

# Achieving finance excellence in policing II

CIPFA

In association with



The **Chartered Institute of Public Finance and Accountancy** (CIPFA) is the only accountancy body in the world exclusively focused on the public sector. Our aim is to be the global leader in public finance and governance in order to make a real difference to the world we live in.

Through our internationally recognised qualifications and training we support our students and members throughout their careers – helping them add value to their teams and the organisations for which they work.

In addition to our education and lifelong learning services, we also provide a range of leading advisory and consultancy services to the public sector. As a result, we can help public sector bodies develop robust financial plans – which in turn helps them make a real difference not only to their financial resilience but also to the communities they serve.

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# Welcome



I am pleased to confirm that AFEP II will continue to support and facilitate national collaboration for forces and PCC finance teams across the UK.

The AFEP programme kicked off in 2019. It quickly exceeded expectations against our vision of an evidence-based, collaborative police finance service, supporting reform and enhancing public financial management and efficiency. AFEP gave the sector a unique, comprehensive assessment of financial management in policing, shining a light on areas of best practice to shape a national roadmap to create and deliver local improvement plans. Stand out achievements of AFEP I included an incredibly well received online data platform, with sector stakeholders applauding the original and topical dashboards providing granular and versatile data analysis.

The AFEP journey has brought about the development of AFEP II. The overarching themes from the FMCR National Report findings, as well as direct feedback from our members and partners, has driven the primary focus of AFEP II towards the 'People' stream. Force and PCC AFEP II members will benefit from development

through blended training, academies, roundtables, workshops and networking events. This flexible approach to people development will support the next generation of leaders by providing a comprehensive programme, elements of which are also open to non-finance team members. While people will be at the heart of AFEP II, data and financial management will continue to play a crucial role.

On behalf of all AFEP governance representatives, we welcome all members to the latest programme. Together we will work in synergy, creating a long-term support strategy towards future-proofed police finances.

We are delighted by the huge success of the AFEP programme and are grateful for our associated partners, NPCC, APCC and PACCTS. Over the last two years, we have welcomed 80% of police forces and PCCs as members and have been blown away by their achievements throughout the programme.

**Pete Gillett** CPFA, Police & Fire Panel Chair, Director of Resources, Surrey Police



Whilst effective financial management has always been built on planning for the long-term, the context within which we operate is important.

The combined challenges of austerity and COVID-19 will continue for police for some time, both in enforcement and in ensuring that resources are effectively targeted.

CIPFA has a wealth of expertise and specialist knowledge, reflected in the breadth and depth of our launch programme, covering financial management, data and analytics and people development. The follow-on programme (AFEP II) adheres to the

same structure, focusing specifically on developing talent in police finance teams. Only by developing the best people can forces meet future challenges, make the most of the opportunities ahead and address the issues facing the police sector.

The programme will continue to bring forces together on a national level, providing local support that enables teams to stay in control of their financial strategy. This remains at the heart of the AFEP II programme. We look forward to working with our partners and supporting the vision for police finance, set by the police, for the police.

**Rob Whiteman** FCPFA  
Chief Executive, CIPFA

### Joint welcome note

As national bodies supporting UK law enforcement, we come together to endorse the AFEP programme which supports achieving and sustaining finance excellence in policing. The AFEP programme builds on national capacity and provides local support where progress towards embedding the vision is measurable and tangible.

As Chair's we recognise that the programme supports national collaboration for sector finance across the UK and as advocates, we are fully supportive of the follow-on programme objectives. CIPFA is the only professional accountancy body in the world exclusively dedicated to public finance and is perfectly positioned to support ambitions for excellence in police sector finance at both the local and national level.

AFEP II places learning and development as well as talent progression at the heart of the next programme which is essential for the sector in building financial sustainability and strengthening financial management. We encourage all forces and PCCs to embrace this opportunity to engage with AFEP II as we work together to drive change and align visions.

**Charlotte Radford**, Chair PACCTS,  
Nottinghamshire PCC CFO

**Martin Hewitt**, Chair NPCC

**Paddy Tipping**, Chair APCC,  
Nottinghamshire PCC

# Achieving finance excellence in policing

For the past two years, 80% of UK forces and PCCs have been members of the innovative and successful 'Achieving Finance Excellence in Policing' service brought to you by CIPFA, governed jointly by NPCC, APCC, PACCTS and CIPFA Police Panel.

CIPFA is committed to working with police industry professionals to develop and collaborate on key themes and programme streams. By working with programme partners to assist in the creation of a long-term strategy of support, the sector can work towards securing financial sustainability.

AFEP II is the next iteration of the programme and again provides a premier platform for forces and PCCs to thrive. By engaging in the available comprehensive and flexible training and development structure, members will be able to compare and learn from others as part of their continuous improvement journey.

This environment presents an opportunity for all forces and PCCs to participate in deeply engaging and exclusive:

- events
- workshops
- leaders academies
- CFO strategic sessions
- peer support
- blended learning
- data dashboards
- bespoke advisory sessions.

In addition, AFEP II members will have access to specifically focussed and informative industry collateral, updates, thought pieces, publications, TIS Online (blue-light), CIPFAstats+ (blue-light) and articles.

## Programme partners

CIPFA's associated partners NPCC, APCC and PACCTS have each endorsed the AFEP II programme. Together, we place learning, development and talent progression at the heart of the programme. CIPFA is the only professional accountancy body in the world exclusively dedicated to public finance which is the reason we are perfectly positioned to support ambitions for excellence in police sector finance at both the local and national level.

# AFEP member testimonials

**“City of London Police signed up to the AFEP programme in 2019, and the FMCR was completed in January 2020. The FMCR report has provided an invaluable tool to implement improvements in financial control and financial management across the Force. Progress against a detailed Action Plan for improvement is reported to members regularly. The AFEP also provided an Asset Management Review, which was very helpful in relation to our unique asset management arrangements in the City.**

**CIPFA will continue to support us through the journey to improve our financial capability in a range of areas, working closely with the Police Authority. We secured a fully funded AFEP scholarship place in 2021 and have signed up to AFEP II.”**

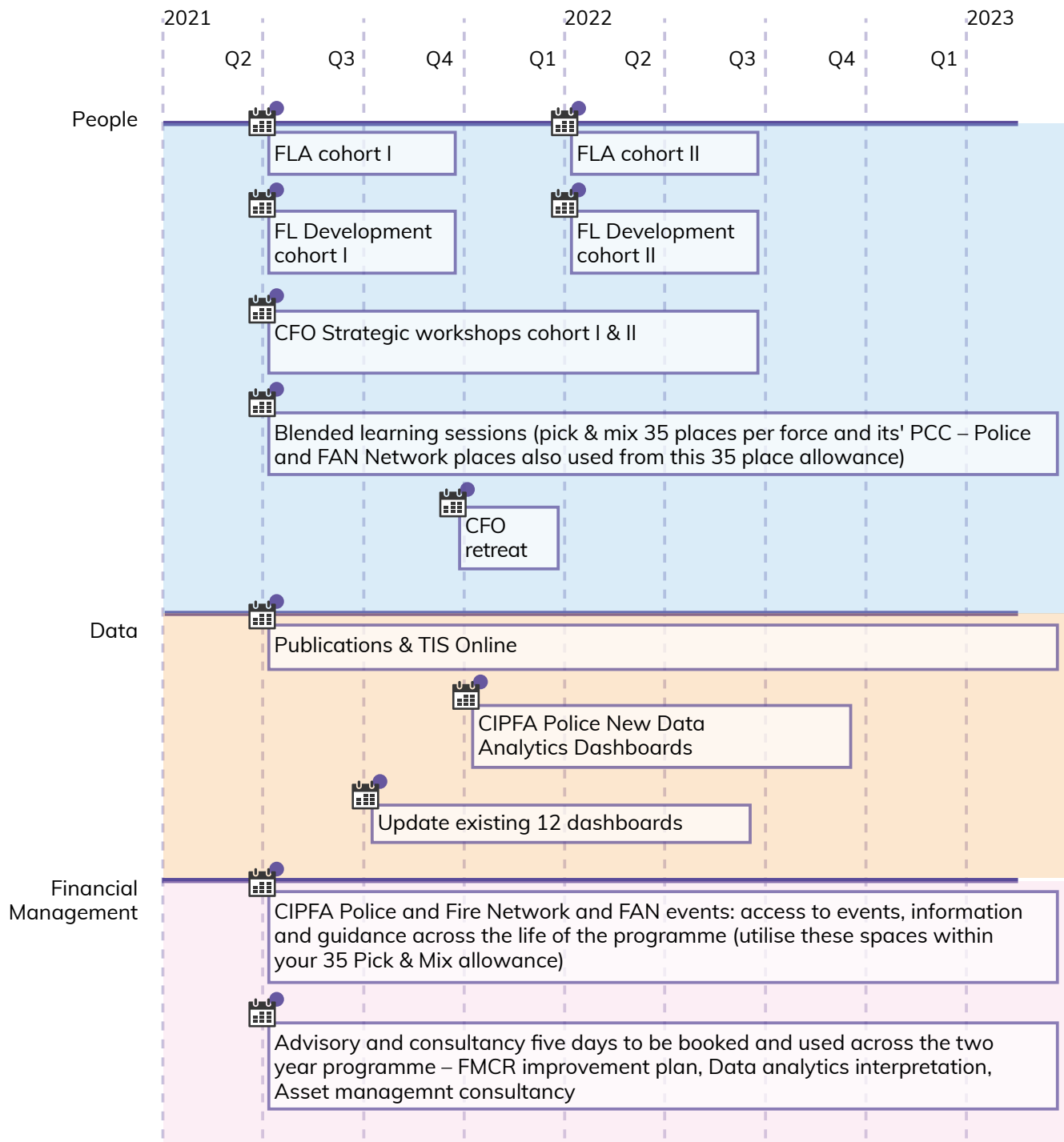
**Cecilie Booth**  
Chief Operating and Chief Financial Officer

**“The PQ is an excellent opportunity for any public service finance member, who would like to prosper in their career, achieve excellence and leadership. The course is designed in a way that the individual will progress with the knowledge gained.”**

**Naresh Karunamoorthi**  
Financial Systems Specialist, Police Scotland, AFEP PQ Scholarship programme

Naresh's AFEP PQ Scholarship application was supported by Police Scotland's CFO, James Gray.

# Programme overview





# AFEP II programme streams

AFEP II continues the fantastic achievements of the programme to date and is viewed through the lens of the original 'police vision' which remains unchanged. We are keen to continue making strides in terms of delivering key principals, aligning values and reinforcing a national partnership in support of objectives.

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# People

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## People development and talent progression

CIPFA's people development support is designed to cover the career journey that finance professionals take post-qualification. As careers progress, duties, objectives, decision making and responsibilities increase in complexity.

At each stage of this journey, it can be necessary to change how tasks and working methods are approached and executed. For this reason we have outlined below a comprehensive schedule of support that reflects a variety of leadership stages, as well as skills development support for wider finance team members and stakeholders.

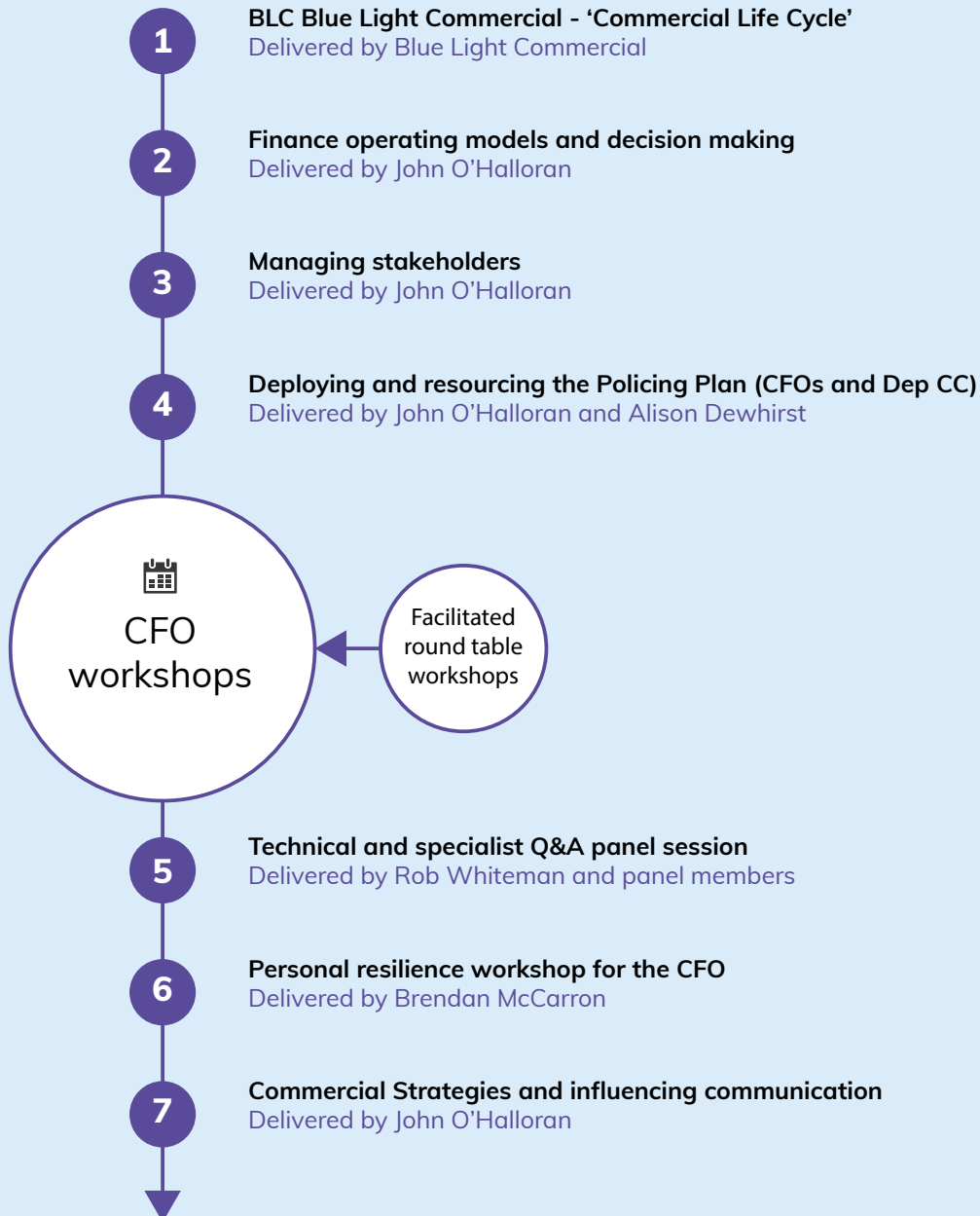
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## CFO Strategic support

This component is strictly and exclusively reserved for the most senior finance decision makers within member organisations; usually in-situ CFOs / DoF and those with an imminent CFO / DoF posting. This is essential criteria as content type, pitch and environment setting are key to members getting the most out of these workshops.

The CFO strategic roundtables are facilitated workshops that have been created specifically for AFEP II programme member organisations and sessions will span the two-year programme. There are seven half day sessions in total, each with a unique focus, a couple of which also encourage the participation of your deputy chief constable. This will improve how teams engage with and utilise mutual resource, embed best practice and add clarity to the responsibility and remit of others, in terms of the corporate business plan across senior teams.

CFOs operate in a complex environment and these workshops will help members focus on improving an array of skills such as individual personal influencing and communication, personal impact, managing complexity, change management, finance operating model, commercial strategies and more. Led by a selection of senior CIPFA experts and well-known industry representatives, these sessions will help the group define boundaries, reap the benefits of joined up commercial thinking, open up technical discussions, review efficiencies and tackle hot topics at strategic level such as transformation.



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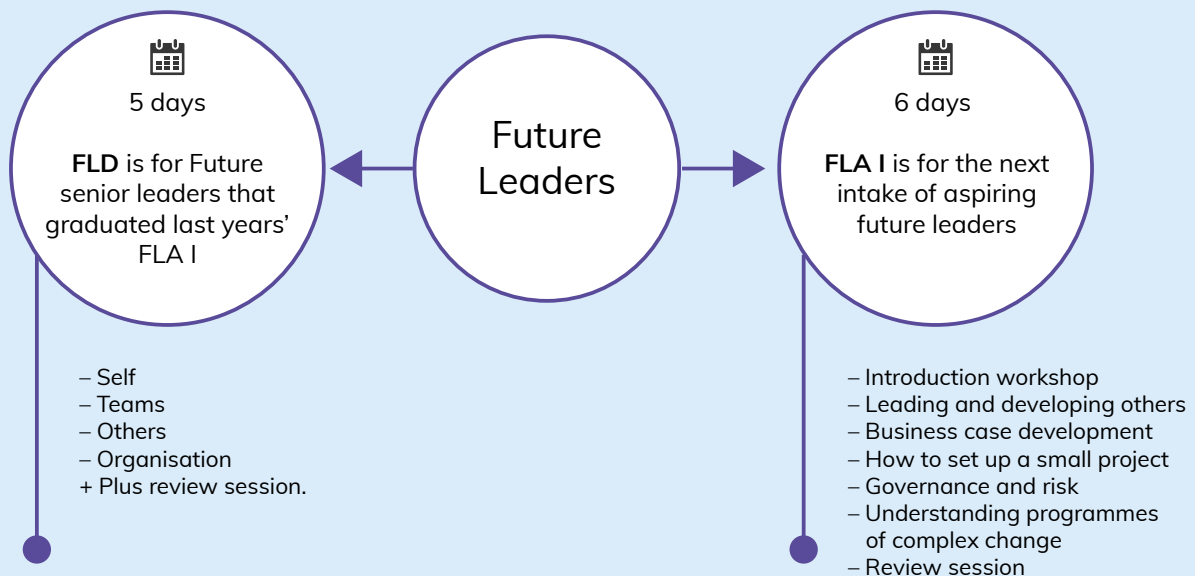
## Future Leaders Development programme (FLD)

This senior layer has been added to the academies area of the AFEP programme to support resilience within the finance function.

This course is being offered to those that 'graduated' AFEP I FLA and is designed for the next stage of professional development for those expected to secure leadership roles in the short to medium-term. On completion, you will be ready to confidently step into more senior leadership roles within your organisation.

Leaders working within police finance functions require not only comprehensive knowledge of technical aspects of finance and accountancy, but also an ability to get the best from those they manage or work alongside. The FLD will support the development of excellent leadership practices including high levels of collaboration and influence giving you the confidence to take on more senior roles and responsibilities.

Softer skills development is key to becoming a future leader which is why the FLD programme component will finesse your softer skills development. Supporting others through listening, using emotional intelligence, empathy, collaboration, and perceptiveness all play a vital role in the course modules that focus on 'leading': **self | teams | others | organisation.**



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## Future Leaders academy (FLA)

A repeat of 2019's well attended FLA programme is available to mid-senior finance managers in support of the 'next generation' of aspiring finance professionals working towards securing leadership roles in the medium-term. The FLA provides structured support on essential skills including:

**introduction workshop | leading and developing others | business case development | how to set up a small project | governance and risk | understanding programmes of complex change | review session.**

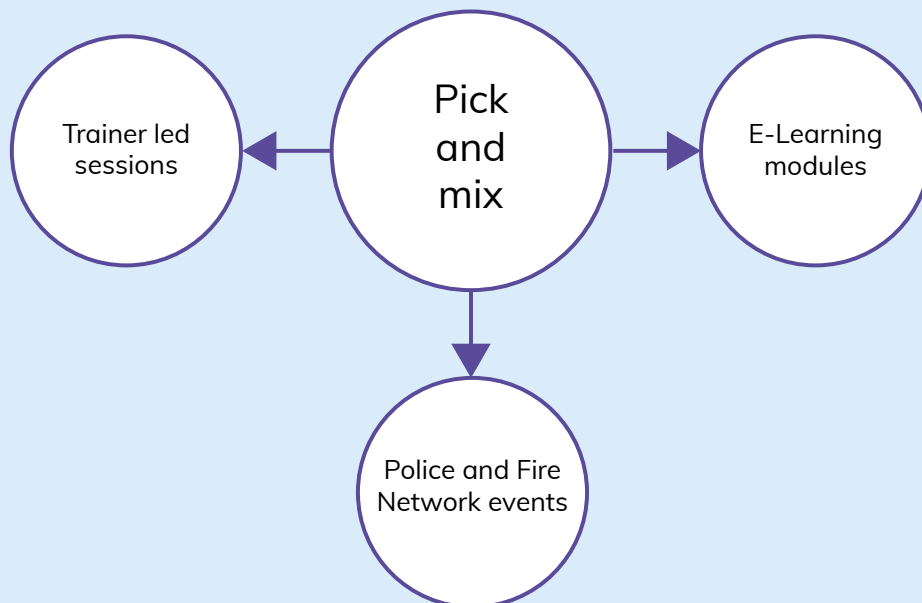
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### People development (finance and non-finance community)

We are introducing a CPD 'pick & mix' style of 35 event places per year, per member organisation (force and PCC), to use flexibly across training (e-learning platform and virtually via MS Teams), Police Networks and FAN Networks.

By including these training areas in this iteration of the programme, all AFEP member forces and PCCs will benefit considerably in these key areas. The 35 CPD pick & mix places offer many flexible date options often provided through a quarterly rolling cycle.

To smoothly facilitate online booking we recommend you nominate a team member to liaise with the AFEP booking officer. We are unable to allow unused places to carry across to the second year of the programme as this will reduce flexibility in terms of training date availability, so please plan ahead and use your places to maximum benefit.



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### **CFO Peer Support**

Improving strategies for influencing significant decisions is key to sector CFOs who operate in fast-paced, complex political environments. Exemplary personal influencing skills are paramount to ensuring team members are also fully equipped to positively manage decision making process outcomes. Implicit knowledge and taken for granted behaviours enable them to operate effectively. Working with police CFO peer colleagues is the ideal way to identify effective knowledge and skills which is why an annual facilitated off-site retreat forms an essential part of the programme.

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### **CFO Retreat**

The format of the AFEP II CFO retreat is to have groups of CFOs focus on topical, tactical and strategic facilitated discussions to explore, reflect and share effective strategies and workplace experiences with your peers. Retreat discussion topics could include:

- Embedding finance best practice among non-finance budget holders
- Raising FM profile among senior operationally focused colleagues
- Gaining the trust of the 'top-table'.

This annual event provides a touchpoint for all force and PCC CFOs. It supports the opportunity for national, strategic debate and collectively sets the vision for police finance in partnership with CIPFA's Police Panel.



# Data

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## Data Analytics – online platform

Across the globe, organisations gather and analyse data to make more informed decisions to improve performance, mitigate risk and plan for the future. Data helps forces and PCCs better understand their place and make decisions that improve societal outcomes for their diverse communities. Insights can also support financial resilience by providing granular detail in terms of support services costs.

CIPFA has long recognised the importance of data. For over 100 years, we have worked with the public sector to build the most comprehensive, independent source of data. Just one data service requires input from members, all other data is sourced by alternative methods.

Data is hosted on a new cloud-based data management platform which will give users immediate and secure access, and the opportunity to visualise, explore and interpret the wide range of information we hold.

Decisions based on evidence will always lead to better outcomes. AFEP I brought members 12 comprehensive financial and non-financial data dashboards to assist members in understanding their 'as is' position to help organisations plan where they might go to next.

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## Dashboard refresh

AFEP online dashboards have already proved a big hit with the police sector and wider sector stakeholders. It is essential that AFEP I data remains current for our members to glean maximum benefit, therefore all 12 AFEP I dashboards will be updated throughout the lifespan of AFEP II. Details of all available dashboards including how to access them is detailed in the table below.

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## AFEP II new dashboards

AFEP II will continue to provide dedicated police sector stats and benchmarking analysis, driving better financial management and decision making across forces. It will help improve current comparative data and develop broader analytical and diagnostic capacity to help the forces deliver and demonstrate value for money. A further five new data dashboards are planned throughout the programme lifecycle and will be informed by the data sub-group.

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### **TISonline**

TISonline is CIPFA's online information resource for public sector financial managers. It provides guidance on the financial and service functions of public sector bodies. TISonline content is produced by expert contributors from all parts of the public sector on a 'by practitioners, for practitioners' basis. This vital service supports managers at all levels in their day-to-day activities and underpins professional development.

Within your blue-light subscription, the following TISonline streams are available - Insurance, Internal Audit, Local Authorities and Similar Bodies VAT, Local Authority Accounting, PAYE and National, Insurance, Police and Fire, Procurement, Treasury Management.

For details on how to access your TISonline streams, visit [www.cipfa.org/AFEP2](https://www.cipfa.org/AFEP2)

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### **Publications**

Publications are now included within your AFEP II licence commitments. The latest standard-setting accounting guidance will keep members up to date.

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### **CIPFA Stats+ AFEP (12 police dashboards)**

These are accessed in the same way you access the AFEP II data dashboards as the information is housed within the same platform. The 7 General Finance data sets plus Police Objective Analysis, Police Actuals and Police Estimates are all available to AFEP II member organisations. Access the platform via [www.cipfa.org/AFEP2](https://www.cipfa.org/AFEP2)





# Financial Management

A key stream of AFEP I created to help forces achieve best practice in financial management. Featuring a combination of CIPFA led and self-assessment, the FMCR exercise provided a force-by-force diagnostic, supporting roadmap development for police finance as well as playing a pivotal role in evidencing strong financial management across policing. Locally the capability reviews assessed the current 'as is' status of force and PCC finance functions, as well providing an improvement plan. Combined assessments were consolidated to inform the National Report which shone a light on those areas of best practice as well as areas for further strengthening.

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## Advisory and consultancy

AFEP II moves the FMCR exercise on a stage by providing five days of support per force and PCC (additional days can be purchased), to implement actions and improvement plans arising from the reviews. Alternatively members may prefer to utilise the days developing specific projects using CIPFA advisory services, shaping asset management projects or to interpret statistical data supported by the CIPFA consultancy team.

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## Resource Hub

This dedicated online portal provides an array of accessible and up-to-date documents such as bespoke written content and articles, sub-group minutes, quarterly member update information, police and fire network events timetable, sector newsletters, people development CPD 'pick & mix' training information and provides entry point links to the AFEP data dashboards and CIPFAstats+ platform. It is accessible via the [www.cipfa.org/AFEP2](http://www.cipfa.org/AFEP2), just click 'Access AFEP resource hub' located at the top right of the landing page. MyCIPFA login is required as access is permission based.

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### **Police and Fire Network events | FAN events**

The police and fire network provides essential, practical and timely advice on police reform, police finance, accounting developments and corporate transformation. The police and fire network landing page provides member access to all the latest horizon scans documents, updates as well as events for the quarter hence. Regular and topical Network events serve sector members throughout the programme and members also have access to FAN events and their dedicated network advisor. Please refer to the AFEP II Training Overview brochure for a full breakdown of events and dates.

We have lifted the limit on Network place usage by including Network places in the pick & mix feature, therefore providing maximum flexibility for AFEP II members. Police Network places and FAN places are part of AFEP II CPD pick & mix along with CPD training described above under the People stream, the delivery method of which is blended.

A diverse range of Network event topics are available to police finance and non-finance staff and all members (force and PCC) have 35 places available for each year of the AFEP II programme, totaling 70 places across the full-term of the licence.

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77 Mansell Street, London E1 8AN  
+44 (0)20 7543 5600

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