

CIPFA

The Chartered Institute of
Public Finance & Accountancy

**Where will your
career take you?**



The public sector, with CIPFA as my passport, has given me a rewarding career.

Foundation and confidence to handle the complexities of management and finance.

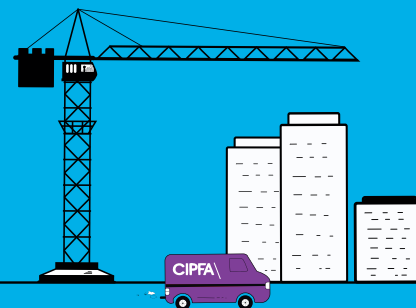
Recommended to anyone with a passion not just for accountancy, but for broader finance and economic roles.

Enormous benefit to my career from the outset.

A very good illustration of CIPFA's portability as a professional qualification.

I make a bigger impact on the thing I care most about.

It's a decision I have never regretted.



Welcome to new Government Finance Professionals from CIPFA

Congratulations on joining one of the most important professions in the heart of Government.

You have been given a huge opportunity to develop and support policy that has a direct impact on the lives of people in the UK and beyond, helping to shape the future landscape for everyone. You are entering Government service at a time of unprecedented change as we prepare to leave the European Union – your skills and abilities will be incredibly important as we engage with global partners in a different way.

Unlike other accountancy trainee schemes, you will be closely involved in the management of public finances, working with sums of money that dwarf even the largest of private sector companies. Your role in making best use of this money, and securing the outcomes to grow the economy and improve society, is unlike any other.

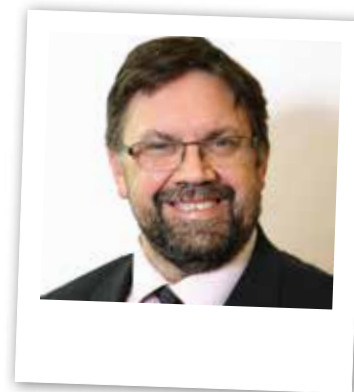
You will need great support to develop your technical, policy and leadership skills, and you need to choose which accountancy body is best equipped to

support you and your career. All the bodies working with GFP will qualify you as a professional accountant, but only CIPFA has the relevance of content and strength of support to enable you to make the greatest possible impact in your role.

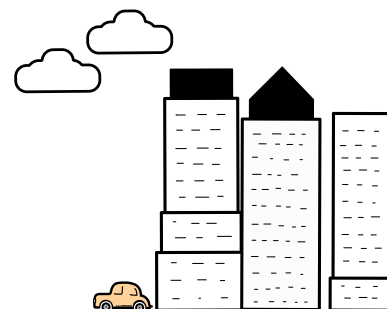
Here you will read some of the stories of CIPFA members, and the impact their choice of qualification has had. CIPFA is unique in that it is closely aligned to the public services, not only training relevant staff but contributing to and leading policy on public financial management.

By choosing to study CIPFA, you join an exclusive group of senior finance and organisation leaders, passionate about the impact their work has on society. And you will have great technical, policy and leadership skills as well!

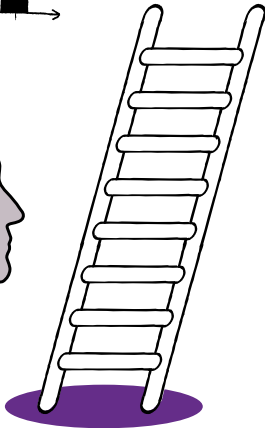
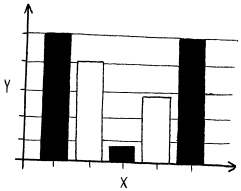
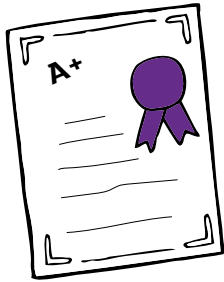
The CIPFA team is ready to answer any questions you may have and to provide you with whatever help you need to make your decision.



Rob Whiteman FCPFA
Chief Executive, CIPFA



Are all accountancy qualifications the same?



- Recognised as a qualified accountant (Chartered Status)
- Global recognition
- Technical financial skills
- Flexible learning and online support
- Exemptions from examinations*
- Portability

* Dependent on degree or equivalent study content at entry



The champions at
the heart of public
sector finance



14,000
members

4,000
students

3,400
organisations employ
CIPFA members

72%
of CIPFA members
work at management
level or above

Why we think CIPFA is better...

- More relevance to your current career choice
- Opportunity to make a greater impact
- Unique pathway enabling dual membership with ICAS ('CA status')
- Accelerated career progression
- Reach and influence
- Fewer exams* and higher pass rates
- Higher salary prospects
- Training directly from CIPFA experts and staff
- Focused and exclusive body that provides a personal service

* Dependent on degree or equivalent study content at entry





Vanessa Howlison CPFA
CFO, Highways England

The public sector is so huge and varied I would challenge anyone to get bored.

When I was at university I have to admit that I didn't really know much about what being an accountant meant. I applied for a few positions, and then discovered a qualification that was well suited to the public sector. For me, that was a much more interesting proposition.

It's a decision I have never regretted as it has meant I have been able to experience pretty much every part of the public sector. Of all the parts of the sector I have worked in, I think that central government is probably the most challenging, simply because of the number of sets of rules that are in play, including the Treasury's budgeting guidance.

It's at the intersection of these regimes where you can still discover brand new questions where answers need to be found, and sometimes brokered.

The public sector, with CIPFA as my passport, has given me a rewarding career and lots of non-accounting experiences that I would not otherwise have had. I've been to Sellafield, visited train depots at night, been inside Number 10 and Number 11. I've visited, and been humbled by, incredible schools, been in front of Select Committees and given radio and press interviews. I have worked with senior politicians and some of the country's most capable civil servants, and had the opportunity to see first-hand how the politics of the country works.

When I decided to become an accountant I had no idea how big the playground could be.

For the last three years I have been Group Finance Director at the Department for Transport, with an annual budget of £13bn, and now I've just started a new role as Chief Financial Officer at Highways England, a board level position in a recently established 'Govco'.

In terms of advice at the outset of your career, all I can really say is be curious, be bold, and always work in areas that interest you. The public sector is so huge and varied I would challenge anyone to get bored.

Focus on what the money does, care about the health and protection of your organisation, and never allow the big numbers to rob you of your sense of materiality – always remember the good that could be done with an extra million pounds spent on people that need it.



I qualified with CIPFA in my forties. I have a post grad degree in Economics, and I have studied at business schools in the UK and US.

I decided while I was Finance Director and then Director General responsible for finance at the Department for International Development (DFID), that it would help me – and my employer - to get a proper accounting qualification.

Studying for and passing the exams was not the easiest thing I have ever done, especially because I was juggling a busy job and a young family at the same time.

Having a proper understanding of the structure and composition of DFID's accounts, and learning alongside other senior people doing the qualification with me, enabled me to learn how best to exercise our stewardship function. This has definitely made me more effective in my role now as Accounting Officer for a £10 billion annual budget.

The Public Accounts Committee have sometimes mentioned that I am qualified when I have appeared before them, and I don't think that has done me any harm either.

All that said, the single most important reason I am glad to have qualified is that I now feel I make a bigger impact on the thing I care most about – using the Department's budget to make the biggest possible change in the lives of the poorest people on the planet.

Advice to my younger self? Go for it!



Mark Lowcock CPFA
Permanent Secretary, DFID

Advice to my younger self?
Go for it!



How does CIPFA compare?

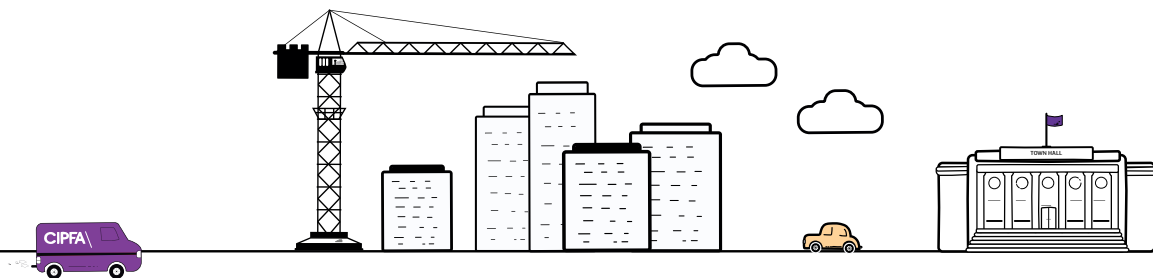
In 2015, David Allen, Director of Public Spending and Deputy Head of Government Finance, launched the 'Good Finance Director Model', outlining the core skills and attributes that the Government requires of senior finance staff. We compared CIPFA's syllabus to the three other GFP accountancy Institutes. Our syllabus, case studies and practical experience portfolio (PEP) scored as highest in relevance in nine out of the eleven required skill sets.



HM Government Good Finance Director Model					
TECHNICAL SKILLS	CIPFA	Other Institutes	LEADERSHIP SKILLS	CIPFA	Other Institutes
Qualified accountant	✓✓✓	✓✓✓	Strong communicator across Civil Service and government	✓✓✓	✓
Strong grasp of government accounting rules	✓✓✓	✗	Drive and play a central role in government decision making	✓✓✓	✓
Trusted advisor central to Whitehall decision making	✓✓✓	✓	Strong people manager and leader	✓✓✓	✓✓
STRATEGIC SKILLS	CIPFA	Other Institutes	CAPABILITY DEVELOPMENT	CIPFA	Other Institutes
Shaping future department and wider Civil Service	✓✓✓	✗	Commercial and long term approach to leading finance	✓✓✓	✓✓✓
Position finance to work with policy in development of strategy	✓✓✓	✗	Transformational change leader	✓✓✓	✓
Clarity on political context	✓✓✓	✗	Influence and leverage	✓✓✓	✓✓

What does CIPFA deliver?

clear strategic understanding | trusted advisor | **protects value** | centre of decision making | challenges | **influences** | objectivity | **independence** | advises | understands | decision maker | demonstrates success | executes strategy | measurable outcomes | **sets priorities** | good financial hygiene | preparation for select committee meetings | ownership of the control environment | **strong grasp of government accounting rules** | identifies issues | effective | risk management strategies | champion mitigating actions | **integrity** | ethics | persuasive | **adds value** | strong communicator | **accelerated impact** | highly articulate | credible | senior stakeholder management | provide clarity | **sets direction** | add value | collaborative | willingness to make difficult decisions | **takes responsibility** | develops | coaches | **recognised leader** | identifies and nurtures talent | coaches | mentors | **recognises impact** | pro-active | engaged | credible | authentic | inspires others | visible figurehead | gives recognition | seeks opportunities | thought leader | strategic focus | fully understands | **passionate about the business** | ethical leader | **ensures Civil Service values** | maintains commercial focus | solves commercial problems | articulates need for change | win hearts and minds | **drives value** | innovates | **engages with the policy debate** | leads





Sir Tony Redmond CPFA

Where do you start in your career? Be positive! That initial uncertainty and, possibly, anxiety about what lies ahead must be tempered by a determination to succeed.

Training for CIPFA in what is a key profession, strong on financial discipline, ethics and integrity, with an insightful management and leadership perspective, provides the tools to do almost any job.

It also offers the key drivers to make a good accountant very good. The breadth of the syllabus equipped me to take on the most varied, demanding and complex challenges – confidence builds!

So what did I do with the backing of this unique qualification?

I moved from motor tax clerk to principal auditor, chief accountant, finance director, chief executive and ombudsman.

The principles and values implicit in the CIPFA qualification offer an invaluable grounding in managing the inevitable complex issues and the demanding work environment that will happen regardless of the chosen career path.

Energy, enthusiasm, passion and commitment will enhance performance. Courage and resilience are qualities which I have come to realise are essential qualities when occupying the most senior roles.

CIPFA enables me to be entirely comfortable, upon my retirement as Ombudsman, in my current roles which encompass the water industry consumer watchdog, Local Government Boundary Commissioner, Treasurer of Unicef UK and Course Director for Dispute Resolution with Public Administration International.

Encompassing the public, private and third sectors in this way is, I believe, a very good illustration of CIPFA's portability as a professional qualification.

There is also little doubt that my knighthood, which I cherish, is in part due to my active involvement in CIPFA.

In conclusion, 'listen, learn and observe', and finding a role model undoubtedly helps!



When I graduated from university I was at a loose end over what to do next. I knew I wanted to begin my career in public service, with a focus on finance.

Additionally, I knew that a structured programme would benefit me greatly. I stumbled across the Society of London Treasurer's CIPFA graduate scheme. The opportunity to work and receive practical experience, whilst gaining a qualification in public finance suited me perfectly.

The CIPFA qualification has provided me with the tools required to succeed in a technical accounting role, and in more recent years, some of the other material learnt has been put to good use in my senior management role. The chance to learn modules focusing on leadership and management, and governance has stood me in strong stead for senior strategic roles.

My CIPFA qualification and experience gained have allowed me to work in both the private and public sectors, ranging from small boutique organisations to large public organisations.

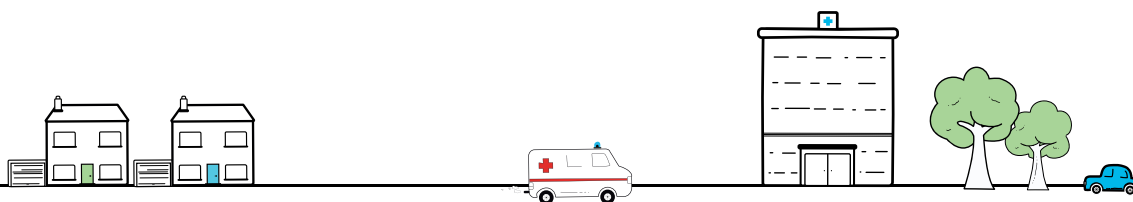
I would recommend it to anyone with a passion not just for accountancy, but for broader finance and economic roles.

The single piece of advice I would give to you at the start of your career is that the opportunities are endless – so many roles exist that a CIPFA qualification will complement, and the varied syllabus it offers can lead to a wide range of opportunities in the future.



Sushma Rao CPFA
Director of Treasury Management,
NSW Government Sydney

“ My CIPFA qualification and experience gained have allowed me to work in both the private and public sectors. ”





Marcus Richards CPFA
Head of Business Intelligence,
KPMG UK

CIPFA has provided me with a foundation in my career that has proved invaluable. The qualification has honed my capabilities, equipping me with a strategic mindset and the technical acumen to navigate even the most complex of environments.

I see CIPFA as more than just a qualification; it is an institution that has provided me with the confidence to stand up to challenges and provide value and insight throughout my career to date.

It has proven to be applicable across a range of settings, and it continues to contribute to my ways of working through its ability to evolve and adapt to the constantly changing environment within which I operate.

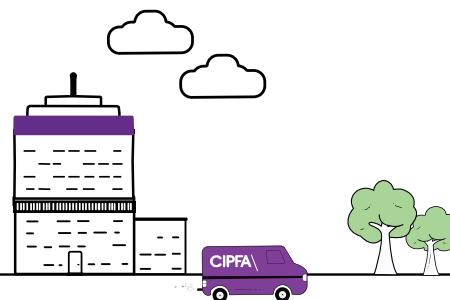
If I was to offer my younger self a single piece of advice at the outset of my career, I would encourage an enthusiasm

for engaging as fully as possible with a network of individuals who share my ambition for progress and challenging the status-quo.

Embracing all that CIPFA has to offer; its network, events, thought leadership and community, is an ideal means to do this.

The CIPFA community should be seen as an asset for any aspiring, career focused individual to tap into.

I see CIPFA as more than just a qualification.



The CIPFA qualification has been of enormous benefit to my career from the outset. Studying for a respected qualification that was particularly focused on the public sector gave me confidence that I was on the right path from my very first job.

CIPFA equipped me with much more than just technical skills as it provided a vibrant professional community with a strong public service ethos that I could identify with.

Throughout my career, I have been fortunate enough to have great CIPFA role models who demonstrated that through achieving leadership roles they really were able to make a difference to peoples' lives.

Getting involved as a CIPFA examiner, as a member and Chair of various sector panels, and sitting on the CIPFA Council were great professional development opportunities for me, but also fun too.

The advice I would offer to my younger self would be to be more adventurous in the roles I considered on my career path, especially now that CIPFA has a significant international dimension.

Experience in a variety of organisations and settings is both professionally beneficial and personally rewarding.

Taking a bolder step that was not on any career path I had ever imagined is how I ended up as Governor of the Cayman Islands!



Helen Kilpatrick CPFA
Governor, Cayman Islands

CIPFA equipped me with much more than just technical skills.





Joe Sealy CPFA
Co-Founder,
Greater Pacific Capital

As a young man my aspiration was to be successful in the world of management and finance. From humble origins I began my career in local government with Cheshire County Council.

I have been fortunate enough to have worked with some wonderful people who have encouraged me to explore opportunities and enjoy the most diverse and challenging career across sectors and disciplines.

Fundamentally, I have always enjoyed solving problems and so I feel privileged to have had the opportunity to work on some of the most complex issues facing public and private sector organisations, including in a London Borough, in KPMG and in Goldman Sachs.

I now run my own business with my partners, finding and investing in businesses in Asia with the potential to

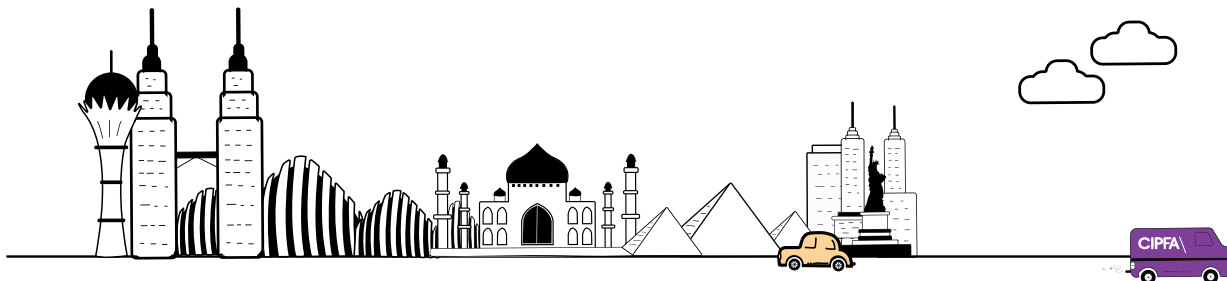
grow successfully in both domestic and international markets.

My education and training, of which my CIPFA qualification remains a central pillar, provided me with the foundation and the confidence to handle the complexities of management and finance.

I have always believed that the contribution of finance professionals lies beyond the 'numbers'. Ultimately, organisations need to make sense of information and take decisions – and this is a value that CIPFA trained individuals can bring to a diversity of organisations across sectors.

The CIPFA qualification has always been stronger on organisational management than other finance qualifications, and I believe this makes it a much stronger foundation for a successful and interesting career.

The CIPFA qualification has always been stronger on organisational management than other finance qualifications.



Opening up a world of opportunity

Although CIPFA members often start their careers in the UK, the credibility of the CIPFA qualification supports career opportunities internationally, in the public and private sector. Below is a snapshot of just some of the countries where CIPFA members are based – in locations as fascinating and diverse as the roles and organisations in which they work.

Afghanistan	Cabo Verde	Falkland Islands	Jordan	Mozambique	Rwanda	Syrian Arab Republic
Albania	Cambodia	Fiji	Kazakhstan	Myanmar	Saint Helena	Tajikistan
Algeria	Cameroon	France	Kenya	Namibia	Saint Lucia	Tanzania
Angola	Canada	Gabon	Korea	Nepal	Saint Vincent and the Grenadines	Thailand
Argentina	Cayman Islands	Gambia	Kuwait	Netherlands	Samoa	The Gambia
Armenia	Central African Republic	Germany	Kyrgyz Republic	New Zealand	Saudi Arabia	Timor-Leste
Australia	Chad	Ghana	Lao Peoples	Nicaragua	Senegal	Togo
Austria	Channel Islands	Gibraltar	Lebanon	Niger	Serbia	Trinidad and Tobago
Bahrain	Chile	Greece	Lesotho	Nigeria	Sierra Leone	Tunisia
Bangladesh	China	Guinea	Liberia	Oman	Singapore	Turkmenistan
Barbados	China	Guinea-Bissau	Libya	Pakistan	Slovak Republic	Uganda
Belarus	Comoros	Guyana	Luxembourg	Panama	Slovenia	Ukraine
Belgium	Costa Rica	Haiti	Macedonia	Papua New Guinea	Solomon Islands	United Arab Emirates
Belize	Cote d'Ivoire	Honduras	Madagascar	Paraguay	Somalia	United Kingdom
Benin	Cuba	Hong Kong	Malawi	Peru	South Africa	United States of America
Bermuda	Democratic Republic of Congo	India	Malaysia	Philippines	South Sudan	Uruguay
Bhutan	Denmark	Indonesia	Maldives	Qatar	Spain	Venezuela
Bolivia	Djibouti	Islamic Republic of Iran	Mali	Republic of Djibouti	Sri Lanka	Vietnam
Bosnia and Herzegovina	Dominican Republic	Iraq	Malta	Republic of Ireland	St Helena	Yemen
Botswana	Ecuador	Ireland	Mauritania	Republic of Panama	Sudan	Zambia
Brazil	Egypt	Isle of Man	Mexico	Republic of Serbia	Suriname	Zimbabwe
Brunei	El Salvador	Israel	Moldova	Republic of Uzbekistan	Swaziland	
Bulgaria	Eritrea	Italy	Mongolia	Republic of Yemen	Sweden	
Burkina Faso	Ethiopia	Jamaica	Montenegro	Romania	Switzerland	
Burundi		Japan	Morocco			

Please keep in touch

If you have any questions about what you've heard today or want to find out more about any aspect of CIPFA, our professional qualification, or the opportunities available to qualified CPFAs, please feel free to get in touch.

We're very happy to answer any questions you have and to make an introduction to current and former CIPFA students. Or why not come and visit us at our London office in Mansell Street and we'll put the kettle on!

Watch out for our events over this summer to welcome you into public service.

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 INVESTORS
IN PEOPLE