

# CIPFA: excellence in public financial management

# Introduction

Building trust and delivering excellence in public financial management.



**Rob Whiteman, CBE**  
CEO

A handwritten signature of Rob Whiteman in black ink. The signature is stylized and cursive, matching the printed name above it.

At CIPFA, we believe that improving public services is the key to changing lives for the better.

We are the global leader in public financial management and governance. As a charity, membership institute and advisor to public sector entities, our purpose is to make a real difference to the world we live in. We are the only institute focused on public finance globally.

As a charity, we set the standards that UK governments and organisations worldwide adopt. Good public financial management is central to achieving and building trust across communities. Our work helps ensure public money is raised and spent with the highest degree of openness and efficiency and that critically important services are provided efficiently and effectively.

As a membership institute, we ensure our members and students are equipped with the tools to deliver best-in-class public financial management throughout their careers. Our internationally recognised qualifications and training help ensure the right leadership and organisational skill set, as well as culture, are embedded across the public finance profession.

In addition, our range of advisory services support our members, students and other public finance professionals by helping them add value to their teams and the organisations for which they work.

Working alongside you, we will help you and your organisation to:

- develop leadership and skills
- build governance and trust
- increase financial resilience
- protect your place and the planet.

We are committed to making a real difference to the world we live in.



# Public sector challenges

We are operating in a complex global landscape for public financial management and the pace of change is faster than ever.

Not only is there a growing demand for greater transparency and accountability, there are also increasing standards and expectations around external and internal audit. In addition, at a time when pressures on national budgets are increasing, whatever the level of development and economic circumstances in a country, citizens are raising the bar regarding their expectations about public service delivery.

Competency and skills in public financial management, their principal components and the levers by which they can be successfully improved and executed are therefore key, as public finance professionals play their part in determining the pace and durability of change and economic recovery as we move beyond COVID-19.

# Helping you tackle the issues you and your organisation face

A career in the public sector has always been both challenging and rewarding. However, given the many complex financial and non-financial issues the sector must now overcome, public finance professionals need different approaches and broader skill sets more than ever before.

Through our work with donors, governments, accountancy bodies, academic institutions and other public sector bodies around the world, CIPFA understands the issues you face. We help shape and deliver the strategic focus and direction of public sector leaders, our priority being to strengthen public financial management and support better public services. We will help you improve not just your financial resilience but also the outcomes for the people and communities you serve.

As a team, we will work alongside you, providing integrated solutions and tailored services that will ensure you are best placed to face the particular challenges experienced by your entity. By tackling the four key areas of leadership and skills, governance and trust, financial resilience, and place and planet, we believe we can help public sector organisations transform and evolve, deliver value for money for taxpayers and improve the lives of citizens.

# Developing leadership and skills

At its heart, CIPFA is a membership institute, and across all sectors, economies and geographies, we believe people are an organisation's most important asset.

However, the challenges faced by our members – and more broadly by public sector bodies – are different and often more complex than for other types of organisations. For example, public finance professionals operate in highly political environments with competing stakeholder demands. They must focus not just on financial outcomes but the outcomes for the people and communities they help.

Compounding the challenges is the disruption we see throughout the working world. Technological advances and innovations such as artificial intelligence and machine learning are transforming processes and practices, while the impact of COVID-19 has accelerated the debate around how we work, develop talent and share skills within and across teams and the wider profession.

More than ever, the public finance profession needs to adapt to ensure it delivers robust and professional financial management that creates the right outcomes for people.

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**Talk to us today**  
to find out how  
CIPFA can help  
your organisation  
achieve its strategic  
objectives by  
improving the  
skill set of your  
finance team.





# Building governance and trust

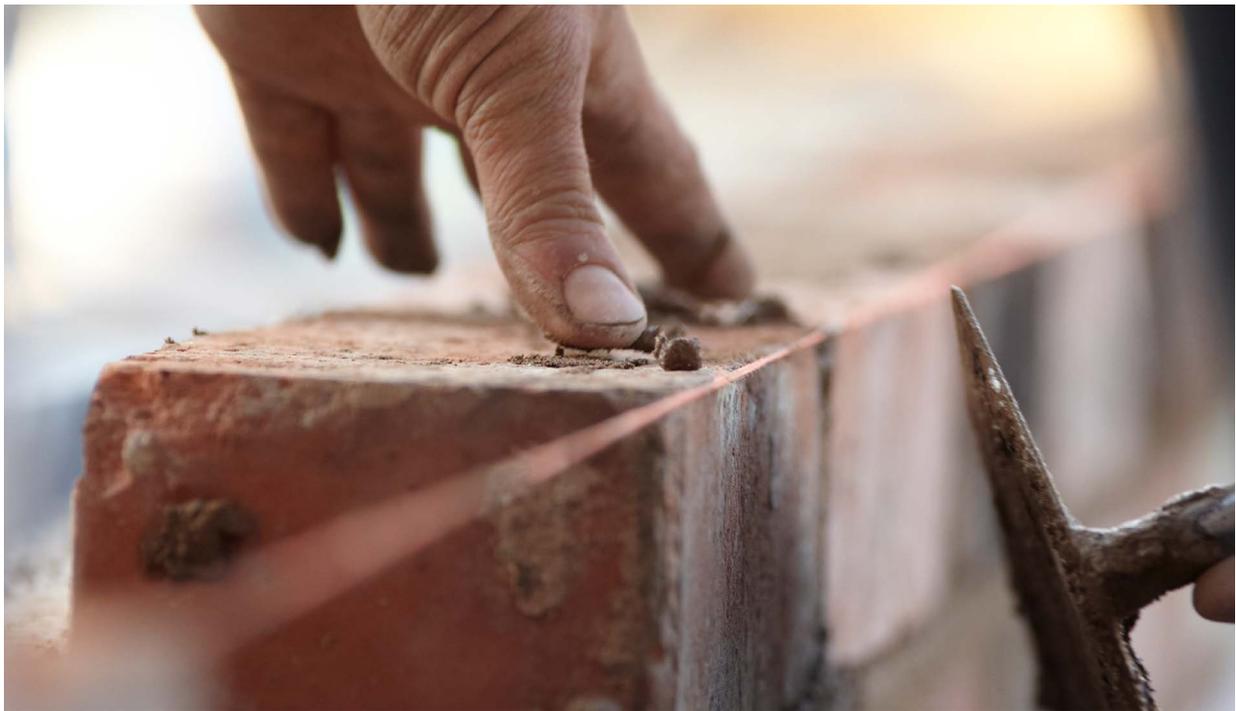
Governance provides the control framework within which public sector organisations operate, setting boundaries and testing decisions and processes. As governments and public sector entities worldwide tackle, and ultimately seek to recover from, the financial impact of COVID-19, internal and external governance controls themselves will be subject to fresh tests and challenges.

In addition to improved governance to aid their own performance, public sector entities are facing renewed and increasing demands for transparency and accountability from citizens and communities. Being able to demonstrate that decisions are taken in the public interest is vital to securing and building public trust.

Internal controls, assurance arrangements and proper scrutiny are essential for ensuring that the decisions made are the right ones – and for helping inform corrective actions if they are not.

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**Talk to us today**  
to find out how  
CIPFA can help  
your organisation to  
build its governance  
frameworks and  
internal assurance  
processes.



# Increasing financial resilience

Regardless of the problems that present themselves, public sector entities must keep delivering. Even in the most difficult circumstances, finance professionals need to focus on continuity and ensuring they go on providing vital services to citizens and communities.

Forward planning and a strategic vision of what you want to achieve can help organisations lock in financial resilience for the long term. A clear line of sight on financial risk, as well as an understanding of likelihood and impact, allows leaders and managers to focus on what matters most and support good decision making.

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# Protecting place and planet

At their heart, public services help ensure people stay safe and healthy, have the freedom and resources to learn and thrive, and that the places where they live and work are clean, sustainable and connected. Increasingly, public servants are focusing on the environmental impact of the services they provide, alongside their social and economic impacts, and assessing what actions the sector can take to address the climate crisis.

As work accelerates to implement the UN's 17 Sustainable Development Goals, public finance will be key in ensuring social, economic and environmental objectives align, and finance professionals will be central to the effort of translating the ambition of the SDGs into reality.

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**Talk to us today**  
to find out how  
CIPFA can help your  
organisation protect  
your place as well as  
the planet.



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# Contact us

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