

CIPFA Statement on the Role of the Chief Financial Officer in Public Service organisations

<p>Principle 1 The CFO in a public service organisation is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the organisation’s strategic objectives sustainably and in the public interest.</p>	
Governance requirements	How compliance is demonstrated
1.1 Set out a clear statement of the respective roles and responsibilities of the leadership Team and its members individually.	Set out within Constitution, Scheme of Delegation and Job Description
1.2 Ensure that the CFO reports directly to the Chief Executive and is a member of the leadership Team with a status at least equivalent to other members.	CFO reports directly to Chief Executive and is an Executive Director and a senior member of Corporate Management Team. Weekly meetings with the Leader and Chief Executive take place.
1.3 If different organisational arrangements are adopted, explain the reasons publicly, together with how these deliver the same impact.	N/A
1.4 Determine a scheme of delegation and reserve powers, including a formal schedule of those matters specifically reserved for collective decisions by the Board, and ensure that it is monitored and updated.	Scheme of Delegation in place – which is regularly reviewed and monitored by the Monitoring Officer
1.5 Ensure that organisation’s governance arrangements allow the CFO: - to bring influence to bear on all material business decisions; and - direct access to the Chief Executive, other Leadership Team members, the Audit Committee and external audit.	As stated within the Constitution and Financial Guidance. The Executive Director – Corporate Services is a member of CMT, BRG. The ED-CS has regular planned and update meetings with the Leader & CMT and individually with the Leader, deputy Leader and Portfolio Holder Corporate Governance. He has direct access to the Chief Executive and other leadership team members.

	<p>The ED-CS attends Audit & Governance Committee. ED-CS is the key liaison point with the External Auditor. All reports to committee require financial approval before they are presented to Committee; specific key reports are required to be signed off by the ED-CS/S151 Officer.</p>
<p>1.6 Review the scope of the CFO's other management responsibilities to ensure that financial matters are not compromised.</p>	<p>Executive Director – Corporate Services has some non financial responsibilities i.e. ICT and Democratic Services. The structure of Directors and Heads of Service ensure that the S151 responsibilities are not compromised.</p>
<p>1.7 Assess the financial skills required by members of the Leadership Team and commit to develop those skills to enable their roles to be carried out effectively.</p>	<p>There is an on-going process of performance development review. Financial awareness training for managers has taken place as well as accounts training for Cabinet and the Audit & Governance Committee. The Budget Review Group (consisting of Cabinet and CMT) has completed a budget review workshop. Treasury management training has been made available to all members and is ongoing. Specific training tailored to requirements has been given to Portfolio holders especially in respect of Portfolio Holder for Corporate Governance. Recent training given includes understanding financial accounts & budget issues, Treasury Management Strategy.</p>
<p>Core CFO Responsibilities</p>	
<p>1.8 Contributing to the effective leadership of the organisation, maintaining focus on its purpose and vision through rigorous analysis and challenge.</p>	<p>The Executive Director – Corporate Services is a senior member of the Corporate Management Team and Budget Review Group; acts as financial advisor and reports on financial matters to Cabinet, Council Audit & Governance Committee. Members are regularly updated/ advised.</p>

<p>1.9 Contributing to the effective corporate management of the organisation, including strategy implementation, cross organisational issues, integrated business and resource planning, risk management and performance management.</p>	<p>Member of Corporate Management Team – reviewing and agreeing future Strategy Medium Term Financial Strategy is linked to business planning. Quarterly performance reports are produced for Cabinet. Risk Management issues (Corporate) and regularly reviewed by CMT and are integrated Contribution to the review of the Scheme of Delegation.</p>
<p>1.10 Supporting the effective governance of the organisation through development of - corporate governance arrangements, risk management and reporting framework; and - corporate decision making arrangements</p>	<p>Responsible for Internal Audit, Risk Management. Member of CMT. ED-CS is support for Audit & Governance Committee. All reports for Cabinet and Council require financial implications to be signed off before presented to Committee.</p>
<p>1.11 Leading or promoting change programmes within the organisation.</p>	<p>As a senior member of CMT, leads on change programmes within the organisation e.g. (ICMC, restructures, efficiency agenda, etc.)</p>
<p>1.12 Leading development of a medium term financial strategy and the annual budgeting process to ensure financial balance and a monitoring process to ensure its delivery.</p>	<p>Executive Director – Corporate Services is the lead on the medium term financial strategy and the annual budget process. Process is proactively reviewed by Budget review group, CMT, Cabinet and Council.</p>
<p>1.13 Ensuring the medium term financial strategy reflects joint planning with partners and other stakeholders.</p>	<p>Medium term financial strategy reflects joint working. Budget review process incorporates liaison planning with partners, business community and relevant stakeholders on financial strategies.</p>
<p>Personal Skills and Professional Standards</p>	
<p>1.14 Role model, energetic, determined, positive, robust and resilient leadership, able to inspire confidence and respect, and exemplify high standards of</p>	<p>ED-CS completes a professional proactive role in line with duties and responsibilities and demonstrates the personal skills required. Holds professional qualification (FCCA) and</p>

conduct.	is subject to professional standards and Continued Professional Development, legislation updates/professional standards.
1.15 Adopt a flexible leadership style, able to move through visioning to implementation and collaboration/consultation to challenge as appropriate.	A flexible leadership style is used as appropriate in line with relevant skills and professional standards as appropriate for each circumstance. The ability to identify project issues from strategic side to delivering outturn of project.
1.16 Build robust relationships both internally and externally.	Robust relationships are built with internal and external peers, partners, staff etc and external regularity/government bodies at all levels – regularly participates in Staffordshire CFOG.
1.17 Work effectively with other Leadership Team members with political awareness and sensitivity.	The ED-CS is a member of CMT and BRG and works with political awareness and sensitivity. ED-CS meets regularly with CMT colleagues, Audit & Governance Committee, Cabinet, Leader and Deputy Leader and as required by other members including the opposition.
1.18 Support collective ownership of strategy, risk and delivery.	As part of the duties of the ED-CS – the post has overall responsibility for risk management. As part of CMT the post holder is collectively responsible for strategy and for delivery of services.
1.19 Address and deal effectively with difficult situations.	The ED-CS is able to address and deal effectively with difficult situations.
1.20 Implement best practice in change management and leadership.	The ED-CS maintains professional development and continuous professional development, undertakes relevant training/ maintains up to date knowledge and applies best practice in change management and leadership. Ongoing review of management structures.
1.21 Balance conflicting pressures	The ED-CS is required to balance

<p>and needs, including short and longer term trade-offs.</p>	<p>conflicting pressures and needs on a regular basis – this includes evaluating the impact of short and long term decision making/business trade offs e.g. budget setting, business decision making.</p>
<p>1.22 Demonstrate strong commitment to innovation and performance improvement.</p>	<p>ED-CS completes this as part of the performance management framework. Areas of improvement are identified in business plans and management of their achievements/performance is monitored and reviewed and where applicable remedial action is taken.</p>
<p>1.23 Manage a broad portfolio of services to meet the needs of diverse communities.</p>	<p>ED-CS manages in the main support functions as well as front facing services - this includes; provision of finance & exchequer function, housing benefit, council tax, NNDR and Internal Audit and Returning Officer.</p>
<p>1.24 Maintain an appropriate balance between the deeper financial aspects of the CFO role and the need to develop and retain a broader focus on the environment and stakeholder expectations and needs.</p>	<p>This is completed through the budget review process. The public are consulted during the budget process. Environmental factors are taken into account in all decisions made. The budget setting process balances the need to set a legal budget with constraints of Council Tax and Revenue Support Grant and the needs of customers, service improvement, corporate objectives and priorities.</p>
<p>1.25 Comply with the IFAC Code of Ethics for Professional Accountants, as implemented by local regulations and accounting bodies, as well as other ethical standards that are applicable to them by reason of their professional status. The fundamental principles set out in the Code are integrity, objectivity, professional competence and due care, confidentiality, and</p>	<p>The ED-CS complies with the IFAC Code of Ethics for Professional Accountants (ICAEW) as well as compliance with his own Association’s professional standards/proactive member of the Association of Chartered Certified Accountants. Impartiality is practiced as fundamental in dealing with all issues.</p>

<p>professional behaviour. Impartiality is a further fundamental requirement of those operating in the public services.</p>	
<p>Principle 2 The CFO in a public service organisation must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the organisation’s overall financial strategy.</p>	
<p>Governance requirements</p>	<p>How compliance is demonstrated</p>
<p>2.1 Establish a medium term business and financial planning process to deliver the organisation’s strategic objectives, including:</p> <ul style="list-style-type: none"> - a medium term financial strategy to ensure sustainable finances; - a robust annual budget process that ensures financial balance; and - a monitoring process that enables this to be delivered. 	<p>The ED-CS coordinates the delivery of the medium term financial strategy with BRG, Cabinet and CMT. A medium term financial strategy is in place to ensure sustainable finances in line with estimates.</p> <p>The annual budget process includes budget consultation, central and local financial constraints/demands, prioritisation of resources to Corporate Objectives & Priorities</p> <ul style="list-style-type: none"> ▪ Setting legal budget in compliance with Council Tax levels and maintaining required balances ▪ A Medium Term Financial Strategy (4 years) is in place ▪ Annual budgets set complying with legislative requirements and maintain reserves/balances. Budgets are monitored monthly to CMT and quarterly to Cabinet.
<p>2.2 Ensure that professional advice on matters that have financial implications is available and recorded well in advance of decision making and used appropriately.</p>	<p>All reports to Council and Cabinet are required to have approval and financial implications are identified as part of the process.</p> <p>Appropriate Financial Advice/Consultation is undertaken identifying key financial issues prior to the formulation of reports – key financial information is provided to inform the management decision making process.</p>
<p>2.3 Ensure that those making</p>	<p>All reports to members are issued in</p>

decisions are provided with information that is fit for the purpose – relevant, timely and giving clear explanations of financial issues and their implications.	advance of the meeting and any implications – financial or other are identified. Appropriate Financial Advice/Consultation is undertaken identifying key financial issues prior to the formulation of reports – key financial information is provided to inform the management decision making process.
Core CFO responsibilities	
Responsibility for financial strategy	
2.4 Agreeing the financial framework with sponsoring organisations and planning delivery against the defined strategic and operational criteria.	Financial frameworks are in place to ensure delivery is in line with strategic and operational criteria – this is further underpinned by the budget setting process, governance arrangements and financial guidance.
2.5 Maintaining a long term financial strategy to underpin the organisation’s financial viability within the agreed performance framework.	Budget and performance frameworks are integrated through the budget setting process to ensure appropriate resources enable appropriate levels of performance to be achieved. Four year medium term financial strategy in place.
2.6 Implementing financial management policies to underpin sustainable long-term financial health and reviewing performance against them.	Robust performance management process in place linked to financial reviews. Budgets set over 4 years to enable financial stability with maximum balances being achieved.
2.7 Appraising and advising on commercial opportunities and financial targets.	Appropriate processes are in place to ensure appropriate financial advice is provided to CMT/Members/Budget Holders e.g. Waste Management, Boots development, New Homes Bonus
2.8 Developing and maintaining an effective resource allocation model to deliver business priorities.	Appropriate resources are provided to ensure that the delivery of business priorities are not compromised i.e. staffing structure/qualified staff
2.9 Leading on asset and balance sheet management.	Asset and balance sheet management is delivered through appropriately qualified staff and consultants with officers through the Asset Management Group, Budget Review Group and CMT.

2.10 Co-ordinating the planning and budgeting process.	ED-CS role is corporate strategic head of budget setting process with BRG/Cabinet members.
Influencing decision making	
2.11 Ensuring that opportunities and risks are fully considered and decisions are aligned with the overall financial strategy.	Risks identified in reports along with VFM implications to ensure that decision making is appropriately informed
2.12 Providing professional advice and objective financial analysis enabling decision makers to take timely and informed business decisions	Objective and professional advice is given to all decision makers (as above – Cabinet reports/members books) e.g. Boots development, New Homes Bonus.
2.13 Ensuring that the organisation's capital projects are chosen after appropriate value for money analysis and evaluation using relevant professional guidance.	Asset management group review proposed capital projects – proposals reduced to fit resources/VFM agenda. Revised projects submissions reviewed by BRG on priority basis (as part of capital strategy/medium term financial plan) Note: Invest to save approval - savings should arise from revenue savings
2.14 Checking at an early stage, that innovative financial approaches comply with regulatory requirements	All financial approaches are reviewed for robustness and legality as part of the process and compliance with financial guidance.
Financial Information for Decision Makers	
2.15 Monitoring and reporting on financial performance that is linked to related performance information and strategic objectives that identifies any necessary corrective decisions.	Quarterly financial and performance monitoring reported to Cabinet and monthly to CMT. Variance analysis identifies material issues together with appropriate remedial action – in line with best practice and financial guidance
2.16 Preparing timely management accounts.	Completed in accordance with legislative timetable – supported by robust delivery/action plan
2.17 Ensuring that the reporting envelope reflects partnership and other arrangements to give an overall picture.	Reporting includes relevant information in respect to partners i.e. LEP, Tamworth Strategic Partnership, Town Centre development, PCT etc. Key partnership issue/actions

	monitored through performance system (reported to CMT & Cabinet)
Personal skills and financial standards	
2.18 Implement appropriate management, business and strategic planning techniques.	Appropriate management, business and strategic planning techniques are applied in the appropriate situations (i.e. discounted cash flow, sensitivity analysis, options appraisal techniques etc).
2.19 Link financial strategy and overall strategy.	Financial strategy is linked with overall strategy as part of the business planning process i.e. corporate priority/objectives linked with resource allocation /policy changes
2.20 Demonstrate a willingness to take and stick to difficult decisions- even under pressure.	Difficult decisions are taken as required and stuck to e.g. restructures, outsourcing of certain activities, administration arrangements (Waste project – Lichfield DC), Senior Management Review identifying budget savings
2.21 Take ownership of relevant financial and business risks.	Financial and business risks are identified in managing the performance of the Directorate and in the delivery of Corporate Priorities /risks linked with performance management
2.22 Network effectively within the organisation to ensure awareness of all material business decisions to which CFO input may be necessary.	As expected – contributor to various working groups throughout the Authority ie CMT, budget review group, Cabinet, Asset Management, Council etc. – role as key contributor to CMT
2.23 Role model persuasive and concise communication with a wide range of audiences internally and externally.	Communicates effectively with a wide range of audiences both internally and externally (officers, members, public, partnerships, SCFOG etc)
2.24 Provide clear, authoritative and impartial professional advice and objective financial analysis and	The ED-CS provides impartial professional advice on complex financial situations – in line with

interpretation of complex situations.	professional standards
2.25 Apply relevant statutory, regulatory and professional standards both personal and organisational.	The ED-CS applies relevant statutory, regulatory and professional standards both personally and to the organisation (in consultation with Solicitor to the Council/legislative requirements/External Audit)
2.26 Demonstrate a strong desire to innovate and add value.	The ED-CS encourages innovative thinking and strives to obtain value for money. Efficiency savings are identified through spending reviews as well as innovative ways of working e.g. shared working, benchmarking etc
2.27 Challenge effectively and give and receive constructive feedback.	Completed through CMT, DMT and one to one meetings with Directors and Heads of Service reporting to the ED-CS
2.28 Operate with sensitivity in a political environment.	As expected – the ED-CS operates sensitively in the political environment but ensures that appropriate financial advice/information is delivered at all times to all decision makers
Principle 3 The CFO in a public service organisation must lead the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.	
Governance requirements	How compliance is demonstrated
3.1 Make the CFO responsible for ensuring that appropriate advice is given on all financial matters, for keeping financial records and accounts, and for maintaining an effective system of financial control.	Responsibilities detailed in Constitution and financial regulations and standing orders relating to contract – these are reviewed on a regular basis. This is supported by a proactive Internal Audit section assisting delivery of S151 requirements and through the management accountants' processes.
3.2 Ensure that systems and processes for financial administration, financial control and protection of the organisation's resources and assets are designed in conformity with appropriate ethical standards	ED-CS has responsibility for making arrangements for the proper administration of the Council's financial affairs and completes this through the internal audit function/financial guidance and management assurance

and monitor their continuing effectiveness in practice.	statements/risk review
3.3 Address the organisation's arrangements for financial and internal control and for managing risk in Annual Governance Reports.	Governance group formed of appropriate officers to produce AGS. Risks/actions identified as part of the process are logged on Covalent and progress on action to date reported
3.4 Publish annual accounts on a timely basis to communicate the organisation's activities and achievements, its financial position and performance.	Annual accounts published in accordance with timetable/delivery plan/ statutory timescales
3.5 Maintain and resource an effective Internal Audit function.	Internal Audit function maintained and effective – this is reviewed on a regular basis in line with resources needed/External Audit assurance requirements
3.6 Develop and maintain an effective Audit Committee.	Audit and Governance Committee maintained. Training given as required on the role of the audit committee. Self assessment of their effectiveness completed on an annual basis. Audit & Governance Committee supported by External Audit who are in regular attendance
3.7 Ensure that the organisation makes best use of resources and that taxpayers and/or service users receive value for money.	Support Services Review, Transforming Tamworth projects being completed. Benchmarking of key services and performance (e.g. Audit Commission data/case studies/efficiency savings). Business cases provided for decision making processes e.g. VR
3.8 Embed financial competencies in person specifications and appraisals.	PDRs include review/target setting of key financial competencies. Job descriptions identify key competencies and are regularly reviewed together with appropriate training.
3.9 Assess the financial skills required by managers and commit to develop those skills to enable	Financial management training delivered to managers. Training identified through PDR process

their roles to be carried out effectively.	together with requirement of CPD and recent legislation/interpretation i.e. Housing review etc. Financial management training identified as an area for e-learning
Core CFO responsibilities	
Promotion of financial management	
3.10 Assessing the organisations financial management style and the improvements needed to ensure it aligns with the organisation's strategic direction.	Financial management training identified as a need and delivered. Guidance available on intranet and workshops and shadowing (via Accountants)
3.11 Actively promoting financial literacy throughout the organisation.	Financial management guidance, financial guidance, budget consultation, budget book available on intranet & website. Monthly meeting with accountants
Value for money	
3.12 Challenging and supporting decision makers, especially on affordability and value for money, by ensuring policy and operational proposals with financial implications are signed off by finance function.	All reports to be presented to committee require finance sign off. Benchmarking is undertaken on key areas – will be rolled out further. Reports clearly identify financial implications and VFM issues in order to ensure decision makers have the most appropriate financial information. Business cases provided for decision making e.g. VR
3.13 Developing and maintaining appropriate asset management and procurement strategies.	Completed through asset management group ED-CS lead member of group. Asset Management Strategy (Asset Management Group) and procurement strategy regularly reviewed. Currently reviewing better use of assets with partners e.g. County and the sharing of buildings
3.14 Managing long term commercial contract value.	Completed through procurement service, service management, budget review process (i.e. waste management)
Safeguarding public money	

<p>3.15 Applying strong internal controls in all areas of financial management, risk management and asset control.</p>	<p>Internal controls assessed by Internal Audit – risk based approach to planning work. Managers sign off managers assurance statements annually as part of the AGS process to confirm areas have sufficient internal controls</p>
<p>3.16 Establishing budgets, financial targets and performance indicators to help assess delivery.</p>	<p>Part of the business planning, budget setting processes, and performance management systems. Report monthly to CMT and quarterly to Cabinet/members</p>
<p>3.17 Implementing effective systems of internal control that include standing financial instructions, operating manuals and compliance with codes of practice to secure probity.</p>	<p>Standing orders and financial regulations reviewed and updated annually. Documented procedures part of service delivery and checked by internal audit. Compliance with codes of practice to ensure probity</p>
<p>3.18 Ensuring that delegated financial authorities are respected.</p>	<p>Electronic financial authority set up on finance system – regularly reviewed and monitored</p>
<p>3.19 Promoting arrangements to identify and manage key business risks, including safeguarding assets, risk mitigation and insurance.</p>	<p>Risk register in place and reviewed on a regular basis. Corporate risk identified and business risk for service areas identified. Insurance regularly reviewed and mitigation in place to minimise the risk to the authority.</p>
<p>3.20 Overseeing of capital projects and post completion reviews.</p>	<p>Capital projects reported to Budget Review Group and quarterly update to Cabinet together with Asset Management Group – post/exit review undertaken to identify compliance, delivery and learning opportunities</p>
<p>3.21 Applying discipline in financial management, including managing cash and banking, treasury management, debt and cash flow, with appropriate segregation of duties.</p>	<p>Appropriate segregation of duties in place and confirmed through internal audit of key controls within systems</p>
<p>3.22 Implementing measures to prevent and detect fraud and corruption.</p>	<p>Counter fraud and corruption strategy and guidance notes and Whistleblowing policy in place, reviewed annually and available on</p>

	intranet and website. Strategy and policy issued to staff through NetConsent and is part of the e-learning solution.
3.23 Establishing proportionate business continuity arrangements for financial processes and information.	Business continuity plans in place. Critical systems identified for restore, back ups as part of corporate continuity process
3.24 Ensuring that any partnership arrangements are underpinned by clear and well documented internal controls.	Partnership governance toolkit in place and reviewed – adequate governance arrangements in place
Assurance and scrutiny	
3.25 Reporting performance of both the organisation and its partnerships to the board and other parties as required.	Performance is reported about the organisation and partnerships i.e. Tamworth Strategic Partnership, Community Partnerships, Business & Economic Partnerships, Birmingham Enterprise Partnership through performance reporting and performance management system.
3.26 Supporting and advising the Audit Committee and other relevant scrutiny groups.	Yes – ED-CS attends all meetings of the Audit & Governance Committee
3.27 Preparing published budgets, annual accounts and consolidation data for government-level consolidated accounts.	Yes – prepared in accordance with legislative requirements – reviewed annually by External Audit as part of opinion process
3.28 Liaising with the external auditor.	Regular meetings held with external auditor regarding final accounts/changing financial environment and Audit & Governance Committee (regular attendance)
Personal skills and professional standards	
3.29 Generate “buy-in” to, and support delivery of, good financial management across the organisation.	Completed through provision of financial management training, availability of guidance on intranet, monthly meetings with accountants and budget holders
3.30 Develop and sustain	Develops network opportunities with

partnerships, and engage effectively in collaboration.	other LAs (through contacts/Staffs Treasurers Group/Society of District Treasurers). Review opportunities as the need arises to ensure effective collaboration i.e. External Audit, shared working, performance management, benchmarking
3.31 Deploy effective facilitation and meeting skills.	Effective meeting and facilitation skills in place
3.32 Build and demonstrate commitment to continuous improvement and innovative, but risk –aware, solutions.	Commitment to continuous improvement –member of the Executive Board which reviews the Medium Term Financial Strategy & ensuring that value for money is obtained through service delivery reviews etc Risks identified in all projects, and reports to members etc
3.33 Place stewardship and probity as the bedrock for management of the organisation’s finances.	Stewardship and probity in place for the management of finances – unqualified accounts, financial guidance, positive Annual Governance Statement
Principle 4	
The CFO in a public service organisation must lead and direct a finance function that is resourced to be fit for purpose.	
Governance requirements	How compliance is demonstrated
4.1 Provide the finance function with the resources, expertise and systems necessary to perform its role effectively.	Yes – finance function reviewed in line with needs of the organisation i.e. centralised accounting function, senior management review undertaken May 2010 and 2012 and as part of the VR package.
4.2 Ensure there is a line of professional accountability to the CFO for finance staff throughout the organisation.	Completed through Director of Finance. All accountants in Corporate Accountancy. Team have qualified members of staff ensuring appropriate foundation for delivery of high standards.
Core CFO responsibilities	
4.3 Leading and directing the finance function so that it makes a full contribution to and meets the needs of the business.	Accountants assigned to service areas. ED-CS key lead in Budget review group. Key financial strategy delivered to inform members.

4.4 Determining the resources, expertise and systems for the finance function that are sufficient to meet business needs and negotiating these within the overall financial framework,	Finance function reviewed, Senior Management review undertaken May 2010 and 2012 and as part of the budget process in 10/11 for 11/12. Resources and needs of service regularly reviewed and where appropriate liaison with external/consultants undertaken i.e. Housing Stock Transfer, Housing Repairs/Subsidy
4.5 Implementing robust processes for recruitment of finance staff and / or outsourcing of functions.	Recruitment and selection process in place. Job description and person specifications aligned to financial standards/requirements.
4.6 Reviewing the performance of the finance function and ensuring that the services provided are in line with the expectations and needs of its stakeholders.	Benchmarking completed. User satisfaction feedback undertaken. Regular review of service issues undertaken with key budget holders to ensure appropriate service delivery.
4.7 Seeking continuous improvement in the finance function.	Through benchmarking and continuous service improvement and discussion with senior users.
4.8 Identifying and equipping finance staff, managers and the Leadership Team with the financial competencies and expertise needed to manage the business both currently and in the future.	PDR CPD, financial management training and guidance notes available. Ongoing process in line with changing legislation requirements/knowledge ie IFRS.
4.9 Ensuring that the Head of Profession role for all finance staff in the organisation is properly discharged.	Completed through Executive Director – Corporate Services with regular performance review/ achievement.
4.10 Acting as the final arbiter on application of professional standards.	Set down in Constitution and Financial Regulations.
Personal skills and professional standards.	
4.11 Create, communicate and implement a vision for the finance function.	Completed through business planning process – improvement plan and Medium Term Financial Strategy (CMT/Cabinet/BRG).

4.12 Role model a customer focussed function within the finance function.	Monthly meetings with accountants and budget holders and CMT/Cabinet/BRG. Consulting and delivering customer requirements to professional standards/deadlines and financial consultation.
4.13 Establish an open culture, built on effective coaching and a “no blame” approach.	As expected - counter fraud and corruption strategy and Whistleblowing policy in place. Open culture in place of learning from mistakes to improve process. No blame culture in place couple with training as appropriate.
4.14 Promote effective communication within the finance department, across the broader organisation and with external stakeholders.	Budget consultation Council spending, budget books, statement of accounts on website (CIPFA Financial Manual, Financial Guidance) Support Services Review.
4.15 Apply strong project planning and process management skills.	Project planning and process management skills in place
4.16 Set and monitor meaningful performance objectives for the finance team.	As part of the business planning process – performance indicators are identified and monitored through Covalent and key deliverables and objectives identified
4.17 Role model effective staff performance management.	PDRs completed and on going training
4.18 Coach and support staff in both technical and personal development.	PDR process. Team meetings and on-going training to fit changing needs. Regular updates at team meetings and one to one sessions.
4.19 Promote high standards of ethical behaviour, probity, integrity and honesty.	Identified in counter fraud and corruption strategy and guidance notes
4.20 Ensure, when necessary, that outside expertise is called upon for specialist advice not	As identified above and as part of delivery of efficient and effective service delivery, appropriate outside

available within the finance function.	specialists are used to supplement internal resources i.e. treasury management, IFRS, housing finance options, 30 year business plan.
4.21 Promote discussion on current financial and professional issues and their implications.	Through team meetings, PDR process, circulation of relevant documents/updates
Principle 5	
The CFO in a public service organisation must be professionally qualified and suitably experienced.	
Governance requirements	How compliance is demonstrated
5.1 Appoint a professionally qualified CFO whose core responsibilities include those set out under the other principles in this Statement and ensure that these are properly understood throughout the organisation.	As expected – detailed responsibilities within Constitution and financial regulations ED-CS – qualified CCAB Accountant
5.2 Ensure that the CFO has the skills, knowledge, experience and resources to perform effectively in both the financial and non-financial areas of their role.	As expected – completed through PDR and CPD process and regularly undertakes training and professional updates/advice re changing legislation and financial advice /consultants/ needs of customers (officer/member)
Personal skills and professional standards.	
5.3 Be a member of an accountancy body recognised by the International Federation of Accountants (IFAC), qualified through examination, and subject to oversight by a professional body that upholds professional standards and exercises disciplinary powers.	ED-CS member of CCAB – Fellow of the Association of Chartered Certified Accountants
5.4 Adhere to international standards set by IFAC on: -Ethics -Continuing professional development.	Through CPD process, updates, training, External Auditor/ Networking with Society of District Council Treasurers, SCFOG and Staffs Treasurers Group and any appropriate/relevant body.
5.5 Demonstrate IT literacy.	As expected – IT literate and directs the ICT team.

5.6 Have relevant prior experience of financial management in the public services or private sector.	Appropriate public sector experience and financial knowledge/training and understanding
5.7 Understand public sector finance and its regulatory environment.	Appropriate public sector experience and financial knowledge. Regular updates from relevant bodies received.
5.8 Apply the principles of corporate finance, economics, risk management and accounting.	Appropriate public sector experience and financial knowledge. Regular updates from relevant bodies received.
5.9 Understand personal and professional strengths.	Completed as part of CPD requirements and job requirements. Changes in legislation and statutory requirements reviewed.
5.10 Undertake appropriate development or obtain relevant experience in order to meet the requirements of the non-financial areas of the role.	PDR /CPD process. Undertakes appropriate development in non-financial areas as changing role dictates.

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