

Spreadsheet

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■ The magazine for CIPFA members and students

FEBRUARY 2010

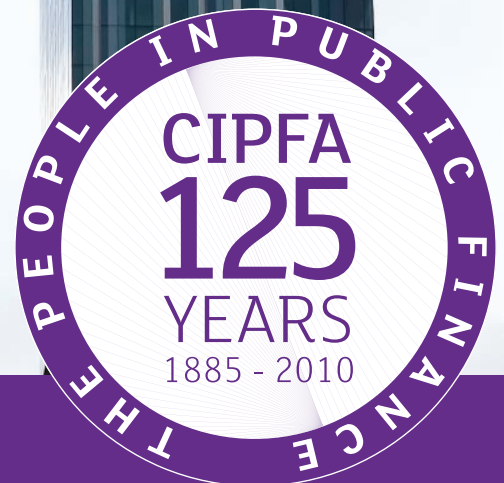
CIPFA celebrates 125 years

taking the lead

in public financial management

In this issue:

- After the downturn
- Make your mark
- Improving our governance



CIPFA

The Chartered Institute of
Public Finance & Accountancy



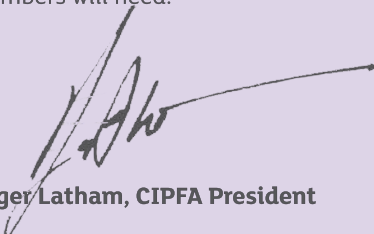
Staying ahead of the game

'Lord make me virtuous, but not yet!' seems apposite to current issues that beset us – the recession and climate change. Both the Pre-Budget Report, and the outcome of the Copenhagen Conference, were a disappointment for those wishing to see progress on these key issues. The concern must be that the longer the change is delayed the more difficult it will be to achieve it.

CIPFA isn't waiting for things to become clearer before taking action. As soon as the Pre-Budget Report was announced we published, with colleagues in SOLACE, the results of our joint work on the impact of the current recession on the public sector. The document sets out three main strategic options which can, jointly or separately, be used to address the current situation. On the issue of climate change we are involved with HRH Prince Charles's initiative on accounting for sustainability which is now looking at the part the accounting profession must play in addressing climate change.

The task before us all is immense. Recognising that, we have been in discussions with Warwick Business School about a major training and education development which will provide an opportunity for practical help to CIPFA accountants who find themselves in the forefront of dealing with the issues ahead.

In these practical ways we plan to stay ahead of the game, and provide the support that CIPFA members will need.



Roger Latham, CIPFA President

Contents

February contents include:

Collaborating for cost effectiveness	4
CIPFA elections	5
Tom Sowerby award	6
New IFRS qualification	7
President's diary	8
Celebrating 125 years of CIPFA	10
News from the regions	14
New student learning centre	17
Practice assurance news	17
Your views on CIPFA governance	18
Volunteering opportunities	20
Notices	21



**We welcome your feedback on Spreadsheet.
Please send your comments and suggestions for future articles to corporate@cipfa.org.uk**

Keeping up with CIPFA

You can now follow CIPFA on Twitter at <http://twitter.com/cipfa> or join us on Facebook.



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After the downturn

A joint report from CIPFA and SOLACE, published at the end of 2009 has received widespread recognition in the news.

After the Downturn – managing a significant and sustained adjustment in public sector funding sets out the potential scale of expected funding cuts and puts forward three strategic options for Government and the public sector to consider after the next General Election:

- Redefining the relationship between the state and the individual – a reconsideration of three variables: the services provided by the State; the people to whom they are provided; and the way they are funded.
- A significant de-layering of the public sector with many more decisions taken locally with minimal oversight – transferring greater power and responsibility to local authorities and reducing costly central government control and oversight.
- A major initiative to maximise economies by much more effective collaboration between public bodies – encouraging efficiencies by better



joining-up between public bodies, reducing duplication and removing blockages.

Launching the report, CIPFA’s Steve Freer said:

‘We are going to have to get used to receiving fewer services. The big challenge for government and public bodies will be to make the right judgments about where cuts should fall. The right way forward

must be to engage local people, staff and stakeholders in a serious debate about priorities. We can then make sure we protect the activities which matter most.’

Findings from the publication were quoted widely in the national press including *the Financial Times* and *the Guardian*. The LGC said the collaboration between CIPFA and SOLACE ‘signals a period in which courageous and imaginative finance professionals will move into strategic leadership positions’.

Read the full report at www.cipfa.org.uk

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A European perspective: the public debt crisis across the EU

Representatives from key European bodies concerned with public finance gathered in Brussels last November to consider the public debt crisis facing countries across Europe. The seminar was jointly hosted by CIPFA, the ICAEW (Institute of Chartered Accountants in England and Wales) and the European Capital Markets Institute (ECMI), and was chaired by CIPFA past president, Caroline Mawhood.

With European Union (EU) government deficits projected to rise to an average of 7.5% of GDP in 2010 and public debt expected to increase during the next decade, the fiscal impact of the crisis across EU member states has been severe.

Delegates focused their attention on the importance of transparency and comparability of reporting to enable good quality policy making across the EU, as well as considering exit strategies to bring fiscal policies back to the path of long-term sustainable public finances.



CIPFA’s Ian Carruthers, speaking in his capacity as an International Public Sector Accounting Standards Board (IPSASB) member (designate), emphasised the crucial role transparent reporting has if governments are to effectively address concerns about fiscal credibility and regain public support.

A report and presentations from the event are available at www.eurocapitalmarkets.org

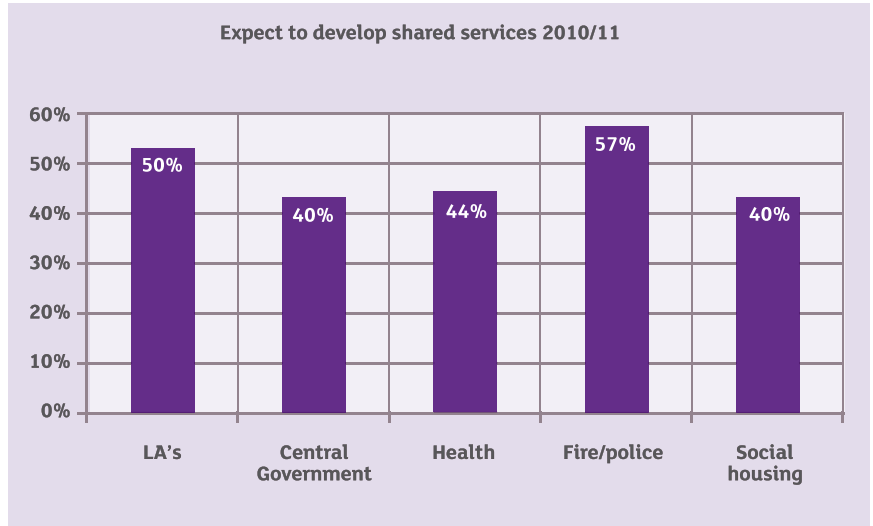
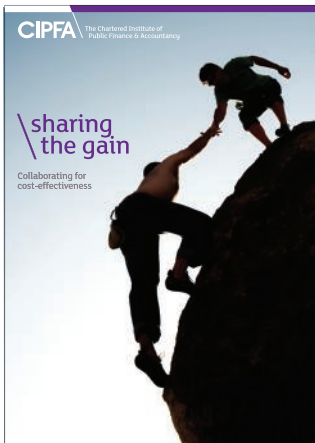
Collaborating for cost effectiveness

CIPFA has started the year with the publication of a major piece of guidance on shared services. *Sharing the Gain: Collaborating for Cost Effectiveness* is a toolkit aimed at local government, but applicable to organisations across the public services. CIPFA was commissioned to develop this toolkit by central government and it is now free to download from www.cipfa.org.uk.

As a CIPFA survey undertaken last year showed, shared services are looking increasingly attractive. Of the 299 finance and resources directors we questioned, nearly half (46%) expect to be developing partnerships or actively sharing services in 2010.

Seventy per cent of respondents thought the benefits from using shared services to reduce costs could be 'very significant' or 'quite significant'.

'Public bodies see shared services as a way to save money but also to preserve frontline services,' said Paul Jackson, CIPFA's performance improvement adviser. 'They might not want to go down this route, but they see it as inevitable.'



Finance Directors suggested that sharing services would be easier than outsourcing in terms of getting support from staff. Change management (62%) and gaining political agreement (45%) were cited as the two major challenges in delivering successful shared services.

If your organisation is considering sharing services as a serious means of preserving essential frontline services, *Sharing the Gain* will help you understand and take advantage of collaborative working opportunities.

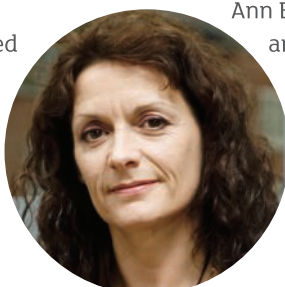
Download the report at www.cipfa.org.uk or contact paul.jackson@cipfa.org.uk

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CIPFA members honoured

We're delighted to announce that the following CIPFA members have been recognised in this year's New Year Honours.

Helen Kilpatrick (pictured right), Financial and Commercial Director General at the Home Office – and CIPFA Council member – was made a Companion of



the Order of the Bath for her work in restoring strong financial discipline to the Home Office. CBEs were awarded to

Ann Beasley, Director of Finance and Performance at the Ministry of Justice's National Offenders Management Service and Professor Alice Brown who was until last year the Scottish Public Services Ombudsman.

Retired CIPFA member Bob Hutchings (pictured right) received an OBE for services to the voluntary sector in Wales.

His leadership as chair of the Seren Group has been instrumental in the provision of affordable housing and quality support services for some of the most vulnerable people in South East Wales.



Make your mark

What do you think should be the focus of the Institute over the coming months and beyond? Where do you think we should be directing our energy and exerting our influence to build a stronger Institute?



These are the questions that CIPFA Council members are tasked to address. And the way Council approach this task is directly influenced by members when you nominate and vote for each new Council.

The role of the CIPFA Council is to govern your Institute within the terms of its Royal Charter. The work of Council includes:

- Setting the strategic framework and direction for the Institute
- Approving the Institute's annual budget and business plan
- Maintaining oversight of the Institute from the key perspectives of the public interest and the CIPFA membership
- Approving standards of professional practice and statements and codes of best practice

We are now starting the process for electing the CIPFA Council for 2010/11. Who do you think has a valuable contribution to make to Council?

Why should you vote?

As a qualified CIPFA member, you've joined the experts in public finance. By nominating and voting for council you can help shape the ways in which the Institute exerts that expertise in the advancement of public financial management.

How to make your mark

We've included a nomination form with this issue of Spreadsheet. You can nominate those you think should stand.

The deadline for nominations is 5 March. After that, you will receive a ballot paper along with a biography and personal statement from each of the candidates. From these you can select and vote for who you want to represent you on Council.

A healthy and democratic institute is one that represents the views of its membership. So make sure you take this opportunity – make your nominations now and remember to vote in the forthcoming CIPFA Council election.

For more information contact Barry Mather on 020 7543 5669 or barry.mather@cipfa.org.uk

Election Results 2009/10

Election of the Institute's Honorary Treasurer for 2010/2011

We are pleased to announce that Tony Redmond has been voted Treasurer for the Council year 2010/11. Voting at the close of the poll on Friday 18 December was:

- Ian Perkin, Treasurer Surrey Police Authority and member of Institute Council 1159 votes
- Tony Redmond, Chairman and Chief Executive, Commission for Local Administration in England, and current Institute Treasurer 1,254 votes.
- 17.7% of members voted.

Institute nominees for the AAT council

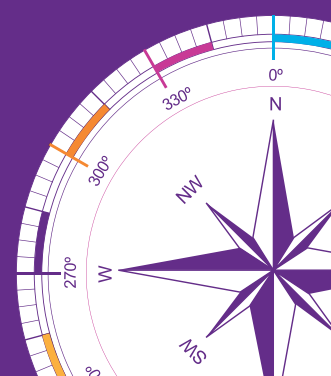
Since the AAT was formed, all sponsoring bodies have annually nominated three of their own members to serve on the Council of the AAT and its governing boards. Over the years, the CIPFA nominees have contributed enormously to the growth and direction of the AAT and some have progressed into the presidency. The Nominations Committee is delighted to confirm that it has nominated for 2010/2011 the current nominees – Sarah Wood, Mike Evans and Mark McBride – and thanks them for all their hard work and commitment on behalf of the Institute.

CIPFA Scotland annual conference

The first ten years of Scottish devolution have coincided with a period of significant financial growth. Whether you are in the public, voluntary or private sector the next ten years are more likely to be characterised by financial austerity.

Join CIPFA Scotland, along with Jim Murphy, Secretary of State for Scotland, Graham Leicester, Director of International Futures Forum, Graham Smith, STUC General Secretary and other key speakers for the start of this voyage of discovery.

The CIPFA Scotland annual conference is on 18-19 March in Dundee. For further information or to book online visit www.cipfa.org.uk/scotland/conference



in brief

Steve Freer joins CLG task force

Steve Freer has been asked to join a Department for Communities



and Local Government (DCLG) task force set up to look at where Councils can make savings whilst minimising impact on frontline services. The task force will report in February so recommendations can be adopted by councils in their next budgets.

CIPFA joins calls for green accounting standards at Copenhagen

CIPFA has joined other UK accountancy bodies in calling for universally accepted standards for reporting and monitoring greenhouse gases. A letter signed by CIPFA Chief Executive, Steve Freer, and other accountancy chiefs, was presented to the Copenhagen climate change summit by the Accounting for Sustainability (A4S) organisation.

Examiners and moderators wanted

CIPFA is recruiting examiners, moderators and question setters. These paid roles are open to qualified CCAB members.

For more information email hannah.cannon@cipfa.org.uk.

PINpoint – new issue out now!

Issue 10 of PINpoint, the quarterly magazine of the Performance Improvement Network is being made available to non-PIN members.

To download your copy visit www.cipfanetworks.net/pinpoint10

CIPFA Talent

CIPFA has launched a new service to help finance and accountancy trainees apply for their first roles. CIPFA Talent lets trainees fill in one online application form that can then be considered by various employers from across the UK.

Register at www.cipfa.org.uk/talent

Changes in local authority accounting practices

The CIPFA Finance Advisory Network is presenting a series of events addressing the key issues emerging from the SORP 2009 Guidance Notes (which will apply to this current 2009/10 financial year) as they relate to changes in local authority accounting practices. The events – SORP 2009 Guidance Notes, Whole of Government Accounts and Future Challenges – will also cover the latest developments in local government finance including IFRS.

For details visit www.cipfanetworks.net/fan/events



2008 winner Kevin Coyne



2009 winner Elaine Lawther

Tom Sowerby Award 2010

CIPFA is now inviting nominations for the Tom Sowerby Award 2010. The award honours those who have given outstanding service to CIPFA students, and will be presented by the President at the National Student Forum (NSF) Annual Conference which is being held as part of the CIPFA Annual Conference in June 2010.

If you have a colleague, tutor or mentor who has shown particular dedication to CIPFA students, why not make a nomination?

In 2009 Elaine Lawther, Head of the Finance Training & Support Unit, NHS Education for Scotland won the award for the focus and energy she directs to create a more supportive learning culture across NHS Scotland. The 2008 winner Kevin Coyle, was a Senior Examiner for CIPFA for many years and is well known and respected for both his contribution in this role and for his encouragement and mentoring to aspiring accountants. Kevin is the Financial Services Manager with North Lincolnshire Council.

To make a nomination for the Tom Sowerby Award 2010, visit www.cipfa.org.uk/sowerby. To help you with your nomination, the website includes profiles of previous winners and an example nomination form.

Nominations are open until midday Friday 12 March 2010. Visit www.cipfa.org.uk/sowerby

Head of CIPFA Education and Training Centre retires

With much regret, we are saying a fond farewell to Gary Gilbert who is retiring from his position as Head of the CIPFA Education and Training Centre in March. Gary is one of its founding members and for the last 14 years has been leading the centre from strength to strength.

Gary's involvement with CIPFA started over forty years ago when he joined Glamorgan County Council as a trainee accountant. He qualified for CIPFA in 1974. Despite enjoying life as a practicing accountant, Gary soon began lecturing on a part time basis at the then Polytechnic for Wales (now Glamorgan University). In 1978 he left the then Mid Glamorgan County Council to become a full time senior lecturer.

'Supporting the development of people – many new to public finance, and with a thirst to learn the profession – is a fantastic opportunity to really promote good practice and effective financial management at a grass roots level' says Gary. 'An added bonus is the sense of exhilaration I get from working in a classroom environment'.

Many of you will have met Gary, if not in the classroom then on other occasions such as employers' meetings which not only provide a forum for employers to feedback to CIPFA but also exemplify the way Gary mixes warmth and humour with consummate professionalism. The importance Gary places on consultation has made the CIPFA Education and Training Centre a crucial link between the Institute, our students and their employers.

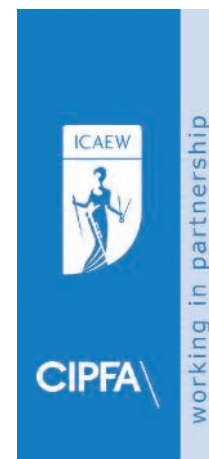
Gary said: 'I'm proud to have seen the CIPFA Education and Training Centre grow and become the market leader in tuition for CIPFA qualifications both in the UK and internationally. I now look forward to watching from the sidelines as my successor leads the centre forward to bigger and better things.'

Speaking on behalf of CIPFA, Adrian Pulham, Education and Training Director, paid tribute to Gary's career: 'Whenever a longstanding, effective colleague decides to move on, the shock to the organisational system can take some getting used to. Gary Gilbert is one such colleague. His work leading and developing the CIPFA Education and Training Centre has established one of the key foundations upon which many of CIPFA's successes have been built – a great qualification is nothing without the great training necessary to attract and support students and give their employers confidence. His shoes will be big to fill'.



Coming soon – Certificate in International Public Sector Financial Reporting

The Certificate in International Public Sector Financial Reporting (Cert IPSFR) is a new programme being developed by CIPFA and the Institute of Chartered Accountants in England and Wales (ICAEW) for official launch in March 2010. This unique programme covers the latest versions of International Financial Reporting Standards (IFRS) and their public sector equivalent, International Public Sector Accounting Standards (IPSAS).



Develop specialist knowledge

The programme will provide a fundamental understanding of the international standards, with particular regard for those issues which are most pertinent to the public sector. Additional benefits include:

- High quality and practical material developed by public sector experts
- Flexible, online learning
- Easy to navigate interactive learning environment
- Guidance and support through the transitional period.

Prepare for IFRS and IPSAS

The programme contains 41 learning modules with illustrations, examples and practice questions to help put theory into practice. It will require approximately 70 hours study time.

Register your interest

If you would like more details of the programme as it becomes available, please register your interest.

Email students@cipfa.org.uk or certipsfr@icaew.com



President's diary

Into the back straight – in which your President worries about the international agenda in Washington, is cheered by the support across the profession for the ideas on climate change, and works at the Board and Council to prepare CIPFA to meet future challenges in its strategic planning.

After the great rush of trips and visits during October and the early part of November, things have begun to settle down a little. However, before they did, there was one more major trip – to Washington DC for the IFAC seminar and annual general meeting. Much of the AGM work is routine so the accompanying seminar is often the place at which the key issues facing the accountancy profession internationally are discussed. Views are sought on the strategic direction of the profession specifically in the key areas of standard-setting, governance, and ethical issues.

Because this year's event was held in America, the speakers were predominantly North American. It was interesting to see the degree to which the recession – and the largely North American perspective on the recession – led the agenda..

As you will know from previous President's notes, I strongly believe the profession must address the key issues of diversity and climate change so I was slightly concerned to see that they were not up for discussion at this important meeting of a major international body. Using the significant level of representation we have on these international bodies – where we definitely punch above our weight – CIPFA is working to get these issues higher up the agenda. And we're keen to ensure that the public sector dimension is fully reflected at the international level.

Sustainable accounting

CIPFA is also a major part of the initiative on sustainable accounting led by HRH Prince Charles. He's been running this

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our focus remains on empowering our members
to continue to deliver to a high standard
throughout these challenging times

initiative now for four or five years and it's beginning to show real results in changing the way the accounting profession reports on, and deals with the issues of climate change and sustainability. I attended the annual meeting of the initiative – and was pleased to see many of the points I had set out in an article published in Public Finance ahead of the Copenhagen Conference were covered in the work being done in the various working parties and groups.

As I said in that article I felt that the chances of getting a political agreement at Copenhagen to deal with the issues of climate change were pretty remote, given the ambivalence of most of the electorate, and I don't think I was at all surprised when the conference failed to produce the significant step forward that many were hoping for. I still think that the work that we will do as accountants to change our reporting and accounting principles will prove to be more significant in the long term.

The challenges presented by climate change and the impact of the recession were a major part of the discussions at Board and Council in December. Naturally Council also focused its attention on the financial position of CIPFA, and our 2010 budget. We have agreed a strategic review of activities, which allows scope for transformational change and addresses key priorities in the difficult financial times ahead.

At the same meeting we were able to devote a significant amount of time to the future strategic plan for the Institute, and bringing together the background work we've been doing on how the Institute will address the financial, political, and social environment of tomorrow. The focus remains on making sure that as an Institute we play a significant part in the development of public policy and on empowering our members to continue to deliver to a high standard throughout these challenging times.

Celebrating success

From December I did seem to do more eating for CIPFA as we launched into the 'dinner season'. I've been pleased to represent the Institute at a number of dinner engagements, speaking at a couple of them, and generally waving the Institute flag. And I've been able pick up a few bits and pieces which whilst not of massive significance, are sometimes helpful in steering individual conversations and making sure the Institute remains in the know. Finally, I was delighted to award CIPFA certificates to new members of CIPFA South East at a couple of events that were held at Robert Street. This is one of the best parts of the President's role, and it's great to participate in the celebration of an individual's success that follows the hard work that's gone into getting their CIPFA qualification.

Regional societies

To find out more about activities in your region or to get more involved in your regional branch contact:

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125 years leading public financial management

1885 – D H Lawrence was born, the first successful appendectomy was performed and the Statue of Liberty arrived in New York Harbor. More importantly for us, it was the year CIPFA – or then the Corporate Treasurers and Accountants Institute – was established, heralding a step change in the organisation of local authority functions and finance.

CIPFA will be celebrating our 125th anniversary throughout 2010.

One of the ways in which we will mark the occasion is with a series of articles in Spreadsheet. This first article sets the scene drawing heavily on the excellent work of the late Tom Sowerby, Past President and author of CIPFA's first hundred years and John Butler, Past President for compiling the recollections of other Past Presidents. Further articles over the next ten months will track CIPFA's evolution further exploring some of the important themes arising.



Our first President with our Presidents for 2010

charitable bodies, supplemented by voluntary insurance schemes. Government intervention was typically at a municipal level. The result? Fragmented and hugely variable access to basic utilities and welfare – the original 'post code lottery'.

By the 1880s a series of very significant reforms were underway to try to address some of these difficulties. At the same time many important public infrastructure projects were taking place in cities and towns across the country to support the new industrial economy and to improve the living conditions and life-chances of workers and their families.

The first 100 years

The birth of the public sector

Who looks after the vulnerable has been a driving force behind the evolution of public services. While the late Victorian era of benevolence saw increases in public spending, most of it was through



Influencing legislation

Working in local, central government or health, or contributing to seminal work like the Layfield Committee on Local Government Finance in the 1970s, CIPFA's influence and that of its members like Maurice Stonefrost (who sat on that committee) has shaped the environment we know today. And when the Institute is able to speak with one voice – as is more often the case than not – the impact is powerful and compelling.

Recommendations to the Departmental Committee on Consolidation of Local Government and Health Acts were taken up in key pieces of legislation such as the Local Government Act 1933 and the Public Health Act 1936.

Not surprisingly the local authority treasurers, who were affected by these reforms and responsible for funding many of these vital works, felt a need to share their problems and test out ideas and solutions with their counterparts from other parts of the country. Initially, because of the limitations of the transport and communications of the time, these connections were made informally and relatively infrequently. Such was their value, however, that quite quickly a formal association of treasurers was established in 1885. So came in to being the Corporate Treasurers and Accountants Institute.

These small steps which describe the birth of the organisation which we now know as CIPFA – the Chartered Institute of Public Finance and Accountancy – proved to be the beginning of a long and in many ways remarkable story. With more than 17,000 members and students and over 300 staff, CIPFA now plays a critically significant role in setting and ensuring the achievement of high standards of practice in public financial management and reporting and in public audit. Widely admired, the Institute's influence now extends far beyond UK local government to embrace the full spectrum of government and public services in the UK and increasingly internationally.

Of course, the world today is unrecognisable from the world of 1885. Nevertheless many of the challenges and ideals which drew CIPFA's founding members together all of those years ago remain highly relevant.

From the earliest gatherings of the Institute's founders in 1885, there is a strong sense of the bond felt between like-minded professionals with a common purpose – to secure the

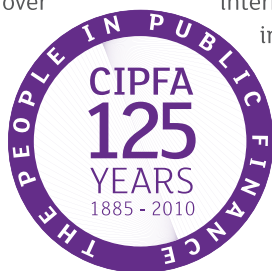


efficient delivery of public services and the effective use of public money.

A public sector institute

100 years later the policies of Margaret Thatcher's Government exposed the UK's public services to market forces, turning previous assumptions on their head. The so-called rolling back of the State saw the privatisation of utilities, changes to the provision of social housing and the rise of the internal market, all of which were to have significant impacts on the roles of CIPFA members, the kinds of organisations in which they work and the activities in which they engage. Many of the issues tackled in this era challenged and pushed boundaries, stretching the thinking and skills required to steer and maximise the impact of the resources available to public bodies.

However, despite the blurring of public-private boundaries, public sector organisations remain different and distinctive in many ways, requiring their own expert finance practitioners. In the absence of the dominant driver of profit which focuses decision making in the private sector, decision making in the public sector is often much more complex. For the same reason performance measurement too is frequently more challenging. And because public money is at stake, high standards of stewardship and accountability



from the earliest gatherings of the Institute's founders in 1885, there is a strong sense of the bond felt between like-minded professionals with a common purpose – to secure the efficient delivery of public services and the effective use of public money



must be achieved – taxpayers rightly expect resources to be invested wisely and efficiently for the public good.

These unchanging themes lead to another common thread which runs throughout CIPFA’s story. One of the earliest actions of the newly founded Institute was to recognise the need to develop professional training programmes for the specialist and highly demanding duties for which the members were responsible. Again, this fundamental belief in the importance of professional skills remains a cornerstone of CIPFA’s values to the current day. As the organisation’s interests and activities continuously develop and expand, our commitment to the professional education and training of



outstanding members remains CIPFA’s central concern and occupies a position of special significance in all of our thinking.

As CIPFA has developed over the decades its journey has gradually addressed more and more ambitious challenges. Progressively we have become a more and more prominent player in the global accountancy profession, marked out by our unique focus on the public services. A founding and highly active member of both the global International Federation of Accountants and the European Federation of Accountants, CIPFA has a growing network of international contacts and is increasingly widely involved in initiatives to help establish higher standards of financial practice in governments and public sector organisations across the world.

Closer to home the Institute has played important roles in the establishment and development of other key organisations. CIPFA’s then chief executive Noel Hepworth and President Keith Bridge were appointed as members of the Audit Commission when it was set up in 1983. In 1974 CIPFA was a founding member of the Consultative Committee of Accountancy Bodies and instrumental in the establishment of

A professional body developing specialised knowledge and skills

Only in 1973 did the Institute become the Chartered Institute of Public Finance and Accountancy – a status for which the leadership had from time to time been patiently petitioning the Privy Council. In fact its first attempt had been in 1899! CIPFA now has over 14,000 members and 3,000 students working across the public services – in central and local government, in health, in major accountancy firms and in the private and not for profit sector too.

Before the 1970s relatively basic controls and standards had been placed on public service accounting practices. The economic decline of the 1970s heightened concerns in relation to accountability and effectiveness. Such concerns had been growing as the new administrative model of the post war consensus placed growing levels of decision making responsibility on those delivering public services – not least senior finance staff in local authorities and the National Health Service (NHS). In this context, we see the emergence of the discipline we know today as public financial management.

At the same time qualified members were urging more national support for their professional development. Continuing professional education (as it was then) was becoming integral to the purpose of any professional body and CIPFA’s courses and seminars (both national and regional) proliferated to accommodate the demands of members and employers.

From the 1980s professional bodies were expected to encourage their members not only to keep up to date, but to demonstrate that they were doing so – through continuing professional development (CPD) schemes. In 2003/4 CIPFA took the final step in this journey by introducing mandatory CPD for its members.

The April issue of Spreadsheet will explore the theme of professionalisation and the role of the public finance manager, tracking the transformation from technical accountant to public financial manager through the evolution of the professional qualification and the developing definition of the role of the chief financial officer.

How I became a CIPFA member

Mervyn Bowley

I joined the Borough Treasurer's department at Kendal in 1933, aged 16. The Borough Treasurer was unqualified and no one in the office was studying. However they told me about the IMTA and gave me the address of correspondence tutors in Newport, Monmouth. The rest was up to me – financial assistance and time off for study had not been invented!

So there was much burning of midnight oil (literally, we did not have electricity). I passed the Intermediate exam in 1938, moved to the Oxford City Treasury and prepared to take the Final Part 1 in January 1940. However Hitler intervened and I received an 'invitation' to join the Oxford and Bucks Light Infantry on the very day of the exam. Luckily I was able to persuade the Army that they could manage without me for a week and I sat and passed the exam.

I then pursued a very different career for over six years; plenty of military experiences but none of an accountancy



nature – at least not until after VE-Day in Italy when things began to settle down. My unit then established a proper Officers' Mess and, my friends having discovered that I knew the difference between a debit and a credit, they made me Mess Secretary. This was rather like running a small hotel, with mainly Italian staff, on top of my ordinary duties.

Early in 1946 the Army took over part of Perugia University and established courses for would-be professionals whose careers had been interrupted by the war and I spent a month on the accountancy course. It was of doubtful value but it was pleasant to have no responsibilities, to stay in a splendid hotel and to slip over to Florence at weekends. At least it re-introduced me to studying.

And so, demobbed later in 1946, back to Oxford and success in Final Part 2 in 1948.

Please send the story of how you became a CIPFA member to: corporate@cipfa.org.uk

a Public Sector Liaison Committee to support the work of the Accounting Standards Board (ASB). In 1975 the ASB formally recognised CIPFA/LASAAC as the overseers of Standards of Recommended Practice in local authority reporting.

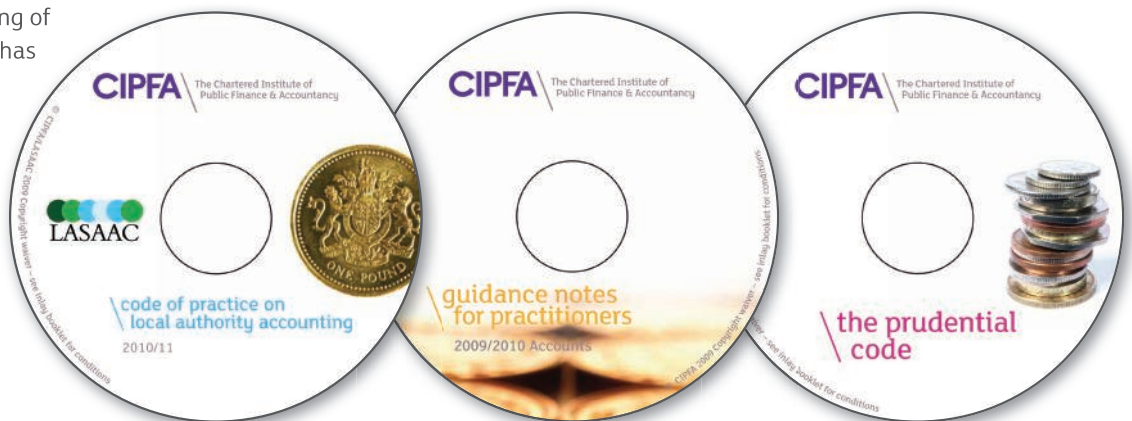
As the 1990s unfolded, the Major Government pressed ahead with a more commercial, market oriented approach to the provision of public services. Purchasing, or commissioning, was split from provision leading eventually to a more diverse market place. There were proposals to extend compulsory competitive tendering into corporate services – which CIPFA opposed – and the role of general and service managers was growing.

CIPFA saw opportunity in many of these developments, taking the initiative to develop codes of practice to encourage consistent understanding of reforms. Over time this has grown into an enviable library of guidance which members and others are able to draw upon to help ensure high standards of management and stewardship. Launched in 2004, CIPFA's Financial Management

Model has been particularly important in the drive to improve and professionalise financial management performance and practice across the UK public services.

Now more than ever CIPFA's knowledge and advice is sought after to inform the direction and implementation of policy – by national governments and public bodies of all types. In all of our engagements we hold true to our values of providing non-partisan, evidenced-based advice and guidance to enable the effective and efficient use of public money.

This article has touched upon a few of the key influences that have shaped CIPFA. Future articles will address some of the important themes arising in greater detail, providing a fuller picture of what makes CIPFA the body it is today.



\ CIPFA saw opportunity in many of these developments, taking the initiative to develop codes of practice to encourage understanding of reforms



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:

CIPFA in the Midlands

Simon Bentley
E: cim@cipfa.org.uk

Yorkshire and the Humber

Clare Maidment
E: yorksandhumber@cipfa.org.uk

North East

Tim Seagrave
E: tim.seagrave@newcastle.gov.uk

Eleanor Platt

E: eleanor.platt@newcastle.gov.uk

North West and North Wales

Rob Hammond
E: chair@nwnwstudentforum

South East

Jane Cika
E: southeaststudent@cipfa.org.uk

South Wales and West of England

Jennie Prewitt
E: cipfaswwe@yahoo.com

Scottish

Helen Carter
E: helen.carter@renfrewshire.gov.uk

Northern Ireland

Tim Johnston
E: cipfanistudentsociety@
googlemail.com

National Student Forum

Chris Roach
E: nsf@cipfa.org.uk

David Taylor, MP

We were deeply saddened to hear of the death of David Taylor, MP for North West Leicestershire and CIPFA member, who died suddenly on Boxing Day.

David became a CIPFA member in 1970. Before being elected as a Member of Parliament in 1997 he was an accountant and the computer applications manager for Leicestershire County Council.

In 2007 David was elected 'Backbencher of the Year' and April 2009, he was in *The Sunday Telegraph's* top ten 'best value for money' MPs.

Mr. Taylor was a long-standing member of CIPFA and we pay tribute to his work in the House of Commons and elsewhere to raise issues of importance to the accountancy profession and to local government finance.



Health governance expert joins CIPFA

Colin Langford has joined CIPFA as Principal Consultant. He was previously Head of Internal Audit for the Northern Health Board. No stranger to CIPFA, Colin worked in CIPFA's Education and Training Centre in Belfast from 1993 to 1999, is currently the AAT professional qualification internal verifier and has provided training on an associate basis for a number of years.

Lunchtime lessons

The CIPFA Northern Ireland Branch series of lunchtime presentations continue to prove popular with members and the wider public finance community. The 2009 series was brought to a conclusion by Seamus Murray from the Department of Social Development who gave an update on the requirements of 'The Charity Commission for Northern Ireland'. This was extremely useful in defining terms such as 'charity' and 'public benefit' as well as highlighting the financial returns which must be submitted by April 2011.

Seamus's presentation is available on the website along with details of the 2010 programme www.cipfa.org.uk/regions/ni

Northern Ireland annual debate 2009

The topic of this year's CIPFA Northern Ireland Branch Annual Debate- the economic climate – cause vs solution – was debated with gusto by the panel and audience alike.

Chaired by BBC business expert Declan Curry, it was great to see some younger faces in attendance this year. There was an excellent representation from the girls of Assumption Grammar School, Ballinahinch and a delegation from Holy Cross College, Strabane, Declan Curry's old school. Both groups came armed with questions and a steely determination to get the answers.

While Roy Leighton, Chairman of the UK's Financial Services Skills Council, argued that the financial services sector is not a 'basket case', Antoinette McKeown, Chief Executive of the Consumer Council, brought the effect of the recession into stark focus, stating that '1/3 of the population is only 1 month's income away from financial difficulty'.

Richard Ramsey, Ulster Bank, urged that the existing Northern Ireland economic model needs to change radically, estimating that 'it will take 10-15 years to fix the current economic situation'. Finally, Stephen Kingon, Chair of Invest NI, outlined the impact of the recession on businesses. He pointed out that with 'a 30% fall in demand, there remain cash flow difficulties as well as problems with companies diversifying into property, all combined with a general lack of pro-action and intervention'.

Such was the success of the day Brian Rowntree CBE, Secretary of the Chairs' Forum which jointly ran the debate with the CIPFA region, has invited schools from across the province to take part in another debate later this year.

Welcome to new CIPFA members

A warm welcome to our newest members elected at the Council meeting on 10 December 2009.

Members elected following completion of FTPC & IPDS

Wendy Louise Carmichael, Glasgow City Council

Jane Hill, St Helens MBC

Gemma Jones, Vale of Glamorgan Council

Helen Ruth MacArthur, Betsi Cadwaladr University LHB

Sheilender Pathak, Hounslow LBC

Elizabeth Lynne Rathbone HM Revenue & Customs

Fiona Steel, East Ayrshire Council

Claire Louise Wylie, Newcastle City Council

Please remember, if you are eligible to apply for membership you can do so at any of these dates:

■ MSDB: 18 February 2010

■ Council: 15 April 2010

■ MSDB: 6 May 2010

Further dates to be announced – so watch this space!

Becoming a member is an important final step to completing your qualification. Being able to use your designatory letters CPFA and term yourself a Chartered Public Finance Accountant is a valuable benefit and it informs others that you are a member of the world's only professional accountancy body to specialise in public services.

If you would like to know about the many other benefits of CIPFA membership please contact Joanna Hall – Membership Administrator on 020 7543 5646 or email joanna.hall@cipfa.org.uk

Trainees join class of 2009

The Northern Ireland Audit Office (NIAO) receives hundreds of applications for its graduate trainee scheme, which combines practical audit work across the public services with CIPFA's professional qualification. Following a rigorous selection process, four new members of staff were selected to commence the programme. Pictured right is the newly appointed Controller and Auditor General in Northern Ireland Kieran Donnelly (centre) with new accountancy trainees (from left to right) Diane Roxborough, Leanne Jackson, Michael Whitford and Gerard Byrne.



South East silver jubilee dinner



Two hundred and twenty guests enjoyed a splendid evening at the CIPFA South East 25th annual dinner last November. CIPFA President Roger Latham joined South East chair Alison Sweeting in welcoming guests, which included representatives from the ICAEW, the ACCA and AAT along with leading members of local authorities treasurers' groups and others prominent within the CIPFA network. Both Roger and Alison spoke warmly of the enormous contribution made by volunteers, before encouraging them to enjoy the evening.

Next year's annual dinner will be at the same venue – the Renaissance Chancery Court Hotel on 12 November.



CIPFA South East celebrates success

This year we had such a high number of students graduating in the south east region we had to have two graduation ceremonies. Both were at Robert Street, the first on 25 November and the second on 9 December.

Fortunately CIPFA President Roger Latham was able to fit both evenings into his busy schedule and present the membership certificates. These ceremonies are always happy occasions and have proved a great way to welcome new members to the Institute and begin their relationship with the region.

Bill Capps and John Barker stood in for Alison Sweeting, South East Region Chairman, who was unable to attend. Other members of the South East Council as well as CIPFA and the CIPFA Education and Training Centre staff also welcomed the new CIPFA members and their guests.

Our next reception will be in the New Year.



Make a date...

The CIPFA North East annual dinner will be a fantastic opportunity to catch up with other friends and colleagues and the region will be delighted to welcome all finance colleagues and guests to the event. The evening will be hosted by regional chair George Clark and special guest will be CIPFA President Roger Latham. The North East annual dinner will be on 19 March from 19.30 at the Assembly Rooms, Newcastle Upon Tyne. **For further details please see www.cipfa.org.uk/ne or contact Bruce Parvin on 0191 238 1318 or email bruceparvin@percyledley.org.uk**

Notice to members: amendments to the Practice Regulations 2007

Notice is hereby given to all members of the Institute pursuant to Bye-Law 25D.

Amendments to the Practice Regulations ('the Regulations') were approved by Council at its meeting on 17 September 2009 and will come into effect on 20 February 2010.

A summary of the key changes to the Practice Assurance Scheme appears below.

- From 20 February, some practice assurance reviews may take the form of desk-top reviews, including telephone interviews with the

certificate holder. Also being piloted are visits by certificate holders in a geographical area to a convenient centre. The new forms of review may be offered to certificate holders following a risk-assessed selection process for such reviews. Following any of the new styles of review, the Institute may decide that a full review should be instigated.

- In order to enhance the efficiency of the Practice Assurance Committee, new procedures allow for panels of the committee to consider cases of non-compliance with the Scheme's requirements, appeals against refusals to grant Practising Certificates and Members' complaints about the operation of the Practice Assurance Scheme.

The full text of the regulations is available at www.cipfa.org.uk/practiceassurance

Reminder: Annual Returns for 2010

If you are a member of CIPFA's Practice Assurance scheme you should now have returned your Annual Return for 2010. You should have received or will shortly receive your new certificate, which will be valid for one year from 1 January 2010 to 31 December 2010.

If for any reason you haven't received or completed your annual return, please contact Joanna Hall – Practice Assurance Coordinator on 020 7543 5646 or email joanna.hall@cipfa.org.uk



New look Student Learning Centre

The Student Learning Centre (SLC), CIPFA's online learning tool has had an upgrade.

The new look site has improved functionality, enhanced layout and new learning tools. Learning content has been updated and streamlined for all modules making it easier to navigate.

The benefits of the new system include:

- Better learning content navigation
- New learning tools such as a personal journal for keeping notes and webliography to store useful web links
- Module related discussion forums
- Easier access to 'ask the tutor' and printing PDF versions

An extra service for students is that the Student Support team will be available by phone 24 hours a day, seven days a week.

For more information about the Student Learning Centre please contact the Student Support team on 020 7543 5678.



Consultation: improving our governance

Council is looking at ways to improve the effectiveness of Institute governance, including whether changes to the term served by Council members can make a difference.

We would welcome your views, as members, on a number of options which are being actively considered by Council. They are drawn from research into best practice across the charitable sector.

The current position

All twenty-one elected members of the Council serve a term of one year. Each year every member of the Institute, including those already on Council, can put their name forward for election.

Typically this brings between three and eight new members on to Council each year, providing a fresh focus and ideas among the Institute leadership. However it can also limit effectiveness as new Council members may need time to get to grips with the issues and gain confidence before they feel able to contribute effectively. This in itself can be a disincentive for new members to stand for election.

The six mainland regional seats on Council are also subject to annual election. The convention is that no-one should serve more than three consecutive years.

The seventh regional seat (which represents Northern Ireland, the Republic of Ireland, the Channel Isles, and Europe) is chosen by the chairs of those branches and the convention is for a two-year term.

The Nominations Committee makes recommendations for the eight co-option seats, on which elected and regional members then vote. As far as possible the aim through co-options is to counterbalance under-representation of geographical areas and key employment sectors. One of these seats is reserved for the nominee of the National Student Forum. Co-opted members are chosen annually.



The Vice-President, President and Honorary Treasurer are elected annually; the Past-President is an ex-officio post. The role of the Treasurer has become pivotal to the strength of the Institute. The postholder currently chairs the Group Board and Remuneration Committee and is a non-executive director of CIPFA Business, the Institute's commercial arm.

We would like to hear your views on the following options which are being considered by Council:

1 Terms of Office

- Elected members and all regional representatives on Council to be elected to serve a three-year term of office, with a maximum of three consecutive terms.
- To facilitate the transition to three-year terms, in the year of introduction the twenty-one elected representatives would serve a first term of differing lengths depending on the number of votes they receive. Those in the top one-third in each employment category would serve a three-year term; those in the middle third would serve a two-year term and those in the lower third would serve a one year term.
- After that, a third of these Council seats would be electable each year. In employment categories with only two electable seats one seat would be available in two years of the three-year election cycle. We particularly welcome member views on any implications these changes might have for turnout at CIPFA elections.
- Co-options to Council would remain for a period of one year.
- The post of Honorary Treasurer would be elected for a term of three years.

2 Support of the President

Presidents take enormous pride in their role and consider it the greatest honour to lead the Institute for their year in office, but the work involved representing CIPFA in the UK and internationally continues to grow. One option is to appoint an additional officer – a Junior Vice-President – to share, with the existing (Senior) Vice-President, the duties of the President.

After one year the postholder would step up to the Senior Vice-Presidency and then automatically become President the following year.

These are not yet firm proposals. As explained above they are options which Council is considering on which we welcome member views.

Please send your comments, by Friday 12 March, to Barry Mather, Council Secretary, CIPFA, 3 Robert Street, London WC2N 6RL or barry.mather@cipfa.org.uk

If you have a question or suggestion about the general professional and technical development of members contact the Members Development Panel at mdp@cipfa.org.uk



Reminder: Annual Members Statement 2009

By now, all members should have returned their Annual Members Statement which was sent out with the subscription renewal notice in December. The deadline for members to submit the return was 31 January 2010, however it is still possible to complete your return online via the CIPFA Learning Centre.

If you have any queries about your Annual Members Statement or Subscription Renewal Notice, please contact the Membership Team on 020 7543 5665 or email membership@cipfa.org.uk

Improvement Network – driving better performance

The Improvement Network aims to encourage successful partnership working in local areas by building capacity for public sector managers and practitioners. It's regularly updated content is aimed at all sectors engaged with collaborative working including and beyond local government, that is health, police and other local strategic partnership (LSP) partners.

Almost 12,000 users have registered to access the free Improvement Tools section which covers 19 topics, including change management, leadership and partnership working – designed to build and enhance management skills. And a survey carried out in September 2009 with the site's users has shown a high degree of satisfaction:



- 84 per cent of users felt the service the network provided was 'good' or 'excellent'
- 75 per cent found what they were looking for on the website
- 72 per cent said the information on the website had helped improve performance

Steve Freer, Chief Executive of CIPFA, said: 'User feedback from subscribers to the Improvement Network has been extremely encouraging. It shows that CIPFA's continued support of

the website, together with our other improvement partners, is really helping to improve performance among managers and practitioners across the public sector.'

Background to the Improvement Network

Together with CIPFA, a number of other partners sponsor the Improvement Network, and pooling experiences of how public sector managers have improved services. These include:

- Audit Commission
- Improvement and Development Agency (IDeA)
- Leadership Centre for Local Government
- NHS Institute for Innovation and Improvement

This experience is based on audit, inspection and assessment work, consultancy and first-hand experience about what is required to improve local public services.

You can register for free access to all the Improvement Tools at: www.improvementnetwork.gov.uk/register
Visit the Improvement Network: www.improvementnetwork.gov.uk

'Using the tools has helped me increase in confidence, as well increase my understanding of impact of personal effectiveness in leadership.'

Lead Pharmacist for Surgery, Addenbrookes Hospital

'The tools provide a good starting point for new projects, and mean that you don't need to re-invent the wheel.'

Change Manager, West Midlands Strategic Health Authority

Volunteering opportunities

Panel chair needed

The Chair of CIPFA's Accounting and Auditing Standards Panel (AASP) plans to step down during 2010 and the panel will need a new chair.

The AASP is a cross cutting panel that reports to CIPFA's Public Finance and Management Board (PFMB). This expert advisory panel's overall aim is to promote the improvement of standards in public finance. It does so by leading CIPFA's response on pan-sector issues relating to accounting and auditing standards and providing thought leadership in these areas from a public service perspective. AASP works with other expert CIPFA panels to advise on specific issues within the public benefit sector. Current initiatives include:

- Supporting the implementation of IFRS in the public sector
- Contributing to the development of IFRS based GAAP for public benefit entities for charities, social housing providers and tertiary education

- Responding to improvement proposals for IASB and IPSASB standards and other related guidance
- Supporting the implementation of improved international standards on auditing, and the development of new assurance standards relating to wider matters such as sustainability

The position will be for a fixed term of three years and is renewable.

More details on the role of AASP are provided in its Annual Report, available from the AASP webpages at

www.cipfa.org.uk/panels/accounting, or

contact Ian Carruthers T: 020 7543 5677

E: ian.carruthers@cipfa.org.uk or Steven Cain T: 020 7543 5794 E: steven.cain@cipfa.org.uk.



Regulatory committee members needed

CIPFA needs volunteers for its regulatory committees. You should be interested in improving standards through professional self-regulation and possess the ability to understand and analyse complex issues and be able to demonstrate sound judgment.

The Disciplinary Scheme

The scheme considers complaints about members and students. Each of the three committees consists of CIPFA and lay members.

The Investigations Committee conducts business by email, telephone and correspondence. Attendance at meetings is an occasional requirement.

The Disciplinary Committee adjudicates on cases referred by the Investigations Committee.

The Appeal Committee considers appeals and may confirm, vary or rescind any order of the Disciplinary Committee.

Disciplinary and Appeal hearings are open to the public.

The Competency Scheme

Members of the committees also sit on CIPFA's Competency Committee. This considers the competency of members who are bankrupt or who suffer from mental disorder which may impair their professional abilities.

As with the Disciplinary Scheme, each stage of an investigation is considered by a separate committee. However, all hearings are held in private.

General

Appointments will normally be for a period of three to five years. The time commitment is approximately six days per annum plus attendance at a training day each year for the Disciplinary and Competency Schemes.

CIPFA will pay travel and subsistence expenses.

Please apply by 19 February 2010.

For further details on the specific roles and person specifications, please contact jane.jones@cipfa.org.uk.

Register now – Certificate in International Treasury Management – Public Finance

Students can now register for the second intake of the Certificate in International Treasury Management – Public Finance (CertITM-PF).

This qualification from CIPFA and the Association of Corporate Treasurers provides a fundamental understanding of treasury management for the public services.

Make sure you enrol before the 31 March deadline by completing the enrolment form which can be found at www.cipfa.org.uk/certitmpf or calling 020 7847 2540.



New treasury management publications

- Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (Fully Revised Second Edition 2009) (Book and CD-ROM)
- Treasury Management in the Public Services: Guidance Notes for Local Authorities including Police Authorities and Fire Authorities (Fully Revised Third Edition 2009) (Book and CD-ROM)

CIPFA statement on the role of the Head of Internal Audit in public service organisations

A new CIPFA steering group, led by Mike More, Chief Executive at Westminster City Council has begun work on its new *Statement on the Role of the Head of Internal Audit in Public Service Organisations*. The statement will be published in May and we are keen to get your views at this early stage on the proposed principles and the issues the statement should cover.

More details are at www.cipfa.org.uk

Is your local authority achieving value for money?

The Policy Research team at CIPFA have conducted a number of value for money statistical reviews over the past few years, providing detailed financial and performance related breakdowns of all service areas within each authority.

The reviews help to illustrate how a local authority compares with a set of nearest neighbours and their class as a whole, identifying areas of both good and bad performance, presenting evidence for the authority's value for money self assessment and offering a starting point for questions on how improvements can be made.

The reviews are much more detailed than the Audit Commission's value for money profiles and importantly make use of more up-to-date information. The detailed analysis helps local authorities better understand their costs, service delivery, performance and the outcomes they receive. They can be used to help managers communicate the story around their services and prioritise where change could be made so that services can be properly managed.

Each review comprises:

- A main report – discussion of the financial and performance related strengths and weaknesses of the authority, supported by tabular and graphical information
- Tables of key indicators – summary tables of the main indicators and how the authority compares with its comparator groups
- Database – a complete set of all the data used.

For further information or to discuss in more detail please contact Salina Bates, Policy Research Manager on 020 8667 8530 or salina.bates@cipfa.org.uk

free networks membership

until April 2010

subscription special offer

Pensions Network and Treasury Management Forum subscription offer

Sign up for a 12 month subscription to the CIPFA Pensions Network (CPN), Treasury Management Forum (TMF), or the TMF and CPN integrated membership today and we will give you membership until 1 April 2010 absolutely free. Annual subscriptions run from 1 April to 31 March, but sign up now and we will give you complimentary member access until April.

The CIPFA Pensions Network is:

An independent and unique member subscription service, providing a range of services to support pensions practitioners in their day to day jobs. The network is dedicated to pension fund bodies, offering services in relation to investment, audit, accounting, administration and governance.

The Treasury Management Forum is:

A national forum where the major treasury management issues of the day can be discussed and debated in an impartial and informed environment. It

provides a local network to connect participants with good practice through the dissemination of timely and authoritative information and knowledge amongst practitioners in the field.

Benefits of network membership include:

- Access to a comprehensive programme of events
- Opportunity to use pre-paid places at other relevant CIPFA events
- Dedicated websites
- Newsletters containing information and comment on market developments and news of treasury management/pensions issues and events
- A 24-hour newsfeed on treasury management and investment related issues
- Access to our specialist online library

Visit www.cipfanetworks.net/pensions or www.cipfanetworks.net/treasurymanagement for more information.

CIPFA performance in public services



New guidance on pensions finance

Two new guidance publications on pensions finance are now available. They are:

- Pensions Finance Knowledge and Skills Framework – Technical Guidance for Elected Representatives and Non-executives in the Public Sector
- Pensions Finance Knowledge and Skills Framework – Technical Guidance for Public Sector Pensions Practitioners.

Order your copies from www.cipfa.org.uk/shop



TISonline.net – a million reasons to log on

TISonline (www.tisonline.net) is CIPFA’s online resource providing over 30 information streams that cover the full range of financial and service functions of local authorities and other public service bodies. The streams are regularly refreshed by our editorial team working with 25 editorial boards comprising 200+ contributors and authors. The service is supported by regular news updates, e-alert services and active discussion forums.

With over half a million visits and 1.3 million hits in 2009, CIPFA’s TISonline service is proving a popular resource and a core source of information for public sector finance practitioners. In the November 2009 user survey the service was rated as ‘good’ or ‘very good’ by 92% of users.

TISonline subscriptions offer organisation wide access and over 700 public service organisations already subscribe, including 90% of local authorities, so you may have access already.

To register or see what level of subscription your organisation holds log on at www.tisonline.net

New PMPA e-newsletter

The Public Management and Policy Association (PMPA) has launched a new website at www.pmpa.co.uk. It has also launched an e-newsletter service with information on up and coming events, new articles, projects in the pipeline and discussion papers from recent seminars and lectures.



If you would like to receive the newsletter email deirdre.noonan@cipfa.org.uk. You can also check out the new PMPA website at www.pmpa.co.uk

publications

Forthcoming and recent CIPFA publications:

The following titles have just been, or will be published by CIPFA over the next few weeks. For further information and to pre-order your copies please visit the CIPFA Shop at www.cipfa.org.uk/shop

- Best Value Accounting Code of Practice 2010/11 (Hard copy and CD-ROM)
- Code of Practice on Local Authority Accounting in the United Kingdom 2010/11: Based on International Financial Reporting Standards (Book and CD-ROM)
- Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice – Guidance Notes for Practitioners – 2009/2010 Accounts (Hard copy and CD-ROM)
- A Good Practice Guide to the Financial Management of Housing Benefit in England (Fully Revised Fifth Edition 2010) (Book and CD-ROM)
- Investment Decision Making and Disclosure in the Local Government Pension Scheme: A Guide to the Application of the Myners Principles
- The Prudential Code for Capital Finance in Local Authorities (Fully Revised Second Edition 2009) (Book and CD-ROM)
- Resource Allocation Models in Further and Higher Education: A Compendium (Fully Revised Second Edition 2010)
- A Risk-based Approach to the Audit of Procurement
- Standing Guide to the Commissioning of Local Authority Work and Services (Version 7)



Strategic financial risks and treasury management

10 February, York and

24 February, London

Contact: Gemma Pullen

T: 020 8667 8595

E: gemma.pullen@cipfa.org.uk

Developments in children's services finance

23 February, London

Contact: Daisy Crisp

T: 020 7543 5751

E: daisy.crisp@cipfa.org.uk

Introduction to central government finance

24 February, London

Contact: Charlotte Cordrey

T: 020 7543 5750

E: charlotte.cordrey@cipfa.org.uk

Financial management beyond the organisation

Dates and locations in March

Contact: Lisa Martin-Harvey

T: 020 8667 8522

E: lisa.martin-harvey@cipfa.org.uk

CIPFA Local Authority Accounting Conference

4-5 March, Southampton

Contact: Linda Reed

T: 020 7543 5748

E: linda.reed@cipfa.org.uk

Advanced audit committees

10 March, Edinburgh

Contact: Gemma Pullen

T: 020 8667 8595

E: gemma.pullen@cipfa.org.uk

IFRS and beyond: the third annual CIPFA/ICAEW public sector conference

5 March, London and

12 March, Leeds

Contact: Una Foy

T: 020 7543 5647

E: una.foy@cipfa.org.uk

Introduction to police finance

16 March, London

Contact: Daisy Crisp

T: 020 7543 5751

E: daisy.crisp@cipfa.org.uk

CIPFA Treasury Management Network Conference

17 March, London

Contact: Gemma Pullen

T: 020 8667 8595

E: gemma.pullen@cipfa.org.uk

Total Place: transforming service provision – going beyond the numbers

17 March, London

Contact: Kneeley Ward

T: 020 8667 8192

E: kneeley.ward@cipfa.org.uk

Introduction to adult social care finance

22 March, London

Contact: Daisy Crisp

T: 020 7543 5751

E: daisy.crisp@cipfa.org.uk

Strategic thinking and public value

24 March, London

Contact: Lisa Martin-Harvey

T: 020 8667 8522

E: lisa.martin-harvey@cipfa.org.uk

Introduction to children's services finance

29 April, London

Contact: Charlotte Cordrey

T: 020 7543 5750

E: charlotte.cordrey@cipfa.org.uk

The CIPFA Audit Conference

18-19 May, Manchester

Contact: Claire Howard

T: 020 7543 5628

E: claire.howard@cipfa.org.uk

The CIPFA Social Care Finance Conference

17-18 June, Southampton

Contact: Daisy Crisp

T: 020 7543 5751

E: daisy.crisp@cipfa.org.uk

CIPFA IT Audit Update Conference

6-7 July, Birmingham

Contact: Claire Howard

T: 020 7543 5628

E: claire.howard@cipfa.org.uk

For information on the following events, contact

deirdre.noonan@cipfa.org.uk

Leading local government of the future

18 February, London

Public services reform and local government of the future

3 March, London

Local government and the technology of the future

11 March, London

CIPFA office contacts

London, Robert Street

T: 020 7543 5600

CIPFA Scotland

T: 0131 551 2100

CIPFA Northern Ireland

T: 028 9026 6770

CIPFA in the Republic of Ireland

T: 00 35 31 668 6233

CIPFA Wales•Cymru

T: 01267 223442

CIPFA Business (Croydon)

T: 020 8667 1144

Consultancy

T: 01244 399 699

Technical enquiry service

T: 020 7543 5888

Member services

T: 020 7543 5665

Business Development (E&T)

T: 020 7543 5851

Education and training information service

T: 020 7543 5678

Regional and volunteer support

T: 020 7543 5781