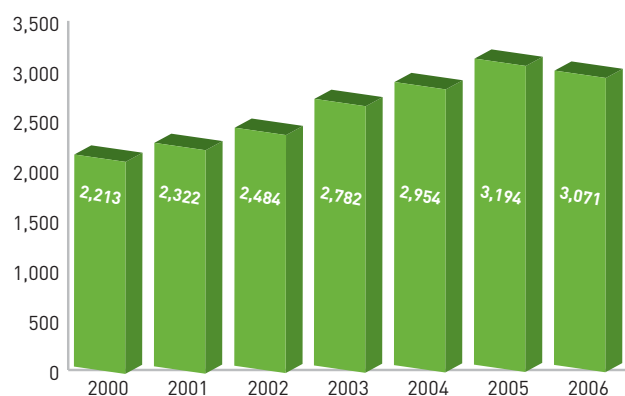


CIPFA's PERFORMANCE

Like its predecessor, there is a strong performance aspect to the new development strategy. During the course of 2006, CIPFA's Council and Executive has been engaged in identifying the measures that will enable CIPFA to demonstrate to all its stakeholders that it has been successful in achieving the desired outcomes, as described in the four quartiles of the performance scorecard.

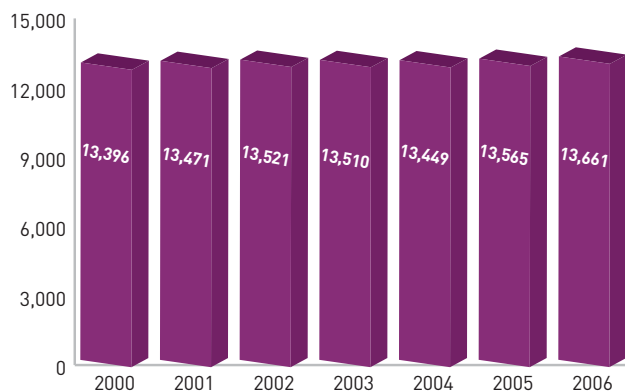
QUARTILE 1: MEMBERS AND STUDENTS – Educating, training and developing outstanding members.

1.1 Number of students at 31 December



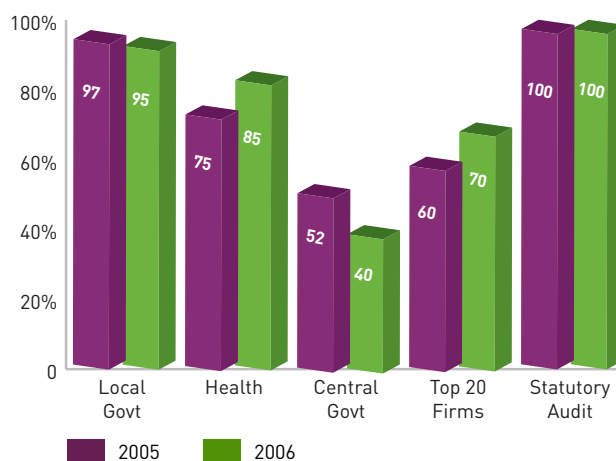
The new PAQ scheme is now well established with students at all levels of the scheme. The small drop in student numbers between 2005 and 2006 reflects the completion of the transitional arrangements and an increase in the number of students becoming members in this year. The target for growth in 2007 is 5% – 8%.

1.2 Number of members at 31 December



An increase in the number of students elected to membership in 2006 boosted member numbers. The target for growth in 2007 is 0.5 – 1%.

1.3 Number of organisations employing members and students.



The graph shows the proportion of organisations in five key target markets that employ CIPFA members and students. At the end of 2006 the total number of employing organisations of members and students was 2,918. Of these, 892 employed CIPFA students.

1.4 Student satisfaction

A full student survey is carried out twice a year. It covers a range of qualitative and quantitative questions. Responses to quantitative questions are given on a scale of 5 (excellent) to 0 (extremely poor). Our target is to achieve an average score of better than 3. 112 students responded to the June survey and 168 students responded to the December survey. The results of both surveys gave scores in excess of the target of 3 for all support services provided by Education and Training.

1.5 Member satisfaction

We carry out a full member survey every two years. The next one will take place during 2007. In the future, we intend to augment this feedback with more frequent small sample surveys of members using a range of contact methods which will provide us with more regular feedback



and involve members in helping us to develop new services.

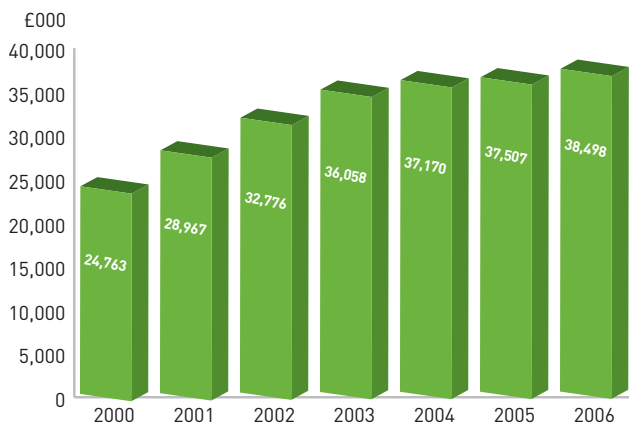
1.6 Employer perception of CIPFA members

Whilst we have anecdotal evidence on employer perception of CIPFA and its members, to date we have not sought this systematically. The market research team is

engaged in an exercise that will in future permit us to obtain consistent feedback on employer perceptions of CIPFA and its members. We intend to carry out perception research using qualitative as well as quantitative methods. This will allow us to more fully understand employers' needs.

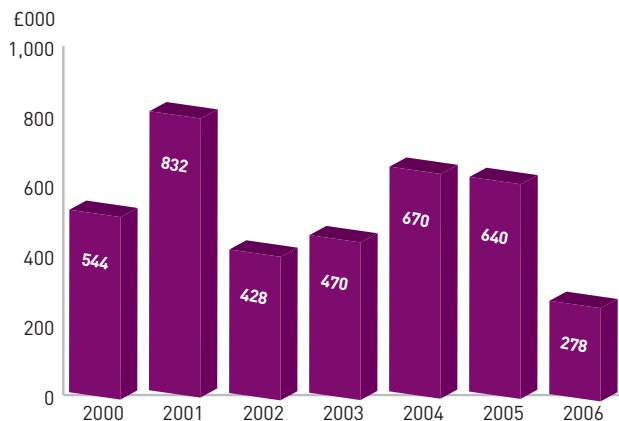
QUARTILE 2: CUSTOMERS – meeting customer needs and expectations.

2.1 Turnover



Turnover increased 2.6% between 2005 and 2006 and business plans target 2–5% growth in 2007.

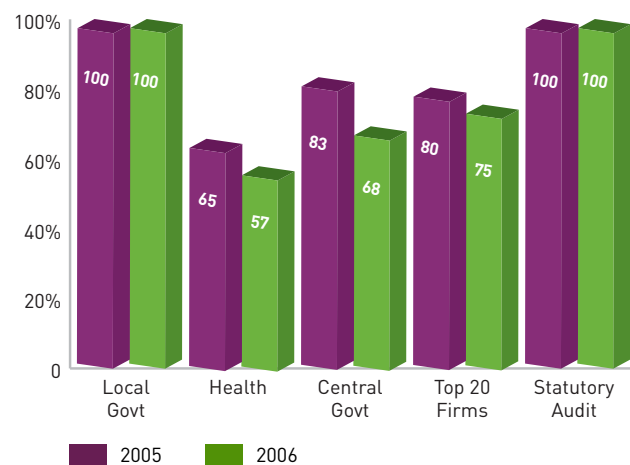
2.2 Surplus (before revaluations and legacies)



CIPFA has consistently achieved above target surpluses in recent years. Since 2000, our business plans have set a

target surplus of £250,000 before revaluations (including pension fund) and legacies. This modest target reflects our desire to achieve a positive result but at the same time increase investment in the delivery of our charitable objectives. Results in excess of target are helping to secure our financial position and build towards a reserves level which is adequate and appropriate for an organisation the size and nature of CIPFA. The figures are before legacies, property and FRS17 pension fund valuations. Our comparative target for 2007 remains at £250,000.

2.3 Number of organisations purchasing CIPFA products and services



The graph shows the percentage of organisations in five key target markets purchasing products and services from the CIPFA Group.

The actual number of organisations that the CIPFA Group sold to in 2006 was 3,500 (2005 – 4,000). Two main factors have contributed to this reduction: the reorganisation of the

CIPFA's PERFORMANCE

health sector; and, in 2005 CIPFA produced the *Introductory Guide to Education Finance* which was purchased by many individual schools. We did not have an equivalent product in 2006 but there are plans for a revised guide in 2007.

2.4 Customer satisfaction

Customer satisfaction surveys are undertaken throughout the CIPFA Group, some on a regular basis after events or projects, others with the intention of reviewing yearly performance or feeding into planned new activity.

These exercises demonstrate a high level of satisfaction with CIPFA products and services, for example, courses and conferences feedback achieved 90% of delegates rating events good or excellent; Technical Information Service also achieved 93% of TIS online users rating the service good or very good; Networks and Forums feedback showed 94% of respondents agreed or strongly agreed that the services helped authorities to improve.

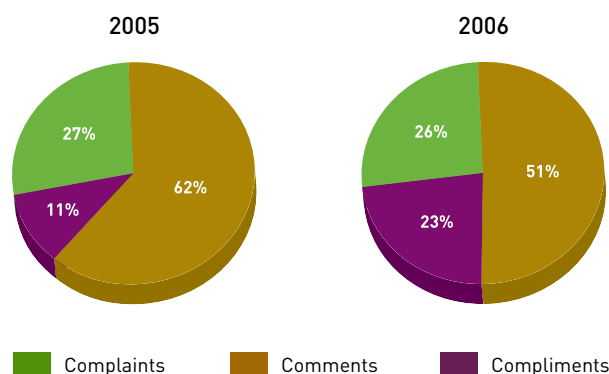
Several sample surveys invited respondents to give an overall rating of CIPFA Group services and 83% agreed or strongly agreed that the CIPFA Group provides good services.

For the future, the market research team will be following a consistent approach to feedback which tests satisfaction and our target will be to achieve at least 80% satisfied or very satisfied with our services.

2.5 Customer complaints

CIPFA positively encourages feedback. Since introducing a formal complaints, comments and compliments system in 2004 we have made significant improvements in signposting how external stakeholders can provide complaints, comments and compliments, for example, courses and conferences feedback forms offer delegates the opportunity to provide feedback on wider CIPFA issues and the complaints, comments and compliments system is clearly signposted from the home page of the CIPFA website www.cipfa.org.uk

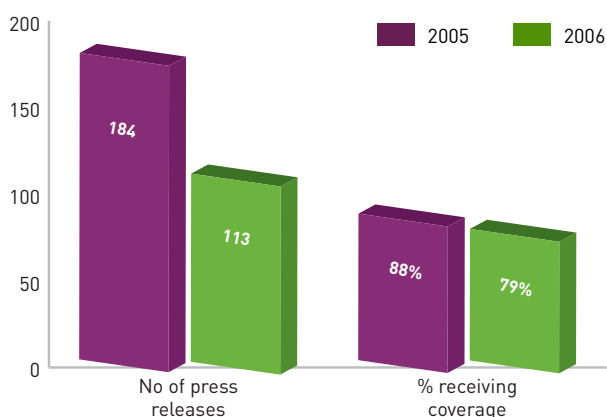
The pie charts show what percentage of feedback was a complaint, a comment or a compliment.



QUARTILE 3:

HIGH STANDARDS – setting high standards and delivering best practice in the public interest.

3.1 Press coverage



During 2006 CIPFA was mentioned 1,729 times across the print, broadcast and online media (2005: 1,936). The biggest news story was the council tax survey. In 2005 the biggest news story was the ICAEW integration proposals.

3.2 Press coverage linking CIPFA with high standards

CIPFA received 747 press mentions specifically linking CIPFA with high standards in 2006.

3.3 External stakeholder perceptions of CIPFA

Different parts of the CIPFA Group engage with external stakeholders, whether as customers, users of CIPFA services, or contributors to the development of CIPFA products or services. To date, views on CIPFA performance have been sought from stakeholders, with occasional



questions on perceptual matters. In future, it is planned to make the collection of perceptual information more systematic, and this will commence with a re-branding survey of CIPFA's subsidiary company, IPF Ltd, in Spring 2007.

3.4 Members serving on or advising government, standard setting and regulatory bodies

CIPFA is able to influence the agendas and outcomes of work carried out by government, standard setting and regulatory bodies through the presence of CIPFA members and staff on the boards and committees of national and international organisations.

We currently have members and advisers on a wide range of boards and committees including: IFAC's Developing Nations Committee; IFAC's Professional Accountants in Business Committee; European Federation of Accountants (FEE) Education Committee; the Financial Reporting Council and the Professional Oversight Board.

We are proud that two of our members hold the position of chair of important international Boards: Mike Hathorn, International Public Sector Accounting Standards Board and Caroline Mawhood, FEE Public Sector Committee.

QUARTILE 4:

PEOPLE – developing our people and making best use of resources

4.1 Staff turnover

Staff turnover in 2006 was 14.5%, an improvement over 2005 when we recorded 18.5% turnover.

4.2 Staff absences

CIPFA lost 1.04% of working time through uncertified absences (1.23% in 2005). This compares favourably with the latest external benchmark figure for the not-for-profit sector from the Chartered Institute of Personnel Development of 2.3%.

4.3 Volunteers

At the end of 2006 we had 1,813 people undertaking voluntary roles (2,060 at the end of 2005). The total number of volunteers has declined as the current final test of professional competence does not require mock viva and project examiners.

At the end of 2006 we had the following volunteer vacancies:

ACTIVITY	No of volunteer positions vacant 2005	No of volunteer positions vacant 2006
Technical Information Services (TIS) boards	33	22
Statistical Information Service (SIS) working parties	10	9
Policy and Technical panels	4	2
CPD advisers	2	1
Final test of professional competence examiners	10	6
E&T panels and invigilators	1	4
Total	60	44

The situation changes regularly. For more information on volunteering opportunities and how to become a volunteer please visit the volunteering section of the CIPFA website www.cipfa.org.uk/volunteers/ Current volunteers are encouraged to give us feedback on their volunteering experience through a volunteer feedback survey also accessed through the volunteering section of the website. 2006 feedback showed that 87% of respondents strongly agreed or agreed that their time volunteering for CIPFA was well used, and 93% strongly agreed or agreed that they had benefited from the experience. The knowledge that their voluntary effort was contributing to the success of the Institute was the most frequently quoted primary motivation for volunteering.

4.4 Staff satisfaction

CIPFA conducts a staff survey every year. In 2006 91% of staff agreed or strongly agreed that they were satisfied with CIPFA as an employer. This compares favourably with the result from 2005 which was 89%.