

A. Summary table of Financial Management standards

FM standard ref	Financial Management standards
PRINCIPLE	Section 1: The responsibilities of the chief finance officer and leadership team
A - Leadership	The leadership team is able to demonstrate that the services provided by the authority provide value for money.
B - Leadership	The authority complies with the CIPFA <i>Statement on the Role of the Chief Finance Officer in Local Government</i> .
	Section 2: Governance and financial management style
C - Assurance	The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.
D - Accountability	The authority applies the CIPFA/SOLACE <i>Delivering Good Governance in Local Government: Framework (2016)</i> .
E - Sustainability	The financial management style of the authority supports financial sustainability.
	Section 3: Long to medium-term financial management
F - Assurance	The authority has carried out a credible and transparent financial resilience assessment.
G - Sustainability	The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members.
H - Standards	The authority complies with the CIPFA <i>Prudential Code for Capital Finance in Local Authorities</i> .
I - Sustainability	The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans.
	Section 4: The annual budget
J - Standards	The authority complies with its statutory obligations in respect of the budget setting process.
K - Standards	The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves.
	Section 5: Stakeholder engagement and business plans
L – Transparency	The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget.
M - Transparency	The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.
	Section 6: Monitoring financial performance
N - Assurance	The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.
O - Leadership	The leadership team monitors the elements of its balance sheet that pose a significant risk to its financial sustainability.
	Section 7: External financial reporting
P - Accountability	The chief finance officer has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the <i>Code of Practice on Local Authority Accounting in the United Kingdom</i> .

Q - Accountability The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions.

B. FM CODE IMPLEMENTATION ACTION PLAN – UPDATE MARCH 2022

FM Standard	Actions to strengthen compliance with Code	Timescale	Lead
A	<ul style="list-style-type: none"> Run an SMT session to work through the key questions – evidence compliance and produce action plan to address gaps HRA strategic review Review Grant Thornton’s VFM review and identify actions 	<p>March 2022</p> <p>July 2022</p> <p>April 2022</p>	<p>S151</p> <p>Head of Finance</p> <p>S151</p>
B	Management Board complete key questions - evidence compliance and produce action plan to address gaps	April 2022	S151
C	Executive and Audit Committee complete questionnaire covering the key questions in this section – action plan to flow from the results	April 2022	S151
D	Workshop with the Audit Committee - evidence compliance and produce action plan to address gaps	May/June 2022	Head of Finance
E	<ul style="list-style-type: none"> Run an SMT session to work through the key questions – evidence compliance and produce action plan to address gaps Work with Guildford to undertake a mini peer review of the financial style 	<p>March 2022</p> <p>Arrange in April – do in July</p>	<p>S151</p> <p>Finance Manager</p>
F	Evaluate financial resilience from CIPFA and LGA model and Grant Thornton’s reports – prepare short report and statement	July 2022	Finance Manager
G	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
H	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
I	Finance management team (GC/PV/RP/CK) complete	March 2022	S151

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	assessment across each key question with evidence to support compliance – prepare action plan to address gaps		
J	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
K	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
L	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
M	Run an SMT session to work through the key questions – evidence compliance and produce action plan to address gaps	April 2022	Head of Finance
N	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
O	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
P	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
Q	Finance management team (GC/PV/RP/CK) complete assessment across each key question with evidence to support compliance – prepare action plan to address gaps	March 2022	S151
General	Report on FM compliance to Management Board 6-monthly – April and October	April/Oct	S151
General	Report on FM compliance to Executive Annually – June meeting via Executive Briefing	May/June	Head of Finance
General	Report on FM compliance to Audit Committee	May/June	Head of

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	annually – June meeting		Finance
General	Include summary of FM Code compliance in Q4 performance report and AGS each year	May/June	Head of Finance