

# Achieving finance excellence in policing III

CIPFA\

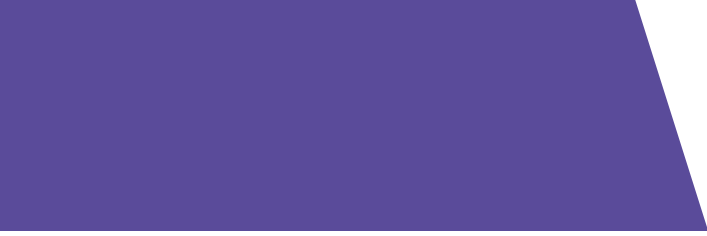
In association with



The **Chartered Institute of Public Finance and Accountancy** (CIPFA) is the only accountancy body in the world exclusively focused on the public sector. Our aim is to be the global leader in public finance and governance in order to make a real difference to the world we live in.

Through our internationally recognised qualifications and training we support our students and members throughout their careers – helping them add value to their teams and the organisations for which they work.

In addition to our education and lifelong learning services, we also provide a range of leading advisory and consultancy services to the public sector. As a result, we can help public sector bodies develop robust financial plans – which in turn helps them make a real difference not only to their financial resilience but also to the communities they serve.



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# Welcome



On behalf of all AFEP governance representatives, we welcome members to the latest AFEP III programme. Over the last year, we have welcomed over 93% of police forces and PCCs, and together with sector stakeholders, we have gathered feedback

to develop a comprehensive programme. This will in turn meet current challenges and provide long-term support through a continuous programme of development.

AFEP continues to evolve and adapt to support forces in achieving finance excellence across the whole organisation and ensuring CFOs remain compliant following changes in financial planning and reporting. This support extends to non-finance team members by providing a flexible approach to learning and development across teams.

Feedback has driven the focus of AFEP III and determined its overarching theme of 'financial resilience and sustainability', which has led to two additional programme streams: environmental sustainability and asset management. Both streams will be pivotal in the current landscape, where forces must meet sustainability goals and review strategic asset management plans, ensuring financial health within longer-term planning.

While we have introduced two additional streams to the programme, people development will remain at the heart of AFEP, while the data and financial management streams will combine to play a crucial role in delivering the best possible financial management for forces.

We are proud of the huge success of the AFEP programme and are grateful to our partners – the National Police Chiefs' Council (NPCC), the Association of Police and Crime Commissioners (APCC) and the Police and Crime Commissioners Treasurers' Society (PACCTS) – who supported the national collaboration for forces and PCC finance teams across the UK.

**Pete Gillett** CPFA

Chair, AFEP Stakeholder and Engagement group and Director of commercial Services, West Midlands Police



CIPFA's Achieving Finance Excellence in Policing (AFEP) programme harnesses the power of collaborative working across the sector to deliver a programme of resources tailored for the police, by the police. The programme continues to support national

collaboration, while also providing local support, enabling forces to stay in control of their finances.

As the only accountancy body specialising in the public sector, CIPFA has an unparalleled understanding of public finance, accountability and governance. We have a long history of providing training, support and best practice for public bodies based on our experience in public service.

The AFEP programme covers a range of topics that we are passionate about, from developing talent in finance teams to providing best practice and clear advice. This includes tailored CPD training and development opportunities, expert advisory solutions, sector-specific data analysis and the renowned two-day AFEP CFO retreat.

We want to support police forces across the UK to address current and future challenges and welcome your feedback to ensure we are meeting your expectations and needs.

**Rob Whiteman** CBE  
Chief Executive, CIPFA

*CIPFA has a long tradition of providing training, support and commentary on the issues facing public bodies, based on our experience of over 130 years of public service. We have an expertise and understanding of public finance, accountability and governance that is second to none.*



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# Introduction

The AFEP programme is now entering its third iteration following continued success over the past four years, working closely with programme partners NPCC, APCC and PACCTS to achieve the vision of delivering the best possible financial management for the police, by the police.

## Innovative and successful

42 out of 45 police forces signed up to the AFEP II programme.

AFEP III will continue to place people development at the heart of the programme and introduce wider support for non-finance professionals, from police officers through to chief constables. The programme has expanded to deliver tailored products and services that are more inclusive to meet individual needs regardless of financial background. This allows for wider coverage and reach across the whole organisation that is not limited to finance teams.

The programme will offer several development opportunities for staff looking to develop their career, and it will also facilitate sharing of best practice across the following streams: people development, data and financial management, and two additional streams of environmental sustainability and asset management. This will be achieved through a variety of practical workshops, face-to-face roundtable events, regional training events, case studies, publications and a two-day leadership retreat.

## Programme partners

CIPFA's associated partners NPCC, APCC and PACCTS have all endorsed the AFEP programme. Together, we place learning, development and talent progression at the heart of the programme. CIPFA is the only professional accountancy body in the world exclusively dedicated to public finance, which is why we are perfectly positioned to support ambitions for excellence in police sector finance at both the local and national level.



# Testimonials



**Paul Sanford**  
Chair, NPCC  
Finance and  
Chief Constable,  
Norfolk  
Constabulary

"In my capacity as Chair of the National Police Chiefs Council Finance Coordination Committee, I endorse the AFEP III programme as an excellent means of further improving the skills of finance professionals across policing. AFEP III provides the opportunity for cross-force collaboration, bringing colleagues together to share innovation and best practice. The programme provides relevant training aimed at delivering excellence across the police finance community.

The challenges facing policing, both operationally and organisationally, have never been greater, which makes it essential that we can maximise efficiency to enable investment in frontline services. AFEP III will support policing in achieving this objective."



**Nicola Allen**  
Treasurer for the  
OPCC Devon  
and Cornwall  
and the Isles of  
Scilly, President of  
PACCTS

As President of the Police and Crime Commissioners Treasurers' Society, the Achieving Finance Excellence in Policing (AFEP) Programme has provided an excellent package of services and interactive sub groups that are based on what practitioners want. There is a focus on the leaders of the future, which is vital to our succession planning.

AFEP III has been put together following extensive consultation and feedback from those subscribing to the programme, which in turn ensures that relevant and topical issues can be built into the package available. The success of the programme can be measured by the number of force areas that subscribe, with nearly all force areas in England and Wales covered.

In short, the AFEP programme does exactly what it says it will do. It looks to help and support us all in "achieving finance excellence in policing."




# Programme at a glance

Following consultation with CFOs and wider stakeholder feedback, this year's theme will be **financial resilience and sustainability**. These are key focuses for professionals and the public at large. Financial resilience is at the heart of what finance professionals need to consider, as resources are limited, and the cost of living continues to be a main driver when considering budgets. Sustainability is a much wider concern, reflecting the need to consider environmental impacts in day-to-day business management.





The programme will cover the following four streams in line with the theme of financial resilience and sustainability.

AFEP III has benefitted from close working relationships with programme partners, the Home Office and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), as well as collecting member feedback to devise a comprehensive programme that aims to support forces to become more financially sustainable. The programme will facilitate transformation across the policing sector through a wide selection of learning and development initiatives, comprehensive data analytics, expert consultancy support and the financial resilience index exclusively developed for policing.

The below table is a high-level overview of the proposed outputs under each programme stream:

	1. People development		3. Environmental sustainability
	2. Data and financial management		4. Asset management

# Programme overview

			
People development	Data and financial management	Environmental sustainability	Asset management
Rolling programme of tailored CPD training	<b>CIPFAstats+</b> plus ten enhanced police dashboards with practical workshops	Thought leadership webinars	Property Training Network access eg PFI exit strategy training, IFR16 Leases training, etc
Access to CIPFA e-learning courses	Financial Resilience Index with practical workshops	Sustainability reporting guidance	Guidance on asset management strategy
10% off CIPFA accredited training and qualifications	Long-term financial planning support	Face-to-face sustainability roundtable event	Strategic asset management framework
Face-to-face roundtable events	Productivity review	Sustainability working group	
Face-to-face AFEP CFO retreat	Access to CIPFA networks: Police and Fire, Financial Advisory Network, Treasury Management, Better Governance Forum and Property Training Network		
	Access to CIPFA publications		
	Thematic consultancy support		





# AFEP III programme streams

There will be a number of training and development opportunities across the two-year AFEP programme, which will constantly evolve according to organisational challenges, individual needs and member feedback. This dynamic training portfolio will be reviewed by the end of the first programme year to meet current and future requirements.

AFEP III will provide the following training and development opportunities for both the finance and non-finance community. We will continue the CPD 'pick and mix' style of 35 event places per year, per member organisation (force and PCC), which can be used flexibly across a wide selection of training and CIPFA network events.



# People development

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## Tailored, instructor-led training

- Action learning sets
- Technical and specialist Q&A panel sessions
- Business acumen training
- Bitesize business cases training
- Practical data workshop: Financial Resilience Index and AFEP dashboards
- Sustainability in policing webinar series
- Finance for non-finance managers
- Introduction to police finance
- CIPFA Leadership Development Programme (one place per force)

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## E-learning

- Finance Skills: Budget Management and Control
- Finance Skills: Developing a Business Case
- Finance Skills: Governance and Accountability
- Finance Skills: Risk Management and Assurance
- Finance Skills: Procurement and Contract Management
- Finance Skills: Commercial Awareness
- Fraud Awareness e-learning
- Intro to Finance Business Partnering
- Intro to Sustainability in Procurement
- Intro to Treasury Management
- Ethics e-learning
- Managing Small Projects



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### CIPFA technical networks

AFEP members will have access to the following networks. Each are led by an experienced technical expert and offer exclusive events and online resources.

#### Better Governance Forum

The Better Governance Forum advises you on leadership, stewardship and control. Your advisor will keep you at the forefront of governance issues and help you to improve the leadership, stewardship and control in your organisation.



**Diana Melville**  
Lead advisor, Better Governance Forum

#### Finance Advisory Network

The Finance Advisory Network (FAN) offers you the latest guidance on finance best practice. Your advisors will keep you at the forefront of critical issues affecting local government (including police and fire) financial accounting and reporting.



**Jennifer Bevan**  
Advisor, Finance Advisory Network

#### Police and Fire Network

The Police and Fire Network briefs and advises police forces, offices of police and crime commissioners and fire and rescue authorities. Your advisor works closely with the Home Office, HMICFRS, National Audit Office, NPCC Finance and Resources Committee, PACCTS and the Fire Finance Network on strategic policing and fire and rescue-related issues.



**Nick Harvey**  
Technical advisor, Treasury Management Network

#### Treasury Management Network

The Treasury Management Network offers access to the very best expertise in treasury management, enabling our subscribers to respond to new developments and legislative requirements cost effectively and with confidence. Your advisor will provide you with expert advice and updates on key treasury and finance-related legislation.



**David Ellis**  
FCPFA, Finance Advisory Network

#### Property Training Network

This network will help ensure that you have access to our experts and practical advice that will help you respond to the significant changes in your sector. With pressures to maintain public services, it is crucial that we are resilient to the changes in legislation and can react to avoid the pitfalls in key areas.



**Mark Catlow**  
FCA CPFA, Finance Advisory Network



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### Networking opportunities

The AFEP programme will facilitate networking between forces across the UK through several training workshops and events. We have also reintroduced face-to-face options following feedback from members, particularly non-CFOs, who would like the opportunity to meet in person.

### Topical roundtable events

These roundtable discussions are small, interactive gatherings of AFEP members to discuss, debate and learn about topical issues. These sessions will involve a specialist, who will share their knowledge and expertise on the subject, and we will provide an environment to spark discussions and bring together people with interests in specific topics, eg sustainability in policing.

### Regional training workshops

Although online training has been hugely successful, we have listened to feedback from members on incorporating more face-to-face training. Suggested topics include business acumen training, and benefits include greater levels of engagement, fewer distractions, more interaction, and increased opportunities for forces to collaborate and interact with each other both during the session and between breaks.



### AFEP CFO retreat, 27–28 September

Last year's successful CFO retreat with around 80 delegates in attendance focused on the theme of strategic leadership.

We will continue to provide members with the opportunity to come together in a relaxed informal setting and meet with other forces across the UK. Delegates will hear from a range of fantastic speakers and take part in facilitated strategic discussions with other forces to reflect and share effective best practices.

This year, the retreat will be hosted at the beautiful Ardencote Manor Hotel Country Club and Spa in Warwickshire on Wednesday 27 and Thursday 28 September, where delegates will start and end the day with lunch in the ornate Palms Conservatory.

As part of the AFEP membership, members will receive one place per force and one place per PCC finance to attend this exclusive event. We encourage CFOs who are unable to attend to nominate their deputy or another senior leader on their behalf.

### Customised training packages

Non finance:

- E-Learning: Managing Small Projects and Budget Management and Control.
- CIPFA network events: Introduction to Police Finance and Introduction to Financial Planning.
- AFEP training: Business acumen and Finance for Non-financial Managers (FFNFM).
- Face-to-face networking: topical roundtables and regional training workshops.

Please contact your AFEP programme manager for support in building your own customised training packages based on your business role, with a wider selection of training courses for finance and non-finance teams.



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# Data and financial management

Data and financial management were key, discrete streams in the AFEP II programme. They have produced the following products that will be critical in supporting forces to deliver increased productivity and driving forward efficiencies:

- Police Financial Resilience Index
- Ten enhanced data dashboards
- A high-level summary of the AFEP dashboards
- A productivity review – ongoing

We will facilitate learning through data workshops for members, so they can effectively use these products and apply learning to their day-to-day work in a practical setting.

The Police Financial Resilience Index is a tool developed by CIPFA in partnership with the AFEP data working group. It enables users to see their financial resilience in granular detail across a wide range of customisable scenarios and in comparison with similar forces.

If you would like a demo of any of the AFEP data products, please contact [samuel.shelver@cipfa.org](mailto:samuel.shelver@cipfa.org).

## Publications

We will continue to offer all CIPFA publications as part of your AFEP III licence commitments. The latest standard-setting accounting guidance will keep members up to date and ensure compliance with changes in financial planning and reporting.



## Advisory and consultancy

AFEP III will move away from consultancy days per force to thematic reviews across the AFEP programme streams, enabling wider national collaboration for force and PCC finance teams across the UK.

We will look at the findings from the [AFEP II consultancy learning report](#) and work with our AFEP stakeholder and engagement working group members and CIPFA consultants to formulate the future work programme.

The following table outlines a high-level summary of the proposed delivery of each theme. All members will have the opportunity to get involved in each of the consultancy themes and gain access to the final outputs.

### AFEP III consultancy themes

Theme	Description
<b>Financial sustainability and resilience</b>	Support organisations to approach and understand their current financial position and outlook, along with providing options and opportunities to improve financial sustainability and resilience.
<b>People development: capacity and capability</b>	Assess from a financial management and governance perspective whether organisations have the right people in the right place doing the right things and will have in the future.
<b>Governance and decision making</b>	Review compliance with the <a href="#">Financial Management Code</a> (CIPFA, 2019) and assess organisational decision making. Are there the skills and capability in place, and is there appropriate challenge?
<b>Environmental sustainability</b>	Explore and evaluate (from a financial perspective) the approach to the green agenda, plans and reporting, and direction on achieving a net zero target.
<b>Asset management</b>	Consider the declining quality of assets and value of strategic asset management plans and support, identifying common challenges and sharing best practices across forces.



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# Environmental sustainability

With the increased focus on sustainability across the policing sector, the AFEP programme will facilitate sharing of best practice with forces at different stages in their sustainability journey.

CIPFA will work with police forces and other industry experts to devise a sustainability programme including:

- a series of sustainability webinars
- a roundtable event
- a sustainability report
- a practical toolkit.



# Asset management

The AFEP programme will support forces in managing their assets efficiently, and consultants will undertake a thematic review as part of the assets consultancy theme.

The review may involve the following activity:

- A consideration of the quality and impact of the asset strategy and plan.
- A review of the integration of asset plans into the budget and medium-term financial plan (MTFP).
- An assessment of capital and revenue implications.
- An assessment of the impact on and planning for aging or deteriorating assets.

Members will also receive exclusive access to a selection of Property Training Network events, including a taster of the Diploma in Asset Management qualification. This will be a great opportunity to involve forces' estate teams and other non-finance colleagues in the AFEP programme.

# Useful contacts

Please remember to register for your free MyCIPFA account: [cipfa.org/register](https://cipfa.org/register)

Type of enquiry	Contact
General/main point of contact	<b>Melissa Leen</b> AFEP Programme Manager <a href="mailto:melissa.leen@cipfa.org">melissa.leen@cipfa.org</a>
AFEP training	<b>Louise Southall</b> Senior Events Organiser <a href="mailto:louise.southall@cipfa.org">louise.southall@cipfa.org</a> AFEP training <b>Training and events</b>
Data dashboards/Police Financial Resilience Index	<b>Samuel Shelver</b> Senior Data Analyst <a href="mailto:samuel.shelver@cipfa.org">samuel.shelver@cipfa.org</a> AFEP dashboards <b>CIPFAstats+ analytics</b>
Consultancy	<a href="mailto:consultancy@cipfa.org">consultancy@cipfa.org</a>



77 Mansell Street, London E1 8AN  
+44 (0)20 7543 5600

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