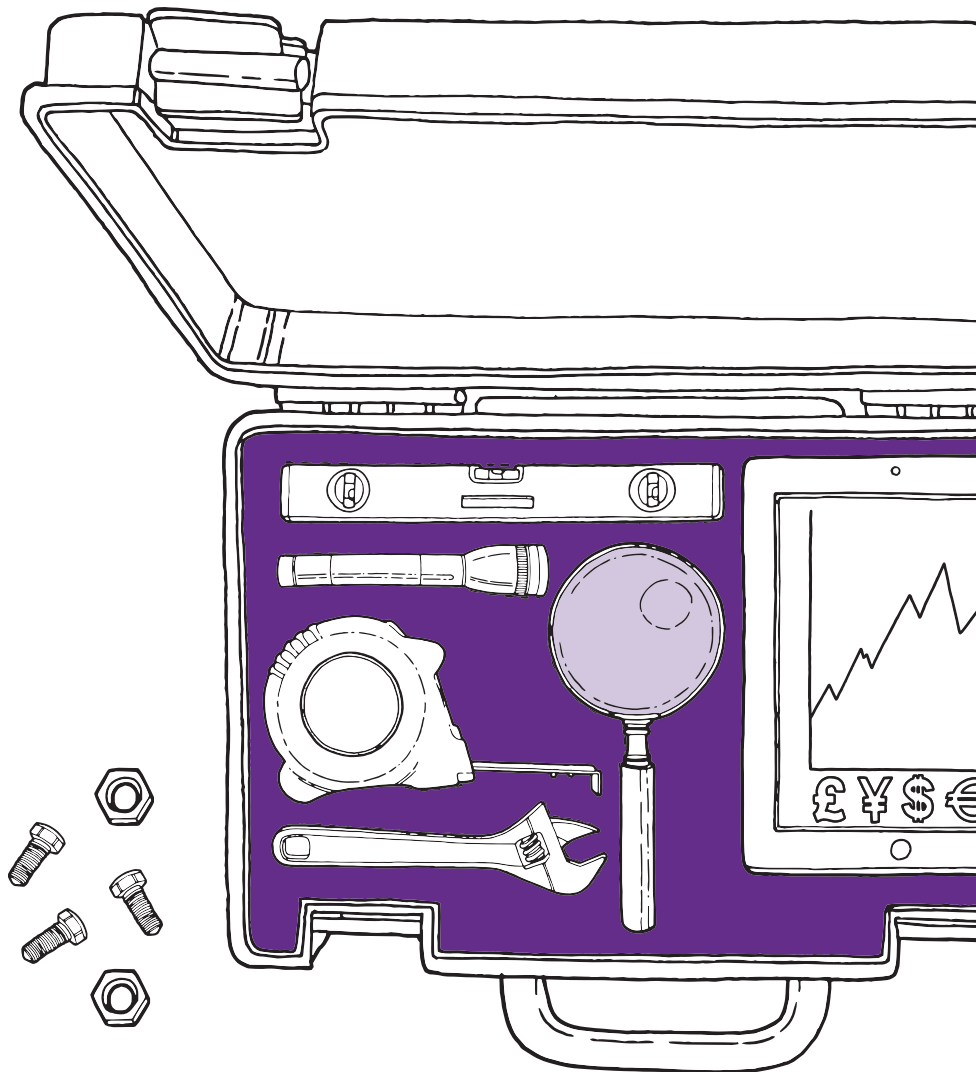


achieving finance excellence in policing

This programme has been driven from within the Finance and Coordinating Committee of NPCC and is supported by the Association of Police and Crime Commissioners (APCC) and Police and crime Commissioners Treasurers' Society (PACCTS)



In association with

\ welcome



Nigel J Hiller FCPA FCCA

Director of Resources,
South Yorkshire Police

The programme supports national collaboration for forces finance across the UK, enabling them to address the need for review on financial management. To have a programme that collates; staff development, data management and financial management information is encouraging.

I would recommend all forces to sign up and ensure this programme is represented across England and Wales, which in turn will provide the Police sector with the information and support we need. The programme will be a central pillar to key discussions on driving reform and will enable comparisons, nationally, to benchmark efficient practises to drive finance and efficiency.



Rob Whiteman FCPFA

Chief Executive, CIPFA

We are delighted to be working in partnership with the NPCC, APCC and PACCTS to support achieving financial excellence within the Police sector as a delivery partner. CIPFA has a wealth of expertise and specialist knowledge that is reflected in the breadth and depth of our service offer to address the issues facing the Police sector today and into the future.

Effective financial management has always been built on planning for the long term, but forces need the resilience to deliver savings while still providing services to their community. Resources are becoming scarcer, which coupled with increasing pressures and demands on services, makes it more challenging to ensure that resources are effectively targeted. Developing the talent and skills within teams is equally important but is also affected by time and resources.

The 'Achieving Finance Excellence in Policing' programme has been driven by the NPCC and is aimed at bringing forces together on a national level, building on national capacity and providing local support enabling teams to stay in control of their financial strategy and remain resilient. We look forward to working with the NPCC and supporting the vision for police finance, set by the police, for the police.

achieving finance excellence in policing programme

This is the premier platform for the Police sector, Police Forces and PCC's to experience the innovative and revolutionary **'Achieving Finance Excellence in Policing'** service brought to you by CIPFA, governed jointly by NPCC, APCC, PACCTS and CIPFA Police Panel.

CIPFA is committed to working with police industry professionals to develop and collaborate on key themes and streams to maximise the benefits of achieving exemplary financial health throughout the sector. Together we will share and explore the needs, wants and aspirations of today's modern forces.

By working with programme partners to assist in the creation of a long-term strategy of support, the police sector can work towards achieving financial sustainability. Financial management can be defined as the system by which the financial aspects of a public body's business is directed and controlled to support the delivery of the organisation's goals. To that end it is as much about delivering an organisation's strategic objectives, as managing its money.

It is the basis of accountability to stakeholders for the stewardship and use of resources. Aspiring to excellence is to agree a framework for quality improvement, which represents a practical approach to achieving optimal outcomes – it can't be achieved by remaining static. This programme is a positive course of action that will ultimately afford participants the opportunity to drive and enforce change to ensure a favourable outcome, aligning vision, needs and expectations.

This unique environment presents an opportunity for you to participate in deeply engaging Police sector exclusive events and workshops, as well as benefitting from specifically focussed and informative industry collateral, updates, thought pieces and analysis tools.

The **'Achieving Finance Excellence in Policing'** programme is for sector individuals with responsibility for any aspect of service delivery relating to financial management, strategy, policy decision making, service development and best practice delivery.

| | 2019 | | | | 2020 | | | |
|---|--|----|----|----|--------------------------------------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Financial Management | CIPFA Police and Fire Network: access to network events, information and guidance across the life of the programme | | | | | | | |
| | CIPFA Police Resources Hub: online information portal | | | | | | | |
| | FMCR: force by force diagnostic assessment | | | | | | | |
| Data | CIPFA Police Benchmarking & Stats: delivered via the resources hub, bespoke police stats, across the life of the programme | | | | | | | |
| People | Leadership: CIPFA Leadership Academy for Police CFOs, delivered across 2 years | | | | | | | |
| | Leadership: CIPFA Future Leaders' Academy, delivered from Q3 19 through 20 | | | | | | | |
| | CFO Peer Support: CFO Summer Retreat | | | | CFO Peer Support: CFO Summer Retreat | | | |
| Governance: CIPFA Police and Fire Panel | | | | | | | | |

programme streams

The programme objectives, agreed by the NPCC, APCC and PACCTS are focused on the following 3 key themes: **Financial management, data and analysis, People development**

Within each of these themes, sit the individual streams that the programme delivers which are included within the licence fee. The streams are identified as the following:

Financial Management

Police and Fire Network

The Police and Fire Network provides essential, practical and timely advice on police and fire reform, police and fire finance, accounting developments and corporate transformation, to police forces and offices of police and crime commissioners.

We keep members at the forefront of police legislation, policy and future financial developments. CIPFA experts work closely with colleagues in the;

Home Office | NPCC Finance and Resources Committee | HMICF&R | NAO | Police and Crime Commissioners' Treasurers' Society | Association of Police and Crime Commissioners.

Collectively providing horizon scans of developments affecting your organisation.

Resource Hub

This online platform aims to provide an array of accessible and up-to-date documents, advice and tools. The Hub is a convenient resource and will facilitate the sharing of best practice via a discussion forum on 'hot topics', in addition to promoting all events and workshops, and will include documentation, technical and policy updates and thought leadership pieces. The Hub will also provide online access to analysis tools and comparative data sets.

This essential part of the programme will also facilitate discussions between forces, helping members achieve best practice and transfer learning. Our experts are on-hand to work with forces to improve the quality of their data and more importantly, accurate analysis of members' data.

FMCR

Financial Management Capability Review at a Force level, measures the current status to provide a roadmap to support your Force in implementing the vision for police finance. At a national level, the precise indication will provide insight and identification of themes across national police finance. The diagnostic will be repeated at the end of the programme to gauge evidence-based progress made, at a local and national level. Next phase decisions will also be informed following this assessment.

This exercise is not required after the initial 2 year licence fee period. The findings from the FMCR exercise form the basis of ongoing usage, so further assessment is not necessary.

BUILDING NATIONAL CAPABILITY

PROVIDING LOCAL SUPPORT

Data

Benchmarking & Statistics

Police sector specific comparative data, cost against performance analysis and practical best practice guidance are accessible directly through the Resource Hub. With over 100 years of experience and as the market leader in local public services data analysis, CIPFA now deliver a bespoke benchmarking service that covers a full range of policing activities to demonstrate value for money.

By working in partnership with the Police sector, we will ensure that the benchmarking service meets your specific requirements for analysis and insight to support improved decision making. Within each category we will collect comprehensive, in-depth finance and performance data; this level of granularity is not available from national returns.

The data will be used to produce interactive reports using state-of-the-art visualisation software, enabling you to understand your spending and performance, relative to others, and to produce your own analysis.

The coverage and contents will be set within the overall programme governance structure and reflect force priorities, however we expect to cover the following topics across the two year licence:

Year 1 – Dealing with the public | Criminal Justice arrangements | Operational support | Public protection | Support functions | Central costs

Year 2 – Local policing | Road policing | Intelligence | Investigations | National Policing | Police and Crime Commissioner

We will work closely with programme participants to deliver the exercise. Following completion of the questionnaires, interactive tools will be used to present the outcomes. We will demonstrate **what** the difference in the cost base is compared to others and highlight **where** organisations may look expensive, working with them to identify **why** and provide scope for savings and improvements.

At both Surrey and Sussex, as part of our ongoing improvement and development of a fully collaborated financial service across both forces, we have already been adopting elements of the programme, including Business Partner development and implementation of the accounts closure tool. Having the opportunity to pilot/implement the wider programme, including the Financial Management Capability Review, will help us to make a further step change; enabling Policing as a sector to build national capacity and financial skills, whilst providing local support and development.

Pete Gillett CPFA, Executive Director Commercial and Financial Services, Surrey Police and Sussex Police

BUILDING NATIONAL CAPABILITY

PROVIDING LOCAL SUPPORT

People

Leadership Academies

CIPFA's leadership support is designed to cover the career journey that Finance professionals take post-qualification. As careers progress, duties, objectives and responsibilities increase in complexity; as does decision making and the need to support others in their decision making. At each stage of this progression, it is necessary to make changes to how tasks are approached and other working methods, to ensure that team members are ready and equipped for more senior roles.

The two principle leadership courses that support the journey are:

- **Future Leaders academy (FLA)** – This course supports the 'next-generation' of aspiring finance staff working towards securing leadership roles in the short to medium term. The FLA provides structured support on essential skills including: reflective leadership | governance and risk | project management | business case development | the essentials of Finance Business Partnering | change management.
- **CFO Leadership Academy** – aimed at existing CFOs, this is CIPFA's flagship programme that has been running for over 10 years. This is for CFOs operating in a complex environment and focusses on improving the individual personal influencing skills of CFOs, when interacting with senior colleagues. Over a period of 7 months, we provide 7 interactive workshops, covering ideas on personal impact, managing complexity and continual development, decision-making and five high-impact 'Action Learning Set' meetings over a 12 month period.

CFO Peer Support

The purpose of this stream is to help improve CFO's strategies for influencing significant decisions in their forces. Police CFOs operate in fast-paced, complex political environments, where they need to use their personal influencing skills to ensure that the team are involved in and positively influence, decision-makers and the decision-making process. As progress is made, those involved develop a great deal of 'implicit' knowledge and 'taken-for-granted' behaviours that enable them to operate effectively. An effective method of identifying effective knowledge and skills is to work with police CFO peer colleagues in facilitated off-site sessions known as a CFO Retreat.

CFO Retreat – The format of the CIPFA Police CFO retreat is to have groups of CFOs focus on a specific set of personal influencing problems without easy answers. In the facilitated discussions, colleagues will explore the topic areas and reflect on effective strategies for managing any situation that arises.

An example of topic areas are:

- Establishing relationships with senior colleagues who are new to the importance of good financial decision-making in a police environment.
- Raising the profile of financial management with operationally-focused colleagues.
- Gaining the trust of an established 'top-table'.

This annual event provides an annual touch point for all Police CFOs. It supports the opportunity for a national, strategic debate on the challenges facing police finance, collectively setting the vision for police finance and in partnership with CIPFA's Police Panel, will oversee:

- the outcome of force by force finance assessments,
- the improvement roadmap,
- delivery of the roadmap at both force and national level.

An interactive forum will be provided specifically for practising CFO's to enable up to date information sharing and discussion of best practise and support, via the online Resource Hub.

BUILDING NATIONAL CAPABILITY

PROVIDING LOCAL SUPPORT

programme overview

| Themes | Objective | Programme offer | Annual licence | |
|----------------------|---|---|----------------|------------|
| | | | Included | Additional |
| Financial Management | CIPFA Police and Fire Network | Access for all Police Forces to the CIPFA Police and Fire Network | ✓ | |
| | | A dedicated resources hub which gives access to thought leadership, information and resources to Police colleagues | ✓ | |
| | Standard financial management and reporting templates | Use the Financial Management Sub-committee to discuss, standardise and implement a standard approach to financial MI reporting | ✓ | |
| | Local financial management effectiveness diagnostic | CIPFA's Financial Management Capability Review (FMCR) to assess forces' capability, and provide a roadmap for improvement | ✓ | |
| | Accounts closedown | CIPFA's accounts closedown solution software to automate and improve the annual accounts process | | ✓ |
| Data | Comparative data and broader analysis | Via the resources hub, dedicated Police Stats and Benchmarking to drive better financial management and decision-making across forces | ✓ | |
| People | CFOs Leadership Academy | CIPFA's one-year Leadership Academy for all force CFOs | ✓ | |
| | Future Leaders Academy | CIPFA's eighteen-month Future Leadership Academy for emerging force finance talent | ✓ | |
| | Apprenticeships | A dedicated apprenticeship programme to take force finance staff through the full CIPFA Professional Qualification (CPFA) | | ✓ |
| | CFO peer support | A CIPFA led CFO networking and peer support programme | ✓ | |
| | Finance business partner training | A range of CIPFA training , specifically for the police, covering finance business partnering, governance, risk management, business case development, Property training and other specialist topics | | ✓ |
| | Other specialist training | | | ✓ |

timetable of events 2019/20

| 2019 | |
|---------------------------------------|------------------|
| Launch event & CFO Retreat | 4 & 5 April |
| CFO Senior Leaders Academy | |
| Workshop 1 | 16 May |
| Action Learning Set Meeting 1 | 13 & 14 June |
| Action Learning Set Meeting 2 | 9 & 16 July |
| Workshop 2 | 12 September |
| Action Learning Set Meeting 3 | 17 & 18 October |
| Action Learning Set Meeting 4 | 28 & 29 November |
| Action Learning Set Meeting 5 | 11 & 12 December |
| Future Leaders Academy | |
| Induction workshop | 16 September |
| Reflective leadership | 16 October |
| Governance and Risk | 18 November |
| Project management and business cases | 16 December |

| 2020 | |
|-----------------------------------|-------------|
| CFO Senior Leaders Academy | |
| Workshop 3 | 24 January |
| Future Leaders Academy | |
| Change management | 18 February |
| Review session | 16 March |

To get involved in the programme visit

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