

Financial Procedure Rules

(The Financial Procedure Rules consist of and should be interpreted as the Council's Financial Regulations)

1. STATUS OF FINANCIAL PROCEDURE RULES

- 1.1 The Council's financial procedure rules provide the framework for managing the authority's financial affairs. They apply to every Member and officer of the authority and anyone acting on its behalf. These rules must be read in conjunction with the whole of the Constitution and any other Council Standards.
- 1.2 The rules identify the financial responsibilities of the full Council, the Cabinet, Members and officers. Chief Officers are defined for the purpose of these rules as the Chief Executive, Executive Directors, two Assistant Chief Executives and Solicitor to the Council. The Executive Director of Resources is the Chief Financial Officer (CFO). ~~with effect from 8th August 2005. The Cabinet Members and Chief Officers should maintain a written record where decision making has been delegated to members of their staff, including seconded staff.~~
- 1.3 All Members and staff have a general responsibility for taking reasonable action to provide for the security of the assets under their control, and for ensuring that the use of these resources is legal, is properly authorised, provides value for money and achieves best value.
- 1.4 The CFO is responsible for maintaining a continuous review of the financial procedure rules, and may where he/she considers it necessary, issue revisions during the year. Where the CFO considers the revisions to be significant and material additions or changes, these will be reported to the full Council for noting and/or approval. The CFO is also responsible for reporting, where appropriate, any breach of the financial procedure rules to the Council and/or to the Cabinet.
- 1.5 To underpin the financial procedure rules, the CFO is responsible for issuing any relevant advice and guidance that Members, officers and others acting on behalf of the authority are required to follow. Such advice and guidance will be reviewed, and amended as necessary, by the CFO.
- 1.6 Chief Officers are responsible for ensuring that all staff in their departments are aware of the existence and content of the authority's financial procedure rules and other internal regulatory documents and that they comply with them. They must also ensure that an adequate number of copies are available for reference within their departments.

A: FINANCIAL MANAGEMENT

Responsibilities of the CFO

- A.1 To ensure the proper administration of the financial affairs of the authority.
- A.2 To monitor compliance with the financial procedure rules.
- A.3 To ensure proper professional practices are adhered to and to act as head of profession in relation to the standards, performance and development of finance staff throughout the authority.
- A.4 To advise on the key strategic controls necessary to secure sound financial management.
- A.5 To ensure that financial information is available to enable accurate and timely monitoring and reporting of comparisons of national and local financial performance indicators.

Responsibilities of Chief Officers

- A.6 To promote the financial procedure rules in their departments and to monitor adherence to the standards and practices, liaising as necessary with the CFO.
- A.7 To promote sound financial practices in relation to the standards, performance and development of staff in their departments.

Financial Accountabilities in relation to the Scheme of Virement

Explanatory Note

The overall budget is agreed by the Cabinet and approved by the Full Council. ~~Executive Director~~**Chief Officers** and budget managers are therefore authorised to incur net expenditure in accordance with the estimates that make up the budget.

The rules below cover virement; that is, switching resources between approved estimates or heads of expenditure.

What is a Virement?

A virement is the:

'planned transfer of a budget for use in a different purpose to that originally intended'.

A Virement does not create additional budget; it changes the purpose for which the budget will be used compared to that originally intended.

~~Executive Director~~**Chief Officers** are expected to exercise their discretion in managing their budgets responsibly and prudently. For example, they should aim to avoid supporting recurring expenditure from virements against one-off sources of savings or additional income, or creating future commitments, including full-year effects of decisions made part way through a year, for which they have not identified future resources.

~~Executive Director~~**Chief Officers** must plan to fund such commitments from within their own budgets having regard to the overall forecast out turn for the service and the portfolio. Any budget provided by Council to meet specific pressures must be used for the identified purpose or returned to the General Fund balance.

A virement should in no circumstances be used to mask an over or under spend. The reporting of over and under spends is important so that Members have a full understanding of where spending pressures and savings opportunities may arise.

~~All virements in excess of £2050,000 but less than £500,000 will be reported to Cabinet recorded in a Delegated Decision Notice and will be published on the forward plan in the monthly virement report, regardless of whether the rules below require a formal cabinet decision.~~

For the purposes of the scheme set out below, a virement occurs when a budget is transferred from one subjective heading to another (e.g. from supplies and services to transport expenditure) or from one Service Activity to another. Transfers within a subjective heading within the same service activity are not defined as virements.

All virements should be cleared in the first instance by the relevant accounting support for the Service Activity concerned.

The Scheme of Virement for Portfolios

Employee Budgets

Except for a limit of one one-off virement of up to £10,000 within a Service Activity, no virements are allowed from Employee budgets to Non Employee budgets without approval from Cabinet.

A.8 Employee Budgets – Within a Service Activity

~~Heads of Service and~~ **Executive Director****Chief Officers** shall be entitled to vire any amount within and across controllable employee budgets within a Service Activity.

A.9 Employee Budgets – Across Service Activities or Portfolios

~~Executive Director~~**Chief Officers** shall be entitled to vire controllable employee budgets across Service Activities or Portfolios within a Portfolio in accordance with the rules below for Non Employee budget virements.

A.10 Employee Budgets – Across Portfolio's

~~Executive Directors shall be entitled to vire controllable employee budgets across Portfolio's Service Activities in accordance with the rules below for either cross Portfolio Non Employee budget virements (A.14) or cross portfolio virements for an increase in Support Service Activities (A.13).~~

Non Employee Budgets

A.10+ Non Employee Budgets Within a Service Activity – Controllable Budgets

- i. Heads of Service following consultation with their Chief Officer shall be entitled to vire between controllable budgets, where each individual virement does not exceed £50,000. Such virements would need to be recorded locally by the Finance Support Teams. ~~and communicated to the Financial Planning and Resources Finance Manager.~~
- ii. Executive Director/Chief Officers following consultation with the relevant Cabinet Member and the Head of Finance shall be entitled to vire between controllable budgets, within a Service Activity where each individual virement is £50,000 or more but does not exceed £200,000. Such virements would need to be recorded on the Delegated Virement form and communicated to the Financial Planning and Resources Finance Manager.
- iii. Chief Officers following consultation with the relevant Cabinet Member and the Head of Finance shall be entitled to vire between controllable budgets, where each individual virement is £200,000 or more but does not exceed £500,000. Such virements would need to be recorded on a Delegated Decision Notice and published on the forward plan.
- ii. The Cabinet Member shall be entitled to vire between controllable budgets within a Service Activity where an individual virement is greater than £100,000, but does not exceed £250,000. Any virements in this category would need to be included in the monthly Cabinet Virement Report.
- iii.iv. One-off virements beyond the limit of £250,000, must be agreed by Full Council/Cabinet.
- iv.v. The cumulative virements to or from any budget within a Service Activity should not exceed £250,000 without the consent of Full Council/Cabinet.

A.12 Across Service Activities (Same Portfolio) – Controllable Budgets

- i. Executive Directors shall be entitled to vire between controllable budgets across Service Activities where each individual virement does not exceed £50,000. Such virements would need to be recorded on the Delegated Virement form.
- ii. Executive Directors shall be entitled to vire between controllable budgets across Service Activities where each individual virement is greater than £50,000, and does not exceed £100,000 (this would need to be agreed with the Head of Finance). Such virements would need to be recorded on the Delegated Virement form.
- iii. the Cabinet Member shall be entitled to vire between controllable budgets within a Service Activity where an individual virement is greater than £100,000, but does not exceed £250,000. Any virements in this category would need to be included in the monthly Cabinet Virement Report.
- iv. One-off virements beyond the limit of £250,000, must be agreed by Full Council.
- v. The cumulative virements to or from any budget within a Service Activity should not exceed £250,000 without the consent of Full Council.

A.13 Virements to Fund an Increase in Support Service Activity

- ~~i. Executive Directors shall be entitled to vire controllable budget across Portfolio's to deliver an increase in a support service up to the sum of £100,000, with the agreement of the Head of Finance. Such virements would need to be recorded on the Delegated Virement form.~~
- ~~ii. Virements in excess of £100,000 across Portfolio's to deliver an increase in a support service, shall only be allowable following the agreement of the Cabinet Members. Any virements in this category would need to be included in the monthly Cabinet Virement Report.~~

A.14 Cross Portfolio Virements

- ~~i. Virements up to £25,000 are allowable with the approval of the Executive Director(s).~~
- ~~ii. Any virement across Portfolio's from a controllable budget in excess of £25,000, shall only be allowable following the agreement of the Cabinet Members (this would need to be included in the monthly Cabinet Virement Report).~~
- ~~iii. Any cross Portfolio virements in excess of £250,000 will need Full Council approval.~~

A.115 Controllable Income

Controls on the use of additional controllable income are required to ensure that significant additional income is not spent without any control process in place (these rules do not apply to Grant Income and Trading Income – see separate section below). These also do not apply if additional expenditure is incurred to deliberately generate more income.

- ~~i. Up to £50,000, approval of the Head of Finance is required;~~
- ~~ii. Over £50,000 approval of Cabinet is required.~~
- ~~i. Up to £25,000, an Executive Director/Chief Officer shall be entitled to create an additional one off budget funded from excess income (assuming that overall the Portfolio is not overspent). Such virements would need to be recorded on the Delegated Virement form.~~
- ~~ii. Between £25,000 and £50,000, an Executive Director/Chief Officer shall be entitled to create additional budget funded from excess income (assuming that overall the Portfolio is not overspent) with the agreement of the Head of Finance.~~
- ~~ii. In excess of £50,000 an Executive Director/Chief Officer shall only be entitled to create additional budget funded from excess income (assuming that overall the Portfolio is not overspent), with the agreement of the Cabinet Member (this would need to be included in the monthly Cabinet Virement Report).~~

A.126 Grant Income

Where additional grant income is received, expenditure budgets can be increased in line with the increase in grant income without any additional approval, except where the additional grant is the result of an external funding bid, and the additional grant funding is in excess of £250,000 – in this instance a Cabinet report is required to accept the external bid funding as it is in excess of £250,000.

Financial Accountabilities in relation to the Treatment of Year-end Balances

Responsibilities of the CFO

- ~~A.173~~ To administer the scheme of carry-forward within the guidelines approved by the Full Council.
- ~~A.148~~ To report all underspendings on service estimates carried forward to the Full Council for approval.

Responsibilities of Chief Officers

- A.19 Any overspending will be reported by the CFO to the Cabinet and to the Full Council.
- A.20 Underspendings on specific estimates may be carried forward within guidelines issued by the CFO, subject to the approval of the Full Council
- A.21 All internal business unit surpluses shall be retained within balances for the benefit of the authority.
- A.22 Schools' balances shall be available for carry-forward to support the expenditure of the school concerned. Where an unplanned deficit occurs, the governing body shall prepare a detailed financial recovery plan for consideration by the Cabinet Member concerned, following evaluation by the relevant ~~Executive Director~~ Chief Officer and the CFO. Schools will normally be expected to agree a plan to recover the deficit within a defined period.
- A.23 In exceptional circumstances, schools may seek to incur expenditure to be financed by anticipating the following year's budget share. Such arrangements require the prior approval of the Cabinet. Proposals shall be accompanied by a detailed plan setting out how the arrangement is to be accommodated as the first call on the reduced budget share.

Financial Accountabilities in relation to Accounting Policies

Responsibilities of the CFO

- A.24 To select suitable accounting policies, and to ensure that they are applied consistently. The accounting policies are set out in the statement of accounts, which is prepared at 31 March each year, and covers such items as:
- (a) separate accounts for capital and revenue transactions
 - (b) the basis on which debtors and creditors at year-end are included in the accounts
 - (c) details on substantial provisions and reserves
 - (d) fixed assets
 - (e) depreciation
 - (f) capital charges
 - (g) work in progress
 - (h) stocks and stores
 - (i) deferred charges
 - (j) accounting for value added tax
 - (k) government grants
 - (l) leasing
 - (m) pensions.

Responsibilities of Chief Officers

- A.25 To adhere to the accounting policies and guidelines approved by the CFO.

Financial Accountabilities in relation to Accounting Records and Returns

Responsibilities of the CFO

- A.26 To determine the accounting procedures and records for the authority. Where these are maintained outside the finance department, the CFO should consult the chief officer concerned.
- A.27 To arrange for the compilation of all accounts and accounting records under his or her direction.
- A.28 To comply with the following principles when allocating accounting duties:
- (a) separating the duties of providing information about sums due to or from the authority and calculating, checking and recording these sums from the duty of collecting or disbursing them
 - (b) employees with the duty of examining or checking the accounts of cash transactions must not themselves be engaged in these transactions.
- A.29 To make proper arrangements for the audit of the authority's accounts in accordance with the Accounts and Audit Regulations 2003.
- A.30 To ensure that all claims for funds including grants are made by the due date.
- A.31 To prepare and publish the audited accounts of the authority for each financial year, in accordance with the statutory timetable and with the requirement for the Full Council to approve the statement of accounts by the dates set out in the Accounts and Audit Regulations. These dates are 30th September 2003, 31st August 2004, 31st July 2005 and 30th June 2006. The 30th June will apply from 2006 onwards.
- A.32 To administer the authority's arrangements for under spends to be carried forward to the following financial year.
- A.33 To ensure the proper retention of financial documents in accordance with the requirements set out in the authority's document retention schedule.

Responsibilities of Chief Officers

- A.34 To consult and obtain the approval of the CFO before making any changes to accounting records and procedures.
- A.35 To comply with the principles outlined in paragraph A.40 when allocating accounting duties.
- A.36 To maintain adequate records to provide a management trail leading from the source of income/expenditure through to the accounting statements.
- A.37 To supply information required to enable the statement of accounts to be completed in accordance with guidelines issued by the CFO.

Financial Accountabilities in relation to The Annual Statement of Accounts

Responsibilities of the CFO

- A.38 To select suitable accounting policies and to apply them consistently.
- A.39 To make judgements and estimates that are reasonable and prudent.
- A.40 To comply with the Statement of Recommended Practice (SORP).
- A.41 To sign and date the statement of accounts, stating that it presents fairly the financial position of the authority at the accounting date and its income and expenditure for the year ended 31 March 20xx.
- A.42 To draw up the timetable for final accounts preparation and to advise staff and external auditors accordingly.

Responsibilities of Chief Officers

- A.43 To comply with accounting guidance provided by the CFO and to supply the CFO with information when required.

B: FINANCIAL PLANNING

Responsibilities of the CFO

- B.1 To advise and supply the financial information that needs to be included in performance plans in accordance with statutory requirements and agreed timetables.
- B.2 To contribute to the development of corporate and service targets and objectives and performance information.

Responsibilities of Chief Officers

- B.3 To ensure that systems are in place to measure activity and collect accurate information for use as performance indicators.
- B.4 To ensure that performance information is monitored sufficiently frequently to allow corrective action to be taken if targets are not likely to be met.
- B.5 To contribute to the development of performance plans in line with statutory requirements.
- B.6 To contribute to the development of corporate and service targets and objectives and performance information.

The Budget

Format of the Budget

Responsibilities of the CFO

- B.7 To advise the Cabinet and opposition groups on the format and content of the budget that is approved by the Full Council including providing a commentary on the robustness of the estimates and the adequacy of the level of reserves.

Responsibilities of Chief Officers

- B.8 To comply with accounting guidance provided by the CFO.

Revenue budget preparation, monitoring and control

Responsibilities of the CFO

- B.9 To ensure that an annual revenue budget together with a three year overview is prepared on an annual basis for consideration by the Cabinet, before submission to the Full Council. The Chief Financial Officer will also prepare the indicators required as part of the Prudential Code. The Full Council may amend the budget and Prudential Indicators or ask the Cabinet to reconsider them before approving it.
- B.10 To establish an appropriate framework of budgetary management and control that ensures:

- (a) budget management is exercised within annual cash limits unless the Full Council agrees otherwise
- (b) each chief officer has available timely information on receipts and payments on each budget which is sufficiently detailed to enable managers to fulfil their budgetary responsibilities
- (c) expenditure is committed only against an approved budget head
- (d) all officers responsible for committing expenditure comply with relevant guidance, and the financial procedure rules
- (e) each cost centre has a single named manager, determined by the relevant chief officer. As a general principle, budget responsibility should be aligned as closely as possible to the decision-making processes that commits expenditure
- (f) significant variances from approved budgets are investigated and reported by budget managers regularly.

B.11 To administer the authority's scheme of virement.

B.12 To submit reports to the Cabinet and if necessary to the Full Council, following consultation with the relevant chief officer, where a chief officer is unable to balance expenditure and resources within existing approved budgets under his or her control.

B.13 To prepare and submit reports to the Cabinet on the authority's projected income and expenditure compared with the budget on a regular basis.

Responsibilities of Chief Officers

B.14 To ensure that budget estimates reflecting agreed service plans are produced in consultation with the Cabinet Member and submitted to the Chief Financial Officer in accordance with the budget timetable and the guidance issued for the production of budget reports to the Cabinet and Council. B.15 To maintain budgetary control within their departments, in adherence to the principles in B.19, and to ensure that all income and expenditure are properly recorded and accounted for.

B.16 To ensure that an accountable budget manager is identified for each item of income and expenditure under the control of the chief officer (grouped together in a series of cost centres). As a general principle, budget responsibility should be aligned as closely as possible to the decision-making that commits expenditure.

B.17 To ensure that spending remains within the service's overall cash limit and that individual budget heads are not overspent, by monitoring the budget and taking appropriate corrective action where significant variations from the approved budget are forecast.

B.18 To ensure that a monitoring process is in place to review performance levels/levels of service in conjunction with the budget, and that this process is operating effectively.

B.19 To prepare following consultation with the CFO reports on the service's projected expenditure compared with its budget, in accordance with the Council's Corporate Monitoring procedure

B.20 To ensure prior approval by the Full Council or Cabinet (as appropriate) for new proposals, of whatever amount, that:

- (a) create financial commitments in future years
- (b) change existing policies, initiate new policies or cease existing policies
- (c) materially extend or reduce the authority's services.

The report on new proposals should explain the full financial implications, after consultation with the CFO. Unless the Full Council or cabinet has agreed otherwise, Chief Officers must plan to contain the financial implications of such proposals within their cash limit

- B.21 To ensure compliance with the scheme of virement.
- B.22 To agree with the relevant chief officer where it appears that a budget proposal, including a virement proposal, may impact materially on another service area or chief officer's level of service activity.

Capital Programmes

Addition of Schemes to the Capital Programme

- B.23 Any new scheme where the total scheme cost does not exceed £500,000 that is ENTIRELY funded by scheme specific external sources can be added to the Capital Programme by the relevant Chief Officer following consultation with the Cabinet Member, Policy Co-ordinator and the CFO.
- B.24 Any new scheme where the total scheme cost exceeds £500,000 that is ENTIRELY funded by scheme specific external sources can be added to the Capital Programme by the Cabinet and since they will qualify as key decisions, will also need to be included in the forward plan.
- B.25 Any new scheme utilizing existing funding from the City Council may be added to the Capital Programme by the relevant Chief Officer following consultation with the relevant Cabinet Member, CFO and Policy Co-ordinator provided that this is consistent with their originally intended use.
- | B.26 Any scheme requiring up to £~~2~~400,000 of new funding from the City Council can be added to the Capital Programme by the CFO following consultation with the Cabinet Member with responsibility for financial matters and the relevant Chief Officer and Cabinet Member. Any such additions should be highlighted as part of the formal update of the Capital Programme submitted to Council twice a year.
- | B.27 Any scheme requiring over £~~2~~400,000 of new funding from the City Council will require approval by the full Council. New funding includes additional borrowing by the Council, except for supported borrowing approvals below £~~2010~~50,000.

Approval of Capital Schemes

- B.28 The basis for approving schemes, including credit arrangements such as Finance Leases, that are included in the approved capital programme is:
 - Schemes already in the capital programme up to the value of £200,000 can be approved by the relevant Chief Officer and Policy Co-ordinator following consultation with the relevant Cabinet Member and the CFO, subject to the

relevant details (as defined in guidance provided by the CFO) being provided in the form of a written briefing note or report.

- Schemes already in the capital programme costing £200,000 or more but less than £500,000 will require scheme approval by the relevant Chief Officer and Policy Co-ordinator following consultation with the relevant Cabinet Member and the CFO, subject to the relevant details (as defined in guidance provided by the CFO) being provided in the form of a written briefing note or report. These decisions will need to be recorded on a Delegated Decision Notice ~~and published on the forward plan,~~ from the Cabinet and since they will qualify as key decisions, will also need to be included in the forward plan. Where there are approvals in the programme for which there are block allocations, for example New Deal for Schools or a replacement roofs programme these may be treated as a single scheme, but any individual projects within that scheme costing between ~~in excess of~~ £200,000 and £500,000 will need to be separately identified in the request for approval. The allocation of spending within these blocks must be made within policies or strategies already agreed by Council.
- Schemes over £500,000 in value will need scheme approval from Cabinet.
- The costs for schemes that have already received formal scheme approval by Cabinet may be varied up or down by the relevant Chief Officer following consultation with the relevant Cabinet Member without requiring further scheme approval as long as the variation in costs complies with these financial procedure rules and is within tolerances set out in the Scheme Approval Report / Project Initiation Document and as long as the scope and design of the project, in the opinion of the Chief Officer in consultation with the CFO, remains largely unchanged from the original approval.
- Schemes already added to the capital programme may spend up to £50,000 or ten per cent of the scheme budget, whichever is the lesser, with the approval of the relevant Chief Officer following consultation with the relevant Cabinet Member in advance of approval to spend on the scheme for the purpose of feasibility work, scheme design and costing. Schemes requiring significant feasibility or design works should be progressed on the basis that the feasibility works are a separate scheme in their own right.

Variation of Capital Expenditure

- B.29 For the purposes of this section “Variation of Capital Expenditure” a scheme is defined as a programme of works consisting of a number of projects (e.g. Principal Roads) and a project is defined as an individual item that is either part of a larger scheme or stands alone in its own right.
- B.30 A Chief Officer following consultation with the relevant Cabinet Member and the CFO may transfer any sum between projects within a scheme providing that the CFO is satisfied that there will be no material change in the revenue implications arising from the transfer.
- B.31 A Chief Officer following consultation with the relevant Cabinet Member and, the CFO, ~~and Cabinet Member with responsibility for financial matters,~~ may transfer up to £200,000 between schemes in the capital programme providing that the CFO is satisfied that there will be no material change in the revenue implications arising from the transfer and as long as the expenditure is in line with policies and strategies already agreed by Council.

- B.32 Transfers between schemes in the capital programme from £200,000 up to £500,000 can be approved by the relevant Chief Officer following consultation with the relevant Cabinet Member and, the CFO and Cabinet Member with responsibility for financial matters ~~Cabinet~~ as long as the expenditure is in line with policies and strategies already agreed by Council. ~~Since these decisions will need to be recorded on a Delegated Decision Notice and qualify as key decisions, they will also need to be included published in the forward plan.~~
- B.33 Transfers between schemes in the capital programme of £500,000 or more must be approved by ~~Council~~ Cabinet.
- B.34 A Chief Officer following consultation with the relevant Cabinet Member ~~and, the CFO and Cabinet Member with responsibility for financial matters,~~ may transfer up to £~~2~~400,000 between projects in the capital programme providing that the CFO is satisfied that there will be no material change in the revenue implications arising from the transfer and as long as the expenditure is in line with policies and strategies already agreed by Council.
- B.35 Transfers between projects in the capital programme from £~~2~~400,000 up to £~~5~~200,000 can be approved by Cabinet as long as the expenditure is in line with policies and strategies already agreed by Council.
- B.36 Transfers between projects in the capital programme of £~~5~~200,000 or more must be approved by Council.
- B.37 Any transfer between schemes or projects within the capital programme that are not in line with policies and strategies already agreed by the Council will need Council approval.
- B.38 Any variations to the Capital Programme actioned under the rules above should be carried out in line with guidance issued by the CFO and highlighted as part of the formal update of the Capital Programme submitted to Council twice a year.

Responsibilities of the CFO

- B.39 To prepare annual capital estimates jointly with Chief Officers and the head of paid service and to report them to the Cabinet for approval. The Cabinet will make recommendations on the capital estimates and on any associated financing requirements to the Full Council. Approval of the CFO is required where a chief officer proposes to bid for or exercise additional borrowing approval not anticipated in the capital programme. This is because the extra borrowing may create future commitments to financing costs.
- B.40 To prepare and submit reports to the Cabinet on the projected income, expenditure and resources compared with the approved estimates.
- B.41 To issue guidance that may be updated ~~ferom~~ from time to time on the management and monitoring of the capital programme and requirements in respect of all aspects of the Council's project management methodology (PM Connect) ~~other related issues, for example, on project appraisal techniques.~~ The definition of 'capital' will be determined by the CFO, having regard to government regulations and accounting requirements.

- B.42 To approve, following consultation with the Solicitor to the Council and the Cabinet Member with responsibility for financial matters, any addition to the capital programme or capital expenditure which in the opinion of the CFO is in the best interests of the Council.

Responsibilities of Chief Officers

- B.43 To comply with all guidance ~~concerning the capital programme, capital schemes and controls~~ issued by the CFO.
- B.44 To ensure that all capital proposals have undergone a project appraisal in accordance with guidance issued by the CFO.
- B.45 To prepare regular reports reviewing the capital programme provisions for their services in accordance with the Corporate Monitoring Timetable for submission to the CFO.
- B.46 To ensure that adequate records are maintained for all capital contracts.
- B.47 To prepare and submit reports, jointly with the CFO, to the Cabinet, on completion of all contracts where the final expenditure exceeds the approved contract sum or overall scheme cost by more than 10% or £25,000 which ever is the higher, including where the additional spend was funded from.
- B.48 To ensure that credit arrangements, such as leasing agreements, are not entered into without the prior approval of the CFO and, if applicable, approval of the scheme through the capital programme.
- B.49 To consult with the CFO and relevant Cabinet Member where the chief officer proposes to bid for any capital resources issued by government departments that has not been included in the latest update of the capital programme

C: RISK MANAGEMENT AND CONTROL OF RESOURCES

Risk Management

Responsibilities of the CFO

- C.1 To prepare and promote the authority's risk management policy statement.
- C.2 To develop risk management controls in conjunction with other Chief Officers.
- C.3 To include all appropriate employees of the authority in a suitable fidelity guarantee insurance.
- C.4 To offer insurance cover to schools, in accordance with Fair Funding arrangements.
- C.5 To advise the Cabinet on proper insurance cover where appropriate, and effect corporate insurance cover, through external insurance and internal funding.

Responsibilities of Chief Officers

- C.6 To notify the CFO immediately of any loss, liability or damage that may lead to a claim against the authority, together with any information or explanation required by the CFO or the authority's insurers.
- C.7 To take responsibility for risk management, having regard to advice from the CFO and other specialist officers (e.g. crime prevention, fire prevention, health and safety).
- C.8 To ensure that there are regular reviews of risk within their departments.
- C.9 To notify the CFO promptly of all new risks, properties or vehicles that require insurance and of any alterations or new initiatives affecting existing insurances.
- C.10 To consult the CFO and where appropriate the head of legal services on the terms of any indemnity that the authority is requested to give.
- C.11 To ensure that employees, or anyone covered by the authority's insurances, do not admit liability or make any offer to pay compensation that may prejudice the assessment of liability in respect of any insurance claim.

Internal Control

Responsibilities of the CFO

- C.12 To assist the authority to put in place an appropriate control environment and effective internal controls which provide reasonable assurance of effective and efficient operations, financial stewardship, probity and compliance with laws and regulations.

Responsibilities of Chief Officers

- C.13 To manage processes to check that established controls are being adhered to and to evaluate their effectiveness, in order to be confident in the proper use of resources, achievement of objectives and financial performance targets, and management of risks.
- C.14 To review existing controls in the light of changes affecting the authority and to establish and implement new ones in line with guidance from the CFO. Chief officers should also be responsible for removing controls that are unnecessary or not cost or risk effective – for example, because of duplication.
- C.15 To ensure staff have a clear understanding of the consequences of lack of control.

Audit requirements – Internal Audit

Responsibilities of the CFO

- C.16 To ensure that internal auditors have the authority to:
 - (a) access authority premises at reasonable times
 - (b) access all assets, records, documents, correspondence and control systems
 - (c) receive any information and explanation considered necessary concerning any matter under consideration
 - (d) require any employee of the authority to account for cash, stores or any other authority asset under his or her control
 - (e) access records belonging to third parties, such as contractors, when required
 - (f) directly access the head of paid service, the Cabinet and Overview and Scrutiny Management Committee
- C.17 To approve the strategic and annual audit plans prepared by the Risk and Audit Manager, which take account of the characteristics and relative risks of the activities involved.
- C.18 To ensure that effective procedures are in place to investigate promptly any suspected fraud or irregularity.

Responsibilities of Chief Officers

- C.19 To ensure that internal auditors are given access at all reasonable times to premises, personnel, documents and assets that the auditors consider necessary for the purposes of their work.
- C.20 To ensure that auditors are provided with any information and explanations that they seek in the course of their work.
- C.21 To consider and respond promptly to recommendations in audit reports.
- C.22 To ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient fashion.

- C.23 To notify the CFO immediately of any suspected fraud, theft, irregularity, improper use or misappropriation of the authority's property or resources. Pending investigation and reporting, the chief officer should take all necessary steps to prevent further loss and to secure records and documentation against removal or alteration.
- C.24 To ensure new systems for maintaining financial records, or records of assets, or changes to such systems, are discussed with and agreed by the Risk and Audit Manager prior to implementation.

Audit Requirements - External Audit

Responsibilities of the CFO

- C.25 To ensure that external auditors are given access at all reasonable times to premises, personnel, documents and assets that the external auditors consider necessary for the purposes of their work.
- C.26 To ensure there is effective liaison between external and internal audit.
- C.27 To work with the external auditor and advise the Full Council, Cabinet and Chief Officers on their responsibilities in relation to external audit.

Responsibilities of Chief Officers

- C.28 To ensure that external auditors are given access at all reasonable times to premises, personnel, documents and assets which the external auditors consider necessary for the purposes of their work.
- C.29 To ensure that all records and systems are up to date and available for inspection.

Preventing fraud and corruption

Responsibilities of the CFO

- C.30 To develop and maintain an anti-fraud and anti-corruption policy.
- C.31 To maintain adequate and effective internal control arrangements.
- C.32 To ensure that all suspected irregularities are reported to the Risk and Audit Manager.

Responsibilities of Chief Officers

- C.33 To ensure that all suspected irregularities are reported to the Risk and Audit Manager.
- C.34 To invoke the authority's disciplinary procedures where the outcome of an investigation indicates improper behaviour.
- C.35 To ensure that where financial impropriety is discovered, the CFO is informed, and where sufficient evidence exists to believe that a criminal offence may have been

committed, the police are called in to determine with the Crown Prosecution Service whether any prosecution will take place.

C.36 To maintain a departmental register of interests.

Assets - Security

Responsibilities of the CFO

C.37 To ensure that an asset register is maintained in accordance with good practice for all fixed assets whose value is material in the manner prescribed by CIPFA in the Institute's Practical Guide to Asset Registers. The function of the asset register is to provide the authority with information about fixed assets so that they are safeguarded, used efficiently and effectively, and adequately maintained.

C.38 To receive the information required for accounting, costing and financial records from each chief officer.

C.39 To ensure that assets are valued in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice (CIPFA / LASAAC).

Responsibilities of Chief Officers

C.40 The appropriate chief officer shall maintain a property database in a form approved by the CFO for all properties, plant and machinery and moveable assets currently owned or used by the authority. Any use of property by a department or establishment other than for direct service delivery should be supported by documentation identifying terms, responsibilities and duration of use.

C.41 To ensure that lessees and other prospective occupiers of council land are not allowed to take possession or enter the land until a lease or agreement, in a form approved by the appropriate Chief Officers has been established.

C.42 To ensure the proper security of all buildings and other assets under their control.

C.43 Where land or buildings are surplus to requirements, a recommendation for sale should be the subject of a joint report by the appropriate Chief Officers

C.44 To pass title deeds to the appropriate chief officer who is responsible for custody of all title deeds.

C.45 To ensure that no authority asset is subject to personal use by an employee without proper authority.

C.46 To ensure the safe custody of vehicles, equipment, furniture, stock, stores and other property belonging to the authority. If an asset requires to be moved, altered, or disposed of check that the asset has not been leased or that any lease conditions are complied with.

- C.47 To ensure that the department maintains a register of moveable assets in accordance with arrangements defined by the CFO.
- C.48 To ensure that assets are identified, their location recorded and that they are appropriately marked and insured.
- C.49 To consult the CFO in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.
- C.50 To ensure cash holdings on premises are kept to a minimum.
- C.51 To ensure that keys to safes and similar receptacles are carried on the person of those responsible at all times; loss of any such keys must be reported to the CFO as soon as possible.
- C.52 To record all disposal or part exchange of assets that should normally be by competitive tender or public auction, unless, following consultation with the CFO, the relevant Cabinet Member, Cabinet or Council (as appropriate) agrees otherwise.
- C.53 To arrange for the valuation of assets for accounting purposes to meet requirements specified by the CFO.
- C.54 To ensure that all employees are aware that they have a personal responsibility with regard to the protection and confidentiality of information, whether held in manual or computerised records. Information may be sensitive or privileged, or may possess some intrinsic value, and its disclosure or loss could result in a cost to the authority in some way.
- C.55 To maintain inventories and record an adequate description of furniture, fittings, equipment, plant and machinery above £200 in value.
- C.56 To carry out an annual check of all items on the inventory in order to verify location, review, condition and to take action in relation to surpluses or deficiencies, annotating the inventory accordingly. Attractive and portable items such as computers, cameras and video recorders should be identified with security markings as belonging to the authority.
- C.57 To make sure that property is only used in the course of the authority's business, unless the chief officer concerned has given permission otherwise.
- C.58 To make arrangements for the care and custody of stocks and stores in the department.
- C.59 To ensure stocks are maintained at reasonable levels and are subject to a regular independent physical check. All discrepancies should be investigated and pursued to a satisfactory conclusion.
- C.60 To investigate and remove from the authority's records (i.e. write off) discrepancies as necessary, or to obtain Cabinet approval if they are in excess of a predetermined limit.
- C.61 To authorise or write off disposal of redundant stocks and equipment. Procedures for disposal of such stocks and equipment should be by competitive quotations or auction,

unless, following consultation with the CFO, the Cabinet decides otherwise in a particular case.

- C.62 To seek Cabinet approval to the write-off of redundant stocks and equipment in excess of a predetermined sum.
- C.63 To ensure that, in the event of any disaster, contingency plans for the security of assets and continuity of service or system failure are in place.

Assets - Disposal

Responsibilities of the CFO

- C.64 To issue guidelines representing best practice for disposal of assets.
- C.65 To ensure appropriate accounting entries are made to remove the value of disposed assets from the authority's records and to include the sale proceeds if appropriate.

Responsibilities of Chief Officers

- C.66 To dispose of surplus or obsolete materials, stores or equipment in accordance with the guidelines issued by the CFO.
- C.67 To ensure that income received for the disposal of an asset is properly banked and coded.

Treasury management

All financial transactions actioned as part of the Council's Treasury Management function will be undertaken in line with the approved Treasury Management Strategy, but will fall outside of the Delegated Decision Notice process ~~and the requirement to publish decisions on the forward plan.~~

Responsibilities of CFO

- C.68 To arrange the borrowing and investments of the authority in such a manner as to comply with the CIPFA Code of Practice on Treasury Management and the authority's treasury management policy statement and strategy.
- C.69 To report a proposed treasury management strategy for the coming financial year to the Council at, or before the start of, each financial year.
- C.70 To report to the Council not less than twice in each financial year on the activities of the treasury management operation and on the exercise of his or her delegated treasury management powers. One such report will comprise an annual report on treasury management for presentation by 30 September of the succeeding financial year.
- C.71 To operate bank accounts as are considered necessary – opening or closing any bank account shall require the approval of the CFO, Head of Finance or Head of Accountancy.

- C.72 To ensure that all investments of money are made in the name of the authority or in the name of nominees approved by the Full Council.
- C.73 To ensure that all securities that are the property of the authority or its nominees and the title deeds of all property in the authority's ownership are held in the custody of the appropriate chief officer.
- C.74 To affect all borrowings in the name of the authority.
- C.75 To act as the authority's registrar of stocks, bonds and mortgages and to maintain records of all borrowing of money by the authority.

Responsibilities of Chief Officers

- C.76 To ensure that loans are not made to third parties and that interests are not acquired in companies, joint ventures or other enterprises without the approval of the Full Council or Cabinet as appropriate, subject to the criterion as detailed in E.8A, following consultation with the CFO.
- C.77 To arrange for all trust funds to be held, wherever possible, in the name of the authority. All officers acting as trustees by virtue of their official position shall deposit securities, etc relating to the trust with CFO, unless the deed otherwise provides.
- C.78 To arrange, where funds are held on behalf of third parties, for their secure administration, approved by the CFO, and to maintain written records of all transactions.
- C.79 To ensure that trust funds are operated within any relevant legislation and the specific requirements for each trust.
- C.80 To follow the instructions on banking issued by the CFO.

Staffing

Responsibilities of the CFO

- C.81 To act as an advisor to Chief Officers on areas such as national insurance and pension contributions, as appropriate.

Responsibilities of Chief Officers

- C.82 To produce an annual staffing estimate within the budget allocation available..
- C.83 To advise the CFO and the Head of Human Resources if the budget allocation is insufficient to cover the estimated staffing levels.
- C.84 To monitor staff activity to ensure adequate control over such costs as sickness, overtime, training , temporary staff and vacancy management.
- C.85 To ensure that the staffing budget is not exceeded without due authority, adjusting staffing to a level that can be funded within approved budget provision, and varying the

provision as necessary within that constraint in order to meet changing operational needs.

C.86 To ensure that the head of human resources and the CFO are immediately informed if the staffing budget is likely to be materially over- or underspent.

C.87 To ensure the proper use of appointment procedures

D: SYSTEMS AND PROCEDURES

General

Responsibilities of the CFO

- D.1 To make arrangements for the proper administration of the authority's financial affairs, including to:
- (a) issue advice, guidance and procedures for officers and others acting on the authority's behalf
 - (b) determine the accounting systems, form of accounts and supporting financial records
 - (c) establish arrangements for audit of the authority's financial affairs
 - (d) approve any new financial systems to be introduced
 - (e) approve any changes to be made to existing financial systems.

Responsibilities of Chief Officers

- D.2 To ensure that accounting records are properly maintained and held securely.
- D.3 To ensure that vouchers and documents with financial implications are not destroyed, except in accordance with arrangements approved by the CFO.
- D.4 To ensure that a complete management trail, allowing financial transactions to be traced from the accounting records to the original document, and vice versa, is maintained.
- D.5 To incorporate appropriate controls to ensure that, where relevant:
- (a) all input is genuine, complete, accurate, timely and not previously processed
 - (b) all processing is carried out in an accurate, complete and timely manner
 - (c) output from the system is complete, accurate and timely.
- D.6 To ensure that the organisational structure provides an appropriate segregation of duties, an adequate level of internal control, and that the risk of fraud or other malpractice is minimised.
- D.7 To ensure there is a documented and tested disaster recovery plan to allow information system processing to resume quickly in the event of an interruption.
- D.8 To ensure that systems are documented and staff trained in operations.
- D.9 To consult with the CFO before changing any existing system or introducing new systems.
- D.10 To establish a scheme of delegation identifying officers authorised to act upon the chief officer's behalf, or on behalf of the Cabinet, in respect of payments, income collection and placing orders, including variations, and showing the limits of their authority.

- D.11 Where relevant, to supply lists of authorised officers, with specimen signatures and delegated limits, to the CFO, together with any subsequent variations.
- D.12 To ensure that effective contingency arrangements, including back-up procedures, exist for computer systems. Wherever possible, back-up information should be securely retained in a fireproof location, preferably off site or at an alternative location within the building.
- D.13 To ensure that, where appropriate, computer systems are registered in accordance with data protection legislation and that staff are aware of their responsibilities under the legislation.
- D.14 To ensure that the authority's IS/IT Standards issued by the appropriate chief officer are observed, and that in particular all computerised data, computer equipment and software are protected from loss and damage through theft, vandalism, etc.
- D.15 To comply with the copyright, designs and patents legislation and, in particular, to ensure that:
- (a) only software legally acquired and installed by the authority is used on its computers
 - (b) staff are aware of legislative provisions
 - (c) in developing systems, due regard is given to the issue of intellectual property rights.

Income

Responsibilities of the CFO

- D.16 To agree arrangements for the collection of all income due to the authority, and to approve the procedures, systems and documentation for its collection.
- D.17 To provide advice to Chief Officers on the statutory regulations which relate to the collection and accounting of income.
- D.18 To assess and approve the form of receipt books and receipting machines used by "accounting officers".
- D.19 To undertake weekly reconciliations of all deposits to the Collection and Deposit book and Cash book.
- D.20 To provide an accounting system which records income and provides relevant information to Chief Officers so that income can be monitored.
- D.21 To maintain a Value Added Tax account and supply Customs and Excise with such details, explanations and statutory returns as required.
- D.22 To provide a system for the collection and control of credit income, and of sundry debts.
- D.23 To create, monitor and maintain a provision for bad and doubtful debts.

D.24 To annually review the policy for writing off debts and the terms of credit. The Cabinet is responsible for approving the procedures for writing off debts as part of the overall control framework of accountability and control.

Responsibilities of Chief Officers

D.25 To establish proposals for a charging policy for the supply of goods or services, including the appropriate charging of VAT, and to review it regularly, in line with corporate policies.

D.26 To separate the responsibility for identifying amounts due and the responsibility for collection, as far as is practicable.

D.27 To establish and initiate appropriate recovery procedures, including legal action where necessary, for debts that are not paid promptly.

D.28 To issue official receipts or to maintain other documentation for income collection.

D.29 To ensure that at least two employees are present when post is opened so that money received by post is properly identified and recorded.

D.30 To hold securely receipts, tickets and other records of income for the appropriate period.

D.31 To lock away all income to safeguard against loss or theft, and to ensure the security of cash handling.

D.32 To ensure that income is paid fully and promptly into the appropriate authority bank account in the form in which it is received. Appropriate details should be recorded on to paying-in slips to provide an audit trail. Money collected and deposited must be reconciled to the bank account and the ledger system on a regular basis appropriate to the level of transactions.

D.33 To ensure income is not used to cash personal cheques or other payments.

D.34 To supply the CFO with details relating to work done, goods supplied, services rendered or other amounts due, to enable the CFO to record correctly the sums due to the authority and to ensure accounts are sent out promptly. To do this, Chief Officers should use established performance management systems to monitor recovery of income and flag up areas of concern to the CFO. Chief officers have a responsibility to assist the CFO in collecting debts that they have originated, by providing any further information requested by the debtor, and in pursuing the matter on the authority's behalf. Only up to approved levels of cash can be held on the premises.

D.35 To keep a record of any transfer of money between employees. The receiving officer must sign for the transfer and the transferor must retain a copy.

D.36 To recommend to the CFO all debts to be written off and to keep a record of all sums written off up to the approved limit. Once raised, no bona fide debt may be cancelled, except by full payment or by its formal writing off. A credit note to replace a debt can only be issued to correct a factual inaccuracy or administrative error in the calculation and/or billing of the original debt.

D.37 To obtain the approval of the CFO when writing off debts in excess of the approved limit, and the approval of the Cabinet where required.

D.38 To notify the CFO of outstanding income relating to the previous financial year as soon as possible after 31 March in line with the timetable determined by the CFO.

Ordering and Paying for Work, Goods and Services

Responsibilities of the CFO

D.39 To ensure that all the authority's financial systems and procedures are sound and properly administered.

D.40 To ensure that a budgetary control system is established that enables commitments incurred by placing orders to be shown against the appropriate budget allocation so that they can be taken into account in budget monitoring reports.

D.41 To approve any changes to existing financial systems and to approve any new systems before they are introduced.

D.42 To approve the form of official orders and associated terms and conditions.

D.43 To make payments from the authority's funds on the chief officer's authorisation that the expenditure has been duly incurred in accordance with financial regulations.

D.44 To make payments, whether or not provision exists within the estimates, where the payment is specifically required by statute or is made under a court order.

D.45 To make payments to contractors on the certificate of the appropriate chief officer, which must include details of the value of work, retention money, amounts previously certified and amounts now certified.

D.46 To provide advice and encouragement on making payments by the most economical means.

D.47 To provide, as necessary, cash change floats, and approve and set up bank imprest accounts to meet minor expenditure on behalf of the authority and to prescribe rules for operating these accounts.

D.48 To maintain a record of all such cash floats and bank imprest accounts, and periodically to review the arrangements for the safe custody and control of them.

Responsibilities of Chief Officers

D.49 To ensure that unique numbered official orders are used for all goods and services, other than the exceptions specified in D.46.

D.50 To ensure official orders are not used to obtain goods or services for private use.

D.51 To ensure that only those designated staff initiate or authorise orders and to maintain an up-to-date list of such designated staff, including where appropriate specimen signatures

identifying in each case the limits of their authority. The authoriser of the order should be satisfied that the goods and services ordered are appropriate and needed, that there is adequate budgetary provision and that quotations or tenders have been obtained if necessary. Best value principles should underpin the authority's approach to procurement. Value for money should always be achieved.

- D.52 To ensure that goods and services are checked on receipt to verify that they are in accordance with the order. Where possible a different officer from the person who authorised the order should always carry out this check. If appropriate, entries should then be made in inventories or stores records.
- D.53 To ensure that payment is not made unless a proper VAT invoice has been received, checked, coded and certified for payment, confirming that:
- (a) the goods or services have been received
 - (b) The invoice has not previously been paid
 - (c) the expenditure has been properly incurred and is within budget provision
 - (d) prices and arithmetic are correct and accord with quotations, tenders, contracts or catalogue prices
 - (e) tax has been correctly accounted for
 - (f) the invoice is correctly coded
 - (g) discounts have been taken where available
 - (h) appropriate entries will be made in accounting records.
- D.53A For the avoidance of doubt, no pre-payment for goods, services or suppliers shall be allowed without the prior written consent of the Chief Financial Officer and the Monitoring Officer.
- D.54 To ensure no officer authorises a payment to her/himself, and where practical no officer should authorises an invoice for which the officer raised the order.
- D.55 To ensure controls are regularly reviewed to verify they are in place and adequate for the efficient management of the system, which enables invoices to be examined, verified and authorised as properly payable
- D.56 To ensure that payments are not made on a photocopied or faxed invoice, statement or other document other than the formal invoice. Any instances of these being rendered should be reported to the Risk and Audit Manager unless a written explanation giving the reason is attached. Any copy invoice must be clearly marked by the supplier that it is a copy.
- D.57 To encourage suppliers of goods and services to receive payment by the most economical means for the authority. It is essential, however, that payments made by direct debit have the prior approval of the CFO.
- D.58 To ensure that the department obtains best value from purchases by taking appropriate steps to obtain competitive prices for goods and services of the appropriate quality, with regard to the authority's contract procedure rules.

- D.59 To utilise any established central purchasing procedures in putting purchases, where appropriate, out to competitive quotation or tender. These will comply with the authority's contract procedure rules.
- D.60 To ensure that employees are aware of the national code of conduct for local government employees (summarised in the procedures and conditions of employment manual).
- D.61 To ensure that loans, leasing or rental arrangements are not entered into without prior agreement from the CFO. This is because of the potential impact on the authority's borrowing powers, to protect the authority against entering into unapproved credit arrangements and to ensure that value for money is being obtained.
- D.62 To notify the CFO of outstanding expenditure relating to the previous financial year as soon as possible after 31 March in line with the timetable determined by the CFO.
- D.63 With regard to contracts for construction and alterations to buildings and for civil engineering works, to document and agree with the CFO, the systems and procedures to be adopted in relation to financial aspects, including:
- certification of interim and final payments,
 - checking, recording and authorising payments,
 - monitoring and controlling capital schemes
 - validation of subcontractors' tax status.
- D.64 To notify the CFO immediately of any expenditure to be incurred as a result of statute/court order where there is no budgetary provision.
- D.65 To ensure that all appropriate payment records are retained and stored for the defined period, in accordance with the document retention schedule.
- D.66 To ensure that employees operating an imprest account:
- (a) obtain and retain vouchers to support each payment from the imprest account, including where appropriate an official receipted VAT invoice
 - (b) make adequate arrangements for the safe custody of the account
 - (c) produce upon demand by the CFO cash and all vouchers to the total value of the imprest amount
 - (d) record transactions promptly
 - (e) reconcile and balance the account at least monthly; reconciliation sheets to be signed and retained by the imprest holder
 - (f) provide the CFO with a certificate of the value of the account held at 31 March each year, detailing the breakdown between cash at bank, cash in hand, petty cash floats advanced and vouchers.
 - (g) ensure that the float is never used to cash personal cheques or to make personal loans and that the only payments into the account are the reimbursement of the float and change relating to purchases where an advance has been made
 - (h) on leaving the authority's employment or otherwise ceasing to be entitled to hold an imprest advance, an employee shall account to the CFO for the amount advanced to him or her.

Payments to Employees and Members

Responsibilities of the CFO

- D.67 To arrange and control secure and reliable payment of salaries, wages, compensation or other emoluments to existing and former employees, in accordance with procedures prescribed by him or her, on the due date.
- D.68 To record and make arrangements for the accurate and timely payment of tax, superannuation and other deductions.
- D.69 To make arrangements for payment of all travel and subsistence claims or financial loss allowance.
- D.70 To make arrangements for paying Members travel or other allowances.
- D.71 To provide advice and encouragement to Members, Chief Officers and employees in order to secure payment of allowances, salaries and wages by the most economical means.
- D.72 To ensure that there are adequate arrangements for administering superannuation matters on a day-to-day basis.

Responsibilities of Chief Officers

- D.73 To ensure appointments are made in accordance with the regulations of the authority and approved establishments, grades and scale of pay and that adequate budget provision is available.
- D.74 To notify the CFO of all appointments, terminations or variations which may affect the pay or pension of an employee or former employee, in the form and to the timescale required by the CFO.
- D.75 To ensure that adequate and effective systems and procedures are operated, so that:
- payments are only authorised to bona fide employees
 - payments are only made where there is a valid entitlement
 - conditions and contracts of employment are correctly applied
 - employees' names listed on the payroll are checked at regular intervals to verify accuracy and completeness.
- D.76 To ensure that only those staff designated by him/her initiate or authorise payroll documentation, and to maintain a list of such designated staff, including where appropriate specimen signatures identifying in each case the limits of their authority.
- D.77 To ensure that payroll transactions are processed only through the payroll system. Chief officers should give careful consideration to the employment status of individuals employed on a self-employed consultant or subcontract basis. The Inland Revenue applies a tight definition for employee status, and in cases of doubt, advice should be sought from the CFO.

- D.78 To certify travel and subsistence claims and other allowances. Certification is taken to mean that journeys were authorised and expenses properly and necessarily incurred, and that allowances are properly payable by the authority, ensuring that cost-effective use of travel arrangements is achieved. Due consideration should be given to tax implications and that the CFO is informed where appropriate.
- D.79 To ensure that the CFO is notified of the details of any employee benefits in kind, to enable full and complete reporting within the income tax self-assessment system.
- D.80 To ensure that all appropriate payroll documents are retained and stored for the defined period in accordance with the document retention schedule.

Responsibilities of Members

- D.81 To submit claims for Members' travel and subsistence allowances on a monthly basis and, in any event, within one month of the year end.

Taxation

Responsibilities of the CFO

- D.82 To complete all Inland Revenue returns regarding PAYE.
- D.83 To complete a monthly return of VAT inputs and outputs to HM Customs and Excise.
- D.84 To provide details to the Inland Revenue regarding the construction industry tax deduction scheme.
- D.85 To advise Chief Officers, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues that affect the authority, and to maintain up-to-date guidance for all authority employees on taxation issues.

Responsibilities of Chief Officers

- D.86 To ensure that the correct VAT liability is attached to all income due and that all VAT recoverable on purchases complies with HM Customs and Excise regulations.
- D.87 To ensure that, where construction and maintenance works are undertaken, the contractor fulfils the necessary construction industry tax deduction requirements.
- D.88 To ensure that all persons employed by the authority are added to the authority's payroll and tax deducted from any payments, except where the individuals are bona fide self-employed or are employed by a recognised staff agency.
- D.89 To follow the guidance on taxation issued by the CFO.

Quasi Commercial operations

Responsibilities of the CFO

D.90 To advise on the establishment and operation of trading accounts and business units.

Responsibilities of Chief Officers

- D.91 To consult with the CFO where a business unit wishes to enter into a contract with a third party where the contract expiry date exceeds the remaining life of their main contract with the authority. In general, such contracts should not be entered into unless they can be terminated within the main contract period without penalty.
- D.92 To observe all statutory requirements in relation to business units, including the maintenance of a separate revenue account to which all relevant income is credited and all relevant expenditure, including overhead costs, is charged, and to produce an annual report in support of the final accounts.
- D.93 To ensure that the same accounting principles are applied in relation to trading accounts as for other services or business units.
- D.94 To ensure that each business unit prepares an annual business plan in accordance with published guidelines.

E: EXTERNAL ARRANGEMENTS

Partnerships

Responsibilities of the CFO

- E.1 To advise on effective controls that will ensure that resources are not wasted.
- E.2 To advise on the key elements of funding a project. They include:
- a scheme appraisal for financial viability in both the current and future years
 - risk appraisal and management
 - resourcing, including taxation issues
 - audit, security and control requirements
 - carry-forward arrangements.
- E.3 To ensure that the accounting arrangements are satisfactory.

Responsibilities of Chief Officers

- E.4 To maintain a register of all contracts entered into with external bodies in accordance with procedures specified by the CFO.
- E.5 To ensure that, before entering into agreements with external bodies, appropriate approvals have been obtained and a risk management appraisal has been prepared for the CFO.
- E.6 To ensure that such agreements and arrangements do not impact adversely upon the services provided by the authority.
- E.7 To ensure that all agreements and arrangements are properly documented.
- E.8 To provide appropriate information to the CFO to enable a note to be entered into the authority's statement of accounts concerning material items.
- E.8A To ensure proper authority is obtained for the creation of any company, or any interest in a company, upon the following provisos:
- i. Cabinet authority – where the interest is within the Policy Framework, a minority one, there is limited liability, less than 20% board membership and the CFO and Solicitor to the Council have no financial or legal concerns;
 - ii. Council authority – any other situation.

External Funding

Responsibilities of the CFO

- E.9 To ensure that any match-funding or partnership funding requirements are considered prior to entering into agreements and that future revenue budgets reflect these requirements, and that these issues are fully considered before bids are submitted.
- E.10 To ensure that all funding notified by external bodies is received and properly recorded in the authority's accounts.
- E.11 To ensure that the match-funding requirements are considered prior to entering into the agreements and that future revenue budgets reflect these requirements.
- E.12 To ensure that audit requirements are met.

Responsibilities of Chief Officers

- E.13 To consult with the CFO and the relevant Cabinet Member before any bid for any external funds is submitted
- E.14 To ensure that when a bid is successful, relevant amendments are made to the appropriate capital and revenue budgets, and that all necessary capital and revenue approvals are obtained before any expenditure is incurred or any commitment is made.
- E.14A For externally funded revenue activity the chief officer in consultation with the ~~CFO~~Head of Finance may increase the expenditure budgets by the extent of the external funding up to an amount not exceeding £5200,000. If the externally funded activity exceeds £5200,000 then the approval of the Cabinet ~~Member~~ is required, ~~following a joint report of the chief officer and the CFO.~~ In taking these decisions chief officers and Cabinet ~~Members~~ must consider a written statement of any future commitments that arise after the period of external funding ceases and agree a written exit strategy in order to avoid unplanned future commitments or provide a robust financial plan to fund any approved future commitments after the period of external funding ceases.
- E.15 To ensure that all claims for funds are made by the due date.
- E.16 To ensure that the project progresses in accordance with the agreed project and that all expenditure is properly incurred and recorded.

Work for Third Parties

Responsibilities of CFO

- E.17 To issue guidance with regard to the financial aspects of third party contracts and the maintenance of the contract register.

Responsibilities of Chief Officers

- E.18 To ensure that the approval of the Cabinet is obtained before any negotiations are concluded to work for third parties.

- E.19 To maintain a register of all contracts entered into with third parties in accordance with procedures specified by the CFO.
- E.20 To ensure that appropriate insurance arrangements are made.
- E.21 To ensure that the authority is not put at risk from any bad debts.
- E.22 To ensure that no contract is subsidised by the authority.
- E.23 To ensure that, wherever possible, payment is received in advance of the delivery of the service.
- E.24 To ensure that the business unit has the appropriate expertise to undertake the contract.
- E.25 To ensure that such contracts do not impact adversely upon the services provided for the authority.
- E.26 To ensure that all contracts are properly documented.
- E.27 To provide appropriate information to the CFO to enable a note to be entered into the statement of accounts.