

CIPFA Midlands 2020 Annual Seminar – 13 November 2020

AGM Adapting to a new COVID world

Chair & Regional President: Tony Crawley

09.45 – 10.00 Registration

10.00 – 10.15 **Chair's welcome and introduction**

10.15 – 11.00 **State of the nation in a covid world**

Speaker:

Becky Hellard

11.00 – 12:00 **Managing yourself in a covid world - Make Yourself a Little More Confident – 5 ways to build confidence for yourself, your team and your organisation.**

Penny had fulfilled her lifelong ambition of becoming a live TV presenter, but she had a problem – out of control nerves and low self-esteem that threatened to take her under.

Because we all could do with a little more confidence, Penny draws on her experience as a live TV presenter and shares her five confidence tricks to help shake off 'imposter syndrome' and build supreme confidence.

In this interactive and funny talk, you will find out:

- Why talking about yourself, to yourself, is bad for you
- How to welcome change and challenge (!)
- The Post-it Note foundations for sustaining self-assuredness.

Confidence may sound like a personal issue to deal with. Something you 'work on' in your own time. But Penny's take is that confident individuals contribute to the greater success of their teams and their organisations. Which is why it's so important, especially now, to 'make yourself a little more confident'.

Speaker:

Penny Haslam

12:00 – 12:10 **How our mentoring scheme can help you manage yourself more effectively, how to 'apply'**

Speaker:

Kelly Watson

12:10 -12:30 **AGM & Chair's Summary**

CIPFA Midlands Annual Seminar

'State of the nation in a COVID world'

13 NOVEMBER 2020

BECKY HELLARD – CHIEF FINANCE OFFICER

BIRMINGHAM CITY COUNCIL



State of the Nation - Financial Aspects

A City with significant financial challenges

An organisation with a budget gap of ~ £100m in 2021/22

The need for significant investment in the City – economic and social recovery and more

The approach we are taking to balance the books in 2021/22

The balancing of 2021/22 is dependent on our confidence that we will balance 2022/23 and 2023/24.

State of the Nation – The City Economic Challenges

- Unemployment Claimant Count – 65.7% increase 7 months
- 457,000 jobs furloughed in early July 2020
- Lloyds Bank Business Confidence fell by 9 points to -15%
- Footfall only recovered to 2/3rds of original

State of the Nation – Closing the Gap

We are adopting a different approach to balancing the books this year.

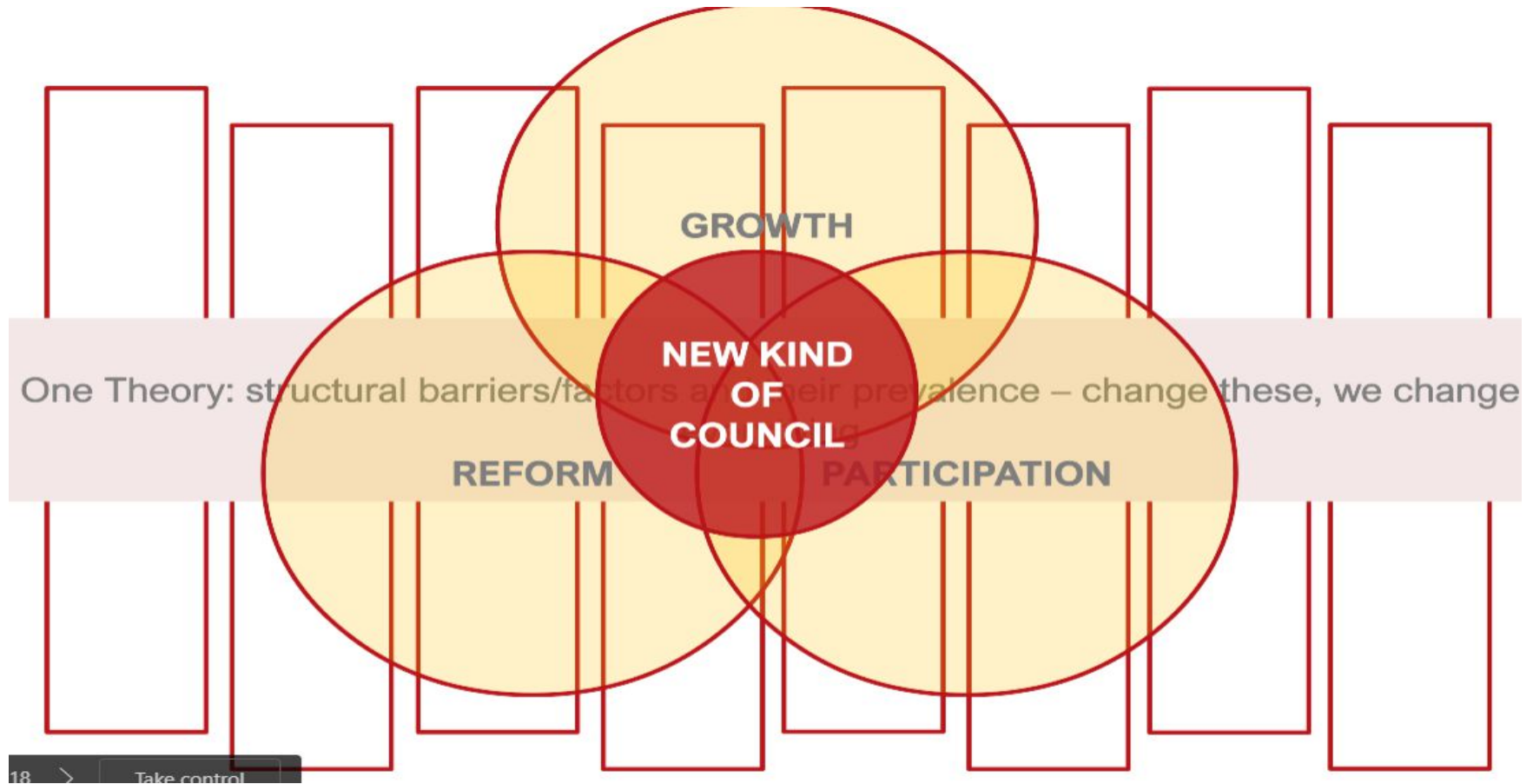
This is because COVID has knocked us off course:

- Reduced income
- Additional demands
- Delay to the achievement of some savings this year
- Significant on-going uncertainty

Financially sustainable in medium term - £100m less

Vital that we protect frontline services

State of the nation 'A Strategic Approach'



State of the Nation – Our Opportunities

Significant opportunities to close the budget gap *and* deliver on our priorities over the short, medium and long term. In particular:

- Increase the pace and scale of growth in the city and do so in a way that benefits those that need it the most
- A sustained policy and investment focus on our approach to ‘route to zero’
- Working differently inside the Council, with partners and the community and voluntary sector to support people before they tip into crisis and require statutory services support
- Adopt new ways of working so that we can increase the opportunities for people to work flexibly and reduce our corporate accommodation in the City Centre

Underpinned by a more vigorous approach to equalities – understanding, then tackling the structural inequalities in our City.

And so to the money

	2021/2 2 £m	2022/2 3 £m	2023/2 4 £m	2024/2 5 £m
Gap as per Financial Plan 2020-2024	(7.7)	(8.2)	0.1	2.5
Reduction in Business Rates and Council Tax forecasts	57.3	58.8	56.9	41.6
High Risk & Undeliverable savings -	9.0	10.2	10.7	11.1
Delayed savings	9.5	12.1	14.3	11.6
Unavoidable pressures	24.9	21.7	31.5	43.0
Policy Investment	4.0	4.0	4.0	4.0
Provisional Budget Gap	97.0	98.6	117.5	113.8

And so to the money

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Reduction in Business Rates and Council Tax forecasts	57.3	58.8	56.9	41.6
High Risk & Undeliverable savings - assuming five years until recovery	9.0	10.2	10.7	11.1
Delayed savings	9.5	12.1	14.3	11.6
Unavoidable pressures	24.9	21.7	31.5	43.0
Policy Investment	4.0	4.0	4.0	4.0
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Making a positive difference everyday to people's lives

Closing the gap

2021/22 is a transitional year while we work up longer-term proposals. We want to ensure alignment.

3 specifics:

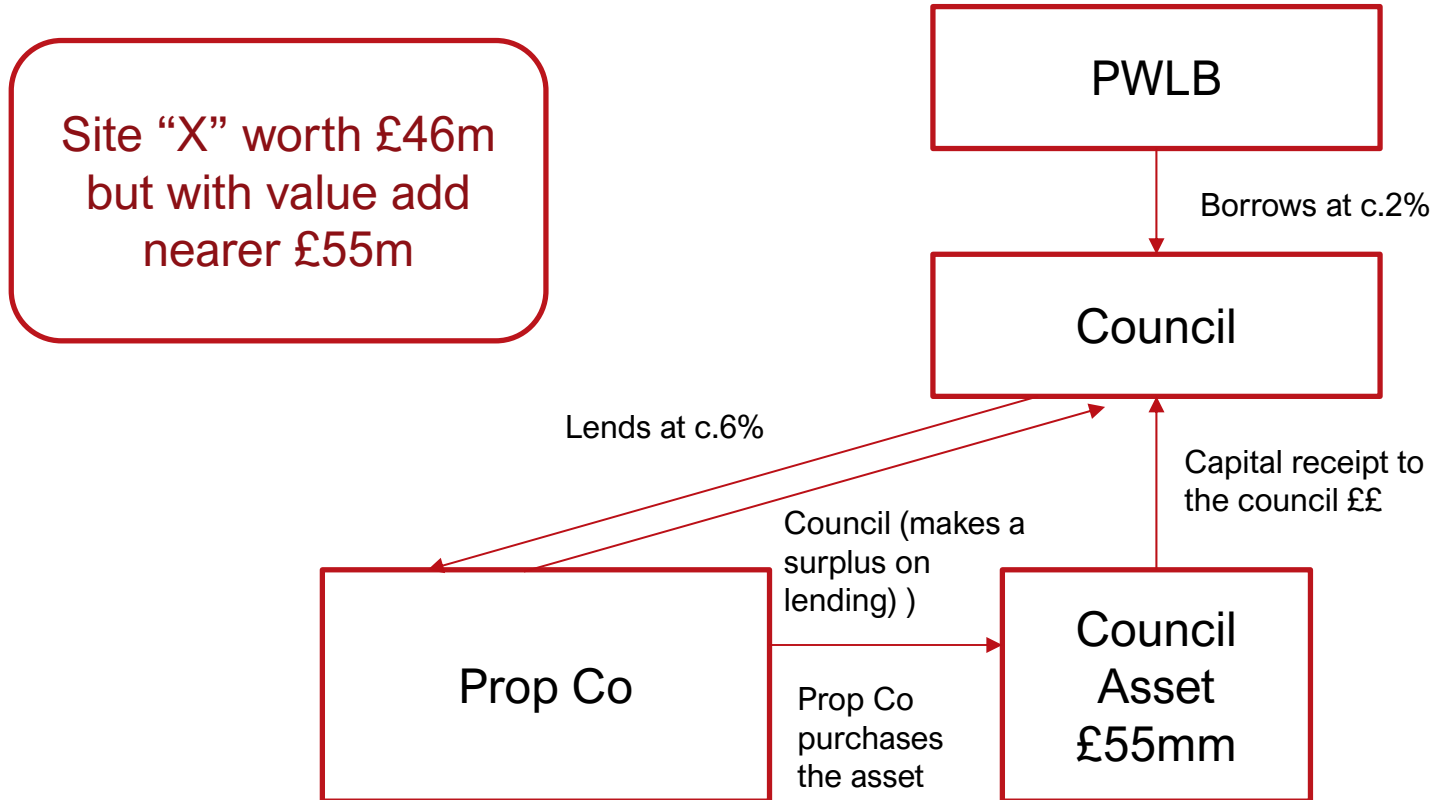
- ✓ Use while we can -reserves to smooth next year
- ✓ Introduce establishment controls to save £20m without impacting service delivery
- ✓ Release assets to enable Council led growth *and* bring forward revenue benefit now – Wealth Capture – circa £60m

Deliver already agreed savings as soon as COVID allows. Where agreed savings have not proved deliverable, bring forward recovery proposals and agree.

Release assets to enable Council led growth *and* bring forward revenue benefits now – Wealth Capture

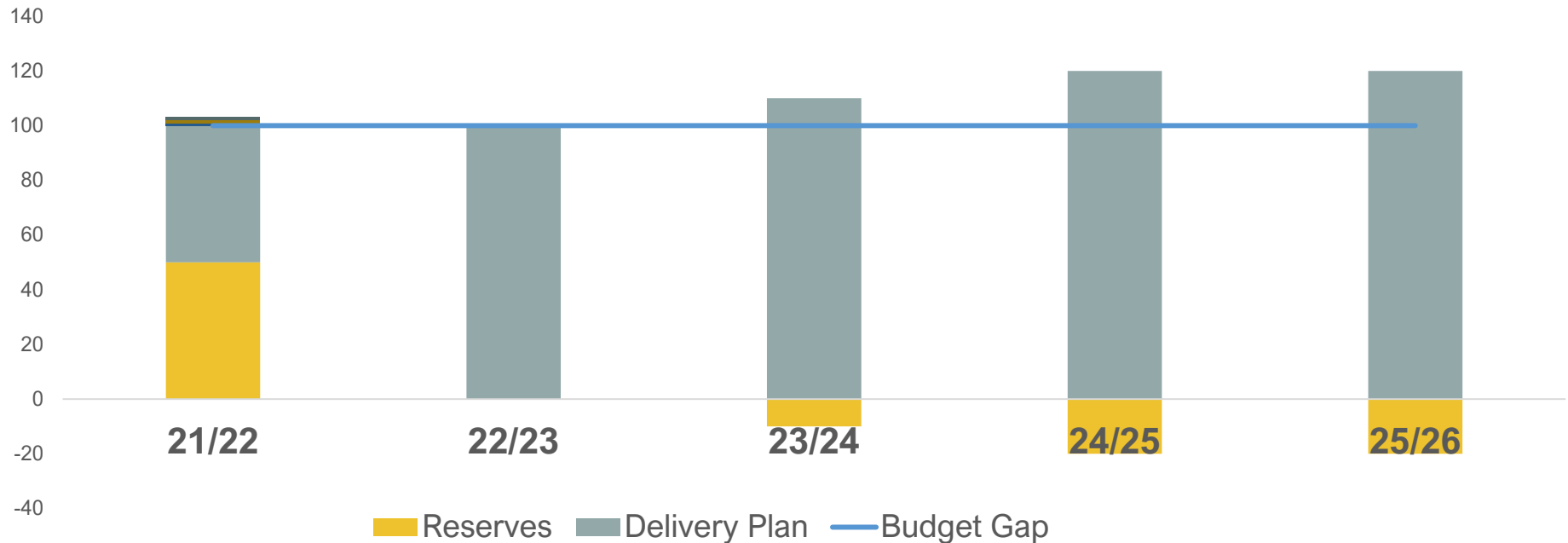
- We currently have a number of sites that can be developed in the city or become available over the coming year.
- The proposal is, rather than disposing of assets to a private sector developer, where it makes sense to do so, we will ‘dispose’ to one of the Council’s wholly owned companies. This enables:
 - A capital receipt to the Council that can be used to fund revenue costs (for example £20m of our capital programme is funded from revenue) Significant amount of IT and other corporate spend can be capitalised). There are a range of options that 2021/22 gap and beyond.
 - Asset is retained in Council ownership. Council then does what the private sector would do: land remediation; planning consents etc. and adds value that is captured by the Council. This can contribute to future years gap
 - Council can potentially develop the site to create new homes or employment spaces. These can generate rents or a disposal surplus on completion This can make more money for the Council in future years.

Worked example



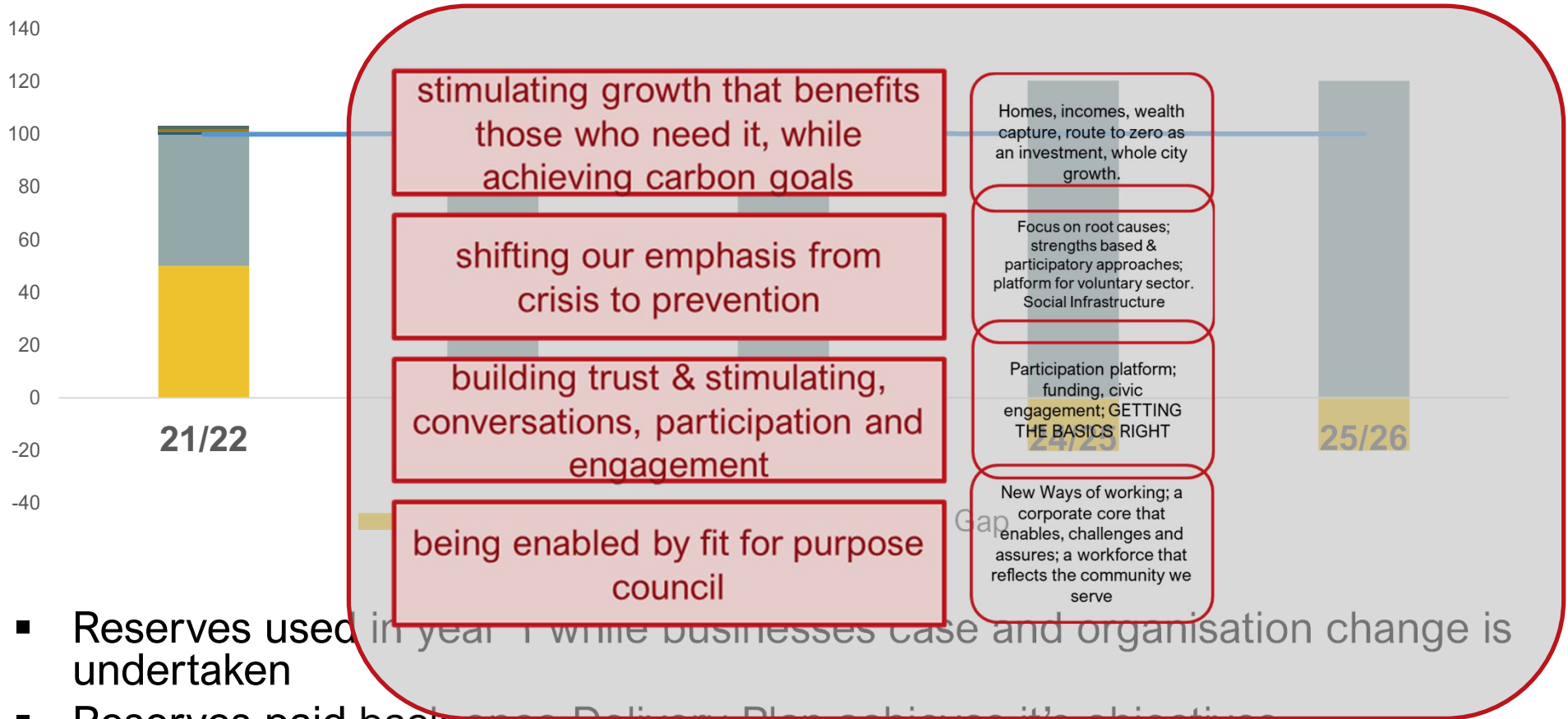
- Fills the 2021/22 gap £46m receipt to Council
- Immediate Revenue benefit from loan
- Capitalise development activity
- Added value £9m can be returned as revenue
- Or council can develop if investment criteria met.

Using reserves buys time for development of business cases and change to organisation



- Reserves used in year 1 while businesses case and organisation change is undertaken
- Reserves paid back once Delivery Plan achieves it's objectives
- Indicative approach above

Using reserves buys time for development of business cases and change to organisation



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- Indicative approach above

CIPFA Midlands Mentoring programme

WHAT IS MENTORING?

WHAT COMMUNITY DO WE WANT TO BE?

MAKE USEFUL TESTS!
FAILURE AS AWESOME

NEW FOLK CAN'T BE
EXPECTED TO JUST
~KNOW~ SOMETHING



Supported by, including
THE SUPERCLUB

TEACHING AND LEARNING

YOUR POSITIVE FEEDBACK

Why am I talking to you.....

CIPFA Midlands are launching a Mentoring Scheme

Did you know...

Researchers analysed forty-three studies comparing the various career outcomes of mentored and non-mentored employees. Those who were mentored.....

- Were paid more
- Receive a greater number of promotions
- Feel more satisfied with their career
- Feel more committed to their career
- Are more likely to believe that they will advance in their career

Did you know...

- studies show that good mentoring can lead to greater career success, including promotions, raises, and increased opportunities
- that 71% of Fortune 500 companies offer mentoring programmes to their employees



Maya Angelou mentored Oprah Winfrey

'She was there for me always, guiding me through some of the most important years of my life, Mentors are important, and I don't think anybody makes it in the world without some form of mentorship.'



Sir Freddie Laker mentored Richard Branson

"It's always good to have a helping hand at the start. I wouldn't have got anywhere in the airline industry without the mentorship of Sir Freddie Laker."



Audrey Hepburn mentored Elizabeth Taylor

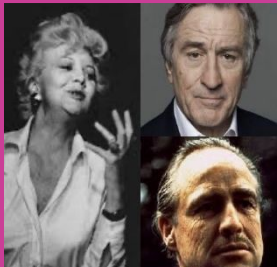


Steve Jobs mentored Mark Zuckerberg

"Steve, thank you for being a mentor and a friend. Thanks for showing that what you build can change the world. I will miss you."



British actor Alan Rickman (1946-2016) was a mentor to Colin Firth



Stella Adler mentoring De Niro and Marlon Brando

CIPFA Midlands

Mentor

- Watch someone grow
- Develop your own leadership style
- Develop your own communication skills
- Build your confidence
- Give something back
- Network

Mentee

- Practical advice, encouragement and support
- Develop your communication and personal skills
- Increase your confidence
- Learn from others
- Network

For more information.....

<https://www.cipfa.org/members/regions/midlands>

cim@cipfa.org

CIPFA in the MIDLANDS ANNUAL GENERAL MEETING

FRIDAY 13 NOVEMBER 2020

VENUE Webinar

1. Apologies for absence, and to receive and approve the minutes of the previous meeting held on 8 March 2019 at Aston University
2. To receive the Regional President's Annual Report for 2019 – Tony Crawley
3. To receive the Honorary Treasurer's Annual Report
 - (a) Treasurer's Report
 - (b) Approval of the accounts for the year ended 31 December 2019
 - (c) To note the outline budget for the year to 31 December 2020
4. Elections of CIM Officers
 - (a) To elect the following officers for the period 2020-22
Treasurer – Manjeet Bansal
 - (b) To elect the following Members of the Council for the period 2020-22
 - Nick Harvey
 - Paul Hector
 - Martin Reohorn
 - Colin Sharpe
 - Graeme Holmes
 - Lee Yale-Helms
 - (c) To note the following appointments for 2020-2021
CIPFA Secretariat – Rochelle Mayner
 - (d) To approve the following co-option to the Regional Council for the period 2020-21 – Sean Pearce
 - (e) To note that the following CIPFA national Council members will serve on the CIPFA in the Midlands Regional Council:
John Bloomer
Mohammed Sajid
 - (f) To approve the appointment of Sharon Longson as honorary auditor for the accounts of CIPFA in the Midlands for the year ending 31 December 2020.
5. Any other business

Close of meeting and vote of thanks by Tony Crawley

CIPFA in the MIDLANDS

MINUTES OF ANNUAL GENERAL MEETING HELD MARCH 8, 2019

1. **Apologies for absence** 3 apologies were received.
38 members were in attendance

2. **Minutes of the 2018 AGM** The minutes of the 2018 AGM were approved.
Proposed: Sean Pearce; Seconded: Paul Hector

3. **Regional President's Report** This was noted.

4. **Regional Treasurer's Report** The annual accounts were presented for approval by the
Honorary Treasurer, Owen Campbell.
Proposed: Martin Rehorn; Seconded: Alison Jarrett
The budget for the year to December 2019 was noted.

5. **Election and appointment
of officers and members**
 - a) **Election of officers** The following officers were elected for the period of 2
years, until March 2021:
President: Tony Crawley
Vice-President: Lee Yale-Helms
Proposed: Kelly Watson; Seconded: Alison Jarrett

 - b) **Election of Regional
Council members** The following members of the Regional Council were
elected for the period of 2 years, until March 2021:
Andy Cardoza
Theresa Channell
Alison Jarrett
Phil Jones
Sean Prosser
Proposed: Kelly Watson; Seconded: Alison Jarrett

 - c) **Appointments to
Regional Council** The following appointments to the Regional Council
were noted for the period of 1 year to March 2020:
Representative of CIPFA secretariat: Alastair Barr

 - d) **Co-options to
Regional Council** The following co-option to the Regional Council was
approved for the period of 1 year, to March 2020:

Website co-ordinator: Colin Sharpe
Proposed: Alison Jarrett; Seconded: Kelly Watson

The following positions, subject to co-option, remain vacant:

CIPFA Student Network Rep & Link officer;

Higher Education expertise;

Events team;

December Club;

e) Other membership

It was noted that the following members of CIPFA's National Council will serve on the CIPFA in the MIDLANDS Regional Council:

John Bloomer

Lisa Commane

Andrew Hardy

Sean Pearce

f) Appointment of Honorary auditor

Sharon Longson has audited the CIPFA in the MIDLANDS accounts for the year ended December 21st 2018, and was appointed to audit the 2019 accounts

Proposed: Martin Rehorn; Seconded: Kelly Watson

6. Any other business

Those present thanked Kelly Watson for her 2 years as President of CIPFA in the MIDLANDS and welcomed her continued involvement as the outgoing president. There was no other business, and the AGM closed at 3.40 pm.

REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2019

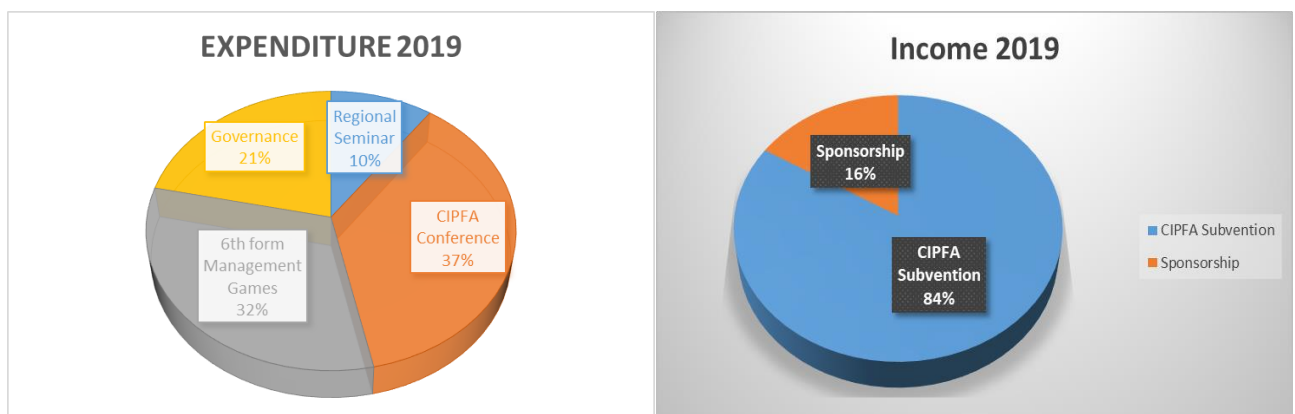
HONORARY TREASURER'S REPORT

During the year, the Midlands region has invested in regional promotion, training and governance support. This investment has allowed the region to build further upon in events programme and to explore new ways of communicating across the region. We are a region in transition to offer a more varied programme of events, a vibrant student society and strong links to stakeholders. The current year has resulted in a deficit. This is in line with our planned budgeted deficit and we expect we will foresee further deficits as we continue to invest in our region.

The region has supported the main CIPFA national conference in Birmingham, delivered a workshop on the Sixth Form Games to encourage others to set up their own as well as delivering another successful round of one of our flagships events, the Sixth Form Games.

The region held a very successful AGM and regional seminar, along with other one day events, including making use of CIPFA's development courses, and sent four delegates to the autumn forum. Despite best intentions the region was unable to resurrect its audit seminars and therefore decided to remove it from our development plan.

Total expenditure for all activities amounted to £15,160 (£19,489 in 2018), and income including subvention income from CIPFA, totalled £9,266 (£17,600 in 2018). The main difference in income was due to a reduced subvention in 2019 and an autumn forum contribution for 2018. The charts below show income and expenditure across key areas in 2019.



As a region, we are pleased with what we have achieved whilst working to reinvigorate the work of the region and increase our volunteer base whilst, like many other parts of the public sector, experiencing reductions in income.

As we move into the next year, we are excited about the developments coming, including, the development of a mentoring programme alongside different ways to access our events.

Manjeet Bansal

Honorary Treasurer
12/06/2020

**FIVE YEAR SUMMARY
FOR THE YEAR ENDED 31 DECEMBER 2019**

	2015	2016	2017	2018	2019
Income	10,206	13,079	13,001	17,621	9,286
Expenditure	<u>(11,538)</u>	<u>(8,350)</u>	<u>(11,653)</u>	<u>(19,489)</u>	<u>(15,160)</u>
Net Incoming/(Outgoing) Resources	<u>(1,332)</u>	<u>4,729</u>	<u>1,348</u>	<u>(1,868)</u>	<u>(5,875)</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2019**

Note	2019 £	2019 £	2018 £	2018 £
Income				
<i>Incoming resources from charitable activities:</i>				
	4,266		11,100	
		4,266		11,100
<i>Incoming resources from generated funds</i>				
	20		21	
		20		21
<i>Other incoming resources:</i>				
		5,000		6,500
		9,286		17,621
Total Income				
Expenditure				
<i>Charitable activities:</i>				
	9,506		14,505	
	3,519		3,938	
		13,025		18,443
<i>Governance:</i>				
		2,135		1,047
3		15,160		19,489
Net Incoming/(Outgoing) Resources				
		(5,875)		(1,868)
<i>Gains/(losses) on investment assets:</i>				
Net Movement in Funds				
		(5,875)		(1,868)
Funds Balances Brought Forward at 1 January				
		42,499		44,367
Funds Balances Carried Forward at 31 December				
		36,625		42,499

BALANCE SHEET
AS AT 31 DECEMBER 2019

Note	2019	2019	2018	2018
	£	£	£	£
	Fixed Assets			
4	Investments			
	Current Assets			
	Stocks			
5	Debtors and Prepayments		7,490	
6	Investments		2,841	
	Cash at bank and in hand		<u>48,396</u>	
	<u>35,222</u>			
	Current Liabilities			
7	Creditors: Amounts falling due within one year		13,386	
	<u>1,438</u>		<u>13,386</u>	
	Net Current Assets		36,625	
			<u>42,499</u>	
	Represented By:			
	Capital Funds			
	Restricted Funds:			
8	Trust Funds			
	Income Funds:			
9	Designated Funds			
10	Other Charitable Funds			
	<u>36,625</u>		<u>42,499</u>	

Signed on behalf of on XX March 2020

Name
Chairman

Name
Honorary Secretary

Manjeet Bansal
Honorary Treasurer

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2019**

	2019 £	2019 £	2018 £	2018 £
Net Cash Inflow (Outflow) from Operating Activities		(13,174)		6,804
Returns on Investment and Servicing of Finance				
Investment Income				
Interest Paid				
Capital Expenditure and Financial Investments				
Purchase of tangible assets				
Proceeds from Sale of Investments				
Purchase of Investments				
Net Cash Inflow (Outflow)		<u>(13,174)</u>		<u>6,804</u>

Notes to cash flow statement

1		2019	2018
Net cash inflow/ (outflow) from operating activities		£	£
Changes in resources before revaluations			
Investment income		(5,875)	(1,868)
Depreciation charges			
(Increase) Decrease in Debtors		4,649	(3,914)
(Increase) Decrease in Stocks			
Increase (Decrease) in Creditors		<u>(11,948)</u>	<u>12,586</u>
		<u>(13,174)</u>	<u>6,804</u>
2 Reconciliation of net cash flow to movement in net debt		2019	2018
		£	£
Increase/ (Decrease) in cash in the period		(13,174)	6,804
Change in net debt		7,299	(8,672)
Net debt at 1 January		<u>5,896</u>	<u>(2,775)</u>
Net debt at 31 December		<u>(1,403)</u>	<u>5,896</u>
3 Analysis of changes in net debt	At 1 Jan		At 31 Dec
	2019	Cashflows	2019
	£	£	£
Cash in hand	48,396	(13,174)	35,222
Debt falling due after 1 year			
Total	<u>48,396</u>	<u>(13,174)</u>	<u>35,222</u>

NOTES TO THE FINANCIAL STATEMENTS

1 ACCOUNTING POLICIES

The Financial Statements have been prepared in accordance with relevant guidance issued by the Accounting Standards Board and follow the requirements of the *Statement of Recommended Practice Accounting by Charities 2005*. The particular accounting policies adopted are described below

(a) **Accounting Convention**

The Financial Statements are prepared under the historical cost convention.

(b) **Investments**

Investments held as fixed assets are stated at cost less provision for permanent diminution in value. Those held as current assets are stated at the lower of cost and net realisable value.

(c) **Stocks**

Stocks are stated at the lower of cost and net realisable value.

2 EMPLOYEES

	2019 £	2018 £
Salaries and Wages (including temporary staff)		
National Insurance		
Superannuation		
Other Staff Costs	<u>0</u>	<u>0</u>

The average number of employees was (2018:_____)

3 SUPPORT COSTS

	Directly Attrib- utable Costs £	Apport- ioned Suppor t Costs £	Apport -ioned Staff Costs £	Total 2019 £	Total 2018 £
Advancing public finance and promoting best practice	9,506			9,506	14,505
Educating and training students	3,519			3,519	3,938
Regulating and supporting members				0.00	0.00
	<u>2,135</u>				<u>1,047</u>
	<u>15,160</u>	<u>0</u>	<u>0</u>	<u>15,160</u>	<u>19,489</u>
Basis of apportionment					

NOTES TO THE FINANCIAL STATEMENTS

4 FIXED ASSETS: INVESTMENTS

	2019	2018
	£	£
(Brief description of investments held)	_____	_____

5 DEBTORS AND PREPAYMENTS

	2019	2018
	£	£
Trade Debtors		
Amounts owed by CIPFA excluding VAT	400	5,000
VAT repayment owed by CIPFA	2,441	2,490
Amounts owed by CIPFA Regions and Student Societies		
Owed by CIPFA Business Ltd		
Other tax and social security		
Other debtors		
Prepayments and Accrued Income		
	<u>2,841</u>	<u>7,490</u>

6 CURRENT ASSETS: INVESTMENTS

	2019	2018
	£	£
(Brief description of investments held)	_____	_____
	_____	_____

7 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2018
	£	£
Trade Creditors		11,004
Owed to CIPFA excluding VAT	775	1,225
VAT owed to CIPFA	265	575
Amounts owed to CIPFA Regions and Student Societies		
Owed to CIPFA Business Ltd		
Other Tax, Social Security		
Other Creditors	398	582
Receipts in Advance		
	<u>1,438</u>	<u>13,386</u>

NOTES TO THE FINANCIAL STATEMENTS

8 RESTRICTED FUNDS

	2019	2018
	£	£
Balance at 1 January		
For the Year		
Balance at 31 December	<u>0</u>	<u>0</u>

9 DESIGNATED FUNDS

The Income Funds of the Institute include the following Designated Funds that have been set aside out of unrestricted funds by the Executive Committee for Specific Purposes.

	2019	2018
	£	£
(Brief description of fund)	<u> </u>	<u> </u>
	<u> </u>	<u> </u>

10 OTHER CHARITABLE FUNDS

	2019	2018
	£	£
As at 1 January	42,499	44,367
Surplus/(Deficit) for the Year	<u>(5,875)</u>	<u>(1,868)</u>
As at 31 December	<u>36,625</u>	<u>42,499</u>

11 CAPITAL COMMITMENTS

	2019	2018
	£	£
Authorised and Contracted		
Authorised but not Contracted		

12 FINANCIAL COMMITMENTS

	Land and Buildings 2019	Other 2019	Land and Buildings 2018	Other 2018
	£	£	£	£
Leases which expire:				
– within one year				
– within two to five years				
– in over five years				
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

NOTES TO THE FINANCIAL STATEMENTS

13 COST OF AUDIT AND OTHER FINANCIAL SERVICES

	2019	2018
	£	£
Audit Fees		
Taxation Advice		
	<u>0</u>	<u>0</u>

14 TRANSACTIONS WITH TRUSTEES AND RELATED PERSONS

	2019	2018
	£	£
Remuneration and honoraria		
Professional services rendered for a fee		
Travel and subsistence expenses reimbursed for costs necessarily incurred on CIPFA business	879	1,378
	<u>879</u>	<u>1,378</u>
