

### Financial Strategy and Planning

- Clear council strategic outcomes driving resourcing decisions
- Strategic approach to financial planning in the short-medium-long term horizons
- Evidence based planning and forecasting incorporating sensitivity analysis
- Periodic review and reporting

### Financial Governance

- Clear understanding of the Financial Environment
- Councillor and Strategic Leadership engagement
- Strategies to apply cost controls to key areas of activity and acceleration actions to key areas of commercial return
- Timely and accurate financial reporting
- Clear performance management of budgets

### Financial Control

- Clear accountability for budget setting
- Focus on and monitoring of savings plans
- Adequately resourced and capable finance function
- Clear strategic finance advice
- Coherent financial systems and financial management information
- Active use of and response to Internal audit
- Effective external audit arrangements

### Commercial oversight of Investment Performance

- Clearly defined and reviewed objectives
- Clear governance arrangements representing shareholder interests
- Annual agreed Business Plans
- Clear roles and responsibilities undertaken by capable and supported officers
- Clear performance monitoring and reporting
- Effective overview and scrutiny arrangements