

**CIPFA**

**SOUTH WALES & WEST OF ENGLAND REGION**

**REGIONAL DEVELOPMENT PLAN**

**2010**

**SECOND DRAFT**

## **Introduction**

The Development Plan for 2010 follows the guidelines agreed with and, in particular, the principles set out in the Regional Activities Model. The Plan will change from time to time depending on events and circumstances arising during the period of the Plan.

## **The Regional Activities Model (RAM)**

The RAM defines purpose of regions and summarises the eight main volunteer activities, which are undertaken at a regional level. The model also provides examples of processes, which can deliver these activities, and demonstrates that some processes can contribute to a number of activities. Finally, the model includes eight primary performance indicators, which will measure the regional performance against the key activities.

Targets for each performance measure will be developed over time although preliminary targets are included as an Appendix to this publication. These are yet to be fully debated and agreed by your Regional Council.

More information on the RAM can be found on the CIPFA Regional website.

## **2009**

Key to the success of any region is the level of volunteer support. During 2009, we have lost a number of key volunteers and as a consequence, the year has proved difficult for your Regional Council. However, having now appointed a part-time administrator, we are hoping 2010 will be decidedly better.

The Regional Council is always looking for volunteers to come forward with new ideas. Members can join the Council or, if they wish, volunteer for one or more events.

## **Summary**

Our **strategic aims** remain:

- to support and develop CIPFA members and the organisations in which they work;
- to support and develop student members and potential student members; and
- to develop a strong, active and diverse regional base

I would like to thank all members of the Regional Council and other volunteers for the work they have put into SWWE and look forward to working with them on the implementation of the 2010 Development Plan. All the support from the CIPFA group is very much appreciated.

**Mike Ellingford**  
**Regional President**

## **SWOT Analysis**

### **Strengths:**

- Commitment of Regional Council members
- Support from members and students in the region
- Members employed throughout public and private sector
- Links with other bodies in the region
- Better membership data now available
- Support from CIPFA HQ
- Good financial position
- Paid part-time Administrative Support

### **Weaknesses:**

- Great reliance on voluntary contributions
- Difficulty in maintaining contact with, and delivering local services to, members spread over a wide range of employers and geographical area
- Failure to fully engage with newly qualified members
- Failure to engage with major CIPFA employers in Region

### **Opportunities:**

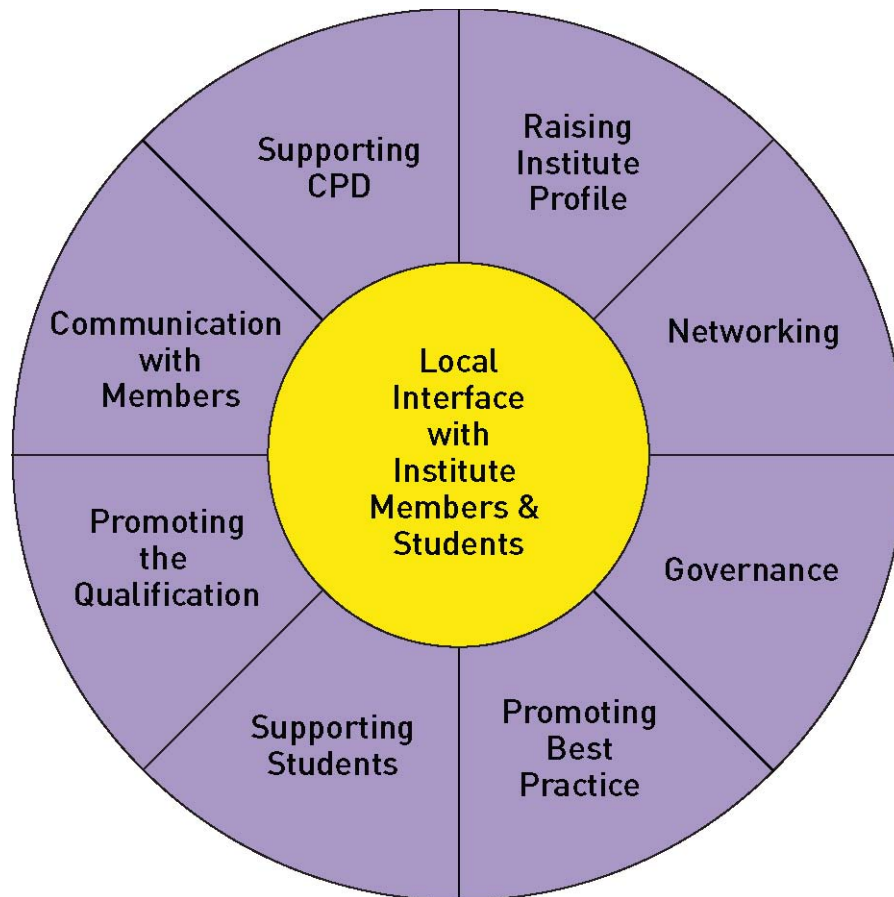
- Continuous stream of students and new members
- Use of internet including the SWWE website, and e-mail to improve communications
- Collaboration with CIPFA in Wales and the Welsh Forum
- Mandatory CPD and the requirement for continuous development by members
- Professional networks within Region
- Development of sub regional centres and collaboration with neighbouring regions to address geographical diversity
- Additional support from CIPFA HQ

### **Threats:**

- Too great a burden, on too few shoulders
- Increased needs of compulsory CPD
- Lack of new members joining the Regional Council
- Potential changes to financial arrangements for regions

## Core Activities

The RAM includes eight core activities as illustrated in the inner wheel shown below.



A description of each one is included in Table 1 shown on the next page.

**Table 1**  
**Descriptions of Core Activities**

Activity	Description
Supporting CPD	A range of activity at regional level aimed at promoting CPD and assisting members to undertake CPD.
Communication with members	maintaining and developing two way communication channels between the Institute and members within the Region.
Promoting the Qualification	Promoting the Professional Qualification to employers and prospective students.
Supporting Students	Facilitating direct support to individual students and facilitating the development of student groups.
Promoting best Practice	Celebrating and marketing best practice to encourage learning across the regions.
Governance	Ensuring regions operate within the Institute governance framework.
Networking	Facilitating formal and informal meetings that encourage networking between members, finance professionals and managers.
Raising the Profile of the Institute	Promoting the CIPFA brand.

The Regional Council have developed plans to deliver the core activities bearing in mind both Council priorities and local circumstances. Our ability to deliver these plans will depend principally on the amount of volunteer resource together with the support received from CIPFA centrally.

Processes that help deliver the core activities are shown at Table 2 below.

**Table 2**  
**Processes for delivering the Core Activities**

Core Activity	Process	Performance Indicator	Budget	Owner
<ul style="list-style-type: none"> <li>• <b>Supporting CPD</b></li> <li>• <b>Promoting Best Practice</b></li> <li>• <b>Supporting Students</b></li> <li>• <b>Raising the Institute Profile</b></li> <li>• <b>Networking</b></li> <li>• <b>Communication with members</b></li> <li>• <b>Promoting the qualification</b></li> </ul>	<p><b>Events:</b></p> <p>To deliver an events programme that:</p> <ul style="list-style-type: none"> <li>• Meets the needs of all members and students</li> <li>• Is accessible to members across the region and</li> <li>• Is well attended</li> <li>• Celebrates the 125<sup>th</sup> anniversary of CIPFA</li> </ul> <p>To work closely with the ICAEW in delivering events</p> <p>To hold employer engagement meetings</p>	<ul style="list-style-type: none"> <li>• % of members/students who attended at least one event during period</li> <li>• Customer satisfaction with events %</li> <li>• Number of Best Practice activities</li> <li>• Number of events for students</li> <li>• Number of CPD event hours</li> <li>• At least one event will be badged as celebrating 125 years of CIPFA</li> <li>• Whole day events will be held within 90 minutes travelling distance and half day (or less) meetings will be within 60 minutes travelling distance</li> <li>• To deliver at least one event jointly with the ICAEW</li> <li>• To hold at least one employer engagement meeting annually</li> </ul>	<p>To be allocated from the Local Events, Annual seminar and AGM, student courses and seminars budgets</p>	<p>To be allocated as appropriate</p> <p>Some events will be held in sub regions across the whole region</p> <p>Working closely with the Plymouth Accountants Group</p>

<ul style="list-style-type: none"> <li>• <b>Promoting Best Practice</b></li> <li>• <b>Communication with members</b></li> <li>• <b>Raising the Institute profile</b></li> </ul>	<p><b>Communications:</b></p> <p>To communicate effectively with members, students, employers and other stakeholders</p>	<ul style="list-style-type: none"> <li>• To ensure that all events are publicised on the website at least 2 weeks in advance of the event</li> <li>• To ensure that event slides etc. are available on the website within 2 weeks of the event</li> <li>• To increase the number of hits on the Regional website from 2009 levels</li> <li>• To consider new forms of delivery of events e.g. Podcasts</li> <li>• Dates of Regional Council and other key meetings to be agreed for whole year and put on website</li> <li>• Minutes of Regional Council to be produced on website within two weeks of meetings</li> <li>• Key Regional Council members profiles on regional website</li> <li>• Regional events produced in relevant media including Spreadsheet</li> <li>• Information on upcoming</li> </ul>	<p>Website and staff costs budgets</p> <p>Additional funds may need to be allocated</p>	<p>Regional Council</p> <p>Website Co-ordinator</p> <p>Website Co-ordinator</p> <p>Regional Secretary and Website Co-ordinator</p> <p>Regional Secretary and Website Co-ordinator</p> <p>Regional Secretary and Website Co-ordinator</p> <p>Regional Secretary</p>
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		events sent to members and students via email where possible		Regional Secretary and event organiser
<ul style="list-style-type: none"> <li>• <b>Promoting Best Practice</b></li> <li>• <b>Supporting Students</b></li> <li>• <b>Networking</b></li> <li>• <b>Raising the Institute Profile</b></li> </ul>	<p><b>Celebrating Success and Recognising Support provided:</b></p> <p>To recognise success of individual members, students or volunteers in the Region</p> <p>To thank others for their support of CIPFA</p>	<ul style="list-style-type: none"> <li>• Publicise volunteer activity through media including Spreadsheet</li> <li>• Recognise student success and invite supporters of CIPFA at an Annual Awards Ceremony/ Dinner</li> </ul>	<p>No specific budget requirements</p> <p>New financial provision required together with Sponsorship where available</p>	Regional President and Regional Secretary
<ul style="list-style-type: none"> <li>• <b>Governance</b></li> </ul>	<p><b>Regional Council:</b></p> <p>To ensure that Regional Council members receive papers in advance of meetings</p> <p>To maintain CIPFA national standards in the production of the annual report and statement of accounts</p>	<ul style="list-style-type: none"> <li>• Papers are circulated in agreed format at least one week in advance of meeting</li> <li>• Budget reports are presented at each quarterly meeting of the Regional Council in agreed format</li> <li>• Annual reports and accounts are produced to meet timetables as agreed</li> <li>• Minutes and key reports are reproduced on the regional website</li> </ul>	<p>No specific additional budget required</p>	<p>Regional Secretary</p> <p>Regional Treasurer</p> <p>Regional Council</p> <p>Regional secretary and Website Co-ordinator</p>

## **Performance Indicators**

Whilst it is possible to set performance Indicators, their measurement needs a longer period of refinement. Therefore, any performance indicators used in this Plan should be treated as provisional and subject to review over the period of the Plan.

Preliminary performance indicators are shown in the Table below. Initially, the Regional Council will be responsible collectively for the delivery of these targets. However, individual named target owners will be allocated over time.

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USING NEW CORE ACTIVITY CATEGORIES SET OUT IN CIPFA'S REGIONAL ACTIVITIES MODEL

Process	Performance indicator	2009 (Half-year KPI results)	Target 2010  Name of target owner	Resources Needed £	Resources Needed Hours/ People	Partnership/ Support needed from CIPFA	Other comments (including partnership with other Regions, ICAEW, others)?
1. Raising the profile of the Institute	% of members who attended at least one event during the period	7%	10%	tba	tba	tba	Responsibilities to be allocated
2. Raising the profile of the Institute	% of students who attended at least one event during the period	3%	5%	tba	tba	tba	Responsibilities to be allocated
3. Networking	Customer satisfaction with events %	tba	75% good or better	tba	tba	tba	Responsibilities to be allocated
4. Governance	Compliance returns for the Board for the Regions	All returns to target	Regional Council through Secretary	tba	tba	tba	
5. Promoting best practice	Number of best practice activities	3	4	tba	tba	tba	Responsibilities to be allocated
6. Supporting students	Number of events for students	0	1	tba	tba	tba	Responsibilities to be allocated
7. Promoting the qualification	Number of students	226*	?	tba	tba	tba	Responsibilities to be allocated
8. Communications with members	Customer satisfaction measured by annual survey	tba	75% good or better	tba	tba	tba	Responsibilities to be allocated
9. Supporting CPD	Number of CPD event hours	12	20	tba	tba	tba	Responsibilities to be allocated

## INCOME AND EXPENDITURE ACCOUNT – **Provisional** Budget 2010

EXPENDITURE	Budget £
<b><i>Advancing public finance and promoting best practice:</i></b>	
Local Events	1500
Student Sponsorship	500
Annual Seminar and AGM	3000
Annual Conference	3000
Wales Conference	500
<b><i>Educating and training students:</i></b>	
Student Courses	2500
<b><i>Regulating and supporting members:</i></b>	
Courses and seminars	2000
Website	500
<b><i>Governance:</i></b>	
Regional Council	2000
Conference for Regions	2000
Other	300
<b><i>General Support:</i></b>	
Staff Costs	3000
Printing, Postage and Stationery	100
Miscellaneous	100
<b>TOTAL EXPENDITURE</b>	<b>21000</b>
<b>INCOME</b>	
<b><i>Donations</i></b>	0
<b><i>Investment Income</i></b>	100
<b><i>Advancing public finance and promoting best practice:</i></b>	
Sponsorship	1000
Events	0
<b><i>CIPFA Subvention</i></b>	13500
<b><i>Miscellaneous</i></b>	0
<b>TOTAL INCOME</b>	<b>14600</b>
<b>SURPLUS (DEFICIT) FOR YEAR</b>	<b>-6400</b>
<b>Balance at 31st December 2008</b>	22665
Surplus/Deficit for 2009 (estimate)	-3000
<b>Estimated Balance at 31st December 2009</b>	<b>19665</b>

This Provisional Budget is subject to ratification by the Regional Council. At this time, no specific budget provision has been included for an Annual Dinner and presentation to students or a special event to mark the 125<sup>th</sup> anniversary of CIPFA.

