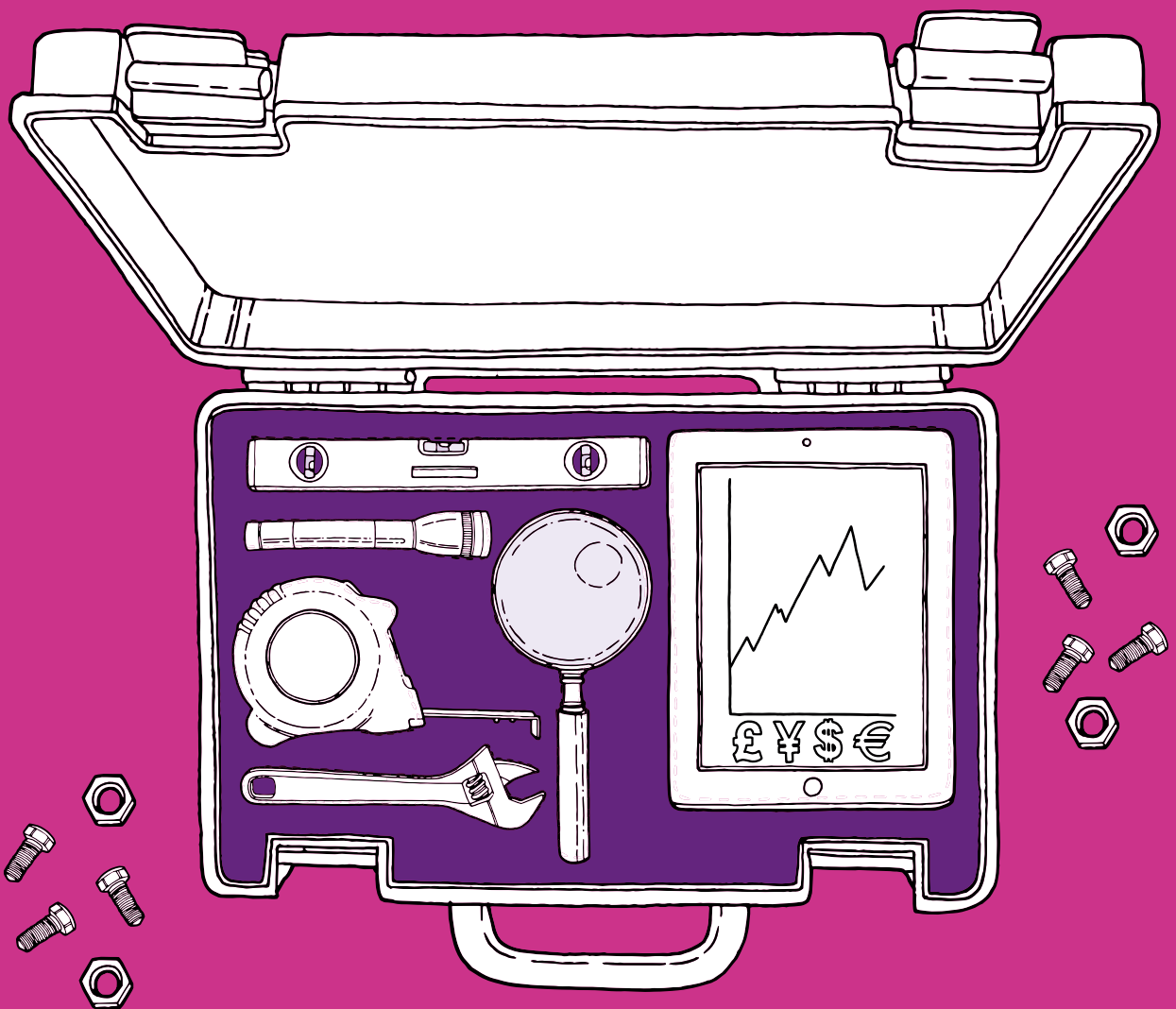


Pan public sector support

products and services



services at a glance

Utilising our wide range of knowledge and expertise, we work with public sector bodies to help them develop robust plans – not only in terms of financial resilience but also in helping them reinvent and transform the way local services are delivered to better serve their communities.

Data to drive decisions 4

An essential requirement for all transformation and service improvement projects is to obtain your performance data as well as comparative information from similar organisations.

Housing solutions 6

CIPFA help connect housing finance, planning and management to ensure the best outcomes for communities.

Social care solutions 7

Get tools to identify the vulnerable, a health check to help build sustainable social care services and ongoing help via our social care network.

Consultancy services..... 8

Across the public sector our consultancy services help organisations generate income, transform processes and improve efficiency.

Counter fraud..... 9

We offer training and a range of products and services to help public sector organisations detect, prevent and recover fraud losses.

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Governance support in the public sector.

Property 12

CIPFA Property services help public sector finance and property professionals deliver efficient asset management, and extract best value from public property assets.

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The best blended training and development options available. Our programmes and courses are designed to support all levels of public service.

Networks..... 16

Subscribing to our networks ensures that you and your colleagues stay up to date with the latest legislative developments and technical issues in the public sector.

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Get expert insight and guidance from a range of titles from accounting to leadership and more.

TISonline 18

Ongoing intelligence and information across a raft of topics, sectors and issues.

Membership and the CIPFA PQ 19

Membership and professional qualifications for finance and counter fraud professionals to ensure that you are at the forefront of pan public sector service delivery.

International 21

A wide range of qualifications, training and consultancy services, requested by CIPFA members and public finance practitioners around the world.

Recruitment 22

CIPFA-Penna Recruitment Solutions offer superb, expert staffing and career solutions.

Research 23

Get the insight you need: we offer bespoke services on qualitative and quantitative research services.

who we are

Every day public finance professionals face a range of complex and often interconnected issues, from embedding good financial management across their organisation to changing legislation, and climate change.

The Chartered Institute of Public Finance and Accountancy (CIPFA) is a UK-based international accountancy membership and standard-setting body. We are the only such body globally dedicated to public financial management.

Working across the public sector we support public finance professionals working for:

- Central government
- Local government
- Health
- Police
- Firms / private sector
- National audit bodies
- Not for profit organisations
- Donor bodies

Our educational and advisory services support our members, students and other public finance professionals throughout their careers – helping them add value to their teams and their organisations. Through our work, we help ensure public money is raised and spent with the highest degree of openness.

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

Find out how CIPFA can help you, your team and your organisation.

For more information visit www.cipfa.org/about-cipfa
T: **020 7543 5600**
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data to drive decisions

People and organisations across the globe gather and analyse data to make more informed decisions – improving performance and helping to mitigate risk. And it is no different for public sector finance professionals, especially for UK local government as they grapple with the impact of 10 years of austerity, the COVID-19 pandemic and rising demand for services.

The importance of data

Data not only helps local leaders understand their past and their current position, but with forward looking tools it can help them plan for the future. Data helps local authorities to better understand their place and make decisions that improve societal outcomes for their diverse communities. It can also help with their own financial resilience, for example by getting under the skin of their support services costs.

A new data management platform

CIPFA has long recognised the importance of data. For over 100 years, we have worked with local authorities to build the most comprehensive, independent source of data about local government and its services in the UK.

We are now undertaking an extensive transformation programme and have introduced a new cloud-based data management platform that will radically improve how our customers can use and interrogate our data. Our CIPFAstats+ product suite will be the first to go live on the new platform, offering a completely fresh and visually compelling experience.

On this and the next page we have showcased some of CIPFA's leading data products. Each element has been designed to help councils make sense of their current environment by providing the insight needed to make tough decisions on how financial and people resources are allocated, for the benefit of both their balance sheets and the people they serve.

Improving outcomes for communities

CIPFAstats+

Understanding how frontline services are performing is critical to knowing the best ways to reduce costs while maintaining service levels. We are now developing the new CIPFAstats+ service that will offer invaluable insight into key areas, from education and social care through to housing services, culture, leisure and recreation, and waste management.

CIPFAstats+ will also include:

- Housing 360, a range of tools that provide greater insight into the very challenging housing sector
- VfM Toolkit which allows councils to compare their key performance indicators to similar authorities
- Nearest Neighbours Model which helps councils to assess who they should be benchmarking their organisation against.

Housing

Predictive analytics and performance measurement will play an increasingly vital role in the way councils manage their properties. CIPFA's new Housing 360 tools aggregate public data available within established statutory government returns. However, this tool isn't solely focused on the past and includes a module providing forecasts for the future. Housing 360 is available to buy as a standalone tool or as part of a package with CIPFAstats+.

Vulnerable people

Social care supports society's most vulnerable people. Yet it is a sector in crisis with ever-increasing demand, unmet need, rising costs and a fragile provider market.

CIPFA has partnered with data management company Xantura to help councils identify, prioritise and protect vulnerable citizens impacted by COVID-19, as well as by debt.

Built with information governance and ethical data sharing at its core, there are two services that utilise Xantura's pioneering OneView infrastructure:

- COVID-19 OneView service enables authorities to consider where preventative efforts might support those at risk in the community before they are in critical need of help. Pairing this insight with CIPFA's Financial Foresight Tool will help ensure that pressure points are identified and addressed earlier.
- Single View of Debt & Vulnerability service allows councils to more intelligently assess their overall view of debt and balance this against the needs of individuals and cohorts of people to help develop more sustainable solutions for all.

Public libraries

Offering access to knowledge, culture and a range of community services, public libraries play a fundamental role in society. As part of our highly popular Public Library Profiles service, CIPFA conducts an annual survey of public libraries across the UK to gather data on service costs and performance. We then produce annual reports to help inform councils' modernisation and improvement strategies.

The reports build up a detailed view of how one library service compares to others of similar authorities that have been identified using our Nearest Neighbours Model tool.

The Department for Digital, Culture, Media and Sport (DCMS) sponsors the reports, making them freely accessible to all English authorities. The reports are available to purchase for authorities in Wales, Scotland and Northern Ireland.

Improving financial resilience

Financial Foresight

Together, CIPFA and Grant Thornton have developed Financial Foresight, a modelling tool which aligns with CIPFA's Financial Resilience Index and Future Resources Model. Powered by local authority financial data, it provides current insights and a dynamic projection of every English council's financial trajectory over a 20-year horizon, focusing on the long-term sustainability of councils' finances.

CFO Insights

Also delivered in partnership with Grant Thornton, CFO Insights is an online analysis tool that gives instant access to insight around the financial performance, socio-economic context and service outcomes for every council in England, Scotland and Wales.

Designed for those aspiring to improve the financial position of their local authority, it can help improve performance and transformation plans, as well as identify potential income generation opportunities. It can also support budgeting and expenditure decision-making and provide financial transparency in response to scrutiny questions.

Financial Resilience Index

CIPFA's Financial Resilience Index is a free tool that aims to support councils' financial decision-making by highlighting areas of possible financial risk.

The index measures councils' resilience against ten key indicators that are associated with financial risk.

Developed in close collaboration with councils across the UK and technical stakeholder engagement, the index provides a rounded picture of an authority's resilience to financial shocks. It supports good financial management and provides a common understanding within a council of their financial position.

Contact us

For advice and support on your own data project or to discuss which products would best suit your needs, please contact:

www.cipfa.org/datatodrivetdecisions

T: 020 7543 5600

E: customerservices@cipfa.org

housing solutions

Balancing Housing Revenue Accounts, tackling homelessness and ill health, addressing the needs of vulnerable people, realising house-building targets and dealing with the impact of COVID-19 – the issues facing local authorities as a result of the UK’s housing crisis are complex and interwoven.

In 2020, thousands of families are living in converted shipping containers, ex-office blocks or one-bedroom flats. According to CIPFA’s own analysis, it will take 17 years to build enough properties to rehome the 1.2 million people currently on local authority housing lists unless something changes.

Government ambitions to build more affordable housing have turned the spotlight back onto local authorities. Increasingly, they are seen as part of the solution for tackling homelessness in their communities and borrowing caps, which had constrained councils’ ability to act, have been removed. But whilst such developments are welcome they raise a number of associated issues for councils, including:

- balancing their HRA
- acquiring lost skills
- managing the housing needs for a growing cohort of vulnerable people.

In addition, the impact of housing fraud should not be overlooked, as well as growing repair bills due to the impact of weather and climate change which are in addition to standard repairs and dilapidations.

How we can help you

CIPFA’s unique position in local government finance, together with our public sector property and local authority housing expertise, means we can work with you to join the dots. We can help you connect finance, planning, delivery and management and help ensure that your local authority achieves the best outcomes for your communities. At this unprecedented time, this has never been so important.

CIPFA’s services include:

- our new CIPFA Housing 360 analytics tools providing insight to aid housing planning and management
- our professional network for ongoing support and best practice case studies
- housing publications for local government
- our TIS housing stream.

At a difficult time CIPFA can work with you to help achieve financial resilience and minimise risk – as well as improve housing outcomes and contribute to social value.

For more information visit www.cipfa.org/housing

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social care solutions

Social care supports society's most vulnerable people. Yet it is a sector in crisis with ever-increasing demand, unmet need, rising costs and a fragile provider market.

Building Sustainable Social Care

Now, due to COVID-19, the spotlight is on social care like never before. The pandemic is affecting the sector's resilience and sustainability, in both the short and longer term.

Moving forward, reform is essential to manage further increases in cost and demand. In 2018/19, almost 50% of councils overspent on adult social care and 80% overspent on children's services. Planning for - and managing - the delivery of such volatile, demand-led services is far from easy, especially when resources are scarce.

How we can help you

CIPFA's unique position in local government and expertise means we can work with you to link finance management with the best outcomes for your community. Identifying, prioritising and protecting vulnerable citizens is more vital than ever.

CIPFA, with Xantura, have created a COVID-19 OneView service. This management tool helps identify vulnerable groups who are most in need of support. And when you know who your vulnerable people are, we can provide a social care health check to help you plan and build sustainable social care services, post-COVID-19.

Our complementary range of services include:

- CIPFA / Xantura OneView service
- Social Care Health Check
- Social Care Advisory Network
- Benchmarking service
- Publications
- Adult social care information services
- Children's services information services

For more information visit www.cipfa.org/socialcare

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consultancy services

We understand that to tackle the unprecedented issues facing the public sector today, you need tailored practical advice and support.

Wherever you operate in the public sector – when faced with these challenges, you need people who understand your situation. We have the experience and skills to listen, understand and respond with the right solution.

Our range of consultancy services are designed to help pan public sector organisations generate income, transform processes and improve efficiency.

Bespoke consultancy service

We offer a bespoke service to support and give advice on how you can improve your service delivery. An independent review by our experienced advisors will highlight weaknesses and strengths and measure against best practice. Many local authorities have benefited from our transformation and performance improvement support, often engaging us on further projects.

Financial Resilience Review

We will help you gain an expert opinion on your organisation's current financial resilience. The report and recommendations are targeted as much at council chief financial officers who feel their council is reasonably well set to face the future, as for those councils who fear their financial resilience is under threat in the short term.

Financial Management

Using our improved, user friendly **Financial Management (FM) Model** your organisation can reach its strategic goals through developing optimal financial management capability. The model provides solid evidence which highlights sub-optimal practice – powerful in the identification of critical cost cutting opportunities and efficiency gains.

PSIAS External Assessment

CIPFA is recognised as the leading expert in managing and accounting for public money, as well as being the standard-setters for public sector internal audit in UK local government. CIPFA is ideally placed to assess your organisation against the standards and ensure a robust and critical review. This will provide assurance to your stakeholders that you are providing an effective internal audit service.

PFI Contract Review

In response to the **cost saving imperative** of many of our public sector customers, CIPFA uses a tried and tested toolkit for the early identification of cost savings in PFI projects.

Consultancy support for Closedown and production of the Statement of Accounts

CIPFA provide consultancy and advisory support during closedown and statement of accounts production processes. We work with you to understand your specific requirements and define bespoke solutions to address those requirements. These could include resources to support closedown and technical advice on the interpretation of particular requirements of the Code of Practice or regulations.

For more information visit
www.cipfa.org/advisoryservices
T: 020 7543 5600
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counter fraud

Every year in the UK up to £49bn of public money is lost to fraud. Resources are stretched and fraudsters are increasingly sophisticated, making the public services more vulnerable than ever to criminal activity.

The CIPFA Counter Fraud Centre was launched in 2014. Named in the UK Government's 2014 Anti-Corruption plan and in the 2017-22 Anti-Corruption strategy as having a key role to play in combating fraud and corruption, we provide a range of services and solutions that measurably impact the fight against fraud in the public sector.

Our aims

We are committed to helping you:

- prevent, detect and recover financial loss
- protect your organisation's reputation
- develop your team's counter fraud skills.

Training

Making sure staff have the essential skills needed to detect, prevent and recover fraud losses is key to building an anti-fraud culture.

We offer a diverse range of qualifications, short one-day courses and e-learning packages, all of which carry continuing professional development (CPD) hours.

- **CIPFA Accredited Counter Fraud Specialist (ACFS)*:** aimed at practitioners who undertake counter fraud and anti-corruption investigations and associated activities, this professional qualification offers the specialist counter fraud knowledge and skills required for effective end-to-end management of fraud.
- **CIPFA Accredited Counter Fraud Technician (ACFTech)*:** a comprehensive introductory qualification for those in a position to spot fraud at an early stage in their organisation's operations or who are new to counter fraud or anti-corruption work.

* Accredited by the Counter Fraud Professional Accreditation Board.

- **CIPFA Certificate in Fraud Risk Management (CFRM):** a qualification that builds on the skills of experienced counter fraud specialists, audit professionals and risk and compliance managers, exploring the principles of corporate governance and risk management as they relate to fraud risk, control and prevention.
- **CIPFA International Certificate in Financial Crime Investigation:** provides in-depth knowledge of internationally recognised financial crime typologies and teaches the practicalities of how to investigate allegations and incidents of this nature, from first notification through to the reporting of findings.
- **CIPFA International Diploma in Financial Crime Management:** offers the skills and knowledge needed to manage the totality of the financial crime spectrum, from the prophylactic aspect (prevention and detection) through to the reactive element (investigations).
- **Anti-bribery and corruption e-learning:** designed for those who require a working knowledge of bribery and corruption risks and the requirements of the UK Bribery Act 2010 as part of their job role, and those responsible for staff training.
- **Whistleblowing e-learning:** an interactive e-learning course designed to give whole organisations an understanding of what whistleblowing is and how to raise concerns.



**CIPFA COUNTER
FRAUD CENTRE**

Collaboration

We know that sharing resources and knowledge is the most effective way to combat fraud and corruption so we work closely with organisations across the private and public sectors, including the Local Government Association (LGA), the National Crime Agency (NCA), Cabinet Office, NHS Counter Fraud Authority and the National Audit Office (NAO).

Research

Our annual CIPFA Fraud and Corruption Tracker (CFaCT) survey is the definitive survey of fraud and corruption activity in local government. It tracks the levels of fraud and corruption local authorities have detected, the number of investigations undertaken and the types of fraud encountered.

Understanding where fraud losses are occurring – and the actions being taken to stem the flow – is essential to helping senior leaders across the public sector understand the value of counter fraud activity.

Support

Our team of in-house counter fraud experts have developed a range of tools to help you boost and enhance your organisation's counter fraud defences. This range includes:

- **CIPFA Code of Practice on Managing the Risk of Fraud and Corruption:** the code is applicable to all public sector organisations and sets out the five key principles that define the governance and operational arrangements necessary for an effective counter fraud response. It is accompanied by a set of guidance notes and a self-assessment tool to enable you to evaluate your performance against the code.
- **Tackling Fraud in the Public Sector: a Local Government Perspective:** our latest research project was commissioned with the aim of improving awareness and generating new insights into counter fraud management in the public sector. Completed by Perpetuity Research, the research report is an in-depth look at fraud from professionals within UK local authorities.

- **Combating Financial Crime: Practical Advice for the Public Sector (2020 Edition):** in 2020, CIPFA published a revision of its Combating Financial Crime guide. It updates public authorities on the latest money laundering regulations (including the 4th and 5th anti-money laundering EU directives) and draws on current best practices to prevent money laundering.

Fighting Fraud and Corruption Locally

The Centre actively supports Fighting Fraud and Corruption Locally (FFCL), which produces the national strategy for English councils. It is the definitive guide for council leaders, chief executives, finance directors and all those with governance responsibilities.

The strategy includes practical steps for fighting fraud, shares best practice and brings clarity to the changing anti-fraud and corruption landscape. You can download the 2020 strategy and previous editions from the CIPFA website.

Subscription service

To help you save money on your counter fraud and corruption initiatives, we offer a subscription service, which gives free or significantly discounted access to many of the Centre's products and services.

This includes pre-paid places for use at Centre workshops, training days and our annual development summit, access to our anti-bribery and corruption e-learning for all staff and our fraud risk wheel and a bespoke CIPFA Fraud and Corruption Tracker (CFaCT) report.

It is the most cost-effective way to access our expertise and encourages networking and knowledge sharing with fellow practitioners.

For more information visit
www.cipfa.org/counterfraudcentre
T: 020 7543 5600
E: customerservices@cipfa.org

\ governance

In CIPFA's experience, those charged with ensuring good governance of public bodies are increasingly under pressure. Not only is there greater scrutiny of public bodies, there are also rising expectations to provide assurances that organisations are well governed and that the risk of governance-failure is minimised.

But what does good governance look like? Can it be sensibly assessed and if so, what are the benefits for the organisation of doing so?

Certificate in Corporate Governance

CIPFA's Certificate in Corporate Governance will arm you with the tools to ensure that your organisation is appropriately constituted, structured, and operates the required governance processes.

It will also guide you in good practice financial reporting, internal control and enabling good governance through exemplifying standards of behaviour.



The Advanced Audit Committee

This one-day course will give you a better understanding of your role in providing challenge and assurance in these key and developing areas. The audit committee provides assurance for the board that systems of control are working effectively and it can act as the conscience of the organisation.

Essential Skills for Board Members

It is vital that Board or Elected Members are equipped with the necessary skills. This one-day course will provide Board Members with the knowledge, skills and confidence to carry out the role effectively. Also included is the need for increased awareness of the governance responsibilities and the standards of behaviour expected.

Contact our customer services team to find out more or book an in-house course for you and your colleagues.

Better Governance Forum (BGF) Network

BGF provides frequent updates on topical issues related to public sector governance and internal audit. This information is vital in staying up to date on the latest policy, legislation and technical issues.

For more information visit www.cipfa.org/governance

T: 020 7543 5600

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\ property

CIPFA Property help public sector finance and property professionals deliver efficient asset management, and extract best value from public property assets.

We deliver an integrated, comprehensive service across asset management – including software, knowledge sharing and advice.

Property Support for Schools

CIPFA Property are proud to support the work of School Business Professionals throughout the education sector. As experts in strategic and operational property matters we know what is needed to ensure schools' infrastructure and estates are well managed, on a daily basis and long term.

Benchmarking

Our varied benchmarking services help you drive improvements and offer value for money within property services.

Our Scotland Benchmarking Group is one of the success stories of local authorities working together. It now has representatives from 21 Scottish organisations and has a common goal to deliver a more efficient and effective property estate.

Property Services Value for Money Exercise

The CIPFA Property Value for Money exercise offers a unique opportunity to examine value for money in relation to the management and delivery of property services for a local authority and blue light service. It covers the full spectrum of property related activity including strategic asset management, estate management functions and the management of investment property.

Training

Diploma in Public Sector Asset Management

A jointly delivered property qualification from CIPFA and the Association of Chief Estates Surveyors (ACES). The modular course allows property professionals to develop their professional skills and support their organisations. A vital course helping ensure that asset management is recognised in the effective delivery of public sector services in the UK

CIPFA Certificate in Asset Valuation

Our modular certificate training course provides an essential foundation for practitioners looking to develop their understanding of the CIPFA Code of Practice on Local Government Accounting and how it relates valuations for the balance sheet and related disclosures.

Networks

Our specialist property networks include: Strategic Assets Network, Highway Asset Management Planning and Property Training.

Within these networks we deliver focused and professional face to face events every month, across the UK.

Our members can also access the largest collection of asset management information available in our online library and have unrivalled access to advice from our expert team.

Software

AssetManager.NET's comprehensive range of modules provides unique asset management capability, integrating capital accounting requirements with the needs of legal and estates.

Our software team work very closely with colleagues within CIPFA who not only draft 'The Code' but are also providing practitioners guidance. The system has been fully revised to cater for IFRS13 updates and Highways Network Asset.

AssetManager.NET can be hosted by CIPFA on our secure servers. The improvement in broadband connectivity and the increased use of home-working within local authorities is making the hosted solution more attractive to clients, especially where the outsourcing of the IT services is resulting in a reduced service, or indeed increased costs, in respect of software upgrades and system maintenance.

Surveys

We deliver a full range of property surveys, and our staff have delivered over 100,000 surveys for public authorities over 10 years.

We are able to deal with the number, diversity and distribution of a local, regional or national authority asset base and across all sectors.

CIPFA Property have expanded their capabilities and offer fully certified **drone surveys** to ascertain the condition of buildings as part of a broader condition survey. This speeds up the process and provides a recording that can be reviewed at any time.

Consultancy

We offer a wide range of bespoke consultancy services including value for money reviews of property services provision, development of asset management documentation, challenging property estates, asset register health checks and in-house training on a variety of topics.

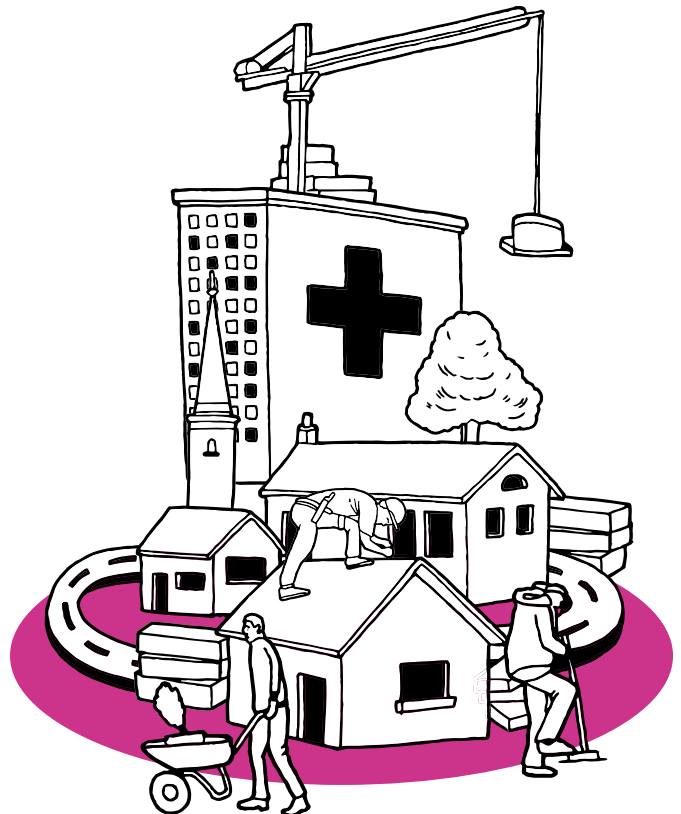
For more information visit www.cipfa.org/property

T: 020 7543 5600

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'The CIPFA Fixed Asset Register, which is IFRS compliant, was installed and implemented in record time due in large part to the responsive and helpful support given by CIPFA. Training on the system was first class and we successfully transferred and reconciled all of our data, including running the transactions, in good time for our accounts submission deadlines.'

Neville Murton, Head of Finance, Haringey Borough Council



\ training

As a Chartered Institute, our training and development expertise is second to none. We serve finance and non-finance staff throughout the public sector, offering a comprehensive choice of topics and flexible learning options, delivered by trainers who are leading practitioners in their field.

Our aim is to support you and your team throughout your career, whether you wish to boost your financial reporting capabilities or develop your leadership and management skills.

Our range of topics

Technical accounting and financial reporting

As the international standard setters in public finance management, our technical accounting and financial reporting courses cover a wide range of topics such as open book accounting, costing techniques and alternative service delivery models.

Commercial skills

Partnership arrangements, joint ventures, shared services and private sector contracts are now part and parcel of the public sector landscape. From developing better business cases and commercial skills to becoming a Finance Business Partner and effectively managing contracts, we can give you the commercial acumen needed to achieve best value for money.

Leadership skills

The role of the senior finance officer is changing, demanding new skills and expertise. As well as possessing the technical skills and financial acumen required for the job, public sector managers must also excel in leadership and people skills. We can help you embrace these responsibilities and in turn drive your organisation forward.

Risk, governance and counter fraud skills

Soaring demand for services, rising demographic pressures, austerity and ever more sophisticated criminals are squeezing budgets as never before. Our risk management, corporate governance and unequalled range of counter fraud courses are designed to promote good conduct and high ethical standards and boost your counter fraud defences.

To search for courses details and dates

www.cipfa.org/training

T: 020 7543 5600

E: customerservices@cipfa.org

Flexible learning options

Our training courses come in all shapes and sizes – from in-depth qualifications to short one-day courses and an ever expanding range of e-learning. All of our courses are currently being delivered live and online using standard digital platforms. They can also be tailored to your organisation's specific needs and delivered in-house.

Supporting your CPD

Training can form an integral part of your continuing professional development (CPD) hours, which you can log and accumulate either for CIPFA's CPD scheme or for your own professional body's scheme. For details on CIPFA's scheme, visit: www.cipfa.org/cpd

Key Competencies for Public Sector Finance Professionals

In 2020 CIPFA published 'Key Competencies for Public Sector Finance Professionals', a document that brings together the full range of knowledge, skills and approaches we believe are required by public finance practitioners. Essential reading for anyone who is seeking to identify their skills gaps and to plan the way forward. To learn more, visit: www.cipfa.org/keycompetencies

Conferences

Our conferences are driven by experts and informed by the latest key issues and legislation. They aim to showcase best practice and improve performance across all disciplines, including: accountancy, audit, treasury management and governance. For full details, visit: www.cipfa.org/conferences

\ networks

Subscribe and your whole organisation can benefit as your colleagues are entitled to participate and realise the benefits of belonging to this unique service. Apart from accessing training to develop skills you will be able to tap into the latest developments and best practice, helping your organisation improve performance and keep abreast of the latest political, financial and service developments.

Membership of CIPFA networks means practitioners have an advisor at the end of a phone to give critical and timely advice. It also offers the opportunity, both face to face and online, for you to develop your knowledge and skills in key areas. This is vital in the current climate – to achieve objectives and deliver services in the context of tightening budgetary constraints and increasing stakeholder demands.

Our current CIPFA networks are:

- Alternative Service Delivery
- Better Governance Forum
- Benefits and Revenues Service
- Children's Services Finance Advisory
- Finance Advisory Network
- Funding Advisory Service
- Health and Social Care Finance Advisory Network
- Housing Network
- Insurance Network
- Pensions Network
- Police and Fire Network
- Procurement and Commissioning Network
- Treasury Management Network

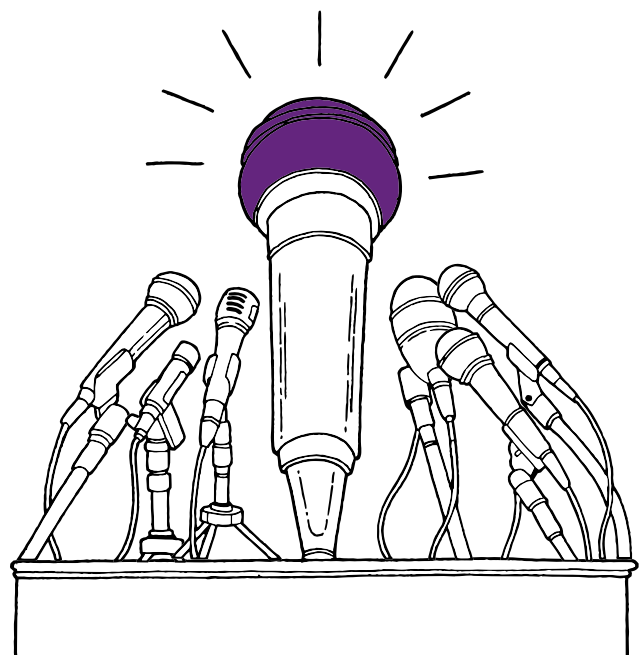
Our Property Networks are:

- Strategic Assets Network
- Highway Asset Management Planning
- Property Training
- Housing Advisory Network

For more information visit www.cipfa.org/networks
T: 020 7543 5600
E: customerservices@cipfa.org

'The exceptional service provided by CIPFA Networks has been invaluable in keeping us up to speed with technical, financial and legislative changes in the public sector. This enables us to respond effectively to challenges we are faced with and helps us to improve efficiencies in our organisation.'

Nicholas Edwards, Director of Business Support/Head of Finance, Scarborough Borough Council



\ publications

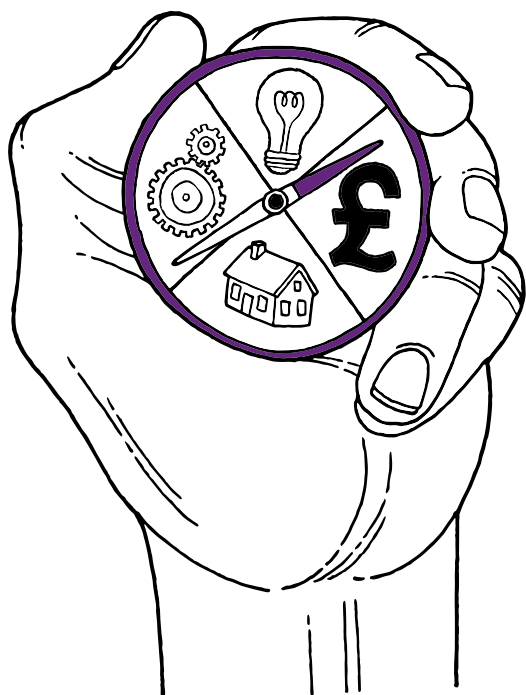
Our publications, written by expert practitioners who understand the challenges you face, will keep you up to date with the latest developments and legislative changes. This essential knowledge and guidance will help you in your daily role.

Our publications cover a wide range of topics including treasury management, auditing, governance, financial management, social care, pensions and many more.

As the standard setters for financial management best practice, CIPFA's most sought after publications help local authorities in the UK to maintain the highest possible standards in financial reporting, consistent with the International Financial Reporting Standards (IFRS).

Online publications service

Access all new titles online, including codes of practice and guidance notes. Be amongst the first to receive new titles, as they are published each year. Access an extensive digital back catalogue of over 100 titles covering the full range of public finance and accountancy topics available to anyone in your organisation.



Our monthly e-newsletter updates you on new and forthcoming releases.

Save time and money: a single, upfront payment covers your organisation's digital publication needs each year from 1 April to 31 March the following year.

One-stop access to authoritative guidance: CIPFA has extensive experience in public sector finance and accountancy and we are the standard setters for local government accounting.

Convenience and flexibility: fully interactive, searchable and bookmarked titles for the information you need, quickly and easily.

Optimised for desktops, laptops and tablets and a 'print page' option too, if you want to print out your own hard copy of the pages. Titles are also available as PDFs.

All publications are provided in a digital format with our hugely popular Codes of Practice also available in hard copy format.

For more information visit www.cipfa.org/publications
T: 020 7543 5600
E: customerservices@cipfa.org

\ TISonline

Massive change is taking place across the public sector and you are being asked to improve services and maximise outcomes – all with fewer resources. To do this you need the right information, support and guidance. TISonline gives you everything you need to know in one place.

TISonline provides you with the intelligence you need to plan effectively, make key decisions and review performance. The streams are kept up-to-date and peer reviewed so you can be confident you are getting the latest guidance and best practice, written in a simple and accessible language. Our forums offer the opportunity to ask questions, support others and start discussions with your peers.

This easy to access and user-friendly resource gives you essential, authoritative and comprehensive information and commentary on the topics that matter to you – all in one place.

- Accountancy and Audit
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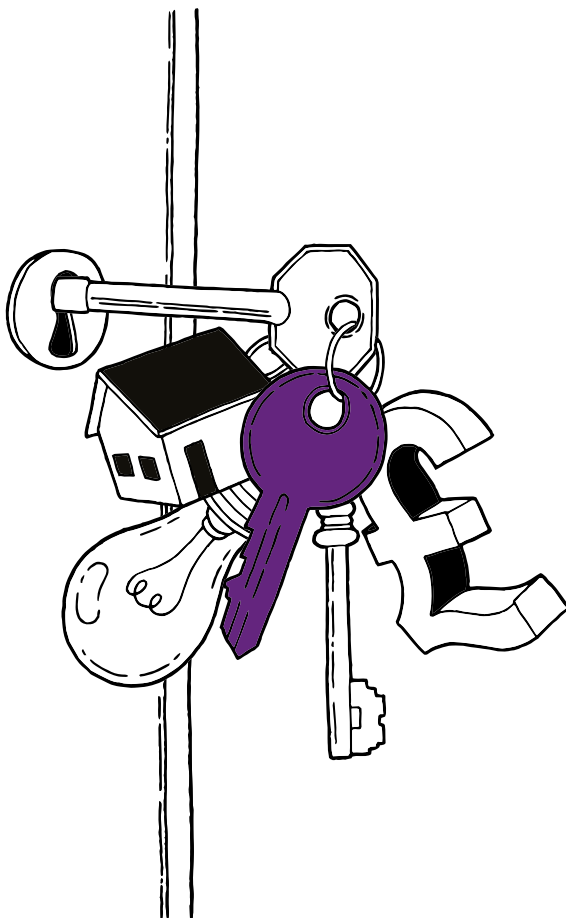
‘TISonline keeps me up to date and at the cutting edge of local government financial issues.’

Chris Beet, Principal Accountant, East Riding of Yorkshire Council

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membership and the CIPFA PQ

As a finance professional working in public services, with a CIPFA designation to your name, you'll gain a recognised and valued status, and become part of a global community of public finance specialists. In addition you'll benefit from exclusive membership benefits to support you throughout your career.

Benefits of CIPFA membership

- Professional recognition with one of four designations
- Access to connect with our global public finance network
- Technical help and members directory
- Public finance CPD events
- Specialist resources and publications
- Exclusive rewards and discounts

Globally recognised designations

Chartered Public Finance Accountant (CPFA)

Full exam-qualified CIPFA members, or members qualified with other bodies with extensive public financial management experience.

CIPFA Associate

Members with experience in public services and a relevant qualification in a particular area of expertise.

CIPFA Affiliate

Members who have completed a CIPFA-accredited programme or qualified with other bodies, with relevant public sector experience.

Fellow Chartered Public Finance Accountant (FCPFA)

Recognising the contribution and commitment of long-standing CIPFA members.

The CIPFA PQ – our Professional Accountancy Qualification

The primary route to full membership of CIPFA, our professional qualification is the benchmark accountancy qualification for a career in public finance.

Providing the full range of skills and competences from strategic planning, procurement and commissioning to dealing with integrating services and implementing new delivery models, our syllabus and training provides students and apprentices with the best foundation and knowledge to apply technical and strategic skills in their roles at all levels.

Successful qualification leads to the award of our globally recognised designation CPFA.

For more details about the CIPFA PQ visit www.cipfa.org/pq

Professional Accountancy Apprenticeships and Training

CIPFA now offers the CIPFA PQ and AAT qualifications as part of our new apprenticeship programmes:

- Assistant Accountant (Level 3)
- Professional Accounting Technician (Level 4)
- Professional Accountant (Level 7)

All of our apprenticeships are eligible for levy funding in England, with the full cost of training, excluding exams, met through your levy account as an employer. For more details about our apprenticeships training visit www.cipfa.org/apprenticeships

Key entry routes for the CIPFA PQ and CIPFA membership

Graduates

Graduates starting a finance career in public services, can apply to become a finance trainee with one of our sponsoring partner employers. Trainees gain valuable experience, earn a salary and develop expertise and impact, as they study for the CIPFA PQ. Exemptions are available for relevant degrees. www.cipfa.org/tv

AAT members

We offer a popular fast-track route for AAT qualified members, with students receiving up to four exemptions from the syllabus leaving just nine papers to complete. www.cipfa.org/aat

Accelerated route for senior public finance professionals

Senior executives in leadership roles with significant financial responsibility, and who have not yet qualified as an accountant, can gain the CIPFA PQ in just two years via our accelerated route. www.cipfa.org/acceleratedPQ

Fast track for chartered accountants

CIPFA offers a fast track route for qualified members of selected accountancy institutes. Full members of an eligible body, can become CIPFA qualified by studying just two papers through the fast track. Full details on our website. www.cipfa.org/join

Direct route to membership for senior public finance professionals

Professionally qualified accountants with five years or more post-qualification public sector experience, may apply to join CIPFA, through our direct route, without the need to sit exams, leading to full membership of CIPFA. www.cipfa.org/direct

Our affiliate membership programme

Through our affiliate membership programme, we support a range of professionals working in a senior or specialist public finance capacity, but who do not wish to hold the full CIPFA Professional Qualification.

Resource directors

Ideal for senior executives with responsibility for corporate services, or who directly line manage the organisation's finance function, with a direct reporting line to the chief executive or equivalent role.

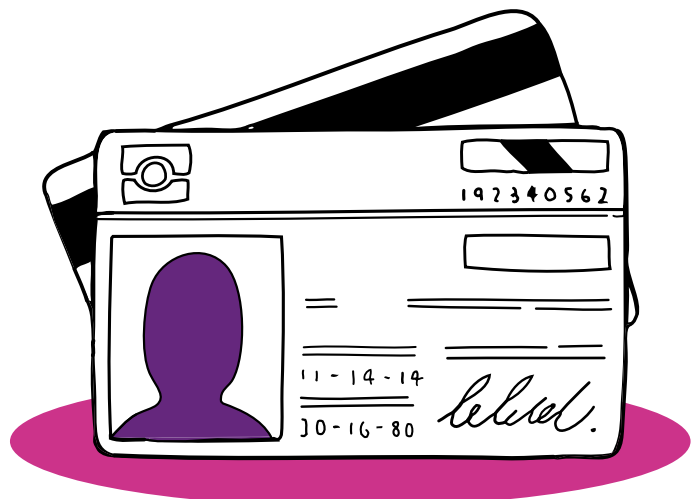
Accredited course graduates

We welcome affiliate membership applications from those who have recently completed one of our accredited training courses.

Counter fraud professionals

Our membership for individuals employed in a counter fraud and corruption role and who have completed one of our counter fraud accredited qualifications.

To find out more about our routes to CIPFA membership and eligibility visit www.cipfa.org/join
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\ international

The international landscape for public services is constantly evolving and changing. CIPFA's suite of global professional qualifications reflect this by focusing on the wide range of commercial skills needed by CIPFA members and public finance professionals. Gaining a CIPFA qualification helps to develop skills relevant to both public service and private sector roles.

CIPFA Certificate and Diploma in International Public Sector Accounting Standards

Globally, public sector organisations are recognising the benefits of International Public Sector Accounting Standards (IPSAS), and are making preparations to adopt them. CIPFA is the leading global professional accountancy body in the implementation and training for IPSAS and has developed the CIPFA Certificate and Diploma in International Public Sector Accounting Standards. CIPFA IPSAS qualifications are accessible anywhere through a flexible online learning and assessment programme.

For more information visit www.cipfa.org/ipsas

CIPFA International Public Financial Management qualifications

The CIPFA International Public Financial Management (IPFM) suite consists of four qualifications. Each provides a specific range of knowledge, skills and competences relevant to the organisation and employees' learning objectives:

- the Certificate in International Public Financial Management
- the Diploma in International Public Financial Management
- the Advanced Diploma in International Public Financial Management
- Strategic level.

For more information visit www.cipfa.org/ipfm

Consultancy

Our experts and consultants help public sector bodies, governments, accountancy organisations as well as education and training providers to:

- strengthen public sector financial management (PFM)
- develop public sector qualifications frameworks
- design and deliver capacity development schemes that promote good PFM practice and build effective Supreme Audit Institutions
- implement international standards including accounting, auditing, accounting education and ethical standards.

Public Finance International Advisory Panel (IAP)

CIPFA has convened the Public Finance International Advisory Panel (IAP), which comprises 32 public finance professionals from academia, international bodies and professional accounting organisations. The panel facilitates professional and academic discussion and thought leadership on pan-public sector finance issues, including anti-corruption, internal control, budgetary management, accounting, auditing and performance reporting. For full details, visit: www.linkedin.com/showcase/public-finance-international-advisory-panel

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\ recruitment

CIPFA-Penna

The leading global people management business and the recruitment function of the world's only professional accountancy body solely for the public sector offers unique, expert staffing and career solutions.

Interim or consultancy support

With over 20 years specialist interim experience CIPFA-Penna has a unique depth of experience, and access to many associates to attract the very best public sector talent. We have fully-referenced and seasoned interim professionals ready to deliver what our clients want, every time.

Whether you require interim staff for a few days or a few months our CIPFA-Penna finance professionals can help you cover a gap in talent, or carry out diagnostic work in any area of your finance department.

Finding permanent talent

We draw on our unique understanding of the challenges facing the public sector, and the experience needed to meet these demands. Our extensive network of candidates helps us provide the right person to suit your specific requirements. Our comprehensive end-to-end service includes campaign management and full search and selection.

Developing you and your team

If you want to develop yourself beyond your professional qualifications why not work with a mentor or executive coach. Individual or group sessions can help focus on leadership, management and communication skills. Trust CIPFA-Penna to help develop your career.

Assessing yourself and your team

Do you want to know how good you really are, how ready you are for the top job, or perhaps you want to review your teams' potential or fit for a new operating model, structure or set of behaviours? Our individual assessments can be anchored in your values and behaviours and assess both technical and managerial/cultural fit. Full development reports help you understand what's needed in terms of performance improvement.

Career transition

Help people move on effectively and positively through supportive career transition services. Our market leading online and personal support programmes mean people move on quicker and more effectively when change occurs.

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People in Public Finance

\ research

CIPFA Research offers both established research tools and a bespoke research service to clients. Our team of researchers and analysts have many years' experience providing qualitative and quantitative research services.

Popular services/studies

Public Library Users Survey and young people's survey is the essential tool for establishing user attitudes to libraries across the UK. It has a large database of thousands of libraries to draw from and will allow you to not only review your own situation but to measure it against the national picture.

UK Archives Visitor Survey and **UK Archives Distance User Survey**, helping you to identify:

- how to improve services and communication
- whether users' demands are being met
- why users choose to use the Archive
- the location and demographics of users
- how your customers' responses compare to other Archives.

'In a current climate of severe budget cuts, the analysis will help us target our limited resources to where it is most needed.'

Angela Merritt, Librarian, Newcastle Council

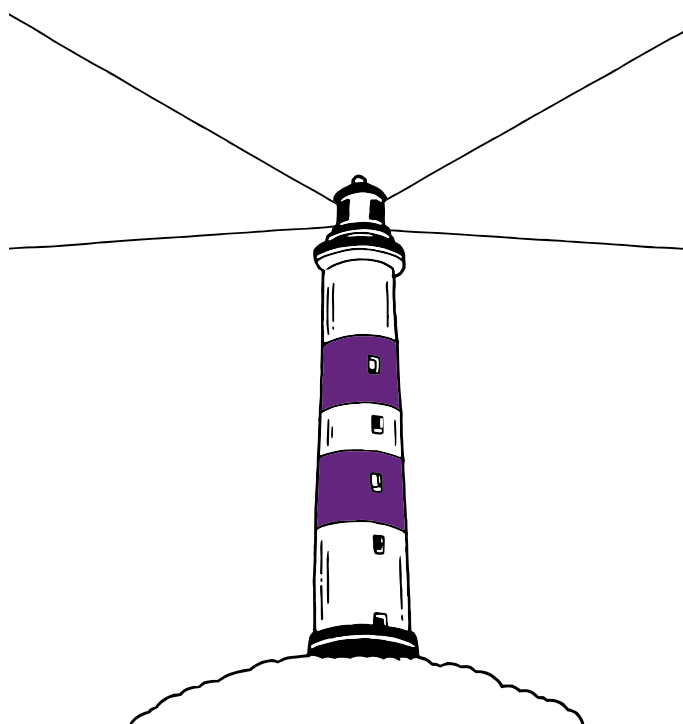
Bespoke research

CIPFA Research has provided research and associated services to organisations across the private, public and nonprofit sectors. In addition to high quality desk research we engage with members of the public, stakeholders, staff and senior managers within organisations across all sectors.

'This robust, benchmarkable, user survey forms a key part of our business intelligence, giving us valuable insight into our reach, evidence of our impact, and providing intelligence to shape our service development.'

Helen Whitehead, Explore York Libraries & Archives

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