

## CIPFA Statement of CFO Checklist

Findings

Queries

	EVIDENCE	COMPLIANCE Y/N	EXPLAIN
<b>Principle 1</b>			
<i>The Chief Finance Officer of the PCC and CC is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest.</i>			
<b>Governance Requirements</b>			
1.1 Ensure that a clear Statement is set out on the respective roles and responsibilities of the Leadership Team and its members individually.	See the Governance Framework	Y	
1.2 Ensure that the CFO reports directly to the PCC or the CC (depending on which CFO is concerned), the PCCs or CCs for collaborated arrangements (depending on which CFO is concerned) is a member of the Leadership Team with a status at least equivalent to other members.	CFO is a member of the leadership board of both the PCC and CC and is shared between the two bodies. The Statement of Accounts included narrative about the role but Internal Audit felt this needed to be more explicit. New suggested wording included in main report.	N	"The Statement requires that both the PCC and CC appoint separate CFOs, where under existing arrangements a joint CFO has been appointed the reasons should be explained publicly in the authority's Annual Governance Report, together with an explanation of how this arrangement delivers the same impact."
1.3 If different organisational arrangements are adopted, explain the reasons publicly in the Annual Governance Statement (AGS), together with how these deliver the same impact.	The CFO jointly represents both the PCC and Chief Constable. This arrangement will be specifically highlighted within the AGS.	Y	
1.4 Determine a scheme of delegation/consent (PCC CFO in consultation with the CC CFO), and ensure that it is monitored and updated.	Scheme of delegation published in 2014. Reviewed by the Governance Group.	Y	
1.5 Ensure that PCC and CC governance arrangements allow the CFO:	See the Governance Framework	Y	
– to bring influence to bear on all material business decisions (accepting the operational responsibilities of the Chief Constable); and	See the Governance Framework	Y	
– provide direct access to the PCC and CC (as above), other leadership team members, the Audit Committee and internal and external audit.	See the Governance Framework / Finance and Contract Regulations	Y	
1.6 Ensure the scope of the CFO's other management responsibilities do not compromise financial responsibilities.	There are no conflicts arising.	Y	
1.7 Ensure that consideration has been given to nominated deputy provision if either CFO is unable to discharge his/her responsibilities.	As there is a single CFO the nomination between two does not apply.	N	A nominated Deputy would help comply with best practice.
1.8 Ensure the financial skills required by members of the Leadership Team enable their roles to be carried out effectively.	See the Governance Framework / Finance and Contract Regulations	Y	
<b>Core CFO responsibilities</b>			
1.9 Contributing to the effective leadership of the PCC and CC, maintaining focus on its purpose and vision through rigorous analysis and challenge.	CFO is a member of the leadership board of both the PCC and CC and is shared between the two bodies. Also member of the JIAC, Corporate Governance Group and other key boards.	Y	
1.10 Contributing to effective corporate management, including strategy implementation, cross organisational issues, integrated business and resource planning, risk management and performance management.	CFO is a member of the leadership board of both the PCC and CC and is shared between the two bodies. Also member of the JIAC, Corporate Governance Group and other key boards.	Y	
1.11 Supporting effective governance through development of:			
– corporate governance arrangements, risk management and reporting frameworks;	" "	Y	
– corporate decision making arrangements.	" "	Y	
1.12 Contributing to change programmes including identifying service efficiencies and value for money opportunities.	CFO or delegated staff are key elements of such workgroups.	Y	
1.13 Leading development of medium term financial strategies and the annual budgeting process to ensure financial balance and a monitoring process to ensure its delivery.	Financial Regulations 2.1.3 to 2.1.8. Three year MTFS prepared and published along with the detailed 2015/16 revenue and capital budgets February 2015.	Y	
1.14 Ensuring that there are sound medium and long term financial plans for both revenue and capital to support the development of PCC and CC plans and strategies and that these are subject to regular review to confirm the continuing relevance of assumptions used.	"" ""	Y	
1.15 Ensuring that advice is provided on the levels of reserves and balances in line with good practice guidance <sup>6</sup> . (PCC CFO responsibility in consultation with the CC CFO)	See Financial Regulation 2.1.21 and 2.4 See MTFS and budget report February 2015	Y	
1.16 Ensuring compliance with relevant CIPFA Codes including the Prudential Framework for Local Authority Capital Finance and CIPFA's Treasury Management Code. (PCC CFO responsibility in consultation with the CC CFO)	See Financial Regulation 2.1.21. See MTFS and budget report February 2015	Y	
1.17 Ensuring that budget calculations are robust and reserves adequate, as required by s25 of the Local Government Act 2003, and in line with CIPFA guidance. (PCC CFO responsibility in consultation with the CC CFO)	See Financial Regulation 2.1.21. See MTFS and budget report February 2015	Y	

	EVIDENCE	COMPLIANCE Y/N	EXPLAIN
1.18 Ensuring the medium term financial strategy reflects joint planning with partners and other stakeholders.	Financial Regulations 2.1.3 to 2.1.8. Three year MTFS prepared and published along with the detailed 2015/16 revenue and capital budgets February 2015.	Y	
<b>Personal skills and professional standards</b>			
In order to fulfil the aims of this Principle:			
1.19 Role model, energetic, determined, positive, robust and resilient leadership, able to inspire confidence and respect, and exemplify high standards of conduct.	Personal Development Review process	Y	
1.20 Adopt a leadership style, able to move through visioning to implementation and collaboration/consultation to challenge as appropriate.	Personal Development Review process	Y	
1.21 Build robust relationships both internally and externally.	Personal Development Review process	Y	
1.22 Work effectively with other Leadership Team members with political awareness and sensitivity.	Personal Development Review process	Y	
1.23 Support collective ownership of strategy, risks and delivery.	Personal Development Review process	Y	
1.24 Address and deal effectively with difficult situations.	Personal Development Review process	Y	
1.25 Implement best practice in change management and leadership.	Personal Development Review process	Y	
1.26 Balance conflicting pressures and needs, including short and longer term trade-offs.	Personal Development Review process	Y	
1.27 Demonstrate strong commitment to innovation and performance improvement.	Personal Development Review process	Y	
1.29 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.	Personal Development Review process	Y	
1.30 Comply with the IFAC Code of Ethics for Professional Accountants, as implemented by local regulations and accountancy 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 professional behaviour. Impartiality is a further fundamental requirement of those operating in the public services.	Personal Development Review process	Y	
<b>Principle 2</b>			
<i>The CFO must be actively involved in, and able to bring influence to bear on, all material business decisions (subject to the operational responsibilities of the Chief Constable) to ensure immediate and longer term implications, opportunities and risks are fully considered, and align with the overall financial strategy.</i>			
<b>Governance Requirements</b>		Y	
2.1 Ensure that a medium term business and financial planning process is established to deliver PCC strategic objectives, including:	Budget preparation plan/timetable	Y	
– a medium term financial strategy to ensure sustainable finances;	" "	Y	
– a robust annual budget process that ensures financial balance; and	" "	Y	
– a monitoring process that enables this to be delivered.	" "	Y	
2.2 Ensure that these are subject to regular review to confirm the continuing relevance of assumptions used.	Budget preparation process	Y	
2.3 Ensure that professional advice on matters that have financial implications is available and recorded well in advance of decision making and used appropriately.	Tax, treasury and other advice taken as required. Examples available.	Y	
2.4 Ensuring that budget calculations are robust and reserves adequate, in line with CIPFA's guidance and s25 of the Local Government Act 2003.(PCC CFO responsibility in consultation with the CC CFO)	See MTFS and budget report February 2015	Y	
2.5 Ensure that those making decisions are provided with information that is fit for the purpose, relevant, timely and gives clear explanations of financial issues and their implications.	Finance reports, revenue budget monitoring, JIAC reports etc.	Y	
2.6 Ensure that timely, accurate and impartial financial advice and information is provided to assist in decision making and to ensure that the PCC meets its policy and service objectives and provides effective stewardship of public money and value for money in its use.	Finance reports, revenue budget monitoring etc. taken to PCC meetings	Y	
2.7 Ensure that the PCC and CC maintain a prudential financial framework; keep commitments in balance with available resources; monitor income and expenditure levels to ensure that this balance is maintained and take corrective action when necessary.	Monthly Treasury Management monitoring	Y	
2.8 Ensure compliance with CIPFA's Code on a Prudential Framework for Local Authority Capital Finance and CIPFA's Treasury Management Code. (PCC CFO responsibility in consultation with the CC CFO)	Financial Regulation 2.1.21. See MTFS and budget report February 2015	Y	

	EVIDENCE	COMPLIANCE Y/N	EXPLAIN
2.9 Ensure that appropriate management accounting systems, functions and controls are in place so that finances are kept under review on a regular basis. These systems, functions and controls should apply consistently to all activities including partnerships arrangements, outsourcing or where the authority is acting in an enabling role.	Audit of systems	Y	
2.10 Ensure the provision of clear, well presented, timely, complete and accurate information and reports to budget managers and senior officers on the budgetary and financial performance.	Regular revenue and capital monitoring reports brought to PCC and CC meetings	Y	
<b>Core CFO responsibilities</b>			
Responsibility for financial strategy			
2.11 Ensuring that a financial framework is agreed and delivery is planned against the defined strategic and operational criteria.	See MTFS and budget report February 2015	Y	
2.12 Maintaining a long term financial strategy to underpin PCC and CC financial viability within the agreed performance framework.	See MTFS and budget report February 2015	Y	
2.13 Ensure financial management policies underpin sustainable long-term financial health and reviewing performance against them.	Financial Regulations	Y	
2.14 Ensuring that commercial and collaborated opportunities are appraised and advising on financial targets and successful delivery.	See MTFS and budget report February 2015	Y	
2.15 Ensuring that an effective resource allocation model is developed and maintained to deliver business priorities.	See MTFS and budget report February 2015	Y	
2.16 Taking a leading role on asset and balance sheet management.		Y	
2.17 Ensuring that the planning and budgeting processes are fully co-ordinated.	Financial Regulations	Y	
<b>Influencing decision making</b>			
2.18 Ensuring that opportunities and risks are fully considered and decisions are aligned with the overall financial strategy.	Financial Regulations 3.1. MTFS report February 2015	Y	
2.19 Providing professional advice and objective financial analysis enabling decision makers to take timely and informed business decisions.	PCC and CC Board meetings agenda and minutes	Y	
2.20 Ensuring that efficient arrangements are in place and sufficient resources available to provide accurate, complete and timely advice to support strategy development.	PCC and CC Board meetings agenda and minutes	Y	
2.21 Ensuring that clear, timely, accurate information is provided as requested by the Police and Crime Panel.	PCP agendas and minutes	Y	
2.22 Ensuring that all necessary information is provided to the PCC when the Police and Crime Panel considers the budget and proposed precept. (PCC CFO responsibility in consultation with the CC CFO)	PCC Budget report and precept report February 2015	Y	
2.23 Ensuring that capital projects are chosen after evaluating a fully costed business case complied with input from all relevant professional disciplines and can be funded in the financial strategy.	Financial Regulations 2.3. MTFS February 2015	Y	
2.24 Checking, at an early stage, that innovative financial approaches comply with regulatory requirements.	DCFO would pick up such approaches at senior meetings and would preview and review with team.		
<b>Financial information for decision makers</b>			
2.25 Monitoring and reporting on financial performance that is linked to related performance information and strategic objectives that identifies any necessary corrective decisions.	Revenue and Capital Monitoring reports to PCC and CC.	Y	
2.26 Ensuring that timely management accounts are prepared.	Monitoring timetable	Y	
2.27 Ensuring the reporting envelope reflects partnerships and other arrangements to give an overall picture.	Example NERSOU quarterly reports	Y	
<b>Personal skills and professional standards</b>			
In order to fulfil the aims of this Principle:			
2.28 Take all reasonable steps to ensure that:			
– budgets are planned as an integral part of strategic and operational management and are aligned with a structure of managerial responsibilities.	Coding structure aligns with responsibilities	Y	
– budgets are constructed on the basis of reliable data of past performance and rigorous assessments of future resources and commitments, and that policies and priorities are evaluated in an open, consistent and thorough manner.	See budget preparation timetable and working papers	Y	
– responsibilities for budget management and control are unambiguously allocated, that commitments are properly authorised, and that budgets are related to clear objectives and outputs.	Coding structure aligns with responsibilities	Y	

	EVIDENCE	COMPLIANCE Y/N	EXPLAIN
– accounting and financial information systems make available, at the relevant time to all users the appropriate information for their responsibilities and for the objectives of the PCC and CC.	Internal audit	Y	
2.29 Ensure that other appropriate management, business and strategic planning techniques are implemented.	Personal Development Review	Y	
2.30 Link financial strategy and overall strategy (PCC CFO in consultation with the CC CFO).	Personal Development Review	Y	
2.31 Demonstrate a willingness to take and stick to difficult decisions – even under pressure.	Personal Development Review	Y	
2.32 Take ownership of the assessment of relevant financial risks.	Personal Development Review	Y	
2.33 Network effectively to ensure awareness of all material business decisions to which CFO input may be necessary.	Personal Development Review	Y	
2.34 Role model persuasive and concise communication with a wide range of audiences internally and externally.	Personal Development Review	Y	
2.35 Provide clear, authoritative and impartial professional advice and objective financial analysis and interpretation of complex situations.	Personal Development Review	Y	
2.36 Apply relevant statutory, regulatory and professional standards both personal and organisational.	Personal Development Review	Y	
2.37 Demonstrate a strong desire to think innovatively and to add value.	Personal Development Review	Y	
2.38 Challenge effectively, and give and receive constructive feedback.	Personal Development Review	Y	
2.39 Operate with sensitivity in a political environment.	Personal Development Review	Y	
<b>Principle 3</b>			
<i>The CFO must lead and encourage the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently, and effectively.</i>			
<b>Governance Requirements</b>			
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.	Financial and contract regulations set out the responsibilities.	Y	
3.2 Ensure that systems and processes for financial administration, financial control and protection of resources and assets are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice.	Financial and contract regulations set out the responsibilities.	Y	
3.3 Ensure that there is in place effective and appropriate internal financial controls covering codified guidance, budgetary systems, supervision, management review and monitoring, physical safeguards, segregation of duties, accounting procedures, information systems and authorisation and approval processes. Ensuring that these controls are an integral part of the underlying framework of corporate governance and that they are reflected in its local code.	Financial and contract regulations	Y	
3.4 Address the arrangements for financial and internal control and for managing non-operational risk in Annual Governance Statements.	Joint PCC/CC Governance group	Y	
3.5 Ensure that annual accounts are published on a timely basis in accordance with professional and regulatory requirements in order to communicate activities and achievements, its financial position and performance.	See Statement of Accounts timetable. Prepared on time 2013/14	Y	
3.6 Ensure an effective internal audit function is resourced and maintained or where this is provided externally, the contractor is able to deliver the same standards.	Internal Audit provision under contract with Gateshead MBC	Y	
3.7 Develop and maintain an effective Audit Committee.	Joint Independent Audit Committee agenda and minutes	Y	
3.8 Ensure, together with the leadership team, that the PCC and CC make best use of resources and that taxpayers and/or service users receive value for money.	VFM view from external audit	Y	
3.9 Ensure that appropriate financial competencies are embedded in key person specifications and appraisals.	Yes. See job descriptions	Y	
3.10 Ensure the financial skills required by managers are assessed and developed to enable their roles to be carried out effectively.	There is no formal assessment framework in place. However all budget managers are provided with an introductory meeting when they first start to familiarise themselves with their budgets. Finance team members continue to support the budget managers with all budget related matters after then.	Y	
3.11 Ensure that roles and responsibilities for monitoring financial performance/budget management are clear, that they have adequate access to financial skills, and are provided with appropriate financial training on an on-going basis to help them discharge their responsibilities.	Budget managers are supported by members of the finance team.	Y	
<b>Core CFO responsibilities</b>			
<b>Promotion of financial management</b>			

	EVIDENCE	COMPLIANCE Y/N	EXPLAIN
3.12 Assessing financial management style and advising as to changes which may be needed to ensure it aligns with the PCC's strategic direction.	No formal	Y	
3.13 Actively promoting financial literacy.	There is no formal assessment framework in place. However all budget managers are provided with an introductory meeting when they first start to familiarise themselves with their budgets. Finance team members continue to support the budget managers with all budget related matters after then.	Y	
3.14 Assisting the development of a protocol which clearly sets out the roles and responsibilities for financial management, including delegated authority/powers.	See Financial Regulations and Contract Standing Orders	Y	
<b>Value for money</b>			
3.15 Challenging and supporting decision makers, especially on affordability and value for money, by ensuring policy and operational proposals with financial implications are notified to and as appropriate, for non-operational aspects, signed off by the finance function.	Financial implications required to be considered by CFO in all proposals.	Y	
3.16 Ensuring that appropriate asset management and procurement strategies are developed and maintained.	Security of assets and procurement strategies are maintained. Records of assets, replacement dates, leases and valuations are all held and used to create the Statement of Accounts.	Y	
3.17 Taking a leading role on the identification of value for money opportunities.	CFO is a key member of the management of both the OPCC and Chief Constable and takes a lead role.	Y	
<b>Safeguarding public money</b>			
3.18 Applying strong internal controls in all areas of financial management, risk management and asset control.	See Financial Regulations and Contract Standing Orders	Y	
3.19 Explain the financial management arrangements within the Annual Governance Statement.	See the AGS	Y	AGS
3.20 Establishing budgets, financial targets and performance indicators to help assess delivery.	See MTFS and Budget Reports	Y	
3.21 Ensuring that effective systems of internal control are implemented, these may include financial regulations, contract regulations, standing financial instructions, operating manuals, and compliance with codes of practice to secure probity.	Management and Internal Audit review	Y	
3.22 Ensuring that the PCC and CC have put in place effective arrangements for internal audit of the control environment and systems of internal control as required by professional standards and in line with CIPFA's Code of Practice.	Internal Audit plan	Y	
3.23 Ensuring that delegated financial authorities are respected.	Yes	Y	
3.24 Promoting arrangements to identify and manage business risks (except for operational responsibilities of the Chief Constable), including safeguarding assets, risk mitigation and insurance.	Risk register, risk review reports and insurance policies	Y	
3.25 Ensure that capital projects are managed with post completion reviews.		N	THERE IS CURRENTLY NO REQUIREMENT FOR THIS IN FINANCIAL REGS SECTION 2.3 CAPITAL.
3.26 Securing the application of appropriate discipline in financial management, including managing cash and banking, treasury management, debt and cash flow, with appropriate segregation of duties.	Structures employed, staff skills and checked by internal audit	Y	
3.27 Ensuring the effective management of cash flows, borrowings and investments of funds including those on behalf of others; ensuring the effective management of associated risks; pursuing optimum performance or return consistent with those risks. (PCC CFO responsibility in consultation with the CC CFO).	Treasury Management function under contract with Gateshead MBC. Daily cash flow management and monthly reporting with CFO.	Y	
3.28 Ensuring that appropriate measures exist to prevent and detect fraud and corruption.	Internal Audit, internal controls, separation of duties, delegation under Financial and Contract Regulations	Y	
3.29 Ensuring that proportionate business continuity arrangements are established for financial processes and information.	Business continuity plan in place and suitable insurance cover	Y	
3.30 Ensuring that any partnership arrangements are underpinned by clear and well documented internal controls.	NERSOU Partnership is relevant to this and a proper governance framework is agreed and operated.	Y	
<b>Assurance and scrutiny</b>			
3.31 Ensuring that financial performance of the PCC and CC and its partnerships is reported to the PCC and CC and other parties as required.	Regular budget monitoring reporting and finance monitoring support provided.	Y	

	EVIDENCE	COMPLIANCE Y/N	EXPLAIN
3.32 Ensuring that financial and performance information presented to members of the public, the community and the media covering resources, financial strategy, service plans, targets and performance, is accurate, clear, relevant, robust and objective. Apart from operational matters which are the responsibility of the Chief Constable.	Quality control and peer review of any information published.	Y	
3.33 Supporting and advising the Audit Committee.	Agenda and minutes from the JIAC	Y	
3.34 Ensuring that clear, timely, accurate advice is provided on what considerations can legitimately influence decisions on the allocation of resources, and what cannot.	Notes of meetings, minutes and reports	Y	
3.35 Ensuring that published budgets, annual accounts and consolidation data for government level consolidated accounts are prepared.	Completion of the Whole of Government Accounts included within the Statement of Accounts completion timetable. Government returns such as RA, RO, QRO, CPR etc. are signed off by CFO, copies available.	Y	
3.36 Ensuring that the financial Statements are prepared on a timely basis, meet the requirements of the law, financial reporting standards and professional standards as reflected in the Code of Practice on Local Authority Accounting in the United Kingdom developed by the CIPFA/LASAAC Joint Committee.	See Statement of Accounts completion timetable.	Y	
3.37 Certifying the annual Statement of Accounts (PCC CFO and CC CFO for their separate accounts) and the group accounts (PCC CFO)	Certified by the CFO - see Statement of Accounts	Y	
3.38 Ensuring that arrangements are in place so that other accounts and grant claims (including those where the PCC is the accountable body for community led projects) meet the requirements of the law and of other partner organisations and meet the relevant terms and conditions of schemes	Claims for grants such as victims grant are completed and available.	Y	
3.39 Liaising with the internal and external auditor.	Regular liaison meetings held	Y	
<b>Personal skills and professional standards</b>			
In order to fulfil the aims of this Principle:			
3.40 CFOs should take all reasonable steps to ensure that:			
– effective systems and procedures operate to monitor progress against budgets and their objectives at regular intervals, and that appropriate reporting mechanisms are in place.	Budget monitoring process	Y	
– that payments, including taxation, are made on time, accurately and in accordance with legal requirements.	Reconciliations and management review	Y	
– cash is handled with special care to avoid loss, particularly loss through theft and secure arrangements are in place to deal with the handling of electronic or other cash-less transactions.	Financial Regulations and management control.	Y	
– the accounting and financial information systems provide an accessible, complete, comprehensive, consistent and accurate record of financial transactions.	Management and system control. Systems accountants.	Y	
– all financial reports are relevant, reliable and consistent, are compatible with the accounting and financial information systems available, at the relevant time to all users, the appropriate information for their responsibilities and for the objectives of the PCC and CC.	Management and system control. Systems accountants.	Y	
– within the specific legislative framework, systems exist to secure the efficient and effective management of taxes, in particular to ensure that tax liabilities and obligations are properly reported and accounted for.	VAT, CIS, NI and Income tax monitored and claims and payment deadlines diarised.	Y	
– treasury management is carried out in accordance with CIPFA's treasury management code and that effective treasury management arrangements are in place. (PCC CFO in consultation with the CC CFO)	Monthly Treasury Management monitoring and review	Y	
3.41 Generate 'buy-in' to, and support delivery of, good financial management.	High profile finance function and personal support.	Y	
3.42 Assist in the promotion, and development of sustainable partnerships, and engage effectively in collaboration.	Collaboration Strategy September 2014.	Y	
3.43 Deploy effective facilitation and meeting skills.	Personal Development Review	Y	
3.44 Build and demonstrate commitment to continuous improvement and innovative, but risk-aware, solutions.	Finance SMT meet regularly to review	Y	
3.45 Place stewardship and probity as the bedrock for management of PCC and CC finances.	Financial regulations and ethic of team	Y	
<b>Principle 4</b>			
The CFO must lead and direct, (as explained in this principle), a finance function that is resourced to be fit for purpose.			
<b>Governance Requirements</b>			
4.1 Ensure that the finance function has the resources, expertise and systems necessary to perform its role effectively.	Staffing and resource structure, day to day management and Personal Development Reviews	Y	
4.2 Ensure that the role and responsibilities of the CFO, are suitably outlined and documented.	Job Specification	Y	
<b>Core CFO responsibilities</b>			



	EVIDENCE	COMPLIANCE Y/N	EXPLAIN
4.3 Ensuring that the finance function makes a full contribution to and meets the needs of the business.	Staffing and resource structure, day to day management and Personal Development Reviews	Y	
4.4 Ensuring that the resources, expertise and systems for the finance function are sufficient to meet business needs and negotiating these within the overall financial framework.	Staffing and resource structure	Y	
4.5 Ensuring that robust processes for recruitment of finance staff are implemented and/or outsourcing of functions.	Recent recruitment also supported by HR.	Y	
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.	Service plan monitoring	Y	
4.7 Seeking continuous improvement in the finance function.	Finance SMT meet regularly to review	Y	
4.8 Ensuring that finance staff, managers and the Leadership Team are equipped with the financial competencies and expertise needed to manage the business both currently and in the future.	Finance SMT meet regularly to review	Y	
4.9 Ensuring that responsibility for all finance staff is properly discharged.	Day to day management and Personal Development Review	Y	
4.10 Acting as the final arbiter on application of professional standards.		Y	
<b>Personal skills and professional standards</b>			
In order to fulfil the aims of this Principle:			
4.11 Ensure a vision is created and communicated for the finance function.	Personal Development Review	Y	
4.12 Role model a customer focussed culture.	Personal Development Review	Y	
4.13 Promote an open culture, built on effective coaching and a “no blame” approach.	Personal Development Review	Y	
4.14 Promote effective communication between the finance department, PCC and with external stakeholders.	Personal Development Review	Y	
4.15 Apply strong project planning and process management skills.	Personal Development Review	Y	
4.16 Set and monitor meaningful performance objectives for the finance team.	Personal Development Review	Y	
4.17 Role model, as required, for effective staff performance management.	Personal Development Review	Y	
4.18 Coach and support staff, as required, in both technical and personal development.	Personal Development Review	Y	
4.19 Promote high standards of ethical behaviour, probity, integrity and honesty.	Personal Development Review	Y	
4.20 Ensure, when necessary, that outside expertise is called upon for specialist advice not available within the finance function.	Personal Development Review	Y	
4.21 Promote discussion on current financial and professional issues and their implications.	Personal Development Review	Y	
<b>Principle 5</b>			
The CFO must be professionally qualified and suitably experienced.			
<b>Governance Requirements</b>			
5.1 Appoint as an employee, or engage under a contract for services, 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.	CFO in post. Significant experience and role understood.	Y	
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.	Part of appointment process	Y	
<b>Personal skills and professional standards</b>			
In order to fulfil the aims of this Principle:			
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.	CIPFA	Y	
5.4 Adhere to international standards set by IFAC on:			
– Ethics	Yes	Y	
– Continuing Professional Development.	CPD record	Y	
5.5 Demonstrate IT literacy.	Personal Development Review	Y	
5.6 Have relevant prior experience of financial management in the public services or private sector	Significant experience in the public sector	Y	
5.7 Understand public service finance and its regulatory environment.	Significant experience in the public sector	Y	
5.8 Apply the principles of corporate finance, economics, risk management and accounting.	Personal Development Review	Y	
5.9 Understand personal and professional strengths.	Personal Development Review	Y	
5.10 Undertake appropriate development or obtain relevant experience in order to meet the requirements of the non-financial areas of the role.	Personal Development Review	Y	