

30 June 2025

Dear Member,

Please find below the Institute's responses to the questions you submitted via email.

In the interests of transparency, we will publish the questions and responses on CIPFA's [website](#).

**1. \*\*Independent Assessment Request\*\*:**

**Will the Council now commission an \*\*independent review\*\* of CIPFA's current and forward-looking \*\*corporate governance arrangements\*\* and \*\*financial sustainability\*\*?**

CIPFA Council and Board are reviewing their governance arrangements during 2025 to ensure that our governance frameworks remain robust, transparent, and fit for purpose in a changing environment. Once the review process is complete and Council has formally agreed upon the findings and any recommendations, the outcomes will be communicated publicly to maintain transparency and member confidence

CIPFA's financial position and future sustainability continue to be a regular focus of both Council and Board activity - as they are for all organisations. As the bodies charged with CIPFA's governance this review is core business and therefore it is not appropriate or necessary to commission separate reviews.

**2. \*\*Membership Strategy\*\*:**

**What specific actions does the senior leadership plan to take to reverse the decline in student and qualified member numbers?**

The senior leadership at CIPFA is actively implementing a range of strategic initiatives aimed at reversing the decline in student and qualified member numbers. CIPFA's Member Value Proposition is being refreshed and updated, for example through the development of new tools including the new competence model alongside related self-assessment and CPD navigation resources designed to better support members' professional development and career progression.

CIPFA is also continuing to work with the ICAEW to pursue dual membership opportunities which is a compelling offer for professionals working in public service and the private sector.

We are proactively responding to recent changes in government apprenticeship funding, exploring effective ways to adapt and maximise opportunities for apprenticeships that can feed into membership growth.

We are also continuing to identify partnership opportunities internationally to provide routes to membership and additional dual membership opportunities. These efforts are designed to attract a more diverse and global membership base, reinforcing CIPFA's position as a leading professional body.

**3. \*\*Financial Forecasting\*\*:**

**What is CIPFA's current financial forecast for the next 3 years, and how does it plan to return to sustainable surpluses and stem income losses?**

CIPFA is currently working on its next three-year financial plan, the objective of which is to deliver an ongoing sustainable surplus supporting reserves and project investment.

#### **4. Financial Performance In 2024.**

**Excluding profit from sale of intangible Assets. CIPFA'S Income fell from £28 .1m in 2023 to £27.4 m. In 2024.4. Can CIPFA please provide a breakdown of this circa £1.3m income reduction and the reasons for it?**

Excluding the asset sale, income fell by £0.7m, not £1.3m. As set out in the financial report, Group income from trading fell due to CIPFA C.Co Ltd activities being scaled down, the removal of ongoing income from the sold assets, and delayed income recognition on ongoing contracted work. This was partially offset by a £0.8m rise in income from charitable activities.

**Does the 2024 CIPFA financial performance marry up to the CIPFA business plan for 2024. If not why not?**

Performance exceeded the business plan as this did not originally allow for the impacts of the asset sale. Some areas of income in the plan were overly ambitious and these were reworked in early 2024 to take account of realistic growth and delivery timeframes. CIPFA has carried out a thorough financial review internally which is informing the development of its new three-year plan and financial model.

#### **5. \*\*Leadership Accountability\*\*:**

**How does the senior leadership team respond to concerns that it has been reactive rather than strategic in addressing long-term challenges to CIPFA?**

The senior leadership team does not recognise this assessment. Strategic planning and foresight are integral to Council and Board's regular workplans. While CIPFA remains responsive to emerging issues, this responsiveness complements a broader, well-considered strategic framework designed to secure the Institute's future success.

**How effective is the CIPFA Council in holding the senior management team to account?**

CIPFA Council and Board continue to engage professionally and appropriately with members of the senior management team to provide strategic leadership and robust oversight for CIPFA's activities and future direction.

#### **6. \*\*Transparency in Governance\*\*:**

**Will CIPFA publish Council meeting minutes, board evaluation outcomes, and member feedback data to improve governance transparency?**

CIPFA does not publish full Council meeting minutes, board evaluation outcomes, or detailed member feedback data publicly. This approach is taken to preserve the confidentiality of sensitive discussions and to ensure that governance matters are handled with appropriate discretion.

#### **7. \*\*Sustainability and ESG Commitments\*\*:**

**Why has CIPFA not yet adopted defined sustainability metrics or disclosed progress on ESG-related goals especially DEI?**

Our work on sustainability and EDI is covered within the Annual Report and Accounts.

#### **8. \*\*Digital and International Growth\*\*:**

**What are the next steps in growing CIPFA's digital learning footprint and expanding its presence internationally?**

CIPFA is in the final stages of developing a revised competency model with related technology tools to support members to self-assess and identify relevant learning to support their continued professional development.

As CIPFA continues to develop new digital learning offerings, we remain committed to evaluating and adopting the most effective learning content and delivery methods, including leveraging emerging technologies to enhance accessibility and engagement.

**9. \*\*Staff and Morale\*\*:**

**Are there any plans for staff redundancies in 2025, and what steps are being taken to improve morale and retention?**

CIPFA is reviewing its Employee Value Proposition as part of work to retain its position as an attractive employer. We remain committed to engaging closely with CIPFA staff throughout this process and will not be making external statements about the review.

**It is understood that circa £38k of ex gratia payments have been made by CIPFA. If so, who have they been paid to and what were they for?**

CIPFA does not make external statements about confidential staff matters

**Does CIPFA have further plans to sell any of its assets to shore up its financial position?**

The management of CIPFA's assets is overseen by the Senior Leadership team in consultation with the Commercial Board, CIPFA Board, and Council. Given the commercial sensitivity of asset management decisions, it would not be appropriate to provide public updates on potential asset sales.

**10. \*\*Relationships with External Bodies\*\*:**

**How does the senior management team see the strategic relationship with \*\*ICAEW and perhaps other professional bodies\*\* developing over the next 3–5 years, and how will this benefit our members?**

CIPFA is pleased with how its relationship with the ICAEW is going and we continue to explore what we can do to build on the successes of our strategic partnership. CIPFA is actively engaging with the International Federation of Accountants (IFAC) and a number of international Professional Accountancy Organisations to identify mutually beneficial relationships that will help CIPFA, and its members navigate the volatile and rapidly changing landscape for public finance professionals.

All this work is designed to support CIPFA's development, including through identifying new membership routes, new products and services and ways to support members to navigate the issues they face in their professional practice.

Yours sincerely,

Patricia Milopoulos

Company Secretary, CIPFA

cc.

Owen Mapley, CIPFA CEO