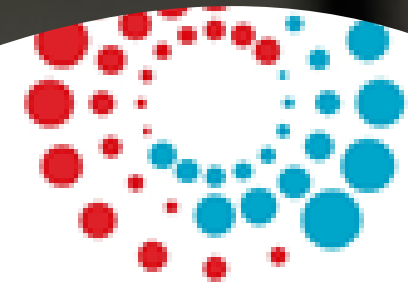


Consolidation of Financial Statements

Country experiences & Lessons learnt
November 2023



- UK Central Govt: HMRC , Home Office, DCLG/HMT & local govt
- CIPFA – Central Govt & Financial Management
- ACCA – Global Head of Public Sector
- Consultant – IPSAS training, IPSAS/ accrual accounting implementation, Conferences, Author, Coach



KALAR CONSULTING

1

Boundary

Which entities are to be consolidated?
National Accounts or IPSAS/IFRS control definitions?



2

Different Starting points

Central Govt
Local Govt
State/regional Govt
SOEs



3

Practical challenges

- Information requirements
- Different timetables
- Eliminations
- Buy-in



4

Possible solutions

- Secure buy-in
- Education & training
- Align information requested
- Make it easy



Case Study

UK WGA

Local Govt



483 Local Govt Bodies

Highly centralised

Different reporting
framework and requirements

Different reporting periods

No powers

1

Boundary

Which entities are to be consolidated?
National Accounts or
IPSAS/IFRS control
definitions?



2

Different Starting points

Central Govt
Local Govt
State/regional Govt
SOEs



3

Practical challenges

- Information requirements
- Different timetables
- Eliminations
- Buy-in



4

Possible solutions

- Secure buy-in
- Education & training
- Align information requested
- Make it easy



3

Practical challenges

- Information requirements
- Different timetables
- Eliminations
- Buy-in



Information Requirements

LG follow CODE

Different accountability requirements (statutory/funding)

Different Timetables

CG aim for pre-recess
LG 30 Sept

Eliminations

Intra LG group
Intra CG- LG
Revenue vs. Capital (conditions and restrictions)

4

Possible solutions

- Secure buy-in
- Education & training
- Align information requested
- Make it easy



Buy-in

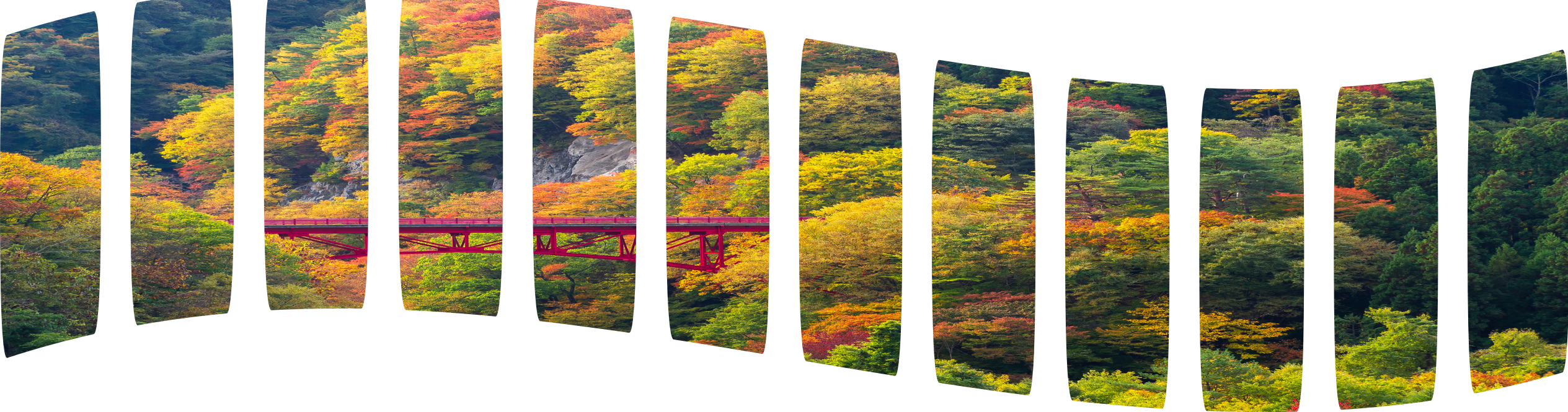
Engage with data providers
Co-develop and test solutions
Training and education

Align info requests

Understand LG and CG reporting requirements
LG data collection aligned to LG & CG mapping

Make it Easy

Data collection pack replicated LG Statement of Accounts
In-built data controls/ macros
Website
Toolkit = education tool



All LG data submitted to WGA – mostly on time



Over 1,200 LG attended training events



Improvement in quality of data



Greater collaborative working

Questions?



Thank you

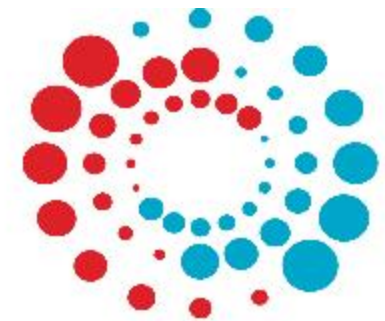
Manj Kalar



Email address Manj@kalarconsulting.com

Contact info +44 (0) 7740 305 978

Social media [@ManjKalar](#)



KALAR CONSULTING