First Schedule
Position Description

**Position Title:** Chief Financial Officer

**Reporting to:** Carrfields Chief Operating Officer

**Date:** July 2018

**Purpose:** The Chief Financial Officer takes overall accountability for the strategic development and management of the Group’s total financial reporting, accounting and administration support activities to ensure the integrity of the financial and reporting functions. The CFO is also responsible for:

- Providing exceptional leadership to a team of finance and administrative professionals.
- Providing accurate commercial and financial information to the management team, Chief Operating Officer, Board and shareholders.
- All administrative and accounting procedures within the Group and the preparation of financial statements and taxation returns in accordance with all relevant legislation.
- Contributing as a member of the senior leadership team and working cooperatively with other senior management members to develop and implement strategies.

*Note: Any reference to Group includes Carrfields 100% owned entities only.*

## 1 Key Functions

<table>
<thead>
<tr>
<th>Key Responsibility Area</th>
<th>Tasks and Measures of success</th>
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</table>
| Carrfields CARE         | The most fundamental obligation of everyone at Carrfields is to:  
  - Seek, find and collaborate with others to improve everything everyday  
  - Ensure that the data we work with is accurate and timely  
  - Work with a view to identifying improvement opportunities  
  - Use a systematic approach for process improvement  
  - Be proactive and have a positive attitude |

<table>
<thead>
<tr>
<th>Key 5 Business Strategies</th>
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<tbody>
<tr>
<td>Value add, moving up the value pyramid</td>
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<tr>
<td>Continuous Improvement of systems and efficiency (Lean)</td>
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<tr>
<td>Environmental excellence and awareness</td>
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<tr>
<td>Developing our people and our business</td>
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<tr>
<td>Collaboration and Innovation</td>
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</table>
| Leadership | Leads and manages a highly effective team that is focused on achieving excellence and meeting of exceeding individual and team performance targets.  
- Ensures that the Finance Function is fully staffed through robust recruitment and retention processes.  
- Establishes and implements Key Performance Indicators (KPI’s) for the Finance Function as a whole and all direct reports individually.  
- Monitors and manages staff performance in accordance with established processes and policies.  
- Reviews staff performance in accordance with KPI’s providing coaching, performance management and leadership as necessary to ensure the Team and the individuals are meeting objectives and KPI’s |
| --- | --- |
| Strategy and Business Planning | Contributes to the Senior Leadership’s Team’s development of the group’s strategic plans and key business initiatives.  
- Lead the evaluation of potential capital investments to optimise return on investment using capital expenditure payback modelling  
- Preparation of cases to support new business opportunities and provide input to the development of new business opportunities including business valuation techniques  
- Prepare development project feasibilities for the Chief Operating Officer and Board consideration  
- Manage the financial planning process to enable completion on a timely basis  
- Provide advice as required to other areas of the group to build capability in business planning  
- Assist the Chief Operating Officer to develop strategic plans for the group. |
| Financial and Risk Management | Takes overall responsibility for the accurate and timely preparation of monthly and annual financial statements and reports for Carrfields.  
- Provision of accurate and timely financial reports for Management, Board and Shareholders including liaison with Auditors and Bankers;  
- Management reports to the COO and Managing Director by the 15th of the month, and results for the Board by the 20th of the month.  
- Ensure the reporting process is streamlined and effective  
- Overall responsibility for the preparation of cash flow forecasts on a weekly and monthly basis  
- Consistently monitor, reconcile and forecast Carrfields ‘s budgets and financial position  
- Attend monthly senior leadership team meetings and provide financial leadership as required  
- Provision of strategic advice to management and the Board to maximise financial outcomes  
- Provision of up to date financial management information as required that supports the group’s decision making and monitoring |
| **Oversee Accounting, Finance and Administration Function** | Responsible for the overall management and supervision of all activities in the accounting, finance and administration teams across Carrfields. Provide leadership of financial strategies and best practice, encouraging development and excellence of service across the group  
- Develop the group’s accounting policies and procedures to ensure the methodologies and systems used are in accordance with group and regulatory policies  
- Provide the Chief Operating Officer and Senior Leadership Team with timely financial reports, forecasting, budgets and statistics and other information necessary for effective management and control of the group  
- Undertake year end reporting and preparing of annual reports in conjunction with external accounting service providers  
- Manage and report on the financial management of the group’s assets including having input to replacement, repairs and maintenance policy  
- Manage the cash flow position of the group in a responsible and professional manner and maintain regular contact with the group’s bankers and financial advisors  
- In consultation with the group’s tax advisors, advise the Chief Operating Officer on strategies aimed at minimising the group’s overall taxation liabilities  
- Keep abreast of financial issues and policies likely to impact on the group’s policies and operations. Oversee the provision of timely invoicing an debtor management services  
- Budgeting – complete a Carrfield’s Ltd budget  
- Staff – management of direct reports and a dotted line to other business unit accountants around development, accounting and reporting. |
| **Internal Control and Risk Management** | Responsible for ensuring Carrfields has internal controls which include measure and practices used to mitigate risks and exposures that could potentially prevent the group from achieving its goals and objectives; reliable, complete and timely data is maintained and used for decision making at all levels  
- Ensure risk management systems are developed and maintained to ensure an effective financial management control environment  
- Establishment of control objectives and the identification and analysis of relevant risks to the achievement of established objectives  
- Control activities are developed to support group policies and procedures that help ensure management directives are carried out. Control activities include approvals, authorisations, verifications, reconciliation, performance reviews, security of assets and segregation of duties  
- Ensure information systems produce reports containing operational, financial and compliance related information that make it possible to control the group. Ensure personnel understand their role in the internal control system  
- Ensure observations and findings of audits and other reviews are promptly resolved and internal control systems are monitored on an ongoing basis  
- Oversee the external financial audit process. Maintain awareness of current market, economic and political trends to maximise opportunities and minimise financial risk for the group |
| **Optimisation of Business Profitability** | Reviews and analyses key financial and operational indicators in conjunction with the Chief Operating Officer to ensure the achievement of profit targets of the group  
- Regularly communicate key financial indicators to the ‘s leadership team and ensure understanding  
- Identify opportunities for profit improvement and develop, recommend and implement profit improvement strategies  
- Promote margin improvement through the provision and communication of accurate costing data, production, interpretation and analysis of information  
Development of capital expenditure projects to improve productivity and support business growth |
| **Contracts Management and Support** | Supports (and lead where directed by the Chief Operating Officer) contract negotiations with new and existing customers and suppliers. Work closely with other key staff and interested parties involved in the contract negotiations process. Support group operations in the management of contracts with customers.  
- Identify, implement, negotiate and conclude deals with strategic partners to maximise financial returns  
- All parties are kept informed and involved where appropriate through the negotiation and contract management process to ensure deals are realised and client acquisition and retention is achieved  
- Existing commercial arrangements will be reviewed annually to ensure they meet with the aims of the group  
- Contracts will be developed, negotiated and maintained in such a way as to protect ‘s intellectual property and reduce commercial and reputational risk  
Provide accurate and up to date management information that supports operations and group decision making and monitoring, and the provision of information to customers in accordance with contractual requirements and good contractual management |
| **Treasury Management** | Responsible for the effective management of the overall Treasury function  
- Ensure appropriate systems are in place to capture, record and provide appropriate reporting on all Treasury transactions  
- Assist in the ongoing monitoring and management of banking relationships, including any bank lines of credit, cash flow analysis and the management of any short and long term debts  
- Ensure bank and other reconciliation duties are performed in an effective manner  
- Responsible for the supervision of the completion of general banking duties  
- Ensure interest rate and foreign exchange risk is managed appropriately  
- Arrange and manage funding and the investment of surplus funds in accordance with the Chief Operating Officer and Managing Director. |
### Personal Development

- Keeps up to date in management good practice and accounting and legal requirements
  - Awareness of major external influences on the general company and commercial environment including political, economic, social and technological issues
  - Awareness of specific influences on companies in own Pillar Measure
- Displays current knowledge of management practices and the industry environment

### Dimensions

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<th>Number of Staff:</th>
<th>Direct: 4</th>
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<tr>
<td></td>
<td>Indirect: 6</td>
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<tr>
<td>Financial:</td>
<td>As per budgets</td>
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<tr>
<td>Decision-Making</td>
<td>As per delegated authority</td>
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<tr>
<td>Performance Reviews</td>
<td>Annual</td>
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### 2 Education / Qualifications / Experience

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<tr>
<th>Qualification / Experience</th>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td>Governance knowledge and experience in board governance</td>
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<td>✓</td>
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<td>(held or being gained)</td>
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<td></td>
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<tr>
<td>Experience and understanding of relevant legal and financial</td>
<td>✓</td>
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<tr>
<td>principles and practice</td>
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<tr>
<td>Experience as a strategic and inspirational leader</td>
<td>✓</td>
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<tr>
<td>Experience in relationship management</td>
<td>✓</td>
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<tr>
<td>Experience in preparing papers for Board level</td>
<td>✓</td>
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### 3 Competencies

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<tr>
<th>Carrfields values</th>
<th>Works within the value framework set by the Company of People, Safety, Innovation, Integrity and service</th>
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<tbody>
<tr>
<td>Inspirational Leadership</td>
<td>Able to set vision for an organisation; relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energised by tough challenges; establishes clear directions.</td>
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<tr>
<td>Honest and Accountable</td>
<td>Truthful and trustworthy, without compromising moral principles, and willing to act on and remain accountable for board/executive decisions. Committed to walking the talk and delivering on promises</td>
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<tr>
<td>Customer Focus</td>
<td>Is dedicated to meeting the expectation and requirements of internal and external customers; gets first-hand customer information and uses it for</td>
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<tr>
<td>Initiative</td>
<td>Improvements in products and services; acts with customers in mind; establishes and maintains effective relationships gaining trust and respect</td>
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<td>Is dedicated to meeting the expectation and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships gaining trust and respect</td>
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