

APPENDIX 1

ANNUAL GOVERNANCE STATEMENT

ANGUS IJB - STATEMENT ON THE ROLE OF THE CHIEF FINANCIAL OFFICER - CHECKLIST AT APRIL 2023 (Published 2016/17)

In order to support Chief Financial Officers (CFOs) in the fulfilment of their duties and to ensure that local authorities have access to effective financial advice at the highest level, CIPFA has introduced a 'comply or explain' requirement in the Annual Statement of Accounts.

This is covered by five principles, each of which requires the right ingredients in terms of:

- a) The Organisation;
- b) The Role; and
- c) The Individual.

| Principle 1 | | The CFO in a local authority is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest. | | | |
|----------------------------|-----|---|-------------------------|---|--|
| | | Supporting Principle: | Comply? (Yes/No) | What evidence exists to demonstrate compliance | If no compliance, give explanation |
| a) Governance Requirements | i) | Set out clear statement of the respective roles and responsibilities of the Leadership Team and its members individually. | Yes | Integration Scheme (2022), Financial Regulations, Scheme of Delegation to Chief Officer (CO). | Note Financial Regulations reviewed in 2022/23. Scheme of Delegation under review at April 2023. |
| | ii) | 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. | Yes | CFO does report to CO, per job description and is a member of IJB, SPG and AHSCP Executive Management Team (EMT), | |

| | | | | | |
|--|------|---|-----|--|------------|
| | | | | Regular one to one meetings (CO/CFO). | |
| | iii) | If different organisational arrangements are adopted, explain the reasons publicly, together with how these deliver the same impact. | N/A | | |
| | iv) | 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. | Yes | Financial Regulations, Scheme of Delegation to Chief Officer (CO). | See 1 a i. |
| | v) | Ensure that authority's governance arrangements allow the CFO: <ul style="list-style-type: none"> 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. | Yes | Member of IJB Board, SPG and EMT, attendee of Audit Committee. Direct Access to CO / Chair of IJB / Chair of Audit Committee. Attends Board pre-agenda discussion. Regular direct liaison with Internal and External Audit. Right to submit reports direct to IJB Board. | |
| | vi) | Review the scope of the CFO's other management responsibilities to ensure financial matters are not compromised. | Yes | Job Description under review but financial matters take precedent over any other issues. | |
| | vii) | 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. | Yes | Finance is agenda item at all, or all required, IJB Board, EMT and SPG meetings. Audit Committee development undertaken at least annually. Board members provided with finance induction. All budget | |

| | | | | | |
|------------------------------|-------|---|-----|---|--|
| | | | | holders and IJB members have access to finance training. | |
| | viii) | Review partnership arrangements to ensure that the authority always has access to financial advice in relations to its role in partnership. | Yes | IJB's Partners have devolved most financial remits to IJB CFO therefore all finance support accessible locally. (Exclusions include provision of HSCP systems and capital funding). | |
| b) Core CFO Responsibilities | i) | Contributing to the effective leadership of the authority, maintaining focus on its purpose and vision through rigorous analysis and challenge. | Yes | Member of IJB Board, EMT, SPG and Audit Committee. Also attends Tayside Primary Care forums. | |
| | ii) | Contributing to the effective corporate management of the authority, including strategy implementation, cross organisational issues, integrated business and resource planning, risk management and performance management. | Yes | Member of IJB Board, EMT, SPG and Audit Committee. Regular liaison with NHST & AC. As CFO contributes to development of Third-Party contract discussions, develops and sets IJB's Strategic Financial Plan and Reserves Policy. Support strategic developments (e.g. changes in Residential Care, Angus Care Model, In Patients review). Supports risk management development (including Finance Risk Assessments and risk appetite). | |
| | iii) | Supporting the effective governance of the authority through development of: | Yes | Supported introduction of governance framework including financial | |

| | | | | | |
|---|-----|--|-----|---|--|
| | | <ul style="list-style-type: none"> • corporate governance arrangements, risk management and reporting framework; and • corporate decision making arrangements. | | regulations, Audit Committee and risk management system. Advisor to Audit Committee and regular author of Audit Committee reports. Regular Finance and financial risk assessments provided to IJB Board. Reviews all IJB reports at pre-agenda stage. | |
| | iv) | Contributing to the development of public service partnership to deliver objectives | Yes | Regular liaison with NHST & AC Finance. Attends liaison meetings with Angus Council, Tayside Prescribing Management Group (PMG). Also attends Tayside Primary Care forums. | |
| | v) | Leading or promoting change programmes within the authority. | Yes | Through development of IJB's Strategic Financial Plan and Finance support of all IJB Planning (including remodelling of Residential care arrangements). | |
| | vi) | 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. | Yes | Regular updates to IJB Board (Budget Settlement, rolling 3-year Strategic Financial Planning and Finance Monitoring). Budget discussion with AC and NHST. | |
| c) Personal skills & professional standards | i) | Role model, energetic, determined, positive, robust and resilient leadership, able to inspire confidence and respect, and exemplify high standards of conduct. | Yes | Job Description; Appraisal. Attendance at, and contributions to, IJB Board, EMT, SPG, Audit Committee and other groups. Also | |

| | | | | | |
|--|------|--|-----|---|--|
| | | | | attends Tayside Primary Care forums. | |
| | ii) | Adopt a flexible leadership style, able to move through visioning to implementation and collaboration /consultation to challenge as appropriate. | Yes | Job Description; Appraisal. Attendance at, and contributions to, IJB Board, EMT, SPG, Audit Committee and other groups. Also attends Tayside Primary Care forums. | |
| | iii) | Build robust relationships both internally and externally. | Yes | Attends national CFO Network, previous member of CFO Network Executive, regular meetings with NHST/AC, Tayside PMG and Primary Care Group member, regular contact with Independent and Third Sector via management forums. Member of national FHS (Family Health Services) Executives group (Vice Chair). | |
| | iv) | Work effectively with other Leadership Team members with political awareness and sensitivity. | Yes | Through attendance at IJB Board, EMT & SPG and other groups. Also attends Tayside Primary Care forums. | |
| | v) | Support collective ownership of strategy, risks and delivery. | Yes | Through attendance at IJB Board, EMT & SPG. Also attends Tayside Primary Care forums. | |
| | vi) | Address and deal effectively with difficult decisions. | Yes | Through attendance at IJB Board, EMT & SPG. Production of Budget settlement reports and | |

| | | | | | |
|--|-------|---|-----|---|--|
| | | | | Strategic Financial Plan reports for IJB Board. | |
| | vii) | Demonstrate best practice in change management and leadership. | Yes | Contributes to IJB Strategic developments (E.g. via SPG, other financial planning developments). | |
| | viii) | Balance conflicting pressures and needs, including short and longer term trade-offs. | Yes | Production of Budget Settlement reports, Strategic Financial Planning reports for IJB Board. (e.g. 2022 review of residential care and investment in Prevention) | |
| | ix) | Facilitate the growth of effective partnerships whilst balancing the need to protect the individual financial position. | Yes | Regular contact with Independent and Third Sector. Also attends Tayside Primary Care forums and in regular contact with GP representatives. Balance all of the above in context of both partner and AIJB's financial positions. | |
| | x) | Demonstrate strong commitment to innovation and performance improvement. | Yes | Contributes to IJB Strategic developments (E.g. via SPG, financial planning – Angus Care Model, Residential Care review). | |
| | xi) | Manage a broad portfolio of services to meet the needs of diverse communities. | Yes | From c 2020 manages finance support for Angus community health and Adult Services (November 2021) and regional Primary Care finance. | |

| | | | | | |
|----------------------------|-------|---|----------------------------------|---|--|
| | xii) | Facilitate the growth of effective partnership enabling improved service delivery. | Yes | IJB Board, joint working with AC, NHST, voluntary sector and Ind. Sector. | |
| | xiii) | Maintain an appropriate balance between the technical financial aspects of the CFO role and broader focus on the environment and stakeholder expectations and needs. | Yes | Oversee both financial and management accounting for IJB. Reflect strategic commissioning plans of IJB in strategic financial planning. | |
| | xiv) | 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 virtue of their professional status as a member of CIPFA or another accountancy institute. (i.e. integrity, objectivity, professional competence & due care, confidentiality, and professional behaviour. Impartiality is a further requirement). | Yes | Member of CIMA, associated Continuing Professional Development, appraisals. | |
| Principle 2 | | The CFO in a local authority 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 authority's overall financial strategy. | | | |
| | | Supporting Principle: | Comply? (Yes/No) | What evidence exists to demonstrate compliance | If no compliance, give explanation |
| a) Governance Requirements | i) | <p>Establish a medium term business and financial planning process to deliver the authority'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>Yes</p> <p>Yes</p> <p>Yes</p> | <p>Regular Strategic Financial Planning reports shared with IJB.</p> <p>See regular IJB Finance reports.</p> | <p>The IJB's Strategic Financial Plan still contains long-term shortfalls, but does project in year balance.</p> |

| | | | | | |
|--|------|--|----------------|---|--|
| | ii) | Ensure that these are subject to regular review to confirm the continuing relevance of assumptions used. | Yes | Annual Strategic Financial Plans updated twice a year. | |
| | iii) | Ensure that professional advice on matters that have financial implications is available and recorded well in advance of decision making and used appropriately. | Yes | Attends all pre-agenda meetings, represented on service discussions as required, financial implications sections of IJB reports. | |
| | iv) | Ensuring that budget calculations are robust and reserves adequate, in line with CIPFA's guidance. | Yes Yes | Budget mechanisms improved though issues with baseline information do exist post-COVID 19. IJB holds contingency reserves in line with IJB Reserves Policy. | |
| | v) | Ensure that those making decisions are provided with information that is fit for purpose - relevant, timely and giving clear explanations of financial issues and their implications. | Yes | IJB Finance support provided to all managers as required. Finance reports provided to IJB Board routinely. | |
| | vi) | Ensure that timely, accurate and impartial financial advice and information is provided to assist in decision making and to ensure that the authority meets its policy and service objectives and provides effective stewardship of public money and value for money in its use. | Yes | IJB Finance support provided to all managers as required. | |
| | vii) | Ensure that the authority maintains a prudential financial framework; keeps its commitments in balance with available resources; monitors income and expenditure levels to ensure that this balance is maintained and takes corrective action when necessary. | Yes | As described in Strategic Financial Plan, and has taken corrective action as required. | |

| | | | | | |
|--|-------|---|---|--|--|
| | viii) | Ensure the authority understands the budgetary commitment of a contracted service including the longer term financial implications. | Yes | Financial oversight of Home Care Services/ National Care Home Contract; discussion through Third Party Provider group. | |
| | ix) | Ensure that advice is provided on the levels of reserves and balances in line with good practice guidance. | Yes | Regular updates in IJB Finance reports. | |
| | x) | Ensure compliance with CIPFA's Code on a Prudential Framework for Local Authority Capital Finance and CIPFA's Treasury Management Code. | N/A – Prudential borrowing managed via LA | | |
| | xi) | 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 partnership arrangements, outsourcing or where the authority is acting in an enabling role. | Yes | IJB accounts reviewed annually by External Auditors, and financial management is subject of Internal Audit Review (2023). | |
| | xii) | 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 of the authority. | Yes | Regular finance reports submitted to IJB and issued to all service managers. | |
| | xiii) | Ensure that the medium-term business and financial planning systems along with ongoing performance monitoring cover the services provided through partnerships and alternative delivery models. | Yes | Regular financial planning reports provided to IJB covering all services. Separately IJB-wide Performance reports provided half-yearly to IJB. | |

| | | | | | |
|------------------------------|---|---|---|---|---|
| | xiv) | Ensure that the prudential financial framework accurately reflects the commitments and potential future impact of contracted future services. | N/A – Prudential borrowing managed via LA | | |
| b) Core CFO Responsibilities | <i>Responsibility for financial strategy:</i> | | | | |
| | i) | Agreeing the financial framework with sponsoring organisations and planning delivery against the defined strategic and operational criteria. | Yes | Budget settlement agreed with Partners. Financial plans and monitoring information shared with Partners. | |
| | ii) | Maintaining a long term financial strategy to underpin the authority's financial viability within the agreed performance framework. | Yes | 3-year Strategic Financial Plan updated annually, with required interventions outlined. | The IJB's Strategic Financial Plan still contains long-term shortfalls, but does project in year balance. |
| | iii) | Implementing financial management policies to underpin sustainable long-term financial health and reviewing performance against them. | Yes | Through development of the content of the Strategic Financial Plan (including planned interventions, inflation management and service demand management), with regular monitoring to IJB. | |
| | iv) | Evaluating the financial implications of alternative delivery models. | Yes | e.g. Angus Care Model (review of In-Patient Services), Care Home Review, | |

| | | | | | |
|--|-------|---|-----|---|---|
| | | | | The Gables accommodation review, previously Help to Live at Home. | |
| | v) | Appraising and advising on commercial opportunities and financial targets. | Yes | e.g. Contribution to Third Party Provider discussions, Budget Settlements, Primary Care remits. | |
| | vi) | Developing and maintaining an effective resource allocation model to deliver business priorities. | Yes | Through Strategic Financial Plan linked to a consistent and affordable Strategic Commissioning Plan. | |
| | vii) | Developing an approach for the delivery of collaborative services within a structured framework. | Yes | Examples include Joint Community Equipment and Stroke Service development with Dundee, work with Voluntary Sector (e.g. CAA). | |
| | viii) | Leading on asset and balance sheet management to allow the authority to maximise it's effective use of resources. | Yes | Manage Reserves in line with Strategic Plans and Reserves Policies. | N/A re Assets as due to structure of IJB, these are held elsewhere. |
| | ix) | Co-ordinating the planning and budgeting processes. | Yes | Strategic Financial Planning reports. Budget settlement reports. | |
| | x) | Involvement in strategic assets management. | Yes | Previously member of NHST Asset Management Group; currently member of GMS premises | Note – see above. |

| | | | | | |
|-------------------------------------|--|-----|--|---|--|
| | | | | group; capital finance issues reflected in IJB financial plans. | |
| <i>Influencing decision making:</i> | | | | | |
| xi) | Ensuring that opportunities and risks are fully considered and decisions are aligned with the overall financial strategy. | Yes | Strategic Financial Plans, Budget settlement reports, Risk registers. | | |
| xii) | Providing professional advice and objective financial analysis enabling decision makers to take timely and informed business decisions. | Yes | IJB Committee and EMT and SPG membership. Support to all decision makers. Involvement in Primary Care forums (including PMG and Primary Care Board). | | |
| xiii) | Ensuring that efficient arrangements are in place and sufficient resources available to provide accurate, complete and timely advice to support councillors' strategy development. | Yes | IJB Board meetings; pre-agenda meetings. | | |
| xiv) | Ensuring that clear, timely, accurate advice is provided to the executive in setting the funding plan / budget. | Yes | Reports to IJB, EMT and SPG meetings. | | |
| xv) | Ensuring that advice is provided to the scrutiny function in considering the funding plan / budget. | Yes | Advice to Audit Committee and IJB Board. | | |
| xvi) | Ensuring that the authority's capital projects are chosen after appropriate value for money analysis and evaluation using relevant professional guidance. | Yes | Within IJB, provide advice on all capital programmes. | Due to structure of IJB Capital investment, formalities progressed in conjunction with AC/NHST. | |

| | | | | | |
|---|---|---|--------|--|---|
| | xvii) | Checking, at an early stage, that innovative financial approaches comply with regulatory requirements. | Yes | Consultation with CIPFA, Auditors, Legal, Procurement as required. | |
| | <i>Financial information for decision makers:</i> | | | | |
| | xviii) | Monitoring and reporting on financial performance that is linked to related performance information and strategic objectives that identifies any necessary corrective decisions. | Partly | Regular Finance reports. | Due to capacity and systems issues, finance reports not directly linked to Performance information. |
| | xix) | Preparing timely management records. | Yes | Regular Financial reporting to services. Financial Monitoring reports for IJB Board. | |
| | xx) | Ensuring the reporting envelope reflects partnerships and other arrangements to give an overall picture. | Yes | All IJB Finance reports include Lead Partner Services & IJB reserves. | |
| | xxi) | Monitoring the service impact of third party contracts on the delivery of organisational objectives. | Yes | Third Party Providers Group discussions. | |
| | xxii) | Monitoring the longer-term financial impact of third party contracts. | Yes | Third Party Providers Group discussions. | |
| c) Personal skills & professional standards | i) | Take all reasonable steps to ensure that: <ul style="list-style-type: none"> • budgets are planned as an integral part of the strategic and operational management of the authority and are aligned with its structure of managerial responsibilities; • 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; | Yes | Financial Regulations; Service Financial Reports, Finance Monitoring reports, budget Settlement reports, Strategic Financial Planning documents. | |

| | | | | | |
|--|------|--|-----|---|--|
| | | <ul style="list-style-type: none"> responsibilities for budget management and control are unambiguously allocated, that commitments are properly authorised, and that budgets are related to clear objectives and outputs; and the 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 authority. | | | |
| | ii) | Implement other appropriate management, business and strategic planning techniques. | Yes | Via input to IJB Board, EMT and SPG | |
| | iii) | Link financial strategy and overall strategy. | Yes | Strategic Financial Planning reports linked to Strategic Commissioning Plan. | |
| | iv) | Demonstrate a willingness to take and stick to difficult business decisions, even under pressure. | Yes | E.g. In Angus Care Model, Residential Care discussions and GMS Provision. | |
| | v) | Take ownership of relevant financial and business risks. | Yes | Finance risk register. | |
| | vi) | Network effectively within the authority to ensure awareness of all material business decisions to which CFO input may be necessary. | Yes | Via input to IJB Board, EMT and SPG. Input to PMG and Primary Care groups. | |
| | vii) | Role model persuasive and concise communication with a wide range of audiences internally and externally. | Yes | Via input to IJB Board, Pre-agenda meetings, EMT and SPG. Input to PMG and Primary Care groups; member of national CFO Network and national | |

| | | | | | |
|--|-------|---|-----|--|--|
| | | | | FHS Executives group (Vice Chair). | |
| | viii) | Provide clear, authoritative and impartial professional advice and objective financial analysis and interpretation of complex situations. | Yes | See (vii) | |
| | ix) | Apply relevant statutory, regulatory and professional standards both personal and organisational. | Yes | Follow national Annual Accounts guidance. Member of CIMA. | |
| | x) | Demonstrate a strong desire to innovate and add value. | Yes | See (vii) | |
| | xi) | Challenge effectively, and give and receive constructive feedback. | Yes | See (vii) | |
| | xii) | Operate with sensitivity in a political environment. | Yes | Via input to IJB Board, pre-agenda meetings and in advice to Board, PMG and Primary care groups. As member of national CFO Network and national FHS Executives group (Vice Chair). | |

| Principle 3 | | The CFO in a local authority must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently, and effectively. | | | |
|----------------------------|------|---|-------------------------|--|---|
| | | Supporting Principle: | Comply? (Yes/No) | What evidence exists to demonstrate compliance | If no compliance, give explanation |
| a) Governance Requirements | i) | 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. | Yes | Integration Scheme, Financial Regulations, CFO Job Description, Scheme of Delegation to Chief Officer (Noting some systems and processes provided via AC/NHST.). | |
| | ii) | Ensure that systems and processes for financial administration, financial control and protection of the authority's resources and assets are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice. | Yes | Audit Committee, External and Internal Audit reviews, Financial Regulations, Reserves Policy. (Noting some systems and processes provided via AC/NHST.). | |
| | iii) | Ensure that the authority puts in place effective 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 authority's underlying framework of corporate governance and that they are reflected in its local code. | Yes | Financial Regulations; Internal Audit review; recently developed Finance team. (Noting some systems and processes provided via AC/NHST and therefore IJB reliant on partner bodies internal control systems.). | |

| | | | | | |
|--|-------|---|-----|--|----------------------------------|
| | iv) | Address the authority's arrangements for financial and internal control and for managing risk in Annual Governance Reports. | Yes | Annual Governance Statement; Internal Audit annual reviews, Audit Committee Governance updates. | |
| | v) | Publish annual accounts on a timely basis to communicate the authority's activities and achievements, its financial position and performance. | Yes | 2021/22 Annual Accounts | |
| | vi) | Ensure an effective internal audit function is resourced and maintained. | Yes | Internal Auditors appointed and Internal Audit plan approved annually. | |
| | vii) | Develop and maintain an effective Audit Committee. | Yes | Committee in place since IJB inception within Annual Report to IJB. | |
| | viii) | Ensure that the authority makes best use of resources and that taxpayers and/or service users receive value for money. | Yes | Annual Best Value update to External Auditors, summarised in Annual Account's and Performance Report. | |
| | ix) | Embed financial competencies in person specifications and appraisals. | N/A | Yes, for all Finance Staff, but more widely partnership staff employed via Partners and may need reviewed. | This may require further review. |
| | x) | Assess the financial skills required by managers and commit to develop those skills to enable their roles to be carried out effectively. | Yes | Finance training delivered pre-COVID; reinstated post-COVID. | |

| | | | | | |
|------------------------------|---|---|-----|--|--|
| | xi) | Ensure that councillors' 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 ongoing basis to help them discharge their responsibilities. | Yes | Clear finance reports to IJB Board meetings, with clear approval requirements. Induction support for new members and development sessions as required. Board have a remit to ensure delivery of Strategic Plan within available resources. | |
| | xii) | Ensure ongoing monitoring of assurance arrangements in respect of partnerships and alternative service delivery models and that appropriate access to information is maintained. | Yes | The IJB is a "partnership" and reporting on interaction with independent sector and voluntary sector is core business; assurance arrangements in place with AC/NHST and other local IJBs re Lead Partner Services. | |
| b) Core CFO Responsibilities | <i>Promotion of financial management:</i> | | | | |
| | i) | Assessing the authority's financial management style and the improvements needed to ensure it aligns with the authority's strategic direction. | Yes | Monitor through input to IJB Board, EMT and SPG. | |
| | ii) | Actively promoting financial literacy throughout the authority. | Yes | Ensure regular finance input and reports to IJB Board, EMT, SPG. See training comments | |

| | | | | | |
|--|------|--|-----|--|--|
| | | | | noted above (induction, rolling programmes). | |
| | iii) | Actively promote good financial management throughout all partnerships and alternative delivery models. | Yes | Ensure regular finance input and reports to IJB Board, EMT, SPG, including through attendance and membership. | |
| | iv) | Assisting the development of a protocol which clearly sets out the roles and responsibilities of both democratically elected councillors, whether acting in executive or scrutiny roles, and of officers for financial management, including delegated authority / powers. | Yes | Through IJB Standing Orders; Financial Regulations. Scheme of Delegation; segregation of strategic and operational issues. | |
| | v) | Ensure effective monitoring of partnerships through monitoring and access to information. | Yes | Regular contact with Independent and Third Sector via management forum. Share info re Lead Partner services. Interaction with independent contractors via Primary Care. Regular liaison with NHST and Angus Council through attendance at senior management meetings and their | |

| | | | | | |
|--|-----------------------------------|---|-----|---|--|
| | | | | representation on IJB Board. | |
| | <i>Value for money:</i> | | | | |
| | iv) | 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 the finance function or being clear on the reasons for alternative selection. | Yes | Attends all pre-agenda meetings, represented in service discussions as required, financial implications sections of IJB reports. | |
| | v) | Advising on the financial thresholds for 'key' decisions where there is a requirement to do so. | Yes | All strategic decision channelled through IJB Board. Financial Regulations. (Operationally, some systems and processes provided via AC/NHST). | |
| | vi) | Developing and maintaining appropriate asset management and procurement strategies. | N/A | Social care procurement via Market Facilitation Strategy. | Due to structure of IJB there is limited asset management |
| | vii) | Managing long term commercial contract value. | Yes | Third Party Providers discussions; contribution to procurement decisions | |
| | <i>Safeguarding public money:</i> | | | | |
| | viii) | Applying strong internal controls in all areas of financial management, risk management and asset control. | Yes | Financial Regulations; Internal and External Audit Reviews; risk registers, newly | Note Asset controls overseen by Partners, with partner internal controls followed by HSCP. |

| | | | | | |
|--|-------|--|-----|---|--|
| | | | | developed risk appetite. | |
| | ix) | Establishing budgets, financial targets and performance indicators to help assess delivery. | Yes | Financial Monitoring reports, Strategic Financial Plans, Annual Performance Reporting. | |
| | x) | Implementing effective systems of internal control that include standing financial instructions, operating manuals, and compliance with codes of practice to secure probity. | Yes | Financial Regulations; reviewed by Internal Audit annually with view expressed in Annual reports. (Noting some systems and processes provided via AC/NHST.). | |
| | xi) | Ensuring that the authority has 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. | Yes | Internal Auditors appointed and Internal Audit plan approved annually including confirmation of required compliances. | |
| | xii) | Ensuring that delegated financial authorities are respected. | Yes | Financial regulations and Partner controls (Noting some systems and processes provided via AC/NHST.). | |
| | xiii) | Promoting arrangements to identify and manage key business risks, including safeguarding assets, risk mitigation and insurance. | Yes | Financial Risk Register, Strategic Risk register, and CNORIS membership. Development of IJB Risk Appetite. | |

| | | | | | |
|--|--------|--|-----|---|---|
| | xiv) | Overseeing of capital projects and post completion reviews. | N/A | | Due to structure of IJB there is limited asset management |
| | xv) | Applying discipline in financial management, including managing cash and banking, treasury management, debt and cash flow, with appropriate segregation of duties. | N/A | | Delivered via Partners |
| | xvi) | Ensuring the effective management of cash flows, borrowings and investments of the authority's own funds or the pension and trust funds it manages on behalf of others; ensuring the effective management of associated risks; pursuing optimum performance or return consistent with those risks. | N/A | | Delivered via Partners |
| | xvii) | Implementing appropriate measures to prevent and detect fraud and corruption. | Yes | Noting most of this work is undertaken via arrangements with Partners. | |
| | xviii) | Establishing proportionate business continuity arrangements for financial processes and information. | YES | Finance team now developed with in built resilience. Business Continuity for finance process is via Partners. | |
| | xix) | Ensuring that any partnership arrangements are underpinned by clear and well documented internal controls. | Yes | Budget Settlements agreed annually with AC/NHST. All others covered through procurement arrangements. | |
| | xx) | Be alert to potential conflicts of interest and ensure the authority has access to appropriate independent advice. | Yes | Audit Committee membership is independent and IJB Board members all have to notify other interests. Internal | |

| | | | | | |
|--|--------------------------------|--|-----|--|--|
| | | | | and external Audit can provide independent advice (including annual private meeting of audit Committee members). CIPFA can provide support to IJBs, and professional body can support CFO. | |
| | <i>Assurance and scrutiny:</i> | | | | |
| | xx) | Reporting performance of both the authority and its partnerships to the board and other parties as required. | Yes | Financial reports and Performance reports presented to IJB. Relevant information shared with AC & NHST. | |
| | xxi) | 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. | Yes | Annual Performance Report and Annual Accounts; Regular finance reports to public meetings. | |
| | xxii) | Supporting and advising the Audit Committee and relevant scrutiny groups. | Yes | Lead Officer and advisor to Audit Committee. | |
| | xxiii) | Ensuring that clear, timely, accurate advice is provided to the executive and the scrutiny functions on what considerations can legitimately influence decisions on the allocation of resources, and what cannot. | Yes | Via input to IJB Board, EMT and SPG. Input to PMG and Primary Care groups. | |
| | xxiv) | Preparing published budgets, annual accounts and consolidation data for government-level consolidated accounts. | Yes | Strategic Financial plans shared. Annual Accounts info shared with Partners. | |

| | | | | | |
|---|---------|---|-----|---|------------------------|
| | xxv) | 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 CIPFA's Code of Practice on Local Authority Accounting in the UK. | Yes | External Audit Report | |
| | xxvi) | Certifying the annual statement of accounts. | Yes | See 2021/22 Annual Accounts | |
| | xxvii) | Ensuring that arrangements are in place so that other accounts and grant claims (including those where the authority 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. | Yes | e.g. previously TEC Grants from SG; Returns regarding SG allocations for Primary Care Improvement Funds, ADP funding etc. | |
| | xxviii) | Liaising with the external auditor. | Yes | Regular meetings; Ext Auditors attend Audit Committee meetings. | |
| c) Personal skills & professional standards | i) | <p>CFOs should take all reasonable steps to ensure that:</p> <ul style="list-style-type: none"> • effective systems and procedures operate to monitor progress against budgets and their objectives at regular intervals, and that appropriate reporting mechanisms are in place; • that payments, including benefits and taxation, are made on time, accurately and in accordance with legal requirements; • 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; • the accounting and financial information systems provide an accessible, complete, comprehensive, consistent and accurate record of the authority's financial transactions; | Yes | Regular Monthly Financial reporting. | |
| | | | N/A | | Delivered via Partners |
| | | | N/A | | Delivered via Partners |
| | | | Yes | Regular finance reports to IJB | |

| | | | | |
|------|---|-----|---|------------------------|
| | <ul style="list-style-type: none"> all financial reports are relevant, reliable and consistent, are compatible with the authority's 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 authority; within the specific legislative framework for each authority, 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 and to prevent any tax losses; and treasury management is carried out in accordance with CIPFA's treasury management code and that effective treasury management arrangements are in place. | Yes | including comments re any issues. All IJB reports directly linked to extracts from finance systems. Note to be subject of 2022/23 Internal Audit review. | |
| | | N/A | | Delivered via Partners |
| | | N/A | | Delivered via Partners |
| ii) | Generate 'buy-in' to, and support delivery of, good financial management across the authority. | Yes | Via input to IJB Board, EMT and SPG. Input to PMG and Primary Care groups. | |
| iii) | Develop and sustain partnerships, and engage effectively in collaboration. | Yes | Regular contact with Independent and Third Sector via management forums. Member of National CFO network and national FHS Executives group. | |

| | | | | | |
|--|-----|---|-----|---|--|
| | iv) | Deploy effective facilitation and meeting skills. | Yes | Via input to IJB Board, EMT and SPG. Input to PMG and Primary Care groups. | |
| | v) | Build and demonstrate commitment to continuous improvement and innovative, but risk-aware, solutions. | Yes | Via input to IJB Board, EMT and SPG through Strategic Financial Plan. Input to PMG and Primary Care groups. See financial and strategic risk registers and newly developed risk appetite. | |
| | vi) | Place stewardship and probity as the bedrock for management of the authority's finances. | Yes | Financial Regulations. Advisor to Audit Committee. Reviewed by Internal Audit annually with view expressed in Annual reports. (Noting some systems and processes provided via AC/NHST.). | |

| Principle 4 | | The CFO in a local authority must lead and direct a finance function that is resourced to be fit for purpose. | | | |
|------------------------------|------|--|-----------------------------|--|---|
| | | Supporting Principle: | Comply? (Yes/No) | What evidence exists to demonstrate compliance | If no compliance, give explanation |
| a) Governance Requirements | i) | Provide the finance function with the resources, expertise and systems necessary to perform its role effectively. | Yes | CFO oversees and supports finance team (including providing additional resources from local funding) and supports systems required for Integrated Joint Board. | Note – CFO does not oversee systems provided by NHST and Angus Council, though does oversee the IJBs use of them. |
| | ii) | Ensure there is a line of professional accountability to the CFO for finance staff throughout the authority. | Yes | CFO oversees and supports finance staff. | |
| b) Core CFO Responsibilities | i) | Leading and directing the finance function so that it makes a full contribution to and meets the needs of the business. | Yes | CFO provides advice, direction and leadership to finance staff; reflecting IJB, SPG and EMT priorities. | |
| | ii) | 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. | Yes | CFO has agreed increased resources to ensure the full delivery of finance support. | Note – CFO does not oversee systems provided by NHST and Angus Council. |
| | iii) | Managing partnership delivery. | Yes | Regular contact with Independent and Third Sector via management forum. | |

| | | | | | |
|--|------|--|-----|---|--|
| | | | | Input to PMG and Primary Care | |
| | iv) | Implementing robust processes for recruitment of finance staff and/or outsourcing of functions. | Yes | Increased resources within team and increased team resilience since 2020. | |
| | v) | Reviewing the performance of the finance function and ensuring that the services provided are in line with the expectations and needs of its stakeholders. | Yes | Subject to review in 2022/23 Internal Audit. Internal improvement considered via likes of i-Matter. External needs assessed by CFO. | Expectations and needs of stakeholders not recently assessed via external information. |
| | vi) | Seeking continuous improvement in the finance function. | Yes | CFO provides advice, direction and leadership (including recent restructuring) to finance staff and internal improvement considered via likes of i-Matter. | |
| | vii) | 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 whether directly or indirectly employed. | Yes | CFO provides advice, direction and leadership to finance staff. Staff team largely recruited as qualified accountants (or training to be). Support for managers via IJB EMT and SPG augmented by relevant training. | |

| | | | | | |
|---|-------|---|-----|--|--|
| | viii) | Ensuring that the Head of Profession role for all finance staff in the authority is properly discharged. | Yes | Through CFO, supported by Partnership Finance Manager. | |
| | ix) | Acting as the final arbiter on application of professional standards. | Yes | As required. | |
| c) Personal skills & professional standards | i) | Create, communicate and implement a vision for the finance function. | Yes | Through CFO provides advice, direction re task delivery and prioritisation and leadership to finance staff and via IJB, EMT and SPG. | |
| | ii) | Role model a customer focussed culture within the finance function. | Yes | Maintain CFO visibility via IJB Board, EMT and SPG. And via PMG and regional Primary Care forums. | |
| | iii) | Establish an open culture, built on effective coaching and a "no blame" approach. | Yes | Provide support and advice to Finance staff and through internal development considered via likes of i-Matter. | |
| | iv) | Promote effective communication within the finance department, across the broader authority and with external stakeholders. | Yes | Regular contact with all Finance staff, accessible to all Finance staff. Regular meetings with AC/NHST, other Tayside and National CFOs through CFO network. | |

| | | | | | |
|--|-------|--|-----|--|--|
| | v) | Apply strong project planning and process management skills. | Yes | Support various projects including Residential Care groups and In-Patient Service reviews. | |
| | vi) | Set and monitor meaningful performance objectives for the finance team. | Yes | All staff subject to organisational appraisal annually. | |
| | vii) | Role model effective staff performance management. | Yes | Undertake performance management for Finance team and seek compliance with all training requirements (e.g. Learn Pro). | |
| | viii) | Coach and support staff in both technical and personal development. | Yes | Provide support and advice to Finance staff. | |
| | ix) | Promote high standards of ethical behaviour, probity, integrity and honesty. | Yes | Appraisal. CIMA membership including CPD. | |
| | x) | Ensure, when necessary, that outside expertise is called upon for specialist advice not available within the finance function. | Yes | As required but includes Internal Audit advisory audits. (e.g. Charging for Services, 2021) | |
| | xi) | Promote discussion on current financial and professional issues and their implications. | Yes | In context of IJB staff via IJB, EMT, SPG. Finance team updates via regular team meetings. | |

| Principle 5 | | The CFO in a local authority must be professionally qualified and suitably experienced. | | | |
|---|--|--|-------------------------|--|---|
| | | Supporting Principle: | Comply? (Yes/No) | What evidence exists to demonstrate compliance | If no compliance, give explanation |
| a) Governance Requirements | i) | 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 authority. | Yes | Job Description (currently CIMA qualified). | |
| | ii) | 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. | Yes | Job description, appraisal. | |
| b) Core CFO Responsibilities | <i>Not applicable to this principle.</i> | | | | |
| c) Personal skills & professional standards | i) | 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. | Yes | CIMA Member, maintain CPD requirements. | |
| | ii) | Adhere to international standards set by IFAC on: <ul style="list-style-type: none"> ethics; and Continuing Professional Development. | Yes | CIMA Member, maintain CPD requirements. | |
| | iii) | Demonstrate IT literacy. | Yes | Appraisal. All Finance reporting. | |
| | iv) | Have relevant prior experience of financial management in the public services or equivalent. | Yes | Job application. | |
| | v) | Understand public service finance and its regulatory environment. | Yes | Job description, appraisal and updates via national CFO Network. | |
| | vi) | Apply the principles of public financial management. | Yes | As required and as demonstrated | |

| | | | | | |
|--|-------|---|-----|--|--|
| | | | | through this checklist. | |
| | vii) | Apply relevant commercial skills and understanding of relevant alternative delivery models. | Yes | Third Party Provider discussions, Primary Care contract, budget settlements with Partners. | |
| | viii) | Understand personal and professional strengths. | Yes | Appraisal | |
| | ix) | Undertake appropriate development or obtain relevant experience in order to meet the requirements of the non-financial areas of the role. | Yes | Appraisal and professional CPD. | |

Abbreviations: -

IJB – Integration Joint Board

CO – Chief Officer

SPG – Strategic Planning Group

PMG – Prescribing Management Group

AC – Angus Council

CAA – Care About Angus

NHST – NHS Tayside

CFO – Chief Finance Officer

CIMA – Chartered Institute of Management Accountants

CPD – Continuing Professional Development

CIPFA – Chartered Institute of Public Finance & Accountancy

GMS – General Medical Services