

OneCIPFA Business Plan

2024-26



OneCIPFA Business Plan 2024–26

We are proud to be CIPFA. The beating heart of the Institute is its membership, and whilst we're proud of our depth and breadth, central to our purpose is a membership body which supports students across our qualifications to designation and membership, and supports those members in their careers, their learning and, above all else, in achieving their own aspirations.

This is my final business plan as CEO, and I am incredibly proud – after ten years' collective hard work from the team – to leave CIPFA safer, stronger and on solid foundations from which to grow. I look forward to welcoming the new CEO in the summer of 2024. I will always be part of the CIPFA family and look forward to supporting the Institute in whichever way I can. I will be cheering loudly from the sidelines.

I look forward to our collective success.



A handwritten signature in black ink that reads "Rob Whiteman". The signature is written in a cursive, flowing style.

Rob Whiteman, CBE
CEO

Who we are

This business plan outlines our long-term strategy, balancing ambition with pragmatism, and sets out what we stand for in CIPFA, what we want to achieve by when and how we'll go about doing that.

Our purpose

Our purpose sits at the heart of this business plan and budget. It is what we're here to do and is at the heart of our organisation. CIPFA's purpose is simple:

CIPFA is the home of excellence in public finance. We exist to ensure public money is well spent and well managed for the benefit of us all.

We're an ambitious organisation, with the bit between our teeth to deliver on our purpose for our members, our students, our customers, our stakeholders and our staff. We want to be visionary and make a real difference to the world we live in, and so the question we have asked ourselves, and answered, is: if we achieve this purpose, this is what will it look like when we're done.

We want to achieve sustainable, confident and resilient public services around the world.

We are clear about what we will do and we have the collective determination to do it. Our activity is shaped around three core pillars, which represent the breadth of our Institute. This activity will drive us to deliver our purpose and achieve our vision for public money and public services.

This means:

- 1. We will be bold and say what we think, we will speak truth to power and we will shape the debate on public services and public finance.**
- 2. We will develop our students, our members and the global public finance community to provide the right lifelong skills, expertise and knowledge.**
- 3. We will work with organisations to provide solutions to public finance challenges.**

Our three pillars

CIPFA is a diverse organisation. We fulfil our purpose and goals through three main areas of activity, which we call 'pillars'.

These three pillars work together to achieve our goals.



CIPFA Thinks

We are thought leaders, and as the only organisation in the world dedicated to standards in public finance we play a key role in influencing, developing and improving practice globally. We do this through campaigns and publications on matters of importance to our members and the wider public finance community, our work on statutory guidance along with tools and support for practitioners.



CIPFA Develops

As a membership body for public finance professionals, we help to ensure that the workforce has the right skills and capabilities in a rapidly changing world. From supporting people studying for one of our accredited qualifications, to supporting members and providing continuous professional development we ensure that people are nurtured and developed throughout their careers.



CIPFA Solutions

We work with public sector organisations across the world to help tackle the complex issues that they face. This includes advisory services, property management support, recruitment through our partnership with Penna and organisational transformation through CIPFA C.Co.

Organising our work into three pillars helps us to think about what we do and how we can improve, but the three pillars are not silos. They are co-dependent, synergistic and contribute together to achieving our strategic goals.

Our goals for the coming year



Goal 1

To make CIPFA's offer more **relevant** for today's public finance professionals and practitioners, with an emphasis on empowering them to respond to a changing world and to influence.



Goal 2

To develop our work and strategic partnerships in **new and emerging areas of policy** that impact on public finance.



Goal 3

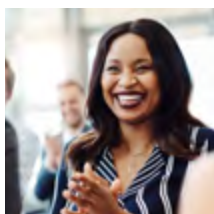
To **modernise** our offer, leveraging new and emerging technologies to increase reach and impact.

What we'll do to achieve our goals



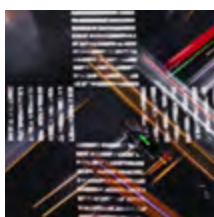
CIPFA Thinks

- We will be bolder in our thought leadership, focussing on key campaigns with measurable outcomes, about what is important to our members and the wider PFM community.
- We will ensure our develops and solutions offers are more closely linked to our thought leadership work to ensure our offer is up to date and relevant.
- We will update our best practice guidance and publications for public sector organisations.



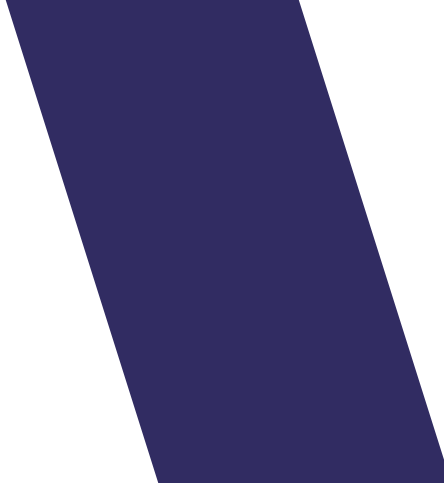
CIPFA Develops

- We will implement qualification portability and dual membership with our partner institute, ICAEW.
- We will review and improve our member offer.
- We will improve our support to members in the regions.
- We will implement a new member CPD platform and refresh our CPD offer.
- We will Launch new qualifications in: Local government audit; Anti-corruption and risk management; and Performance audit.



CIPFA Solutions

- We will focus on growth in health and central government, whilst continuing to maintain and develop our offer in sectors where our presence is already strong.
- We will improve our customer service by implementing a new CRM and “one front door” approach to handling customer enquiries, as well as investing in a new website.



For more information about CIPFA's ambitious plans for the next business year, please [visit cipfa.org](https://cipfa.org) where you can find the full business plan, more about our thought leadership, and information about our offer to members and stakeholders.



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