

Achieving finance excellence in policing II

Training overview

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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CFO workshops

Workshop 1: Blue light Commercial

This session will be delivered alongside CIPFA and will focus on the 'commercial lifecycle'.

The programme outline will include an introduction to the commercial lifecycle and best practice, and will deep dive on the 3 areas of the commercial lifecycle: Pre-Procure, Procure, Contract management. Activities, commercial acumen and the role of CFO will be discussed through a series of breakout sessions.

Workshop 2: Finance Operating Models

In this session we will look at the various and diverse operating models that have been adopted by Finance functions across the public sector to deliver their finance operations. We don't believe there is "one right" model but we do believe there are some guiding principles that need to be considered and we will explore those in the context of the models that exist in practice. We will look to identify the practical benefits and disbenefits of various approaches, whilst accepting that the detailed operation is down to the skill and mindset of the people operating the models in different situations.

Workshop 3: Managing Stakeholders

Managing Stakeholders is initially about recognising and appreciating who your stakeholders are and what views they have, combined with how influential they are to what you are trying to achieve. It is then about the strategies and practical measures that you can take to manage their influence. In this session we will use scenarios to show how you identify ALL your stakeholders and their levels of influence, as well as how you then approach dealing with them, as you go about achieving the outputs you require to deliver your day-to-day job or a particular programme.

Workshop 4: Deploying and resourcing the policing plan

We will look at medium-term financial plans in the context of the PCCs police and crime plan, and forces' strategic plans in order to work out how best the planning process can be integrated. In doing this, we will also refer to other relevant documentation, such as the Strategic Policing Requirement, force management statements and HR/workforce strategies. We will look at the benefits and drawbacks of different planning approaches in order to improve integration.

Workshop 5: Technical and Specialist Q&A

This panel session will be hosted by Rob Whiteman, CEO, CIPFA and feature industry specialists and sector stakeholders. Essentially led by AFEP CFO sector specific topics and questions submitted prior to the session, delegates will be taken on a journey during which strategic debate will thrive and scenarios demonstrated. Members will be invited to submit questions and scene setting ideas through the quarterly AFEP member update e-comms. Discussion topic requests will be managed via the Data, People and Financial Management sub-groups to ensure the most popular and beneficial subject matter areas are addressed.

Workshop 6: Personal resilience and development for CFOs

The session will look at practical strategies for CFOs to strengthen their personal resilience in the face of the increased pressure placed on them in their roles. It will also look at the way that CFOs can engage in personal development to enhance their capacity as influential leaders.

Workshop 7: Commercial strategies and influencing communication

We will outline the types of commercial strategies that CIPFA have found in work conducted over the last 2 years. Commercial strategies and arrangements that both Police forces and Local Authorities have adopted. In doing this we will refer to the rules that apply to commercial strategies such as Prudential Borrowing, as well as the processes that organisations have used to decide on commercial strategies, such as the basis on how they have constructed business cases. We will review the areas where there has been success and areas where improvements could have been made.

Leadership Development Programme

Leading Self:

Aim: This is to enable delegates to get a greater understanding of self-awareness and its importance in the workplace, especially those called to lead and manage others. Using Strengthscope/Strengths Based Psychology it will help them identify and leverage their 7 Significant Strengths as well as to work on their potential performance blockers as part of building their personal development plan.

Key Content:

1. An Introduction to Strengths – “Being the Best You can Be”. **2.** Dealing with Potential Performance Blockers. **3.** Building a Personal Development Plan. **4.** Leadership in the post Truth era – Authenticity and Ethics (Organisations gaining Public Trust). **5.** Understanding Your Impact on Other – Developing a Leadership Brand. **6.** The Journey – Programme Outline and deliverables. **7.** Resilience/Challenging Environment/ Pace/Energy-Building Personal Resilience/ Developing Resilience in Teams.

Outcomes:

1. Delegates will leave with a greater level of self-awareness by understanding their significant strengths and potential performance blockers. **2.** Delegates will begin to build a focused action plan – putting their learning into action and capturing overall personal objectives for the programme. **3.** Delegates will leave with a clear view of their leadership brand and how it impacts on others. **4.** Delegates will have begun to collaborate and understand the rest of the journey.

Leading Teams:

Aim: This is to enable delegates to understand more about teams, how they come together and how to maximise their performance. Using leading theory and diagnostics from academia/business writers as a guide as well as reflecting on their own experience of working in a team.

Key Content:

1. What makes a High Performing Team? **2.** How Your Leadership Brand shapes a team. **3.** The 5 Dysfunctions of a team – Lencioni. **4.** Motivation – Myths and Reality-Start with The Why – Part 1. **5.** Giving and Receiving Feedback/Difficult Conversations. **6.** Leadership Styles.

Outcomes:

1. Delegates will have a clear understanding of what makes a high performing team. **2.** Delegates will have completed an analysis of their own team and reflected on what they would keep/change/add once they are given the opportunity to lead. **3.** Delegates will understand how they can translate their Leadership Brand into how they act as a leader. **4.** Delegates will have clear sight of the essential components in building a team using the Lencioni Pyramid. **5.** Delegates will learn about motivation and what inspires others to go the extra mile.

Leading Others:

Aim: This is to enable delegates to understand more about how they influence Stakeholders, Senior People and those who they might not directly lead. Working with how to read people through understanding preferences and how they impact on communication to and leadership of others.

Key Content:

1. Understanding stakeholders through the lens of Preferences (stakeholders/ political appointees/power/challenging upwards/ethics/power & influence). **2.** How preferences impact communication for both the giver and receiver. **3.** Influencing without authority. **4.** Being political and dealing with politics. **5.** Communication with impact. **6.** Negotiation skills and practice.

Outcomes:

1. Delegates will learn about their own preferences, what drives them and how they can utilise these more effectively with stakeholders. **2.** Delegates will have considered when there are opposite preferences, why this is so and how they can work with it. **3.** Delegates will have considered Influencing techniques as well as practising these in a scenario-based activity. **4.** Delegates will have looked at the principles of negotiation and practised these in a scenario-based exercise.

Leading an Organisation:

Aim: This is to enable delegates to consider how leaders and managers need to understand strategy and how to lead from the top of the organisation. What are the essential components of leading a business, how is it done and what is required to change cultures?

Delegates will work with a case study based on a leading UK business – acting as external consultants making recommendations as to how the business can grow and evolve.

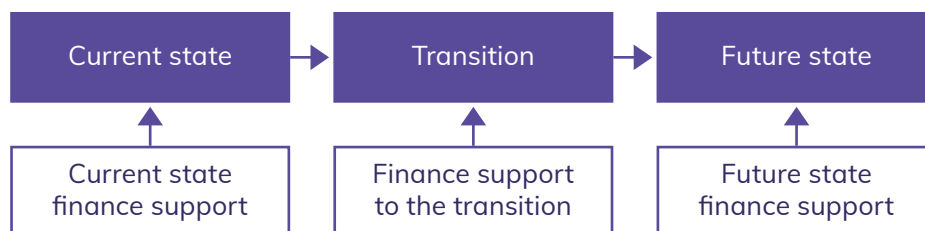
Key Content:

1. Start with the why – part 2 – everything starts with purpose. **2.** Developing strategy – tools and techniques. **3.** Culture change – the key levers of successful interventions. **4.** Leading and managing change – tools and techniques. **5.** Leading organisations in the post truth era. **6.** VUCA. **7.** Decision making.

Future Leaders Academy

The Future Leaders Academy (FLA) is designed for finance professionals and finance managers who are starting to operate at middle to senior levels in their forces. As a future leader, you will be broadening your role and in particular, developing your personal impact skills and understanding of how the whole organisation works.

The FLA is about you being the future leadership cadre for police finance. It is also about you thinking of two, possibly three, organisations (as illustrated in the model below).



You are part of the current finance department supporting the current organisation. As that organisation transforms into its future state, you support the change. Then, you are part of the future finance support to the organisation.

The academy will cover the below workshops:

Induction workshop

Attendees will be asked before this session to discuss what they wish to get out of the Programme with their supervisors/immediate managers and how they can both maximise the usefulness of what they learn. They will be encouraged to write a record of this and use it as a basis for a learning log that they will use through the Programme as they develop their own development plans (see Annex B for suggested format).

The content will cover:

- An introduction to, and overview of, the Programme.
- Personal expectations/goals.
- An introduction to the complexities and ambiguities of setting direction and leading in an uncertain world.
- Introducing coaching and “buddying up” to practice the skills.

Leading and developing others

This workshop is about understand more about how you influence stakeholders, senior people and those who you might not directly lead.

Learning outcomes, once completion, you will understand:

- Different motivators and preferences, and how these can be effectively utilised in developing relationships.
- A range of useful influencing and negotiating techniques.
- The principles of effective communication and be able to deploy these in a range of scenarios.

Indicative content:

- Understanding the preferences and needs of others.
- Internal politics and ego and how this affects people.
- How to select appropriate communication tools and leadership approaches.
- Barriers to communication.

Business case development

This workshop is designed to introduce professional managers to the Treasury BBC™ process and to highlight their potential roles as, “owners”, subject matter experts and delivery managers in the business cases.

Learning outcomes – at the end of this workshop you should:

- Have an understanding of the Treasury approach to business cases.
- Be able to recognise the purpose and contents of the parts of the treasury model
- Have an appreciation of the parts of Treasury approach that are similar/dissimilar to the force’s approach.

Indicative contents:

- The purpose of, and need for, public sector business cases.
- The Treasury BBC process.
- Clarifying the strategy and need for investment.
- Identifying the benefits, costs and risks of options.
- Designing the best deal.
- Assessing funding and affordability.
- Preparing for delivery.

How to set up a small project

Large projects often have dedicated and qualified project managers however, many managers find themselves with responsibility for lots of small projects and initiatives.

Learning outcomes – upon completion of this session, you will:

- Be able to recognise how project and business as usual work differs.
- Know the main stages of a project and the roles involved.
- Be able to construct a project plan for a typical small project.
- Understand the role of risk in projects.

This workshop covers:

- The basic principles of project management.
- Planning work, including estimating time and resources needed.
- Working with stakeholders and engagement management.
- Allocating and managing tasks and project reporting.

Governance and risk

This workshop is to help attendees understand the purpose of formal governance arrangements and how they should work in practice. Risk in this module is about managing non-financial risks (eg: reputational, strategic and operational risks) and not just the financial implications.

Learning outcomes – at the end of this session, you should:

- Be able to define governance in the force context and identify its main components.
- Understand the importance of a governance culture and how it affects the way the force manages risk.
- Appreciate the importance effective governance in encouraging good decision making.

Indicative contents:

- The meaning, purpose and implementation of organisational governance.
- The Staffordshire Police context and culture.
- How decision-making works and where it could be improved, including the ethics of decision-making.
- Non-financial risk management systems.

How the organisation's risk appetite is established, communicated and practically implemented and how things could be improved.

Understanding programmes of complex change

Large-scale changes are, by their nature, hard to grasp. This workshop takes delegates through a process that helps them understand the parts of a change programme so that they can help plan and implement the changes to systems that are required of them as professional managers.

Learning outcomes – at the end of this workshop, you will have:

- Appreciated why complex change is significantly different from incremental change.
- An understanding of how complex change is planned.
- An appreciation of the need for a good set of objectives of changing and a vision for the changed organisation.
- An understanding of the emergent benefits and disbenefits that accompany complex change.

The content covers:

- Organisational individual preparedness for change and culture.
- Pressures for large-scale change.
- A framework for planning and understanding change.
 - Vision and objectives.
 - Stakeholders, benefits and Barriers.
 - Operating models and options.
 - Making changes on the ground.

Review session

Attendees will be asked before this session to discuss the whole programme's impact on improving their work with their supervisors.

The content will cover:

- Reviewing the immediate and long term impact on personal and organisational aims.
- Developing your “personal vision” and identifying further development opportunities.

Pick and mix – e-learning & trainer led sessions

Trainer led sessions:

Commercial strategy

This training session will look at determining the appropriate relationship to develop with suppliers focussed on; value, complexity, risk and opportunity to do better/smarter than previous contracts. It will review stakeholder engagement to ensure an organisation-wide approach to developing future-proofed commercial relations with suppliers that ensures business needs are met promptly and accurately.

Establishing outcome-based contracts with the facility to monitor and measure performance is key, enabling contract managers to work with suppliers in the delivery of contracts. Understanding the options and opportunities present in marketplaces, developing clarity of business needs and visibility of costs associated with key contracts will be discussed and demonstrated.

We will look at understanding the need for an exit strategy, plan to include one within every contract and establishing the key elements to ensure, whatever the cause to exit, the organisation has the facility to give notice and protect its interests.

Commerciality management

This training session will look at establishing a review process with suppliers to focus on outcomes, evidence levels of performance and agree corrective actions where performance is less than required. Delegates will consider processes and systems that will support factual and objective measurement. They will explore where Key Performance Indicators and Outcome Based Indicators are appropriate – one size doesn't fit all.

Stakeholder engagement will be explored to ensure contracts evolve to meet the needs of the organisation, as they change, going forward.

The session will also look at how to establish a risk register, monitor issues and potential risks to pro-actively manage where the risk sits and which party takes ownership of it, based on resources and capability.

Managing small projects

Large projects often have dedicated and qualified project managers however, many managers find themselves with responsibility for lots of small projects and initiatives. This workshop provides an overview of best practice and typical challenges to managing small projects.

Learning outcomes:

- Be able to recognise how project and business as usual work differs.
- Know the main stages of a project and the roles involved.
- Be able to construct a project plan for a typical small project.
- Understand the role of risk in projects.

The session will cover:

The basic principles of project management - Understanding the hierarchy of strategy, programmes and projects. The critical links between strategy and execution. Key factors in project success and failure.

Project lifecycle, processes, and documents - Understanding the stages of planning work. This will include estimating time and resources needed, allocating and managing tasks and project reporting.

Appreciate project monitoring requirements and the controls which are needed to keep plans on track.

Roles and responsibilities - Understanding the key roles and responsibilities of the project board, sponsors, project managers and project teams. This will include both best practice and typical challenges around communication, style and support. Identifying critical factors around governance and accountability of project management.

Working with stakeholders and engagement management - Identifying who your stakeholders are, mapping their interests and concerns alongside your communication strategy.

Project risk - Identifying and assigning risk in projects, who is responsible and how to record risks and ensure appropriate action is taken.

e-learning modules:

Budget management and control

This course is designed for anyone new to Police working in finance but work in a non-finance role. It is also suitable for those who need a Police finance refresher course. This module has been specifically designed to enhance understanding of key financial concepts and thereby increase confidence when undertaking financial management responsibilities.

This course consists of:

- The characteristics of good financial management and the role of the manager in planning, monitoring, and controlling budgets.
- Procedures to plan, monitor, and control budgets.
- Principles of costing a service.

This course takes approximately 4-5 hours to complete. A workbook covering Police Funding, Codes of Practice and roles and responsibilities pertinent to finance further supplements the course.

Introduction to finance business partnering

This course is aimed at finance professionals who are moving into a finance business partnering role. The course examines the following areas:

- Understanding what Finance Business Partnering is and how the role of the finance professional has changed.
- How Finance Business Partners can add value.
- Challenges of Finance Business Partnering and how to overcome them.
- The mindset, behaviours, skills, and competencies needed for Finance Business Partnering.
- How to develop an action plan to implement the skills and behaviours for Finance Business Partnering.

This course includes a number of reflective activities for delegates to consider and takes approximately 4-5 hours to complete. A workbook further supplements the course.

Developing a business case

The module identifies the steps involved in developing a business case, including information on objectives, measurement of costs and benefits, and other arrangements such as financial impact and post-implementation review. Delegates will;

- Understand the aims and objectives of developing a business case and the situations in which it can be used.
- Understand the basic techniques of developing a business case.
- Understand how to review the viability of various options using financial and non-financial data.
- This course takes approximately 4-5 hours to complete. A workbook further supplements the course.

Police and Fire Network events

Introduction to police finance

Effective governance of police collaboration

Developments for police audit committee members

Introduction to police budgeting

Counting the cost of COVID

Introduction to police audit committees

PCC review findings: finance and governance implications

Hot topics in police and fire finance

Scoping the future of police and fire finance (part 2)

Effective governance of police collaboration (re-run)

Closedown – FAN events

Aligning police and crime plan, MTFP and FMSs

Booking instructions

To ensure ease of use and self-service access to your training and events places for AFEP II, we have created a dedicated booking page. Please refer to the training and events calendar, to review and plan which events or training sessions you wish to access. All events have been scheduled on a quarterly cycle, to ensure adequate spaces for all AFEP II members.

- Events will be available to book on a quarterly basis, online, via the AFEP II webpage. All trainer led workshops and e-learning sessions and workshops will be available to book directly. Please follow the 3 steps to ensure you have access to the booking portal.
 1. Login to your MYCIPFA
 2. Find AFEP page - www.cipfa.org/AFEPII
 3. Click the Training and events booking button on the top right of the page.

If you don't have a MYCIPFA login, please create one by clicking the green 'Login' button top left of the CIPFA Home page ribbon. By registering your existing business/employment details, CIPFA will be able to link your organisation to the AFEP II subscription and grant access to the booking portal.

Note: please do not use your personal CIPFA membership details when booking for AFEP events.

We would encourage all staff wishing to book a space on any of the AFEP II events, to speak with their force or PCC, CFO/FD. This is to ensure places used, have been agreed and allocated as part of their AFEP II 'Pick and Mix' 70 places offering. CIPFA are not responsible for controlling the allocation of your organisations delegate places.

- CIPFA will communicate with all AFEP II members on a quarterly basis, providing an update on places used, places remaining and the next quarters booking reminder.
- Bookings for each quarter will open the last week of the previous quarter eg Quarter 2: April to June will open last week of March, Quarter 3: July to September will open last week of June.
- Each event will close booking access 72 hours prior to delivery, to ensure CIPFA staff have enough time to prepare and send communications and information to delegates. All sessions will be delivered by Microsoft Teams. The CIPFA events team, will be providing Teams Links to all delegates, once bookings are complete and finalised for each course.

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- No bookings are to be made via the main CIPFA customer services contact – unless there is an issue with the booking itself. This is to avoid high volume of traffic for events and customers service teams for CIPFA's wider delivery of training and events across the UK and internationally. Please use the AFEP II training and events booking page.

Cancellation and transfers

To cancel or amend any bookings, please contact the CIPFA customer services team, no less than 72 hours' notice. This includes the transferring of delegates names or details if a delegate cannot attend and you wish for another staff member to take their place.

GDPR


Please see the link to CIPFA's GDPR policy:

www.cipfa.org/terms-and-conditions/privacy

Some training sessions and workshops will be delivered by third party members, who will need to be able to send appropriate information and training materials to delegates.

General T&C of use of PP

Delegate places purchased as part of this subscription are non-transferable to other CIPFA Events, or special fee-paying events. Should you exhaust your allocation of delegate places before the end of the subscription period and wish to attend further events, you may purchase the required number of extra places at an agreed rate. Please contact your programme lead to discuss: amie.hall@cipfa.org



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