

GOVERNANCE AND FINANCIAL MANAGEMENT PANEL

TERMS OF REFERENCE – June 2020

Scope

CIPFA's Governance and Financial Management Panel's scope of responsibility covers governance¹ and financial management, including considering the ongoing impact of developments in technology and the potential for innovation, across all sectors and UK jurisdictions.

Objectives

The core objective of the Panel is to provide insight on relevant cross-sector issues and identify areas for CIPFA to target its resources in order to respond to these issues.

Key areas of contribution

The Panel's insight will contribute to CIPFA's position as leading policy development and thought leadership on governance and financial management in the public sector in developing these principles it will follow high quality ethical standards. This insight will also be used to assist CIPFA's further objectives of growing the CIPFA membership and supporting the sustainability of the Institute through the development of relevant commercial and member offerings.

The Panel will also be responsible under the auspices of the Public Financial Management Board for the maintenance and development of the CIPFA Financial Management Code.

The Panel's discussions, commentary and feedback will help shape the following areas of output:

- The development of CIPFA's views on key issues in the area of governance and financial management.
- The production of relevant thought leadership pieces, including articles, insights and briefings.
- The development of solutions and ideas in relation to these cross-sector issues which feed into the development of CIPFA's products and services.

Oversight and support of the Panel

The Panel is advisory and does not have decision making powers.

The Panel's input feeds into the work of the Public Financial Management Board. However it is expected that the Panel's consideration of cross-sector issues will provide insight in order to inform the work of CIPFA's other faculty boards and panels, as well as the wider activities of the Institute.

The Panel will be supported by staff members from CIPFA's Policy and Technical Department. They will be responsible for mobilising the contribution of the Panel to assist in the delivery its core objective. This will involve ensuring the input of the Panel is used across the Institute in shaping the achievement of CIPFA's wider aims and objectives.

¹ As defined in the *International Framework: Good Governance in the Public Sector*, CIPFA & IFAC (2014)

CIPFA staff members will also be responsible for keeping the Panel abreast of the work of the other Panels and relevant CIPFA Boards and Committees where their activities are relevant to the issues being discussed by this Panel.

Membership mix

Membership will have a mix of individuals from across the UK public sector, including local government, UK central and devolved governments, health, police, fire and education. Members will have recent practical experience in governance and financial management in the public sector. In recruiting members, attention will be paid to the individuals experience, skills and abilities, with membership drawn from individuals at different stages of their careers.

DRAFT PANEL MEMBER ROLE PROFILE – June 2020

Key Responsibilities of Panel members

Panel members must act personally and not as the representative of any group or organisation, regardless of how they were nominated or selected.

Panel members must not use their position for personal gain in either business, political or social relationships. They are therefore required to be honest and open with regard to conflicts of interest (either real or perceived).

In order that Panel can fulfil its Terms of Reference, individual Panel members, *inter alia*:

- 1.** always act in the Institute's best interests and represent it by upholding and promoting its mission and core values, its strategies and decisions, when in a position to do so, and by supporting senior staff
- 2.** actively contribute and participate in discussions and debates which set CIPFA's views on key issues in the area of governance and financial management
- 3.** maintain oversight of the Panel's work from the two key perspectives of a) the public interest and b) the CIPFA membership
- 4.** input into the production of relevant thought leadership pieces, including articles, insights and briefings
- 5.** declare any actual or potential conflict of interest, withdraw from all discussions relating to it and take no part in any vote on such matter, unless otherwise agreed with the Chair of the Panel.

Personal attributes

An effective Panel member will demonstrate –

- 1.** a clear commitment to upholding the values, strategies and decisions of the Institute and to serving the public interest ahead of any self-interest
- 2.** strategic and creative vision
- 3.** independent and sound judgement on a consistent basis
- 4.** an ability to constructively hold the Panel's direction to account
- 5.** good interpersonal, communication and networking skills
- 6.** an ability to develop and maintain good working relationships with others, working easily, effectively and collaboratively with colleagues
- 7.** intellectual capacity and rigour
- 8.** adaptability, flexibility and self-motivation
- 9.** a commitment to the seven Nolan principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Commitment

- 1.** The time commitment of a Panel member includes attending two or three meetings per year, typically a half-day; and
- 2.** Additional one-off meetings as required and agreed.
- 3.** Where possible, members should attend meetings in person but, if not, remote attendance is acceptable. Circumstances may also dictate that meetings may need to be held remotely on occasions.