

**22 February 2016****Agenda Item: 11****REPORT OF SERVICE DIRECTOR – FINANCE, PROCUREMENT &  
IMPROVEMENT****TREASURY MANAGEMENT – TRAINING NEEDS ANALYSIS****Purpose of the Report**

1. To present a training needs analysis to be undertaken by members of the Finance & Property Committee.

**Information and Advice**

2. Treasury Management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as:  
“the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
3. The Council complies with the CIPFA Treasury Management Code (the Code). In accordance with the Code the Council creates, and maintains, as the cornerstones for effective treasury management:
  - a) a Treasury Management Policy Statement, stating the policies, objectives and approach to risk management of its treasury management activities
  - b) suitable Treasury Management Practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
4. A recent internal audit report on Treasury Management recommended that ‘members of the Finance and Property Committee should undertake a self-assessment of their knowledge and understanding of treasury management, and training should be provided if gaps are identified’.
5. The first stage in implementing this recommendation is for members of the Committee to undertake a Training Needs Analysis (TNA) to assess current knowledge and skills. The TNA form is attached as Appendix A.
6. The TNA uses the TMPs as a basis of the knowledge and skills required and asks members to score their current knowledge of these areas using the following scale:  
0 = Not relevant to your role  
1 = Poor, Not effective, No Understanding  
2 = Satisfactory, Quite Effective, Limited Understanding

- 3 = Good, Effective, Some understanding  
4 = Very Good, Very effective, Full Understanding

It also asks members to indicate which forms of training and development are most effective for them.

7. Members are asked to return the TNA by the date specified on the form. The responses will help to determine what type of training will be offered to members and which topics should be covered.

### **Reason/s for Recommendation/s**

8. It is considered best practice to ensure that those charged with decision-making and financial management have effective knowledge and skills. A recent audit report recommended that Members of the Finance and Property Committee should undertake a self-assessment of their knowledge and understanding of treasury management.

### **Statutory and Policy Implications**

9. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **RECOMMENDATION/S**

That Members complete the attached training needs analysis by 31 March 2016.

#### **Report Author:**

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**For any enquiries about this report please contact:** Simon Cunnington

#### **Constitutional Comments (SLB 09/02/16)**

10. Finance and Property Committee is the appropriate body to consider the content of this report.

#### **Financial Comments (SRC 09/02/16)**

11. There are no direct financial implications arising from this report.

#### **Background Papers**

None