

## **European Group**

# **REGIONAL DEVELOPMENT PLAN**

**2010**

## **Purpose of the Plan**

This development plan is an internal document used by CIPFA European Group to develop, plan and monitor its activities in 2010. It remains our objective for 2010 to ensure that our Members have access to advice and services that is not significantly diminished as a direct result of not living and working in the UK.

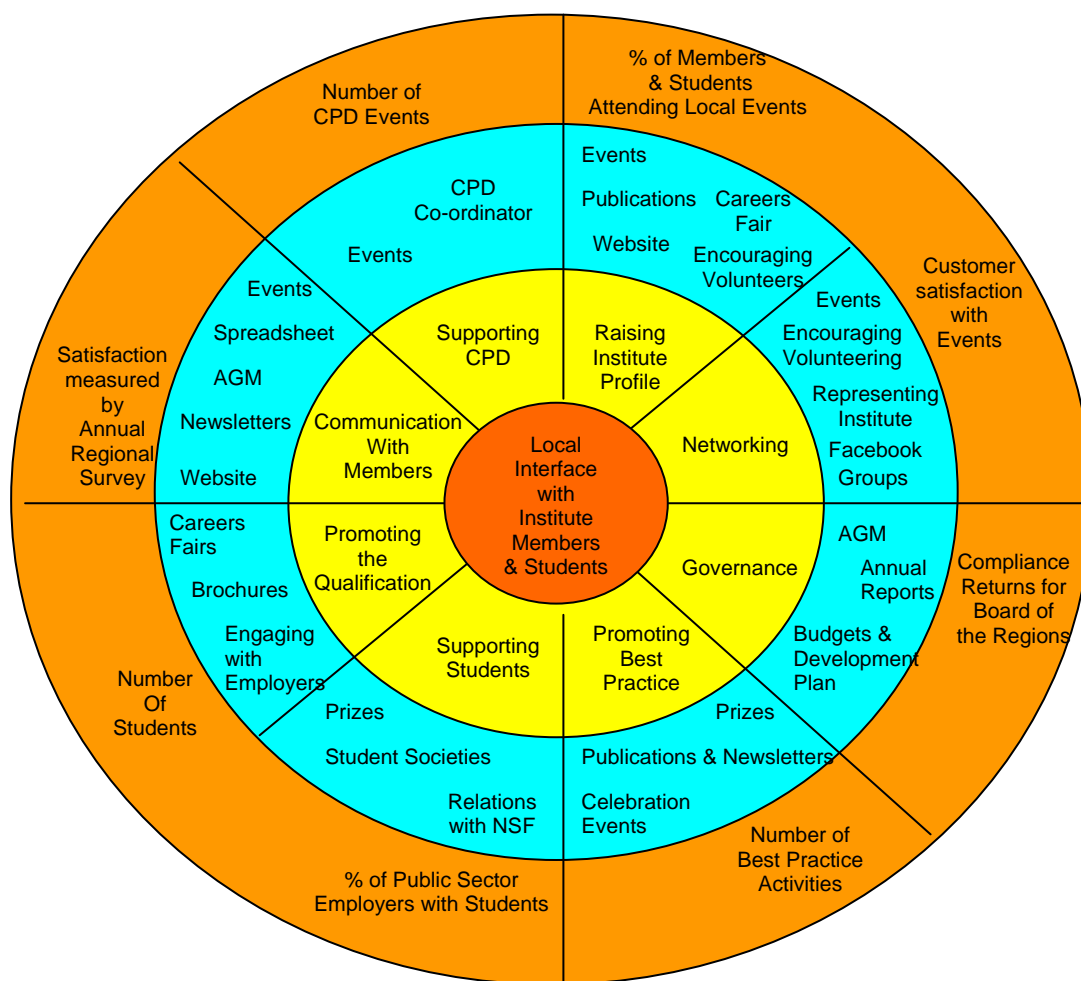
## **Basis of the Plan and Priorities for 2010**

The 2010 Development Plan continues to be based on the Regional Activities Model (Diagram1) which sets out the core activities of the Regions (yellow), the associated processes (blue) and possible performance measures (orange). The model provides the flexibility for regions to prioritise their activities and process in a local context and we will continue to utilise the model as appropriate. As a result we have set the following priorities for 2010

- Developing supporting CPD for Members in Europe including joint events with other institutes and organisations.( ICAEW:CCAB:PWC)
- Continuing to raise the profile and standard of the CIPFA Annual Seminar as the principal CPD event for Members and a key profile raiser for the Institute
- Raising the profile of CIPFA and its Members in Europe as a clear component of CIPFA's International Strategy
- Ensuring a continued role for professional and social networking, principally through the continued improvement and enhancement of the web site and on line services to Members
- To continue to review with CIPFA the changes required in the existing funding model to ensure best added value and service for Members of the European Group. Determine an appropriate level of funding required by subvention or through Development Fund Bids
- Improving our own administration procedures to ensure effective contribution to Board for the Regions, governance arrangements and effective succession in future.
- Further improve the quality and regularity of communication with and between Members
- Encourage all Members , particularly in senior positions, to act as ambassadors of the Institute

This plan sets out the associated processes the Region will put in place to deliver core activities.

**Diagram1: Regional Activities Model**



In developing our plan we need to give consideration to the current status of the region and a SWOT analysis is attached at Annex A

**Planned 2010 Activities**

A number of targets have been set to monitor achievement of the above priorities and activities (Annex B).

Progress in achieving targets will be regularly monitored and reviewed as a minimum at each annual meeting of the Group but additionally at the request of any member of Executive Committee, or of any member of the Group, or in light of decisions taken by the Board for the Regions. All Members will be advised of and consulted on all reviews undertaken.

## **Review of 2009 Performance**

A review of progress in achieving targets set out in the 2009 Development Plan will be is at Annex C. To better bring the Region's reporting in line with CIPFA standards it is proposed that the 2009 Annual Report will be prepared by April/May 2010.

## **Financial Plan**

A summary financial plan to support delivery of the 2010 Development Plan and to support discussions with Robert Street and the Board for the Regions is attached at Annex D. To note a bid for Development Funds ( or other source of core funding that might be considered) for £2500 is submitted with this Development Plan to the Board for the Regions.

## **Concluding Remarks**

The targets set in the Development Plan are as always challenging and rely heavily on the continued support and enthusiasm of volunteers on our Executive Committee. More volunteers are always welcome and in particular to represent the interests of Members in Luxembourg.

Leslie Milne  
Chair – CIPFA European Group

### ***SWOT Analysis***

As part of drafting this Development Plan, a SWOT analysis was undertaken to allow planned activities to focus. The outcomes from this were:

#### *Strengths*

- The European Group is situated at the heart of the European Single Market and provides a bridge not only for new employment opportunities for members but also for the Institute (provision of professional consulting and advice as well as training in the enlarged EU, key supporter of International Strategy Board)
- Strong support and interest of the Board for the Regions to ensure that professional services provided to members in Europe are both those considered key, and those that can be cost effectively delivered.
- Volunteers are contributing to the Group in improving its communication with members, its web presentation, and to provide advice across Europe on CPD to individual members
- The Group has a website that now is updated by a new volunteer to provide members with full information on Group activities
- Significant steps have been taken to capturing almost all email addresses

#### *Weaknesses*

- Some members (particularly outside Brussels or Luxembourg) might still feel that they are not receiving the level of support, particularly attending Annual meetings and Seminars, which they might expect for their membership subscription.
- Geography - members in 16 countries
- The region does not have the same opportunities as others for the cost effective provision of low cost training systematically to its members for CPD purposes, in terms of; volunteer base; distance; lack of sponsoring organisations; limitations on joint event organisation.
- The region has to work very hard to maintain the interest and commitment of a limited number of volunteers

#### *Opportunities*

- The Region features strongly in the Institute's Plans in the Development Strategy to strengthen its international profile
- Consideration of extension of relations with the ICAEW Brussels Office and improved exchanges of information and meetings between members
- The organisation of sub regional meetings ( in Brussels and Luxembourg) will be further encouraged in 2010
- Partnership and possible sponsorship initiatives to be constantly reviewed and followed up
- Members in Europe are to be encouraged to participate as fully as possible in national CCAB events and activities
- The improved use of e-communication ( principally e-based)to keep members informed and aware of the CIPFA family
- The possible integration into the Group of 434 registered students in Eastern Europe currently enrolled in CIPFA Diploma studies.

#### *Threats*

- Membership apathy , attendances at seminars
- A possible failure to revise the basis of funding provision to the Group to allow its appropriate growth and delivery on services. This will be a key action area
- Members not possessing or providing access to email addresses

## Annex B

### 2010 Development Plan Activities and Indicators

Core Activity	Process	Performance Indicator	Budget	Responsibility	Progress
<ul style="list-style-type: none"> <li>• Supporting CPD</li> <li>• Promoting Best Practice</li> <li>• Raising Institute profile</li> <li>• Networking</li> <li>• Communication with Members</li> </ul>	<b>Events:</b> To deliver an events programme that: <ul style="list-style-type: none"> <li>• meets the needs of members and retired members</li> </ul>	Run a programme of events to support both CPD and the professional qualification;	Overall Events budget of c£2800	Chair and nominated Lux volunteer	
	<ul style="list-style-type: none"> <li>• meets the needs of diverse sectors</li> </ul>	To ensure as broad a possible attraction of larger event with any local events being well targeted. At least one event in conjunction with another institute	As above	As above	
	<ul style="list-style-type: none"> <li>• is accessible to members across all the Region</li> </ul>	A challenge . Review cheap cost/sponsorship options/ live streaming of events etc	As above	As above	
	<ul style="list-style-type: none"> <li>• provides value for money</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain programme of free seminars</li> <li>• Seek appropriate sponsorship</li> <li>•</li> </ul>	As above	As above	

Core Activity	Process	Performance Indicator	Budget	Responsibility	Progress
	<ul style="list-style-type: none"> <li>• is well attended</li> <li>• is inclusive</li> <li>• is of high quality</li> <li>• promotes and supports CPD</li> </ul>	<p>Higher gross attendance levels in 2010 than 2009</p> <p>Involves retired members</p> <p>Continued use and analysis of evaluation forms following each event to be report to next exec meeting</p> <p>Electronic CPD certificate to be issued to all delegates.</p>	<p>As above</p> <p>As above</p> <p>As above</p>	<p>Event organisers to issue satisfaction surveys Hon Sec</p> <p>Hon Secretary</p>	
<ul style="list-style-type: none"> <li>• Promoting Best Practice</li> <li>• Networking</li> <li>• Raising Institute profile</li> <li>• Promoting the Qulaification</li> </ul>	<p><b>Ensure that the quality and reputation of Annual Seminar maintained with key representative and employer groups</b></p> <p><b>Acting as ambassadors for the Institute</b></p> <p><b>Respond to CIPFA HQ requests for support in promoting the qualification</b></p> <p><b>Organise a dinner with key decision makers and CIPFA ( as part/outside seminar)</b></p>	<p>Media Coverage,</p> <p>Attendee Numbers/ sponsorship</p> <p>Attendee Numbers/ sponsorship</p> <p>Response rate re providing info etc</p>	<p>Included in event budget costs</p> <p>No budget requirements</p> <p>No budget requirements</p> <p>Target €2500 sponsorship pa</p>	<p>Chair/Exec</p>	

<ul style="list-style-type: none"> <li>• <b>Promoting best practice</b></li> <li>• <b>Communication with members</b></li> <li>• <b>Raising Institute profile</b></li> </ul>	<p><b>Improved communication:</b> To communicate effectively with members, employers and other stakeholders</p>	<p>To ensure that all events are publicised on the website at least 2 weeks in advance of the event;</p> <p>To ensure that event slides are available on the website within 1 week of the event;</p> <p>To increase the number of hits on the Regional website from 2009 levels;</p> <p>Agendas and minutes of Board for the Regions to be put on our regional website as soon as available.</p> <p>Key Executive members profiles on regional website</p>	<p>No budget requirements</p> <p>No budget requirements</p> <p>No budget requirements</p> <p>No budget requirements</p> <p>No budget requirements</p>	<p>Regional Executive</p> <p>Website Co-ordinator</p> <p>Executive Committee and Website Co-ordinator</p> <p>Regional Secretary and Website Co-ordinator</p> <p>Regional Secretary and Website Co-ordinator</p> <p>Regional Chair and Website Co-ordinator</p>	

				Key Executive Members and Website Co-ordinator	
<b>Core Activity</b>	<b>Process</b>	<b>Performance Indicator</b>	<b>Budget</b>	<b>Responsibility</b>	<b>Progress</b>
		Coverage of Regional events in relevant media including Spreadsheet, Pass and PQ;	No budget requirements	Event lead volunteer	
• <b>Promote best practice</b>	<b>Celebrate success:</b> To recognise success of individual members, or volunteers in the Region	Publicise volunteer activity – media eg PF/Spreadsheet	No budget requirements	Regional Chair	
• <b>Networking</b> • <b>Raising the Institute profile</b>	<b>Networking:</b> member networks within the Region are maintained and developed.	Membership to the Regional Executive is maintained in accordance with the Constitution;	No budget requirements (unless otherwise stated)	Regional Chair (unless otherwise stated)	
<b>Core Activity</b>	<b>Process</b>	<b>Performance Indicator</b>	<b>Budget</b>	<b>Responsibility</b>	<b>Progress</b>
		Volunteer levels are maintained and reflect the principal pockets in Brussels and Luxembourg and cover range of professional circumstances  At least one new volunteer actively involved in 2010;	No budget requirements  No budget requirements		

	Work closely with CIPFA in North West and Wales	Take contact to seek to advance proposal made for "buddy" region status  Consider broad scope for collaboration /exchange  Invite to seminar 2010	Possible travel costs	Chair	
• Promoting Best Practice	<b>Best practice:</b> Review Development Plans and Websites of other Regions and identify areas of best practice	Look to Implement at least one initiative from another Region	No budget requirements	Regional Executive	
• Governance	<b>Regional Executive:</b>  Improve Financial control and reporting arrangements	Review centralised/local accounting debate with CIPFA  Harmonise financial Reporting /Annual report with Board for the Regions targets  Budget reports are presented at each meeting and these include spend to date against budget, balances plus coming year's budget or year end accounts where relevant. Clear statement re use of balances;	No budget requirements  No budget requirements	Chair  Regional Treasurer	
<b>Core Activity</b>	<b>Process</b>	<b>Performance Indicator</b>	<b>Budget</b>	<b>Responsibility</b>	<b>Progress</b>
		100% of reports to	No budget requirements	Regional Chair/Regional	

		Board for the Regions are submitted on time. This includes Annual Report, Development Plan and other internal reports;		Secretary	
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**Annex C**

***DEVELOPMENT PLAN 2009- Position Statement***

Below are the key activities that the Region will be undertaking in 2009 along with associated performance indicators for. *Educating, Training and Continuously Developing Outstanding Members*

<b>Key Activity</b>	<b>Performance Indicators</b>	<b>Budget 2009</b>	<b>Position</b>
Organise a European Seminar in 2009 and one meeting/event in Brussels / Luxembourg	Increase Number of members and other guests attending particularly ICAEW and other strategic partners	£2000  (£2000)	
Seek sponsorship for Seminar and events	Increase proportion of working members , and those not Luxembourg or Brussels, attending, seek to provide financial assistance  Focus the Seminar on issues of significant current interest to Promote the name and reputation of CIPFA  Arrange mid year events in Brussels/Luxembourg	<b>No separate events organised.</b>  <b>Annual Seminar</b>  <b>£2800</b> <b>Seminar best attended/supported/best split of attending organisations</b>	

<p>Continue to Promote and develop website</p> <p>Continue Training and best practice exchange with other Regions</p>	<p>The website to be regularly updated with all relevant material for members</p> <p>Website to incorporate ADOBE reader development funded by CIPFA</p> <p>Review hit rates</p> <p>Attendance at webmaster conference Encourage feedback on content from consultation/interaction with members</p>	<p><b>Web Administrator continues to work and update site and attend events incl Conf for the Regions</b></p> <p><b>Low cost solutions sought. ADOBE not purchased</b></p> <p>£600/0</p>	<p>Vice Chair/Webmaster</p>
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<p>Improve communications with members</p>	<p>Improve updating of meetings etc to Website</p> <p>Try to get capture of accurate email information on all members Constant Review of completeness</p> <p>Concerted effort in 2009 to identify/address needs of retired members</p> <p>Ensure email correspondence respects data and personal security requirements</p> <p>Try to ensure all postal addresses accurate and up to date</p> <p>Respect of Guidelines prepared by secretariat</p>	<p><b>Work successful and ongoing</b></p>	<p>Exec Committee</p> <p>Chair/Vice</p> <p>Hon Sec</p> <p>Chair</p> <p>Hon Sec</p> <p>Hon Sec</p>

<p>Develop the number of professional and student members</p> <p>Ensure attendance at Board for the Regions and exchange of information and best practice from relevant Council Boards</p>	<p>To review with CIPFA the possible integration of Diploma students in Accession States,</p> <p>Raise awareness of issues discussed/decisions Seek engagement with CIPFA/IPF to review approach</p> <p>Evaluate Membership level of satisfaction with information received and action taken</p>	<p><b>Discussions ongoing</b> <b>No short term solution clear</b></p>	<p>Chair/Vice Chair</p>

***Meeting Customer Needs and Expectations***

<b>Key Activity</b>	<b>Performance Indicators</b>	<b>Budget 2009</b>	<b>Responsibility</b>
Support other key CIPFA central events, at a basic level, in partnership with other CIPFA Regions.	President's Dinner  Conference of the Regions, two delegates  Annual Conference One Delegate To be represented	Exec Comm/Volunteers  <b>Targets met</b>	£2000 <b>£800</b>
Improve service delivery	Effective Follow up of matters raised by Members  Recruit and train more volunteers web/secretariat support	Chair/Vice  <b>As required , no specific instances</b>  <b>More volunteers welcome</b>	0

***Setting High Standards and Delivering Best Practice in the Public Interest***

<b>Key Activity</b>	<b>Performance Indicators</b>	<b>Budget 2009</b>	<b>Responsibility</b>
		BUDGET 2008/Responsibility	

Continue to Increase Value of CIPFA to Members and as a Brand to Clients	Seek to invite Key Decision Makers to be involved with activities and seminars Number of guests invited to events Encourage Members to support and publicise the Institute appropriately	£500 Chair/Vice <b>Include in seminar outturn</b> <b>Seminar involved Key Decision makers</b>
Strengthen links with other bodies	Attendance at CCAB Annual Meeting Members to attend local national CCAB Maintain links with other CCAB bodies /offices in Europe Improve coordination with ICAEW in Europe and attend key events	<b>£0</b> <b>CCAB clash with annual seminar but Ann Rept sent</b> <b>Coordination with ICAEW and CCAB maintained</b>

*Developing Our People and Making Best Use of our Resources*

<p>Review services and structures</p> <p>Review the re-establishment of the direct payment and accounting for the Group subsidy</p>	<p><b>Tasks ongoing 2009/10</b></p>	<p>Review services to members</p> <p>Discuss with CIPFA improving financial reporting of expenditures incurred centrally to improve accountability and transparency and support future requests for subventions.</p> <p>monthly financial statement ( expenditure vs Budget) to be provided by Robert Street in liaison with Treasurer</p>
<p>Identify and Encourage Volunteers</p>		<p>Continue to invite volunteers and co-optees for Executive Committee Assess membership satisfaction with services ( see above</p>

## Annex D - Budget

### DEVELOPMENT FUND BIDS

Based on the Table below , and unless there is an uplift in the subvention ( following ongoing reviews) the CIPFA European Group would submit a Development Fund Bid for 2010 of £2500 to allow it to operate to provide the minimum basic range of services to members . The Group has effectively no Reserves and arguably has higher costs required principally to support travel to its seminars and participation in the appropriate range of CIPFA events that Regions are expected to attend.

This basic and relatively low value bid brings the Board for the Regions back to the debate raised by the European Group in 2007.

CIPFA and the Board could now (in parallel to its consideration of this bid) take the necessary longer term steps to revise the overall support to Regions to avoid ( if necessary) that development funds are seen to be applied so as to replace perceived weaknesses in the core funding structures

## Extract from CIPFA European Group Annual Report 2008

### Analysis of CIPFA European Group Receipts and Expenditure; Financial Year 2008, Forecast Outturn 2009, and Budget 2010 \*

Nature of Expenditure/Receipt	*2008 £	2009* Forecast £	2010** Budget £
<b>EXPENDITURE</b>			
UK Conference and sponsors	216	0	0
Conference for the Regions	593	700	900
CCAB Annual Meeting	240	0	300
CIPFA Annual Conference	435	90	800
European Seminar 07 ( part)	824	0	
President's Dinner	275	0	300
European Seminar/GM 08/09/10	2842	2800	2800
Training volunteers	49	0	200
Admin/Postage/other	26	50	50
<b>TOTAL EXPENDITURE</b>	<b>£5500</b>	<b>£3550</b>	<b>£5550</b>
<b>RECEIPTS</b>			
<b>SUBVENTION</b>	<b>£2625</b>	<b>£2625</b>	<b>£2850</b>
Balances B/F/Development Fund Bid	<b>£3274</b>	<b>£1482</b>	<b>557</b>
<b>TOTAL RECEIPTS</b>	<b>£5899</b>	<b>£3024</b>	<b>3407</b>
<b>Cash in Hand</b>	<b>£1083</b>	<b>£1083</b>	<b>0</b>
<b>NET ANNUAL POSITION</b>	<b>£1482</b>	<b>£557</b>	<b>£-2143</b>

**As reported in last year's Annual Report, at its meeting on 23<sup>rd</sup> October 2007, I presented to the Board for the Regions a demand, as foreseen in our 2008 Development Plan for an additional £3000 for our Region to maintain the capacity of our Region to deliver a suitable range of services to our Members. The outcome, following the disclosure of previous oversights in reimbursements of costs has been the retrospective addition of an amount of £1856 to the balance carried forward in 2008. This amount and the delay in the payment of the contribution to the costs of the meal at the 2007 Annual Seminar (supported by the ICAEW) gives the large carry forward indicated of £5899. Without this adjustment, and despite non excessive expenditure levels in 2008, a loss would have been carried forward to 2009 and not the £1482 shown.**

**Due to costs being met from other sources in 2009 for the Annual Dinner and attendance at Annual Conference, costs to the Region are reduced by c £750/800. These are not guaranteed annual "savings". Again without these elements a loss would have been carried forward to 2010.**

**To Note there is an estimated annual fund requirement for "normal activities" of c. £5500-£6000. The correction of 2007 was applied pending the outcome of ongoing discussions vis a vis the future funding of Regions. The Region will once again push for a level of subvention that is sufficient to allow the conduct of an adequate and equitable level of activity for the Region both in respect of service to Members and in respect of CIPFA's responsibility to ensure a fair and reasonable opportunity for Regions both to serve its Members and to ensure its representation and consultation. The Region does not have a large financial reserve and is happy to apply its meagre reserve to expenditures. However it emphasises that to maintain its core functions from 2009/10 the Group will require and request an increase in subvention to £6000 and/or plan to make an annual call on the funds placed at the disposition of the Board for the Regions, "The Development funds"**

**\*Please Note the final amounts shown are agreed to the final draft accounts for 2008 and to the CIPFA Combined Balance Sheets for Regions and SOFA 2008.**