.

Stephanie Neely, elected treasurer of the US city of Chicago, followed the Secretary of State. Treasurer Neely told conference that Chicago was asking taxpayers how many services they were willing to give up in order to close the city's \$700m deficit.



Stephanie Neely

She added that the deficit is expected to reach \$1bn in a few years, and will lead to 'some extremely difficult choices that will drastically change Chicago for the next generation', echoing the challenge facing the UK public services.

CIPFA conference 2011 was closed by leading public services thinker, Lord Bichard.

In a riveting session chaired by CIPFA President Chris Bilisland, Lord Bichard argued that localism can only be achieved if central government ceases making policy and setting targets in silos.

He went on to suggest that the coalition Government's approach to public service reform lacks coherence, adding that 'there's no convincing vision or convincing strategy on public service reform yet'.



Lord Bichard

Full coverage of all the key sessions at CIPFA annual conference is available at www.publicfinance.co.uk.

CIPFA and IIA, championing internal audit together

The Chartered Institute of Internal Auditors (IIA) and the Chartered Institute of Public Finance and Accountancy (CIPFA) are now working together to champion the internal auditing profession in the public services.

As a CIPFA member, this will mean that you can use IIA training events as part of your CIPFA Continued Professional Development (CPD), and CIPFA training events as part of your IIA CPD. There will also be discounts for IIA members accessing CIPFA guidance, and discounts for CIPFA members accessing IIA guidance. These joint benefits will be available whether you're an internal auditor working in the public sector, or a public financial accountant working in internal audit.

The institutes also plan to work together to develop a joint framework for internal audit across the public services, based on the IIA's global standards with a public-sector slant added by CIPFA.

CIPFA Chief Executive, Steve Freer, said:

'Both institutes have a strong interest in the development of internal audit in the public services and it therefore makes sense for us to collaborate in this area.

'As the public services adapt to reduced funding and roll out major reform programmes, effective internal audit is more crucial than ever in ensuring transparency and accountability in managing financial and other risks'.

IIA Chief Executive, Dr Ian Peters, said:

'Collaboration between the IIA in the UK and CIPFA demonstrates the commitment of both organisations to work together to develop the internal auditing profession in the public sector.

'Public service organisations stand to gain over the long term from a consistent joint structure for guidance which embraces our global standards, the International Professional Practices Framework.

CIPFA qualification to get even better

CIPFA is launching a new leading edge CIPFA qualification in our most substantial change in over seven years. The new syllabus, which will be taught from January 2012 and examinable from June 2012, is a stronger fit for a new public services environment and will better support students and employers.

If you are a current or prospective student, we are committed to ensuring a smooth transition for you. You should have received a letter detailing the changes.

The new syllabus retains the specialism of CIPFA: combining the technical aspects of accounting with the uniqueness of public finance management; but goes further by developing skills in areas such as commercial expertise, innovation, law, accountability and transparency.

We are officially launching the new qualification to prospective students and employers in September and would love to involve members as much as possible. If you have some feedback that would make us glow with pride, or if you fancy being famous in the public finance world – by featuring in one of our case studies – email Julia Knight on: julia.knight@cipfa.org.uk.

Find out more at www.cipfa.org.uk/newpq



CIPFA distance learner wins PQ award

CIPFA student, Natalie Gilmore, has been named as PQ magazine's best distance-learner for 2010.

Mother of two, Natalie is successfully combining raising her young family with work and studying for CIPFA. She works as a costing and income accountant at the 5 Boroughs Partnership NHS Foundation Trust and was nominated for the award by Alan Sansbury, from NHS North West, and John Mcluckie, from 5 Boroughs.

Asked what makes Natalie such a deserving winner, Publisher & PQ Editor Graham Hambly said:

'A working mum, Natalie decided distance learning was the only way she was going to get some sleep! Taking the distance learning route ensured she could balance all the demands in her life. At work it gave her the flexibility to put in the hours to help her trust achieve Foundation Trust status.

'On top of all this she involved herself in the NHS North West's student group and was a member of the Healthcare Financial Management Association (HFMA) North West branch. And she helped set up a student group within 5 Boroughs Partnership Trust and ensure they attained NHS North West's Finance Skills Development Level 1 accreditation for the first time.

So you can see how Natalie managed to shine out in this hotly-contested category.'

On winning the award, Natalie said 'I was really excited and sent text messages to everyone I know!'

An interview with Natalie

1. What made you choose a career in finance?

After graduating in fine art, I remember reading through a mountain of postgraduate prospectuses and being drawn to the finance ones. I enrolled on a modern apprenticeship initially as an internal audit trainee and started studying with AAT.

2. What was the most important factor in your decision to study CIPFA?

I'm fully committed to a career within the NHS. CIPFA was (and should be) the qualification of choice for a career in public finance.

After completing the AAT I started studying CIMA. I found the syllabus really geared towards the private sector and started to question the relevance it had to my career plans. The most



important thing about the switch to CIPFA was the sector specific learning and the consistent focus on public sector working.

3. What drove you to apply for your current job?

I was previously at a Strategic Health Authority and I really wanted a role that was out in service. The Trust had an excellent reputation, was performing well and was just about to go through the Foundation Trust process. I thought that was a really great time to join.

4. What does your job involve?

I'm the costing accountant for the Trust, and prepare the national costing returns such as Reference Costs and Programme Budgeting. I'm also responsible for implementing Service Line Reporting at the Trust.

5. Would you describe your job role differently to friends?

My friends would switch off immediately if I even tried to explain what I did...

6. How has the qualification helped you in your day-to-day duties?

Gaining a professional qualification gave me a massive confidence boost, professionally. And I acquired skills I didn't even know I needed. For example I never thought techniques such as activity based costing would be relevant to me when I worked as a management accountant – until I started working as a costing accountant.

7. How does your employer support you?

The 5 Boroughs Partnership is accredited by CIPFA as a Best Practice Employer. Throughout my studies they provided access to training, financial support and time.

8. How will becoming a CPFA help you in your career aspirations? It will really help me make that next level within the organisation.

Time for a change – says Spring CIPFA consultation panel

CIPFA stakeholders have overwhelmingly agreed – in the CIPFA Consultation Panel spring survey – that the public sector needs to look ahead and change the way it does business with customers (82%)

In March and April, a cross section of members, students and CIPFA Business customers across the public sector were invited to have their say on the proposed changes to the way public services are delivered, and what impact this will have on them.

Whilst it was agreed that change was needed, panel members also said that adequate investment was required to help set up new methods of service delivery (83%), and the government needed to provide enabling frameworks to allow them to succeed (73%).

They also expressed concern that a move to a contract/ commissioning-oriented public services – involving more outsourcing to private companies – would result in a much reduced public service, rationalisation of services based on price, and reduced quality of services.

Panel members overwhelmingly felt that decentralised (94%) and outsourced bodies (94%) should be brought within transparency/performance requirements. And 75% believe it will be difficult to monitor and scrutinise the workings of a range of external providers in future.

Southend-on-Sea recognised for ground breaking audit work



The internal audit team from Southend-on-Sea, headed by Linda Everard, is this year's winner of the Cliff Nicholson Award for Innovation and Excellence in Public Service Audit.

Linda received the award from the chair of the CIPFA Audit Panel, Anthony Barrett, at the CIPFA Audit Conference in May.

The Southend-on-Sea team had established an internal audit working group, joined by a number of local services, to provide ground-breaking audit work. This included a cross-partner review of the Local Safeguarding Children Board where the Council, health, police and probation services co-operate to safeguard and promote the welfare of children and young people within the local area.

Linda Everard, Head of Internal Audit at Southend-on-Sea Borough Council who received the award on behalf of her colleagues said:

'We are proud to be recognised by CIPFA for working with our public sector partners to help the Southend Local Strategic Partnership assess whether services, which rely on cross sector working, are delivering real outcomes to the public and specifically local children.'

Cambridgeshire Health Internal Audit Service and Falkirk Council were 'highly commended' in the awards.

CLIFF NICHOLSON CBE, CPFA



Mike Barnes, CIPFA Past President, honours the life of Cliff Nicholson, CBE, CPFA.

It is with great sadness that we report that Cliff Nicholson, CBE – former Deputy Controller of the Audit Commission – died on 1 May this year, aged 79.

Cliff was CIPFA President in 1990/91. His CIPFA legacy lives on through the annual Cliff Nicholson Award for Innovation and Excellence in Public Service Audit.

An exceptionally-gifted man, Cliff rose to the top of his profession. In 1976 he was appointed District Auditor for London audits. Promotion to Deputy Chief Inspector of Audit and Acting Head of DA followed. He was the architect of the Audit Commission, keeping alive the idea of an independent commission first mooted in 1970 until its creation in 1983.

His outstanding contribution to audit was rewarded with a CBE in 1986.

To a generation of auditors, Cliff was an extraordinary influence and a father figure who inspired great respect, loyalty and affection. We will remember him most as a man of great humility, professionalism and integrity, possessing unfailing patience and good humour. His family and friends will miss him enormously.

CIPFA Placements becomes CIPFA Recruitment

CIPFA now offers permanent as well as interim recruitment services, in finance and HR, through CIPFA Recruitment.

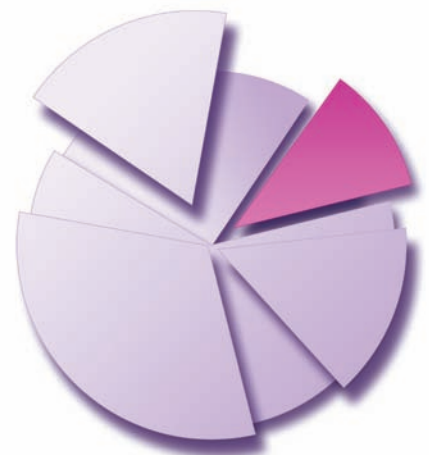
Building on its reputation for recruiting the highest calibre interim finance staff, CIPFA Placements has expanded its services and been renamed to reflect the scope of its new business offer. CIPFA Recruitment Services is a total recruitment service supplying interim and permanent finance staff at all levels, together with interim HR professionals.

The new business provides support at every stage of the recruitment process including campaign management, search and selection, bespoke assessments, career development and coaching.

Gill Kelly, Associate Director of CIPFA Recruitment Services, said:

‘We are delighted to be able to offer a permanent division and HR practice. As the public sector changes, so do we. Now, we can provide a total service as CIPFA Recruitment Services.’

If you need assistance with recruiting staff members, go to www.cipfa.org.uk/recruitment



CIPFA Council announced

We’re delighted to announce the CIPFA Council for 2011/12. Thank you to everyone who took the time to vote. Co-options to Council will be confirmed following the annual general meeting in July.

The top three candidates from last year’s election topped the poll again this year Judith Savage, management accountant at Stockport Metropolitan Borough Council took the top spot (998 votes), Claire Granvil, senior finance manager at Doncaster & Bassetlaw Hospitals NHS Foundation Trust was in second (960 votes), and Jane Cuthbertson, who is on secondment to BT Tyneside, came third (927 votes).

There were also two brand new members – Paul Dransfield, of Birmingham City Council and Sarah Howard, of Grant Thornton.

The 2011/12 council members will join the 2011/12 Officers, who were announced in January.

President's diary

Lessons learned

My last diary piece reflected on lessons which might be learned from my then approaching visit to the Republic of Ireland – a country which knows life will never be the same again. It was fascinating to meet members there and to get a sense of their experience of a different order of austerity than we have faced to date in the UK.



The theme of the need for 'big decisions' by CIPFA itself has dominated the past few months – including discussions about changes to the profession, public audit, the NHS, Police, Local Government and many more. I particularly enjoyed the debate at the Audit Conference in Brighton about the challenges set by the Big Society agenda for our existing models of accounting and auditing.

We continue to make important moves in response to the fast changing landscape and I was especially pleased to see the formalisation of our collaboration with the Institute of Internal Auditors which is good news for internal audit in the UK public services and potentially much more widely. As I write, a contract to develop public financial management skills in Nigeria and important developments to promote use of the CIPFA Financial Management Model in the USA and Canada are being finalised.

All this work, in the UK and overseas, aims to build a sustainable future for the Institute, exploiting the full potential of our unique skills and knowledge in public financial management.

It has been a real pleasure throughout my year as President to welcome new members into the Institute. I presented certificates at the Scottish Graduation Ceremony in May – a great event for students and families and a fabulous setting at Glasgow City Chambers – and at Robert Street for the South East region. Both events provided evidence of the broad

church that is CIPFA. The Institute has a great track record of providing an opening into the profession for people from non-professional backgrounds. Many of us are extremely grateful to our employers and the CIPFA route to qualification for providing those opportunities and I'm pleased to report that this tradition is alive and well.

At the other end of the spectrum of professional life, I've met with Past Presidents and retired members – including the former Director of Finance of Nairobi City Council. All continue to be interested in the Institute, our activities and future direction. A review of the Institute's relationship with retired members is underway – collectively they represent a significant proportion of our members and a potential resource – they need to be recognised and (where willing and able) used to good effect.

This is my final piece for Spreadsheet. Being President has been a unique opportunity – especially at such a critical time – and I have been fortunate to meet a huge number of members from an amazing range of organisations. It has also been great to meet up with old friends and colleagues, and learn about new and interesting areas. So, a big thank you to all the volunteers who have made it such a valuable and enjoyable experience, and of course, to Steve Freer and the staff at CIPFA who do so much to ensure our continuing success.

Best wishes to all of you, and especially to Chris Bilisland my successor, for the future.

CIPFA Education and Training Centre students sweep the board in CIPFA prize-winners list

In April, nine out of eleven of the CIPFA awards for CIPFA Professional Qualification Final Test exams were bestowed on CIPFA Education and Training Centre (CETC) students.

Prize winners were presented with their special awards at an event held at CIPFA's head office on Wednesday 20 April 2011. The prizes were awarded to students who demonstrated the highest performance in their Final Test of Professional Competence in 2010.

Giles Orr, Head of CIPFA Education and Training Centre said 'All of these prize winners deserve our congratulations as we recognise their hard work and dedication to their training. We are extremely happy that CIPFA Education and Training Centre is continuing to help students excel.'

Prize	Winner	Employer	College
Arthur Collins Memorial Medal	Helen Whyman	KPMG	CIPFA Education and Training Centre London
First Place and Richard Emmott Memorial Prize	Caroline Humphreys	KPMG	CIPFA Education and Training Centre London
Second Place and Prize for the Case Study	Karen McNish	Dumfries & Galloway Council	CIPFA Education and Training Centre Edinburgh
Third Place and Prize for the Case Study	Nina Chandler Christopher Szubert	Cheltenham BC Hampshire CC	CIPFA Education and Training Centre Bristol CIPFA Education and Training Centre London
Eric Gilliland Memorial Prize	Helen Whyman	KPMG	CIPFA Education and Training Centre London
Second Place and Prize in SBM	Linzi Gledhill	Grant Thornton UK	CIPFA Education and Training Centre London
Third Place and Prize in SBM	Eleanor Hodgson	Fife Council	CIPFA Education and Training Centre Edinburgh
Audit Commission Prize	Emily Cross	Audit Commission	CIPFA Education and Training Centre London
Health Service Prize	Helen Fullwood Tracey Sopp	Countess of Chester Hospital NHS Foundation Trust Northumberland Tyne and Wear NHS Trust	Distance Learning

CIPFA membership – not just a piece of paper



Tom Taylor, Department for Environment, Food and Rural Affairs, explains why receiving his CIPFA membership certificate meant so much to him.

I've always found interesting the value people attach to inanimate objects. I received my latest cherished trinket – my membership certificate – at the CIPFA South East new members event on 24 May. While it was lavishly-embossed and impeccably-presented by CIPFA President, Jaki Meekings Davis – it was essentially just a piece of paper.

And yet it means so much more to me. It represents the key to what I hope will be an exciting new career. It is a symbol to others of my professional skills and ethics. It is also a reminder of the many hours I spent in dedication to see this qualification through, despite the initial hair-pulling frustration with double entry book keeping.

But perhaps more than all that, taking it in my ever so proud hands signified the end of sacrificing family time for study time. That's why it was especially lovely to be able to take my wife and 7-year old son to the new members event, as they have shared this journey with me. So it may be just a piece of paper, but to me it's priceless – still, I wouldn't have said no to an American college-style bejeweled graduation ring...

Other new members

Tom was welcomed to membership alongside 19 other people:

- | | |
|--------------------------|---|
| Mike Fitch | Shepway District Council |
| Matt Green | Portsmouth City Council |
| Beverley Crowe | Department for Work & Pensions |
| Laura Wingham | Metropolitan Police |
| Nataly Kuchergina | Richmond-upon Thames London Borough Council |
| Stephen Leitch | Sutton Housing Partnership |
| Sean Cosgrove | Lambeth London Borough Council |
| Loretta Okpokiri | Audit Commission |
| Joan Lewis | Ministry of Justice |
| Helen Bolger | Lambeth London Borough Council |
| Omolayo Sokoya | London Fire Brigade |
| Tracy Barnett | Hackney London Borough Council |
| James McEwen | Department for Work & Pensions |
| Doug Siebert | Metropolitan Police |
| Sarah Williamson | Lambeth London Borough Council |
| David Folorunso | Hackney London Borough Council |
| Tom Taylor | Defra |
| Hina Siyani | Greater London Assembly |
| Jon Evans | Surrey County Council |

ACT prize goes to Cert ITM-PF student

CIPFA student Karen Tonge has won the Association of Corporate Treasurers prize for academic excellence.

Karen, Treasury Manager at Lincolnshire Council, achieved the highest marks in the Certificate in International Treasury Management – Public Finance (Cert ITM-PF) examination paper. The Cert ITM-PF a joint qualification from CIPFA and the ACT.

She said: 'When the ACT and CIPFA joined forces to offer the Cert ITM-PF qualification, I jumped at the chance to enrol.'

She added: 'Since taking Cert ITM-PF I have gained confidence within the treasury management arena. I have a better understanding of fair value accounting requirements

and the banking systems available and in place for the council, so taking the qualification has definitely improved my day to day performance.'



Enrolment for the Cert ITM-PF closes on 15 September 2011, if you would like to find out more about studying the Cert ITM-PF, please contact our Student Recruitment team on: 020 7543 5656.

CIPFA is pleased to welcome 37 new professionally-qualified members in this issue of Spreadsheet.

Jo-Anne Sarah Ashford	Fife Council
Helen Maria Barlow	Shropshire CC
Tracy Barnett	Hackney LBC
Tom Bidwell	Merton LBC
David John Blakesley	Doncaster MBC
Graham Booth	South Lanarkshire Council
Rachel Jane Brunton	North East Lincolnshire Care Trust Plus
Marcie Chase	Certified Management Accountants of Ontario
Barry Collie	Fife Council
James Dalton	Welsh Health Specialised Services Committee
Nikhilesh Balfour Dasgupta	Surrey CC
Helen Jane Edmonds	Audit Commission
Jonathan Evans	Surrey CC
David Foloronso	Hackney LBC
Helen Elizabeth Hamilton	Audit Commission
Rachel Henderson	The City of Edinburgh Council
Jan Hulley	Birmingham City Council
Lucy Killoch	Audit Commission
Janet Kimber	Birmingham City Council
Nicola Anne Leslie	Coventry City Council
David Ross Livingstone	Neath Port Talbot CBC
James Peter McEwen	Department of Work And Pensions
Emma McGrotty	University of Strathclyde
Danielle Mills	Department of Finance And Personnel
David Anthony Miskell	Worcestershire CC
Julie Murphy	Stockton-on-Tees BC
Simon Barry James Palmer	Chelsea And Westminster Hospital NHS FT
Justin James Rumball	South Yorkshire Police
Kulsum Seth	Pricewaterhouse Coopers UK LLP
Hina Siyani	Greater London Authority
Adam Charles Swain	Audit Commission
Roazalyn Janyne Vernon	Wiltshire CC
Amy Elizabeth Webb	North East Lincolnshire Council
Stephen Webb	Home Office
Thomas Oliver Wilkins	Audit Commission
Lawrence Waishing Wong	Audit Commission
Samina Parveen Yasir	Greenwich LBC

Are you eligible to apply for membership – the important final step to completing your qualification? You should be proud to be able to use your designatory letters CPFA and term yourself a Chartered Public Finance Accountant, after all that hard work studying with us. The letters also make it clear to managers, colleagues and future employers that you are a member of the worlds only professional accountancy body to specialise in public services.

If you have any questions about the membership process please contact Joanna Hall – Membership Administrator on 020 7543 5646 or email joanna.hall@cipfa.org.uk.

CIPFA Midlands' Management Games closely-contested

This year's popular Sixth Form Management games, run by CIPFA Midlands, were closely-contested, with teams in Birmingham separated by only three points.

The games engage Sixth form students from different schools in aspects of 'running' a fictitious public body. Each school works as a seven member 'management team' which must produce a final report at the end of the game.

With the help of CIPFA volunteers this year games took place at De Montfort University (DMU), Leicester and Staffordshire University, Stoke (on 22 June), Nottingham Trent University (on 29 June), and on 13 July at the University of Worcester and Tally Ho Police Training Centre, Edgbaston, Birmingham.

The game in Edgbaston, Birmingham was a very close run affair – three points separated the three teams. The Cardinal Newman (Coventry) team was first in line, closely pursued by King Edward VI (Lichfield) and Coundon Court (Coventry).

There was also a close finish at the first of the games in Leicester, first place was taken by Kenilworth School and Sports College and second place by Southfield School (Kettering). The other two teams were from City of Leicester and President Kennedy (Coventry). There was a great "buzz" throughout the day, with some excellent team and individual performances and responses to a variety of challenging tasks.

The Staffordshire University games was won by Westwood College with Abbot Beyne in second place. Nottingham Trent University games were won by Colonel Frank Seely School, with North Hykeham Joint Sixth Form taking the runners up spot.

Once again, thanks go to CIPFA in the Midlands volunteers - members, students and retired members for their fantastic efforts putting the games together. The games are a great way to bring the real world of public financial management to young people in an interactive and, above all fun, environment.

Thanks to Sir John Betjeman

Bill Capps describes CIPFA South East retired members' tour of St Pancras.

A visit to a railway station can be fascinating, and it is not difficult to share Sir John Betjeman's enthusiasm for railways and Victorian architecture. Some 25 retired members of CIPFA South East proved it, on a tour of St Pancras International.

Betjeman, Poet Laureate in 1972, campaigned furiously against plans to demolish the stunning St Pancras Chambers (formally the Midland Grand Hotel) and the adjacent train shed, to amalgamate the station with King's Cross. In 1967 both buildings were saved and granted their current status as Grade 1 Listed Buildings.

Forty years later the station reopened as St Pancras International, operating the Eurostar to Paris and Brussels. In 2012 St Pancras will also be the terminus for the Hitachi 'Javelin' train, which will provide a seven minute service to the Olympic site in Stratford.

We learned about all this from our eloquent and knowledgeable guide, a civil engineer. We met up in a building adjacent to the eastern side of the station, called the Gymnasium, and were shown models of the area and of the station with the five tube lines which pass under it, and the canal which flows through the site.

The two terminal stations, St Pancras and Kings Cross, were built in the late 1800s as near to the Thames as was allowed



The statue of Sir John Betjeman, at St Pancras International, sculpted by Martin Jennings. Image courtesy of Troika/HS1.

– one station for each of the railway companies seeking to exploit trade from the north to the capital. The proximity to the canal facilitated the delivery of products.

Our guide explained the very careful work carried out to the renovated sections which had been showing signs of wear over the past century and a half; for example, 16 million bricks had to be made to match the originals and 20,000 litres of paint specially-mixed to match the roof's 1860 sky blue colour.

A new flat-roofed section has been added to Barlow's ironwork span, to accommodate the longer Eurostar trains. The station also operates lines to the Midlands and the north.

We didn't have time to visit the 314ft-long champagne bar – the longest in Europe. But we did enjoy our lunch at the Betjeman Arms, after which we thanked Eric Keighley for organising another very successful event in the CIPFA South East calendar.



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information service

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Regional and volunteer support

T: 020 7543 5781

CIPFA South East: In the eye of the storm

On 25 May CIPFA South East held a successful free of charge event, *In the eye of the storm – delivering services in times of fiscal constraint*. The evening involved three presentations, an open forum, and a networking reception, and was hosted by Navigant Consulting at their London Office.

Ian Carruthers, CIPFA's Policy and Technical Director, explained how the role of chief financial officer (CFO) will be central to the success of public sector bodies following the tough Spending Review.

Speaking after the event, Ian said: 'It's good to have these opportunities to present to our members and to hear, at first hand, the sorts of issues they are facing and the support that they would like CIPFA to provide for them in their work.'

Ian's presentation followed that of Richard Vale, Managing Director of Navigant: Cost cutting is easy, operational transformation is hard; why the Public Sector should be more ambitious. Richard's session outlined some of the measures authorities could take to deal with the situation the continuing financial squeeze was causing and explained how they might work using public and private sector examples. There was also a presentation by Damian Dewhirst, Associate Director of Navigant, on Financial Resilience.

Richard said: "It was good to meet so many enthusiastic CIPFA members and students who clearly are working very hard to help their organisations adapt to the tremendous challenges presented by the post CSR settlements. Navigant are pleased to be able to host a CSE event with such a topical theme."

The event was well received, attendee Gareth Robinson said: "I really enjoyed all the presentations – I have lots to share with my colleagues at work tomorrow! The networking reception gave lots of chances to continue the topics in discussion and to share views on other issues in our everyday working lives."

John Thornton CIPFA South East (CSE) Vice Chair (Event chairman) said: "these presentations will help to bring together the recent CIPFA professional guidance and the daily experiences of our members, as they work to improve financial resilience in their organisations. CSE is committed to presenting more of these CPD evening sessions across our region – they are being very well received by our members."

CIPFA South East offers a programme of events through the year, take a look at the CIPFA South East events web page for further information.

Cymru-Wales holds its first meeting

Why is the start of the fourth term of the National Assembly for Wales, like the first meeting of the CIPFA Cymru-Wales Executive? Steven O'Donoghue explains.

May 2011 saw two important events in Wales: the beginning of the fourth term of the National Assembly for Wales (following the Assembly elections) and, the first meeting of the all-new CIPFA Cymru-Wales Executive.

Despite being on different levels altogether, there are many similarities between the two. The Assembly received greater powers with an extension of devolution. The new all-Wales region for CIPFA had new representatives elected; new ways of working and roles and responsibilities agreed; ambitious programmes for delivery developed. And both share a passion for doing all that can be done for the people in Wales that they represent.

The Executive of the new Wales Branch held its first meeting, making it a priority to get a programme of CPD events for Wales' members up and running. Look out for details of

events, in North and South Wales, coming soon on the Wales website, and mark the following events in your diary now:

15.00 – 8 September, Managing Your Future, Cardiff

15.00 – 10 October, Shared Services Architect's Programme, Cardiff

The Wales Executive is also working hard on this year's Conference for the Regions on 15/16 September in Cardiff. If you'd like to volunteer to help organise this event, or help out during the conference, email the Wales President.

We'd also love to hear from you regarding ideas on how we can make the new Wales Branch a success in delivering what our CIPFA members want. Can you host an event? Do you have an idea for an event topic? Do you know any great speakers that can help us? Or would you like to head-up a special-interest group? Again, email to the Wales President.

Steven O'Donoghue, CIPFA Cymru-Wales President,
steven.o'donoghue@wales.gov.uk / 029 2089 8746.

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CIPFA Northern Ireland Student of the Year 2011

Stephanie McCoy from the Northern Ireland Audit Office was this year's winner of the CIPFA Northern Ireland Student of the Year Award 2011 at the CIPFA Annual Chairman's Luncheon, held at Belfast City Hall earlier this year.

Stephanie is currently at the Diploma stage of the professional qualification and has demonstrated a keen interest in her studies and achieved a remarkable average mark of over 70% across all the papers she sat during 2010.

Colin Langford, Head of Academic Programmes, said "The annual award is a tangible recognition of hard work and dedication on the part of the most able professional qualification student who studies with us. Stephanie is a very worthy and popular student and we all wish her on-going success in her studies."

Stephanie said, 'It is a real honour to be awarded Student of the Year, and I am grateful to both CIPFA and the NIAO for all the support they have offered.'

There was a fantastic turnout at the event held in the grand surroundings of Belfast City Hall. The 120 guests were welcomed by branch chair, Michele Woods. Also, the keynote speech was presented by Aideen McGinley, Chief Executive of Ilex Urban Regeneration Company, who spoke about Derry's successful bid for City of Culture 2013 and the far-reaching social and economic benefits that this great achievement will bring.



L-R Aideen McGinley, Ilex Urban Regeneration Company; Jaki Meekings Davis, CIPFA President; Stephanie McCoy, Northern Ireland Audit Office; and Michele Woods, CIPFA Northern Ireland Branch Chair



L-R Michele Woods, Chair, CIPFA Northern Ireland Branch and Nigel Smyth, Director of CBI Northern Ireland

Northern Ireland lunchtime events swing into action

The 2011 series of Northern Ireland Branch lunchtime events is off to a cracking start. In February, we addressed the critical issue of re-balancing the Northern Ireland economy to boost the private sector – how this might work in practice and its implications for the public sector

Nigel Smyth, Director of the Confederation of British Industry (CBI), Northern Ireland, offered delegates valuable insight into CBI's views on how the Northern Ireland economy can be re-balanced. After setting the wider economic context, he discussed reform of the public sector and key priorities and challenges for growing the private sector.

The second event in March addressed the topical issue of Government spending priorities. As Public Spending Director in the Central Finance Group of the Department of Finance and Personnel (DFP), Richard Pengelly was well positioned to provide an up-to-date insight into the impact of the wider UK position on public services in Northern Ireland as well as current and future spending plans.

At the third event in June, Nicki Holt, Director of AuditR Limited, led a stimulating discussion on the range and volume of reviews which the public sector is subject to, and considered options for improving efficiency and reducing duplication. Drawing on parallels with the financial services sector, she shared her thoughts on developing and using external reporting standards in the public sector.



L-R Michele Woods, Chair, CIPFA Northern Ireland Branch and Nicki Holt, Director of AuditR Limited

Are you an authentic leader?

Rebecca Bazeley considers authentic leadership, with a little help from CIPFA learning centre

Authenticity is a term that is increasingly being used in relation to leadership. With a global recession in full swing, largely precipitated by lack of good governance in finance and politics, faith in our leaders is at an extremely low ebb. The need for authentic leadership has never been more apparent.

So, what does it mean to be an authentic leader? It turns out the answer to this question can be found in the CIPFA Learning Centre (CLC) good practice materials, within edited extracts of *Why Should Anyone Be Led by You?* These extracts are taken from one of a number of leadership books written by Rob Goffee and Gareth Jones – experts in organisational culture, leadership and change.

What Goffee and Jones believe is that in an increasingly savvy and cynical society, followers are looking to leaders to provide them with the context and meaning that underlies that performance.

For the study which informs their book, they interviewed a cross-section of leaders from the then Director General of the BBC, Sir Greg Dyke, to a round-the-world yachtsman, a head teacher and a soldier in Zimbabwe.

The three aspects of leadership

Goffee and Jones believe that there are three fundamental aspects to leadership itself:

1. Leadership is situational

Leaders who can adapt their leadership style to a variety of situations are more likely to succeed in the longer term. For example, Nelson Mandela has been able to adapt his leadership style to differing contexts, thereby leading others through apartheid and beyond in South Africa. Such adaptive behaviour requires a mix of sensory and cognitive abilities.

2. Leadership is non-hierarchical

Having some kind of leadership role or title does not necessarily make people leaders. Instead, leadership is something that can occur at any level of the organisation, irrespective of status. The military is a good example.

3. Leadership is relational

To be a leader you need to have followers and there are four key things that followers look for from their leaders:

1. Authenticity

Followers want leaders who are good at what they do, but who have not lost sight of where they have come from, or who they are. Greg Dyke, former Director-General of the BBC, is a good example. A grammar school boy, his approach to heading the comparatively-stuffy and bureaucratic organisation was to 'cut the crap'. Although it did not endear him to his fellow board members, he was well-liked and respected by the BBC staff.

2. Significance

Followers tend to respond to leaders who make them feel like their contributions matter. Followers who are made to feel significant by their leader tend to respond with loyalty and support. Goffee and Jones give the example of former General Electric boss Jack Welch, who despite having a multi-million dollar organisation to run, would hand-write notes of thanks and encouragement to staff.

3. Community

According to Goffee and Jones, followers also look for their leaders to create a sense of common purpose at work, and a desire within the group to relate and interact with each other. Unfortunately, this is the aspect that leaders struggle with most, and few actually ever achieve. Notable exceptions are Richard Branson (Virgin), and Herb Kelleher (Southwest Airlines), both of whom have brought strong personal values and a sense of fun to their organisations.

4. Excitement

While different types of people can make effective leaders, Goffee and Jones believe that what followers really want is to get a buzz and feeling of excitement from their leader. It's human nature to want to feel engaged and to be part of a success story. Again, Richard Branson exemplifies this.

For an exploration of the behaviours of the 'authentic leader' – at any level in the organisation – log on to the CLC, where you'll also find a case study of Richard Branson – one of the world's most successful 'authentic leaders'.



Antonio Caruda and Mark Marshall at a project site in Sudan

‘You have to know how to talk to these guys’

Mark Marshall (CPFA) and Antonio Caruda (European Court of Auditors) present a flavour of some of the fascinating experiences they had during a European Court of Auditors visit to Palestine and Sudan.

In the five years preceding our visit, the European Commission had channelled increasing amounts of overseas aid through United Nations organisations. At the request of the European Parliament, the European Court of Auditors launched an audit to examine why, and whether the monitoring arrangements were adequate.

Our audit work centred on the submission of questionnaires to 18 countries concerning 52 funding agreements with UN organisations. Some of the questionnaires were followed up by audit visits – including to the trouble spots of Palestine and Sudan.

On Sunday 9 November, we left Luxembourg at 18h00 arriving in Jerusalem at 06h00 on Monday morning, in time for our first meeting. By the end of the day we were shattered, but on the following morning we were up early for a field visit to UN projects in a refugee camp in the West Bank.

We had started the day travelling in the Commission’s armour-plated Toyota Landcruiser, but had switched to a UN vehicle. At the military checkpoint back into Jerusalem the Israeli soldiers waved the Commission’s diplomatic vehicle through without any questions. However, they asked our UN car to pull over, took our passports and asked to search the boot. The UN driver refused on principle, after which there was a long series of futile phone calls from the UN driver to the UN liaison officer, from the UN liaison officer to the Israeli military and from there to the soldiers at the checkpoint. We were refused entry and after recovering our passports, we returned to the West Bank. We then transferred to the Commission’s vehicle which had generously come back for us.

The UN and the Commission assured us that we would find a way back into Jerusalem – just travel for half an hour to the next checkpoint and try there. At the next checkpoint, however, it was the UN vehicle which was waved through, whilst the Commission’s vehicle, in which we were now travelling, was stopped and our passports again taken. It was looking as if we wouldn’t be allowed back, until our Palestinian driver stepped out of the car, walked

over to the soldiers and returned a few minutes later with our passports and the all clear. He explained: ‘You have to know how to talk to these guys.’

Cash cows in Sudan

After a week in Palestine, we travelled to Sudan where our audit visit began with meetings in Khartoum with the national administration, the UN, the Commission and other donors. We also visited an IDP (internally displaced persons) camp near Khartoum.

After obtaining the authorisation necessary for travel outside Khartoum, we flew to Juba, capital of the Animist and Christian South.

In January 2005, after more than two decades of civil war, the Islamic government in the north of Sudan signed the Comprehensive Peace Agreement with the rebels in the south. Commission aid, which had been suspended for 16 years, was resumed as the international community offered to help finance reconstruction.



Long-horned cattle on the road from Juba to Bor

To examine progress on one construction project we travelled five hours on dirt roads following the Nile from Juba to Bor and then five hours back later the same day. Progress was somewhat hampered by several thousand long-horned cattle travelling along the road, escorted by dozens of Kalashnikov carrying cowherds. For the Sudanese Nuer tribe, cattle are the only acceptable currency for certain debts.

For the Sudanese Nuer tribe, cattle are the only acceptable currency for certain debts.

Humanitarian aid in Darfur: A day in the field is worth ten in the office

After Juba we headed to Darfur in the west of Sudan. There we met UN staff working in the field and visited a project providing hospital treatment to people made homeless by the conflict.

Our three-week visit included eleven flights and many long car journeys on dirt roads, high temperatures, unusual diet, anti-malaria medication and some very basic accommodation followed by early morning starts. But a day in the field is worth ten in the office providing concrete examples of how the Commission works with a range of UN organisations.

Mark and Antonio visited Palestine and Sudan in 2008, but the European Court of Auditors is constantly carrying out work across Europe. Not everyone who works for them goes to Darfur or Jerusalem, but if you think a change from the UK sounds interesting, keep an eye on the ECOA website for news of job vacancies.

Please note: this piece is a summarised version of an article they wrote for the April 2009 issue of the Journal of the European Court of Auditors. The opinions expressed in this article in no way commit the European Court of Auditors.

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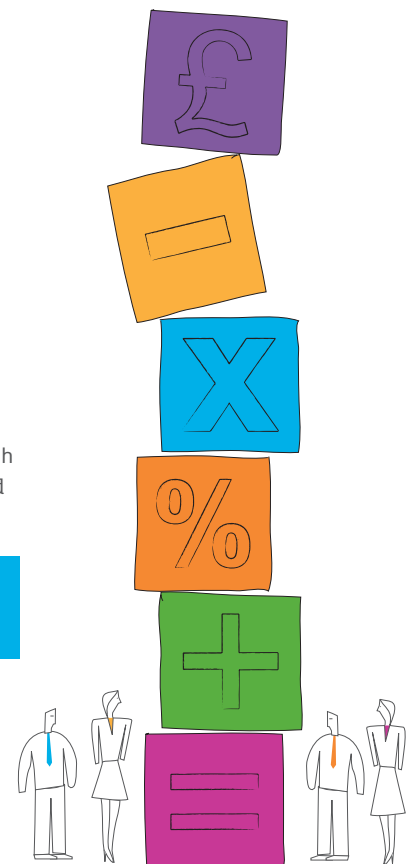
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Student societies

If you would like to get involved with your student society or would like to find out about student focused events in your region, contact details are:

Midlands

Riz Dhanani
E: cmss@cipfa.org.uk

Yorkshire and the Humber

Claire Grant
E: yorksandhumber@cipfa.org.uk

North East

Eleanor Goodman
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North West

James Williams
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South East

Lillian Manning
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South West

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Jill Adair
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Wales

Chris Taylor
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National Student Forum

Jane Çika
E: nsf@cipfa.org.uk

Benchmarking brings better-informed decisions

After the disbanding of the Comprehensive Area Assessment (CAA) Frameworks, formerly the Comprehensive Performance Assessment (CPA) and in light of budget pressures, it would be easy to put value for money service assessments and benchmarking to one side, but being able to evidence how your organisation is performing in comparison to your peers has never been more important.

Value for money data is collected by a range of organisations, for a variety of different purposes, and is it easy to get lost within the vast mass of data available or to dismiss what has been submitted because of data quality concerns.

In order to better understand where your services and functions are, it is critical that the proper time is spent in understanding the limitations of what is available and placing the data into the proper context, so that it is no longer just data, but management information that can be used to inform the difficult decisions that we are facing.

At CIPFA, we have two services, covering the front-line and back office, which have been designed to help you along this journey. Our pan-public sector Value for Money Indicators, as developed by the five Audit Agencies, provide you with detailed benchmarking reports across seven key back office functions. Our Value for Money Toolkit, meanwhile, provides a snapshot comparison of how your front-line services are performing and points to areas for further examination.

Being able to benchmark your services is a crucial first step on the road to improvement, helping you to understand where efficiencies might be made and facilitating best practice with other public sector bodies. And just as crucially, it can prevent mis-informed decisions at a time when there is no margin for error.

Find out more at www.vfmindicators.co.uk

PMM now Podcasting for the public sector

Public Money & Management (PMM) journal has a new podcast available on the PMM website, where you can also find the July edition.

The new PMM podcast provides an overview of the journal, its history and its future direction. PMM's editorial team is keen to explore different ways of communicating with readers and with authors and potential authors.

The July edition of PMM offers some excellent debate papers, from leading experts in their fields, looking at everything from the role of financial technocrats to nudging behavioural changes to tackle obesity, download the contents list to find out more.

The next few editions of PMM will be themed, allowing a fuller exploration of topical aspects of the management of public services (this new approach is explained in the Podcast).

Forthcoming themes include:

- Public sector leadership – September 2011 – guest-edited by Professor Jean Hartley;
- Internationalization and privatization of higher education – January 2013;
- Trust and accountability in public financial management – early 2012.

Go to www.cipfa.org.uk/pt/pmm to find out how to subscribe to the journal.

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A Practical Guide for Local Authorities on Income Generation (Fully Revised Third Edition 2011)

Book £175 CD-ROM £395 (+VAT)

Local authorities have been hit hard by the 2010 Spending Review and tight grant settlements. How can councils maximise their income when customers and clients are facing their own economic challenges? This guide will tell you how.

Re-evaluating Competition and Contracting – A Commissioning Joint Committee Study

£130

The CJC has completed a report on its study of these controversial subjects. Both are relied on, more heavily than ever, to achieve desperately needed economies and efficiency, while at the same time moving more public sector work to the third sector to deliver front line services.



To order your copy of any publication visit
www.cipfa.org.uk/shop. Ref MA0836A1.

Summer holiday savings

If you haven't yet booked your summer break, CIPFA Rewards could save you up to up to 60%* on accommodation in the UK, or further afield.

CIPFA Rewards, the unique CIPFA member's discount scheme brings this discount through HotelStayUK that have 6,500 Hotels in the UK and Europe, and 20,000 Hotels worldwide in the USA, Canada, Asia, Middle East and Australia on their books. Savings are guaranteed from 10% up to 60%*. To take advantage of this, go to the CIPFA Rewards website.

There are a number of rewards, you could also save 30% on home phone calls and 20% off of your line rental charges with Shebang* (a wholesaler of BT lines). Another reward available at the moment is independent advice and discounted rates* on private medical insurance, through Healthnet Services, their providers include: BUPA, AXA, PPP, Norwich Union, Standard Life and PRU-Health. *Terms and conditions apply.

Save the 11/11/11 for CIPFA Midlands

Don't forget to book your place for CIPFA in the Midlands' Annual Seminar and Dinner 2011 Where are the Green Shoots? The Strategies for Recovery at Hyatt Regency Hotel, Birmingham, on the memorable date of the 11/11/11.

This year's event will line up speakers to inspire and provoke you on the topic of bringing the public sector through the financial contractions and into a new landscape of service delivery, sustainability and economic growth.

Confirmed speakers include:

- Paul Heaven, Vice-Chair of Greater Birmingham and Solihull Local Enterprise Partnership and owner of Blue Sky Corporate Finance Ltd
- Martin Cresswell, Chief Executive, Impower Consulting advising on personalisation and the efficiency agenda.

Our evening will be eased into the early hours by a Rat Pack tribute band and plenty of lively conversation. This is a truly social event enjoyed by many members and their partners over the years.

Early bookings and reservations can be made now, for a full day and for the annual dinner, by emailing Sue Smith at

cim@cipfa.org.uk.

Annual Seminar and regional dinner – £115 (excl. VAT)

Annual seminar – £85 (excl. VAT)

Retired members – £55 (excl. VAT)

Regional dinner – £30 (excl. VAT)

Don't forget about the CATS

You can also contact Sue to book places for the 2011 series of CATS (CIPFA Audit Training Seminars). Beginning in the autumn, the dates and themes for this year are:

- Repositioning Internal Audit in Difficult Times – Wednesday 5 October 2011
- Developing your Internal Audit Skills – Monday 31 October 2011
- Fraud – Thursday 17 November 2011
- IT – Monday 28 November 2011

Email: cim@cipfa.org.uk