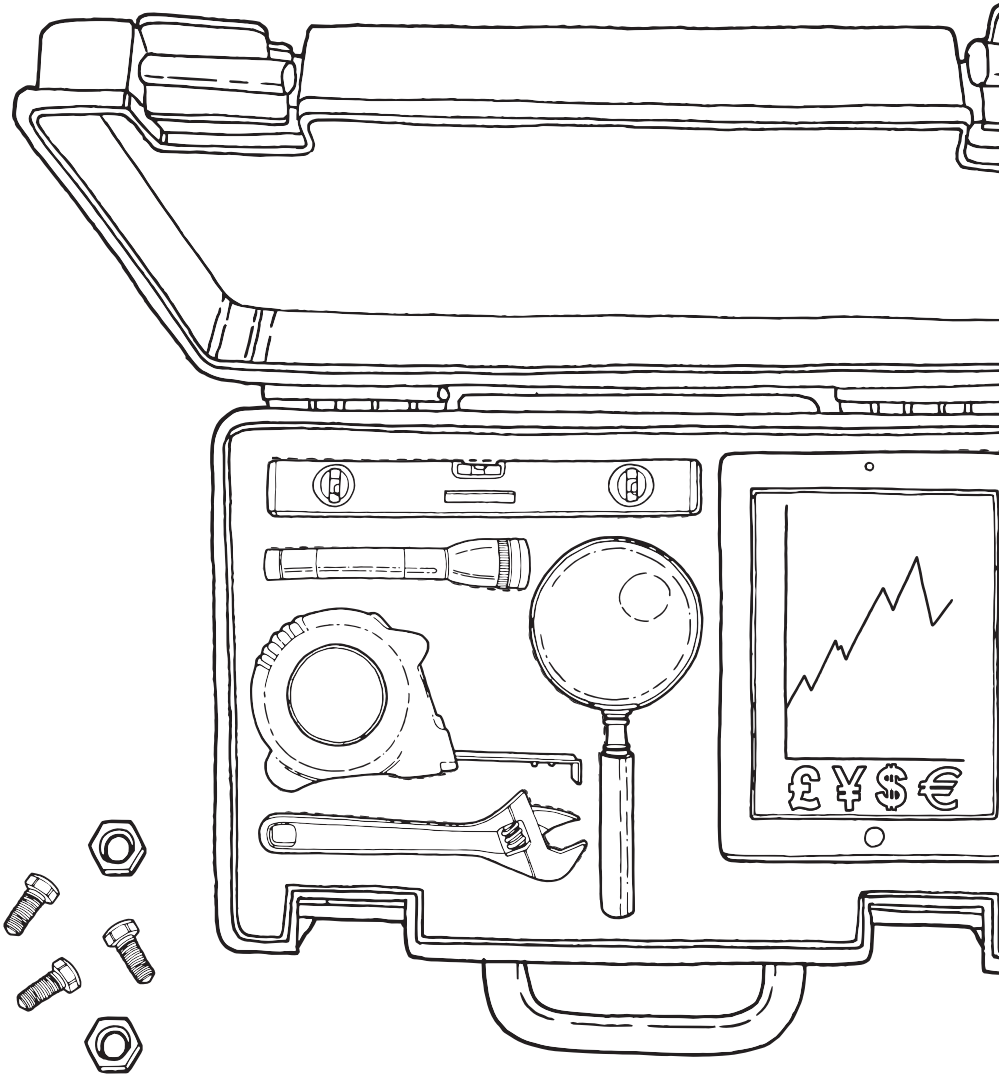


achieving finance excellence in policing

This programme has been driven from within the Finance and Coordinating Committee of NPCC and is supported by the Police and Crime Commissioners Treasurers' Society (PACCTS)



\ welcome



Nigel J Hiller FCPA FCCA
Director of Resources,
South Yorkshire Police

The programme supports national collaboration for forces finance across the UK, enabling them to address the need for review on financial management. To have a programme that collates; staff development, data management and financial management information is encouraging.

I would recommend all forces to sign up and ensure this programme is represented across England and Wales, which in turn will provide the Police sector with the information and support we need. The programme will be a central pillar to key discussions on driving reform and will enable comparisons, nationally, to benchmark efficient practises to drive finance and efficiency.



Rob Whiteman FCPFA
Chief Executive, CIPFA

We are delighted to be working in partnership with the NPCC and PACCTS to support achieving financial excellence within the Police sector as a delivery partner. CIPFA has a wealth of expertise and specialist knowledge that is reflected in the breadth and depth of our service offer to address the issues facing the Police sector today and into the future.

Effective financial management has always been built on planning for the long term, but forces need the resilience to deliver savings while still providing services to their community. Resources are becoming scarcer, which coupled with increasing pressures and demands on services, makes it more challenging to ensure that resources are effectively targeted. Developing the talent and skills within teams is equally important but is also affected by time and resources.

The 'Achieving Finance Excellence in Policing' programme has been driven by the NPCC and is aimed at bringing forces together on a national level, building on national capacity and providing local support enabling teams to stay in control of their financial strategy and remain resilient. We look forward to working with the NPCC and supporting the vision for police finance, set by the police, for the police.

achieving finance excellence in policing programme

This is the premier platform for UK wide Police Forces to experience the innovative and revolutionary 'Achieving Finance Excellence in Policing' service brought to you by CIPFA, governed jointly by NPCC, PACCTS and CIPFA Police Panel.

CIPFA is committed to working with police industry professionals to develop and collaborate on key themes and streams to maximise the benefits of achieving exemplary financial health throughout the sector. Together we will share and explore the needs, wants and aspirations of today's modern forces.

This unique environment presents an opportunity for you to participate in deeply engaging Police sector exclusive events and workshops, as well as benefitting from specifically focussed and informative industry collateral, updates, thought pieces and analysis tools. The 'Achieving Finance Excellence in Policing' programme is for sector individuals with responsibility for any aspect of service delivery relating to financial management, strategy, policy decision making, service development and best practice delivery.

	2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Financial Management	CIPFA Police and Fire Network: access to network events, information and guidance across the life of the programme							
	CIPFA Police Resources Hub: online information portal							
	FMCR: force by force diagnostic assessment		FMCR: National consolidation of results			FMCR: force by force diagnostic assessment		FMCR: National consolidation of results
			FMCR: Force improvement roadmap					
Data	CIPFA Police Benchmarking & Stats: delivered via the resources hub, bespoke police stats, across the life of the programme							
People	Leadership: CIPFA Leadership Academy for Police CFOs, delivered across 19-20							
					Leadership: CIPFA Future Leaders' Academy, delivered from Q3 19-20 through 20-21			
	CFO Peer Support: CFO Summer Retreat 19/20				CFO Peer Support: CFO Summer Retreat 20/21			
Governance: CIPFA Police and Fire Panel								

programme streams

BUILDING NATIONAL CAPABILITY

PROVIDING LOCAL SUPPORT

The programme objectives, agreed by the NPCC are focused on the following 3 key themes: **Financial management, Data and analysis, People development.**

Within each of these themes, sit the individual streams that the programme delivers which are included within the licence fee. The streams are identified as the following:

Financial Management

Police and Fire Network

The Police and Fire Network provides essential, practical and timely advice on police and fire reform, police and fire finance, accounting developments and transformation, to police forces, offices of police and crime commissioners and fire and rescue services. The network offer includes face-to-face events, an advice line, regular horizon scanning briefings on developments and documentation on our website.

We keep members at the forefront of police legislation, policy and future financial developments. CIPFA experts work closely with colleagues in the:

Home Office | NPCC Finance and Resources Committee | HMICFRS | NAO
Police and Crime Commissioners' Treasurers' Society | Association of Police and Crime Commissioners

Resource Hub

This online platform aims to provide an array of accessible and up-to-date documents, advice and tools. The Hub is a convenient resource and will facilitate the sharing of best practice via a discussion forum on 'hot topics', in addition to promoting all events and workshops, and will include documentation, technical and policy updates and thought leadership pieces. The Hub will also provide online access to analysis tools and comparative data sets. This essential part of the programme will also facilitate discussions between forces, helping members achieve best practice and transfer learning. Our experts are on-hand to work with forces to improve the quality of their data and more importantly, provide accurate analysis of members' data.

FMCR

Financial Management Capability Review at a Force level, measures the current status to provide a roadmap to support your Force in implementing the vision for police finance. At a national level, the precise indication will provide insight and identification of themes across national police finance. The diagnostic will be repeated at the end of the programme to gauge evidence-based progress made, at a local and national level. Next phase decisions will also be informed following this assessment.

**30% real-terms drop in central government
funding to commissioners alone since 2010/11**

NAO

Data

Benchmarking & Statistics

Police sector specific comparative data, cost against performance analysis and practical best practice guidance are accessible directly through the Resource Hub. With over 100 years of experience and as the market leader in local public services data analysis, CIPFA now deliver a bespoke benchmarking service that covers a full range of policing activities to demonstrate value for money.

The service is being designed in partnership with forces to ensure that all relevant data is selected to produce specific analysis, resulting in insight that supports improved decision making. From aggregated and analysed data, we will develop interactive reports using state-of-the-art visualisation software, enabling forces to understand their spending and performance, relative to others, and to produce their own analyses.

People

Leadership Academies

CIPFA's leadership offerings are designed to cover the career journey that Finance professionals take post-qualification. As careers progress, duties, objectives and responsibilities increase in complexity; as does decision making and the need to support others in their decision making. At each stage of this progression, it is necessary to make changes to how tasks are approached and other working methods, to ensure that team members are ready and equipped for more senior roles.

The two principle leadership offerings that support the journey are:

Future Leaders academy (FLA) – supports the 'next-generation' of leaders in Police finance for those moving from junior management into more senior positions. The FLA provides structured support on essential skills including: reflective leadership | governance and risk | project management | business case development | the essentials of Finance Business Partnering | management in six 1 day modules – this a 3 day in-depth conference over a 24 month period.

CFO Leadership Academy – aimed at serving CFOs, this is CIPFA's flagship programme that has been running for over 10 years. This is for CFOs operating in a complex environment and focusses on improving the individual personal influencing skills of CFOs, when interacting with senior colleagues. Over a period of 7 months, we provide 7 interactive workshops, covering ideas on personal impact, managing complexity and continual development, decision-making and five high-impact 'Action Learning Set' meetings over a 12 month period.

Recent PAC report urged the Home Office to develop its own long-term strategy for policing

Policing Vision 2025

CFO Peer Support

The purpose of this stream is to help improve CFO's strategies for influencing significant decisions in their forces. Police CFOs operate in fast-paced, complex political environments, where they need to use their personal influencing skills to ensure that the team are involved in and positively influence, decision-makers and the decision-making process. As progress is made, those involved develop a great deal of 'implicit' knowledge and 'taken-for-granted' behaviours that enable them to operate effectively. An effective method of identifying effective knowledge and skills is to work with police CFO peer colleagues in facilitated off-site sessions known as a CFO Retreat.

CFO Retreat – The format of the CIPFA Police CFO retreat is to have groups of CFOs focus on a specific set of personal influencing problems without easy answers. In the facilitated discussions, colleagues will explore the topic areas and reflect on effective strategies for managing any situation that arises.

An example of topic areas are:

- Establishing relationships with senior colleagues who are new to the importance of good financial decision-making in a police environment.
- Raising the profile of financial management with operationally-focused colleagues.
- Gaining the trust of an established 'top-table'.

This annual event provides an annual touch point for all Police CFOs. It supports the opportunity for a national, strategic debate on the challenges facing police finance, collectively setting the vision for police finance and in partnership with CIPFA's Police Panel, will oversee:

- the outcome of force by force finance assessments.
- the improvement roadmap.
- delivery of the roadmap at both force and national level.

An interactive forum will be provided specifically for practising CFO's to enable up to date information sharing and discussion of best practise and support, via the online Resource Hub.

6 At both Surrey and Sussex, as part of our ongoing improvement and development of a fully collaborated financial service across both forces, we have already been adopting elements of the programme, including Business Partner development and implementation of the accounts closure tool. Having the opportunity to pilot/implement the wider programme, including the Financial Management Capability Review, will help us to make a further step change; enabling Policing as a sector to build national capacity and financial skills, whilst providing local support and development.

Pete Gillett CPFA, Executive Director Commercial and Financial Services, Surrey Police and Sussex Police

programme overview

Themes	Objective	Programme offer	Annual licence	
			Included	Additional
Financial Management	CIPFA Police and Fire Network	Access for all Police Forces to the CIPFA Police and Fire Network	✓	
		A dedicated resources hub which gives access to thought leadership, information and resources to Police colleagues	✓	
	Standard financial management and reporting templates	Use the Financial Management Sub-committee to discuss, standardise and implement a standard approach to financial MI reporting	✓	
	Local financial management effectiveness diagnostic	CIPFA's Financial Management Capability Review (FMCR) to assess forces' capability, and provide a roadmap for improvement	✓	
	Accounts closedown	CIPFA's accounts closedown solution software to automate and improve the annual accounts process		✓
Data	Comparative data and broader analysis	Via the resources hub, dedicated Police Stats and Benchmarking to drive better financial management and decision making across forces	✓	
People	CFOs Leadership Academy	CIPFA's one year Leadership Academy for all force CFOs	✓	
	Future Leaders Academy	CIPFA's eighteen month Future Leadership Academy for emerging force finance talent	✓	
	Apprenticeships	A dedicated apprenticeship programme to take force finance staff through the full CIPFA Professional Qualification (CPFA)		✓
	CFO peer support	A CIPFA led CFO networking and peer support programme	✓	
	Finance business partner training	A range of CIPFA training , specifically for the police, covering finance business partnering, governance, risk management, business case development and other specialist training topics		✓
	Other specialist training			✓

83% of Supts and Chief Supts agreed their role had an excessive depth of responsibility

74% expected to be contacted on their rest days

27% were experiencing signs of depression

The Association's Personal Resilience Survey 2016-17 involved Superintendents and Chief Superintendents 47 forces

Timetable of events – 2019/20

2019	
Launch event & CFO Retreat	4 & 5 April
CFO Senior Leaders Academy	
Workshop 1	16 May
Action Learning Set Meeting 1	13 & 14 June
Action Learning Set Meeting 2	10 & 11 July
Workshop 2	12 September
Action Learning Set Meeting 3	17 & 18 October
Action Learning Set Meeting 4	28 & 29 November
Action Learning Set Meeting 5	11 & 12 December
Future Leaders Academy	
Induction workshop	16 September
Reflective leadership	16 October
Governance and Risk	18 November
Project management and business cases	16 December

2020	
CFO Senior Leaders Academy	
Workshop 3	24 January
Future Leaders Academy	
Change management	18 February
Review session	16 March



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