

Training for the Public Sector



Government
Finance
Profession

Business Partner 2008



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“It is important for financial skills and awareness to reside not only in the finance team but throughout a department.”

National Audit Office – Managing Financial resources to deliver better public services – 20th February 2008

At no other time has the need for delivery of the highest quality training and development in Financial Skills been more pertinent. The second phase of the Professional Skills for Government initiative is currently being implemented by the Cabinet Office, targeting personnel at PB7 and below. Their understanding of the financial implications of their daily work will be imperative to delivering better value for taxpayers' money.

The 'Finance Skills for All' initiative, driven by the Treasury, seeks to ensure the proliferation of financial management skills to the wider Civil Service community. The recent reports from the Financial Skills Advisory panel (Embedding Financial Management and Managing Performance*) promotes better use of financial information to help utilise scarce resources to improve performance.

The needs for better training and development are clear and well documented. Over the last 8 years, BPP Professional Education have been working with Government Departments and Agencies to ensure their staff have the highest quality training thus improving skills, building knowledge and changing attitudes.

We are able to support you in a number of different ways:

- **Professional Skills for Government** - We are an associate organisation** of the National School of Government delivering all the PSG modules for the Financial Management core skill as ten half day public courses. In addition to the Financial Management material, we would be happy to discuss the provision of training that will support the skills requirements of the other modules.
- **Professional qualifications** - We are one of the largest training companies providing professional qualifications in Finance, Law, Marketing and HR.
- **Financial Awareness** - While the PSG material reflects the preferred and recommended skill sets required for Civil Service staff, some departments have requested more tailored financial training for junior staff, that helps them understand the financial impact of their current role. This has often been linked to the introduction of new systems and processes. By designing, developing and delivering bespoke training solutions to your requirements, we can ensure your workforce have the prerequisite skills that are key to moving your organisation forward.

We also have a number of innovative development tools such as e-learning, webcasts and our excellent Business Simulation that may be compatible with your organisational culture.

At BPP we are committed to delivering the highest quality practical training with courses that enthuse and inspire staff to put into practice what they have learned.

If you would like to discuss how we can help you or your organisation please contact Frank Garvey (frankgarvey@bpp.com) on **020 7067 2849** or myself directly on **020 7067 2837**.



Andy Wilkes
Head of Public Sector Training

(Andy Wilkes is a CIMA qualified accountant. He joined the Civil Service in 1989. After 17 years in the service he left to follow his chosen career in training, having obtained the Certificate in Training Practice.)

* www.thegfp.treasury.gov.uk

** BPP are an associate organisation of the National School of Government approved to provide and deliver intermediate Finance Skills for All workshops, using materials developed by the National School of Government and HM Treasury.

Professional Skills for Government (PSG) – Financial Management core skill

“The PSG Competency Framework is a valuable tool to help you plan your Civil Service career. In the future, your opportunities will depend increasingly on your ability to demonstrate your skills.”

Government Skills, The Sector Skills Council for Central Government

The premise for the PSG Financial Management Core Skill is a 3 tier approach:

- Step 1:** To complete the ‘love learning’ on-line e-learning modules
- Step 2:** Attend necessary intermediate training
- Step 3:** Demonstrate learning from across the 7 skills areas



Government Skills, The Sector Skills Council for Central Government

In implementing PSG, a number of issues have come to light. There is clearly a need for Financial skills within Government but 10 half-days have often proved challenging for senior managers to attend. Some departments have developed full-day courses that bring those modules with a certain synergy together to reduce overlap and time away from the office.

We at BPP would be happy to discuss how we might work together to ensure the PSG material is delivered in the most practical and pragmatic way for your organisation. A suggested 2-day programme may cover the following modules, for example:

Day 1

- Resource Based Management 1
- Resource Based Management 2
- Financial Planning and Control

Day 2

- Strategic and Business Planning
- Budgeting
- Performance Measurement

Conversely, there are some topics which you may wish to explore in more detail. Investment Appraisal in Government is becoming more critical as the need to demonstrate value for money and sustainability becomes paramount. We have therefore developed a 1-day course that builds on the PSG material for those Departments and Agencies that need to understand the requirements of the Green Book in more detail.

“We have found in BPP an organisation that is not only very receptive to the idea of tailoring their courses, but one that is also keen to develop courses from scratch. They have done this for BUFDG with remarkable success. Their approach is friendly, open and cooperative and the service we have enjoyed is professional in every sense of the word.”

Karel Thomas, Executive Officer, British Universities Finance Directors Group

Resource Based Management 1

Overview

This module will provide an overview of the basic financial principles that support all areas of the Resource Accounting. It seeks to explain some of the jargon and apply concepts and principles with or through relevant exercises and case studies.

Learning outcomes

By the end of this course delegates will:

- Understand the significance of the difference between cash and resource figures (and why these are important factors in business decisions)
- Understand key working practices in recording expenditure in resource terms

- Consider further aspects of resource information including the impact of capital charges and the importance of maintaining accurate accounting data
- Understand the significance and key considerations of working capital management

Cost

£200 + VAT including refreshments and materials

Time

9.30am - 12.30pm

Resource Based Management 2

Overview

This module investigates further aspects of managing and accounting for fixed assets and the different forms of liabilities public sector organisations may encounter.

Learning outcomes

By the end of this course delegates will:

- Understand the different fixed asset categories
- Understand the impact of planning, controlling and reporting changes in asset values and asset 'usefulness' (it's working life expectancy)
- Understand the financial treatment when fixed assets are sold

- Consider further aspects of resource information including the impact of capital charges and the importance of maintaining accurate accounting data
- Understanding the significance and key considerations of working capital management

Cost

£200 + VAT including refreshments and materials

Time

1.30pm - 4.30pm

Financial Planning & Control

Overview

This module provides an overview of how Government budgeting operates and of the system of controls. It also considers the risk management and control measures that managers may use in their organisation.

Learning outcomes

By the end of this course delegates will:

- Be aware of the key features of the budgeting approach adopted by central government
- Understand the organisational budgets and budgetary controls used by HM Treasury

- Understand key features of approaches to risk management

Cost

£200 + VAT including refreshments and materials

Time

9.30am - 12.30pm

Strategic and Business Planning

Overview

This module makes managers aware of the differing needs and perspectives required for Strategic and Business Planning.

Learning outcomes

By the end of this course delegates will:

- Understand why good business planning is important
- Appreciate the resource implications of such plans
- Consider key issues of budget construction and allocation

Cost

£200 + VAT including refreshments and materials

Time

1.30pm - 4.30pm

Investment Appraisal

Overview

This module shows the importance of appraisal in deciding which of several investment options should be selected to help an organisation achieve their aims and objectives.

Learning outcomes

By the end of this course delegates will:

- Understand key principles associated with the management of appraisal and evaluation
- Have applied and considered techniques of cost benefit analysis as they apply to public sector projects
- Have a better understanding of techniques for dealing with risk and uncertainty in investment appraisal

Cost

£200 + VAT including refreshments and materials

Time

9.30am - 12.30pm

Budget Management

Overview

This module provides practical approaches to budget management within the wider Treasury framework.

Learning outcomes

By the end of this course delegates will:

- Be aware of the key principles of In-year Budget Management/Monitoring
- Understand the importance of linking financial and non-financial information when reviewing performance
- Understand the importance of, and be able to apply profiling techniques

- Have applied basic forecasting techniques

Cost

£200 + VAT including refreshments and materials

Time

1.30pm - 4.30pm

Performance Indicators

Overview

This module provides an overview of the general principles behind the selection and use of performance information in monitoring organisational performance.

Learning outcomes

By the end of this course delegates will:

- Understand why performance information is important in monitoring, reporting and improving performance
- Understand the FABRIC of performance information
- Understand the importance of output and outcome based indicators

- Appreciate the different types of indicators and the importance of selecting the right indicators

Cost

£200 + VAT including refreshments and materials

Time

9.30am - 12.30pm

Interpretation of Accounts

Overview

This module introduces delegates to the structure and approach to understanding a set of accounts as well as identifying some useful stakeholder information.

Learning outcomes

By the end of this course delegates will:

- Understand the structure of financial statements
- Be aware of recent developments in financial reporting
- Demonstrate an awareness of the benefits and limitations of ratio analysis

- Understand the needs of different stakeholders in the interpretation of financial statements

Cost

£200 + VAT including refreshments and materials

Time

1.30pm - 4.30pm

Market Economics

Overview

This module shows delegates how economics 'works' and the potential impact of economics on the public sector and its associated financial planning.

Learning outcomes

By the end of this course delegates will:

- Understand the economic 'problem'
- Understand the principles of micro-economics and the application of those principles including:
 - Demand and supply

- Price elasticity of demand
- Income elasticity of demand and Cross elasticity of demand
- Elasticity of supply
- Market failure and regulation

Cost

£200 + VAT including refreshments and materials

Time

9.30am - 12.30pm

Corporate Finance

Overview

This module informs delegates of the different types of financing that are available and highlights the risks surrounding each by considering different project related scenarios.

Learning outcomes

By the end of this course delegates will:

- Understand the significance of the difference between corporate finance and project finance
- Identify the principal parties involved in a project and identify and understand key risks involved in project delivery
- Understand the link between the nature of a project and the sources of finance used in the funding of a project

- Understand the significance and key considerations of Public Private Partnerships (PPP) and the Private Finance Initiative (PFI)

Cost

£200 + VAT including refreshments and materials

Time

1.30pm - 4.30pm

Other BPP Courses for the Public Sector

There are a number of courses that we have developed which are particularly pertinent to the Public Sector in the current year:

Fraud awareness

Course level *Introductory*

Delegates This course will be of benefit to individuals working in the public sector wishing to have a greater overview and understanding of the risk of internal fraud and the role of controls in the fight against it.

Overview

As the credit crunch bites on individuals, the risk and incidence of fraud are increasing. Fraud within the public sector directly impacts resources available for public service delivery. In 2006 the Government instigated the biggest review of Fraud in recent times and this together with the introduction of the Fraud Act 2006 means that the focus on fraud prevention and detection is receiving renewed attention. The National Audit Office is now increasingly reviewing Government Departments' processes to identify fraud risks, raise awareness, and prevent and detect fraud. This half day workshop/course provides an introduction to the key changes in the area of fraud nationally and how individuals working for Government departments can help in the fight against fraud.

Learning outcomes include obtaining a greater understanding of:

- Overview of recent fraud developments including the key legislative provisions of the Fraud Act 2006
- The ingredients required to prevent fraud entering an organisation
- Governance in the public sector
- Controls and their role in preventing fraud
- How can you help in the fight against fraud

Investment Appraisal in Government – understanding the Green Book

Course level *Introductory*

Delegates This course will be of benefit to individuals having to put together business cases using the principles within the Green Book and other not for profit projects and investments.

Overview

As the progression of Financial Management within the public sector moves to demonstrating better value for taxpayers money, the decision making process behind which projects and investments to pursue becomes crucial. However, where investment appraisal in the private sector reviews such things as income streams, in the public sector the non-monetary benefits are key. This 1 day course outlines the basic investment appraisal techniques and how they are applied in the public sector. It discusses the requirements of the Green Book, looks at optimism bias and through case study considers the basic elements of a good business case to ensure the projects and investments made in Government are the right ones.

Learning outcomes include obtaining a greater understanding of:

- What investment appraisal is
- The unique nature of IA in the public sector
- The role of the "green book"
- The process of investing funds and key stages involved
- The concept of cost benefit analysis and its advantages and limitations
- Other commonly used investment appraisal techniques
- The time value of money and discounted cash flow techniques
- Which cash flows should be included (and opportunity costs)
- The structure of business cases and how they are used within investment appraisal

Financial Awareness (In-house/Tailored course)

"BPP have provided us with a professional and reliable service and have worked with us to raise the level of financial awareness throughout the organisation." Linda Ainsbury, Development and Training Manager, Highways Agency

Course level *Introductory*

Delegates The experience of BPP has been that organisations both private and public sector, often require tailored Financial Awareness training for junior staff that covers finance basics while being tailored to the organisation. This 2 day course will be of benefit to individuals requiring a basic understanding of the financial machinery of Government and seeing how this impacts their local systems and processes.

Overview

This course is designed in partnership with the Department to build a link between the high level financial theory and the financial tasks individuals have to perform at their desks. It looks to cover the basic financial principles through a series of exercises that reflect the internal processes and forms of the organisation, seeking to use terms and often acronyms they will recognise. Output from these courses often leads to process, system and even organisational improvement.

Learning outcomes have included a greater understanding of the following from previous courses:

- The Government's fiscal framework
- Accounting terminology
- The financial guidance available
- The basics Investment appraisal
- Budget preparation under an accruals accounting system
- Budget monitoring and Performance management
- The Departmental accounts

"Enjoyed participating in this course. Lots of relevant information to be taken back and applied operationally." Janine Dyke, Service Manager, Vita Lendle

Demonstrating PSG Skills

"I absolutely loved the simulation - what a brilliant idea! Thank you for making finance so interesting!"

Elizabeth McAndrew

Graduate Management Scheme - General Management specialism, North Middlesex University Hospital NHS Foundation Trust

Another area staff are finding challenging is finding an opportunity to demonstrate their skills in a consolidated way. The ideal situation must be to exercise all the PSG skills on a regular basis from the desk. However, some staff are finding this difficult as they may not have a budget to manage for example. One way you may wish to explore giving your staff the opportunity to demonstrate their skills in a challenging environment is through a BPP Business Simulation.

These simulations are innovative, interactive and one of the most effective methods of learning and developing skills. Our simulations use techniques evolved from educational psychology such as discovery and experiential learning. They are designed to appeal to all types of learners and in particular 'big picture' and 'visual' learners.

During the 2/3 day programme, exercises designed to achieve specific learning objectives are completed. Through competition with other teams attendees will have the opportunity to develop strategy, analyse financial data, market their products and manage projects. They will at various times be asked to lead their team and demonstrate their people management skills. With more than 20 different versions of the simulation to draw from, we would be happy to discuss how we might develop and deliver the most relevant form of experiential learning for your department, division or team.

Additional exercises can be designed according to your required learning objectives. If you are interested in running the simulation for your department, please contact Frank Garvey on **020 7067 2849**, or email frankgarvey@bpp.com



BPP Professional Education help people and businesses build their skills. We provide professional programmes to management and staff at all levels and also train for recognised professional qualifications.

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Choose BPP - For all your professional training needs

We understand the needs of the Public Sector and can work with you to provide innovative, focused training in Law, Accountancy and Finance, HR and Marketing.

Why choose us?

- Over 30 years' experience in training professionals with recognised qualifications
- Professional Skills for Government (PSG) Provider
- Approved associate organisation of the National School of Government
- Only private sector provider with degree-awarding powers



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