

Report for Resolution

Report to	Council	Item
	27 September 2011	
Joint report of	Head of finance and head of law and governance	8
Subject	Constitution change - review of the financial regulations	

Purpose

To amend the constitution to bring the council's financial regulations up to date to reflect changes to the council's management structure and strengthen the virement and audit arrangements.

Recommendations

That council:

- (1) adopts the revised financial regulations as part of the constitution as attached to this report (appendix A); and;
- (2) asks the head of law and governance to amend the council's constitution accordingly.

Financial consequences

There are no direct financial consequences arising from this report.

Risk assessment

There are no direct risks to the council arising from this report.

Strategic priority and outcome/service priorities

The report helps to meet the strategic priority "Aiming for excellence – ensuring the council is efficient in its use of resources, is effective in delivering its plans, is a good employer and communicates effectively with its customers, staff and partners".

Cabinet member: Councillor Waters - Corporate resources and governance

Ward: All

Contact officers

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Report

Background

1. At its meeting on 22 March 2011, the council considered changes to the council's constitution and agreed to ask the constitution working party to conduct a fundamental review of the constitution.
2. Appendix 10 of the constitution, which sets out the council's financial regulations, was approved by full council in March 2008 and is in need of updating to reflect changes to the management structure of the council. The review of the financial regulations establishes the principle of the constitution setting out the broader framework for the operation of the council, underpinned by detailed procedures. The detailed procedures will be available on the council's website and used by officers in the day to day operation of the council.
3. The constitution working party considered the revised financial regulations at its meeting on 25 July 2011. The working party resolved to recommend to cabinet that council approves the revised financial regulations, subject to asking cabinet to consider the appropriateness of the appointment of the corporate leadership team (CLT) by the chief executive (as set out in rule 2.23 of the revised financial regulations attached to this report at appendix A). However the appointment of officers by members, other than the head of paid service (i.e. the chief executive), is precluded by statute. In practice directors and other senior officers are usually interviewed by a panel comprising the chief executive and elected members. Furthermore it is a fundamental principle of the constitution that staffing and organisational structure are the responsibility of the head of paid service and therefore rule 2.23 is considered to be appropriate.
4. Members will need to revisit the financial regulations and its underpinning procedures as the fundamental review of the council's constitution progresses and the format and content of other sections of the constitution are revised.
5. This report will be considered by the cabinet at its meeting on 21 September 2011 and any comments will be reported orally at full council.

Review of the financial regulations

6. Financial regulations provide the framework for managing the council's financial affairs. Beneath the overarching regulations should be detailed financial and contract procedures which set out how the regulations are to be implemented. Currently the council's financial regulations are in appendix 10 of the constitution, but the detailed financial procedures are set down in an internal document which is not easily available across the council. It is proposed that the financial procedures and the current

standing orders relating to contracts (appendix 11 of the constitution) will be updated as part of this exercise.

7. The Chartered Institute of Public Finance and Accountancy (CIPFA) has produced a good practice guide to financial regulations for an English modern council, which was used as the basis for the council's current financial regulations in appendix 10 of the constitution. As the council's financial regulations are already based on the CIPFA guidance, the amendments to the financial regulations are minor amendments to reflect the latest management structure and job titles.
8. The head of finance took the opportunity of the review to strengthen the sections on virement (starting at paragraph 2.26, appendix A) and audit requirements (starting at paragraph 4.7 appendix A), in particular the responsibilities of the audit manager and internal audit.

Summary

9. This review will bring the council's financial regulations up to date to reflect changes at the council since the previous version was adopted and will form the overarching principles which are underpinned by detailed financial procedures.
10. The updated financial regulations will still be in line with best practice as recommended by CIPFA.

FINANCIAL REGULATIONS

1 Status of financial regulations

- 1.1 Financial regulations provide the framework for managing the council's financial affairs and are part of the council's constitution. They apply to every member and employee of the council and anyone acting on its behalf. The council's detailed financial procedures, setting out how the regulations will be implemented, are contained in the financial procedures A-E [*insert website link*].
- 1.2 The regulations identify the financial responsibilities of the council, its members, the head of paid service, the monitoring officer, the responsible financial officer and the corporate leadership team (CLT).
- 1.3 Cabinet members and members of the CLT should maintain a written record where decision making has been delegated to members of their staff, including seconded staff. Where decisions have been delegated or devolved to other responsible employees references to members of the CLT in the regulations should be read as referring to them.
- 1.4 All members and employees 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.
- 1.5 The head of finance is the responsible financial officer and is responsible for maintaining a continuous review of these regulations and submitting any additions or changes necessary to the council for approval. The head of finance is also responsible for reporting, where appropriate, breaches of the financial regulations to the council and/or to the cabinet and portfolio holders.
- 1.6 Members of the CLT are responsible for ensuring that all employees are aware of the existence and content of the council's financial regulations and other internal regulatory documents and that they comply with them.
- 1.7 The head of finance is responsible for issuing financial procedures and contract procedures (and other advice on the application of the financial regulations) that members, employees and others acting on behalf of the council are required to follow.
- 1.8 The head of finance can allow exceptions to these regulations if he or she believes that the interests of the council would be best served if the regulations were not applied. The head of finance must keep a written record of any such exceptions and submit an annual report to council summarising his or her decisions. Officers authorised to act jointly on behalf of the head of finance in agreeing exceptions are the deputy s.151 officer and the audit manager.

2 Financial management

- 2.1 Financial management covers all financial accountabilities in relation to the running of the council, including the policy framework and budget.

The council

- 2.2 The council is responsible for adopting the council's constitution and members' code of conduct and for approving the policy framework and budget within which the cabinet operates. It is also responsible for approving and monitoring compliance with the council's overall framework of accountability and control. The framework is set out in its constitution. The council is also responsible for monitoring compliance with the agreed policy and decisions of the cabinet.
- 2.3 The council is responsible for approving procedures for recording and reporting decisions taken. This includes those key decisions delegated by and decisions taken by the council and its committees. These delegations and details of who has responsibility for which decisions are set out in the constitution.

The cabinet

- 2.4 The cabinet is responsible for proposing the financial policy framework and budget to the council, and for discharging executive functions in accordance with the policy framework and budget.
- 2.5 Executive decisions can be delegated to a committee of cabinet members, an employee or a joint committee.
- 2.6 The cabinet is responsible for establishing protocols to ensure that individual cabinet members consult with relevant officers before taking a decision within his or her delegated authority. In doing so, the individual member must take account of legal and financial liabilities and risk management issues that may arise from the decision.

The scrutiny committee

- 2.7 The scrutiny committee is responsible for scrutinising decisions of the cabinet before or after they have been implemented and for holding the cabinet to account. The scrutiny committee is also responsible for making recommendations on future policy options and for reviewing the general policy and service delivery of the council.

The audit committee

- 2.8 The audit committee is responsible for certain aspects of governance. It has right of access to all information it considers necessary and can consult directly with internal and external auditors. It is also responsible for approving the annual audit plan, reviewing all internal audit reports and reports from

external auditors and inspectors, reviewing and approving the annual governance statement and the statement of accounts, reviewing progress on implementing audit recommendations, monitoring the performance of internal audit, reviewing the corporate governance framework, and ensuring appropriate procedures are in place to mitigate risk.

- 2.9 It must also recommend to the standards committee any changes to the corporate governance framework that fall within the remit of that committee.

Standards committee

- 2.10 The standards committee is responsible for promoting and maintaining high standards of conduct amongst members. In particular, it is responsible for advising the council on the adoption and revision of the members' code of conduct, and for monitoring the operation of the code.

Other regulatory committees

- 2.11 Planning, [conservation], and licensing are not executive functions but are exercised through multi-party committees under powers delegated by the full council.

The statutory officers

Head of paid service (and chief executive)

- 2.12 The chief executive shall undertake the duties of the head of paid service for the purposes of the Local Government Act 1989 and is responsible for the corporate and overall strategic management of the council as a whole. The chief executive must report to and provide information for the council, the cabinet, the scrutiny committee and other committees.
- 2.13 The chief executive is responsible for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation. The chief executive is also responsible, together with the head of law and governance, for the system of record keeping in relation to all the council's decisions.

The monitoring officer (and head of law and governance)

- 2.14 The head of law and governance shall undertake the duties of the monitoring officer. The head of law and governance is responsible for promoting and maintaining high standards of conduct and therefore provides support to the standards committee. The head of law and governance is also responsible for reporting any actual or potential breaches of the law or maladministration to the council and/or to the cabinet, and for ensuring that procedures for recording and reporting key decisions are operating effectively.
- 2.15 The head of law and governance must ensure that decisions and the reasons for them are made public. The head of law and governance must also ensure

that council members are aware of decisions made by committees and employees who have delegated executive responsibility.

- 2.16 The head of law and governance is responsible for advising all members and employees about who has authority to take a particular decision.
- 2.17 The head of law and governance is responsible for advising the cabinet or council about whether a decision is likely to be considered contrary or not wholly in accordance with the policy framework and that there is a statutory basis for making the decision.
- 2.18 The head of law and governance is responsible for maintaining an up-to-date constitution.

The responsible financial officer (and head of finance)

- 2.19 The head of finance shall undertake the duties of the responsible financial officer and has statutory duties in relation to the financial administration and stewardship of the council. This statutory responsibility cannot be overridden. The statutory duties arise from:
 - (a) Section 151 of the Local Government Act 1972
 - (b) The Local Government Finance Act 1988
 - (c) The Accounts and Audit Regulations 2003 to 2011.
- 2.20 The head of finance is responsible for:
 - (a) the proper administration of the council's financial affairs
 - (b) setting and monitoring compliance with financial management standards
 - (c) advising on the corporate financial position and on the key financial controls necessary to secure sound financial management
 - (d) providing financial information
 - (e) preparing the revenue budget and capital programme
 - (f) treasury management and banking.
- 2.21 The head of finance is responsible for advising the cabinet or council about whether a decision is likely to be considered contrary or not wholly in accordance with the budget. Such actions include:
 - (a) initiating a new policy
 - (b) committing expenditure in future years to above the budget level
 - (c) incurring interdepartmental transfers above virement limits
 - (d) causing the total net expenditure financed from council tax, grants and corporately held reserves to increase or to increase by more than a specified amount beyond the approved budget.

2.22 Section 114 of the Local Government Finance Act 1988 requires the head of finance to report to the council, the cabinet and external auditor if the council or one of its employees:

- (a) has made, or is about to make, a decision which involves incurring unlawful expenditure
- (b) has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the council
- (c) is about to make an unlawful entry in the council's accounts.

The head of finance must also make a report under this section if it appears that the expenditure of the authority (including expenditure it is proposing to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to meet that expenditure.

Section 114 of the 1988 Act also requires:

- (d) the head of finance to nominate a properly qualified member of his staff to deputise should he or she be unable to perform the duties under section 114 personally
- (e) the council to provide the head of finance with sufficient staff, accommodation and other resources, including legal advice where this is necessary, to carry out the duties under section 114.

Corporate leadership team (CLT)

2.23 The CLT shall be appointed by the chief executive.

2.24 CLT is responsible for:

- (a) ensuring that members are advised of the financial implications of all proposals and that the financial implications have been agreed by the head of finance
- (b) signing contracts on behalf of the authority.

2.25 It is the responsibility of members of the CLT to consult with the head of finance and seek approval on any matter liable to affect the council's finances materially, before any commitments are incurred.

Other financial accountabilities

Virement

2.26 The council is responsible for agreeing procedures for virement of expenditure between budget headings.

- 2.27 The cabinet (with advice of the head of finance) is responsible for determining the use of balances to fund expenditure not covered elsewhere in the budget.
- 2.28 The head of finance is responsible for approving any virements of revenue budgets where it is for the release of earmarked sums from contingency provisions.
- 2.29 The chief executive or the head of finance (in consultation with the leader or the corporate resources portfolio holder) may exercise the virement powers of the cabinet where a matter is urgent.
- 2.30 CLT is responsible for agreeing in-year virements within discrete services under their control, in consultation with the head of finance.
- 2.31 Fortuitous savings, or additional income, cannot be used for revenue virement purposes. These must be reported to the cabinet for consideration of how these additional monies are to be used. Fortuitous savings are deemed to be savings not already assumed in the budget.

Treatment of year-end balances

- 2.32 The council is responsible for agreeing procedures for carrying forward under- and overspendings on budget headings.

Accounting policies

- 2.33 The head of finance is responsible for selecting accounting policies and ensuring that they are applied consistently.

Accounting records and returns

- 2.34 The head of finance is responsible for determining the accounting procedures and records for the council.

The annual statement of accounts

- 2.35 The head of finance is responsible for ensuring that the annual statement of accounts is prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom based on International Financial Reporting Standards. The audit committee is responsible for approving the annual statement of accounts.

3 Financial planning

3.1 The council is responsible for agreeing the policy framework and budget, which will be proposed by the cabinet. In terms of financial planning, the key elements are:

- (a) the medium term financial strategy
- (b) the budget
- (c) the capital programme.

Policy framework

3.2 The council is responsible for approving the policy framework and budget. The policy framework comprises the plans and strategies set out in Article 4 of the constitution.

3.3 The council is also responsible for approving procedures for agreeing variations to approved budgets, plans and strategies forming the policy framework and for determining the circumstances in which a decision will be deemed to be contrary to the budget or policy framework. Decisions should be referred to the council by the monitoring officer.

Preparation of the corporate plan

3.4 The chief executive is responsible for proposing a corporate plan to the cabinet for consideration before its submission to the council for approval.

Budgeting

Budget format

3.5 The general format of the budget will be approved by the council and proposed by the cabinet on the advice of the head of finance. The draft budget should include allocations to different services and projects, proposed taxation levels and contingency funds, where appropriate.

Budget preparation

3.6 The head of finance is responsible for ensuring that a revenue budget is prepared on an annual basis and a medium term financial strategy covering at least three years for consideration by the cabinet, before submission to the council. The cabinet shall, after considering the effect on the council's finances and any directives from central government, submit to the council:

- (a) Recommended budgetary requirements
- (b) Recommended revenue estimates (incorporating any amendments)
- (c) A report thereon

- (d) The council tax base for the year
 - (e) A recommendation as to the council tax to be levied for the following financial year.
- 3.7 The council may amend the budget or ask the cabinet to reconsider it before approving it.
- 3.8 The cabinet is responsible for issuing guidance on the general content of the budget in consultation with the head of finance as soon as possible following approval by the council.
- 3.9 It is the responsibility of the CLT to ensure that budget estimates reflecting agreed service plans are submitted to the cabinet and that these estimates are prepared in line with guidance issued by the cabinet and head of finance.

Budget monitoring and control

- 3.10 The head of finance is responsible for providing appropriate financial information to enable budgets to be monitored effectively. He or she must monitor and control expenditure and income against budget allocations and report to the cabinet on the overall position on a regular basis.
- 3.11 It is the responsibility of the CLT to control income and expenditure within their area and to monitor performance, taking account of financial information provided by the head of finance. They should report on variances within their own areas and take any action necessary to avoid exceeding their budget allocation and alert the head of finance to any problems.

Resource allocation

- 3.12 The head of finance is responsible for developing and maintaining a resource allocation process that ensures due consideration of the council's policy framework.

Preparation of the capital programme

- 3.13 The head of finance is responsible for ensuring that a capital programme is prepared on an annual basis for consideration by the cabinet before submission to the council.

Guidelines

- 3.14 Guidelines on budget preparation are issued to members and members of the CLT by the cabinet following approval by the head of finance. The guidelines will take account of:
- (a) legal requirements
 - (b) medium-term planning prospects
 - (c) the corporate plan

- (d) available resources
- (e) spending pressures
- (f) relevant government guidelines
- (g) other internal policy documents
- (h) cross-cutting issues, where relevant.

Maintenance of reserves

- 3.15 It is the responsibility of the head of finance to advise the cabinet and the council on prudent levels of reserves for the council.

4 Risk management and control of resources

- 4.1 It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all significant risks to the council. This should include the proactive participation of all those associated with planning and delivering services.

Risk management

- 4.2 The audit committee is responsible for reviewing the council's risk management strategy and for reviewing the effectiveness of risk management. The cabinet is responsible for ensuring that proper insurance exists where appropriate.
- 4.3 The head of finance is responsible for preparing the council's risk management strategy, for promoting it throughout the council and for advising the cabinet on proper insurance cover.

Internal control

- 4.4 Internal control refers to the systems of control devised by management to help ensure that the council's objectives are achieved in a manner that promotes economic, efficient and effective use of resources and that the council's assets and interests are safeguarded.
- 4.5 The head of finance is responsible for advising on effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. They should ensure that public funds are properly safeguarded and used economically, efficiently, and in accordance with the statutory and other authorities that govern their use.
- 4.6 It is the responsibility of the CLT to establish sound arrangements for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and for achieving their financial performance targets.

Audit requirements

- 4.7 The Accounts and Audit Regulations 2003 (as amended) require every local authority to maintain an adequate and effective internal audit.
- 4.8 The Audit Commission is responsible for appointing external auditors to each local authority. The basic duties of the external auditor are governed by section 15 of the Local Government Finance Act 1982, as amended by Section 5 of the Audit Commission Act 1998.
- 4.9 The council may, from time to time, be subject to audit, inspection or investigation by external bodies such as HM Revenue and Customs, who have statutory rights of access.
- 4.10 A continuous internal audit, under the direction of the head of finance shall be arranged to appraise and review:
- (a) the completeness, reliability and integrity of information, both financial and operational
 - (b) the systems established to ensure compliance with policies, plans, procedures, laws and regulations
 - (c) the means of safeguarding assets
 - (d) the economy, efficiency and effectiveness with which resources are employed; and
 - (e) whether operations are being carried out as planned and objectives and goals are being met.
- 4.11 It shall be the responsibility of internal audit to review, appraise and report to CLT:
- (a) the extent to which the council's assets and interests are accounted for and safeguarded from losses of all kinds arising from:
 - (i) fraud and other offences; and
 - (ii) waste, extravagance and inefficient administration, poor value for money or other cause
 - (b) the suitability and reliability of financial and other management data developed within the council.
- 4.12 The audit manager will provide an opinion on the effectiveness of the internal control environment to the audit committee on an annual basis.
- 4.13 The internal auditors shall have sufficient independence in order to enable them to perform their duties in a manner which will allow their professional judgement and recommendations to be effective and impartial. This shall include the right to report directly to the monitoring officer or the cabinet in appropriate circumstances.

- 4.14 The resource requirements required to complete the audit plan will be assessed annually by the audit manager and reported to the audit committee. In order to fulfil the audit plan and exercise the internal audit responsibilities set out in these financial responsibilities, the head of finance shall have the authority to contract with the Audit Commission, other local authorities and such other bodies which are considered appropriate.

Preventing fraud and corruption

- 4.15 The head of finance is responsible for the development and maintenance of an anti-fraud and anti-corruption policy and reporting suspicious transactions to the appropriate enforcement agency.
- 4.16 It is the responsibility of the CLT to maintain the internal control systems and to ensure that the council's resources are properly applied in the manner and on the activities intended, including the prevention and detection of fraud and other illegal acts.

Assets

- 4.17 Members of the CLT should all ensure that records and assets are properly maintained and securely held. It should also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

Treasury management and banking

- 4.18 The council has adopted CIPFA's code of practice for treasury management in the public services.
- 4.19 The council is responsible for approving the treasury management policy statement. The treasury management policy statement is proposed to the council by the cabinet. The head of finance has delegated responsibility for implementing and monitoring the statement.
- 4.20 All council money is controlled by the head of finance.
- 4.21 The head of finance is responsible for reporting to the cabinet a proposed treasury management strategy for the coming financial year at or before the start of each financial year.
- 4.22 All executive decisions on borrowing, investment or financing shall be delegated to the head of finance, who is required to act in accordance with CIPFA's code of practice for treasury management in the public services. should the head of finance wish to depart in any material respect from the main principles of the code of practice the reasons should, in the first instance be disclosed in a report to the cabinet.

- 4.23 The head of finance is responsible for reporting to the cabinet on the activities of the treasury management operation and on the exercise of his or her delegated treasury management powers. These reports will include an annual report on treasury management for presentation by 30 September of the succeeding financial year and a mid-year review.
- 4.24 The head of finance is responsible for the opening and closing of bank accounts in the name of the council. All cheques drawn on the council's bank accounts shall bear the facsimile signature of the head of finance or be signed by the head of finance, or such other employee as may be authorised from time to time under the scheme of delegation of the council.
- 4.25 All cheques drawn for an amount in excess of £2,500 that bear the facsimile signature of the head of finance, shall also be countersigned by one of the employees specified at paragraph 4.24 above.

Staffing

- 4.26 The council is responsible for determining how support for cabinet and non-cabinet roles within the council will be organised.
- 4.27 The chief executive is responsible for providing overall management to staff. He or she is also responsible for ensuring that there is proper use of the evaluation or other agreed systems for determining the remuneration of a post.
- 4.28 The CLT is responsible for controlling total staff numbers by:
- (a) advising the cabinet on the budget necessary in any given year to cover estimated staffing levels;
 - (b) proposing staffing adjustments to the vacancy management panel in order to meet changing operational needs within the approved budget;
 - (c) the proper use of appointment, disciplinary and redundancy procedures.

5 Financial systems and procedures

- 5.1 Sound systems and procedures are essential to an effective framework of financial accountability and control. The head of finance is responsible for the operation of the council's accounting systems, the form of accounts and the supporting financial records. Any changes proposed to be made by CLT to the existing financial systems or the establishment of new systems must be approved by the head of finance before they are implemented. However, the CLT is responsible for the proper operation of financial processes.
- 5.2 Any changes to agreed procedures by the CLT to meet specific service needs shall be agreed with the head of finance.

- 5.3 The CLT shall ensure that staff receive relevant financial training that has been approved by the head of finance.
- 5.4 The CLT shall ensure that, where appropriate, computer and other systems are registered in accordance with data protection legislation. The CLT shall ensure that staffs are aware of their responsibilities under freedom of information legislation.

Income and expenditure

- 5.5 It is the responsibility of the CLT to ensure that a proper scheme of delegation has been established within their area and is operating effectively. The scheme of delegation should identify staff authorised to act on the manager's behalf, or on behalf of the cabinet, in respect of committing expenditure, payments and income collection, together with the limits of their authority.
- 5.6 The cabinet is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control.

Payments to employees and members

- 5.7 The head of finance is responsible for approving the system of payments of salaries and wages to all staff, including payments for overtime, and for payment of allowances to members.

Taxation

- 5.8 The head of finance is responsible for advising of the CLT, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues that affect the council.
- 5.9 The head of finance is responsible for maintaining the council's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

Trading accounts/business units

- 5.10 It is the responsibility of the head of finance to advise on the establishment and operation of trading accounts and business units.

6 External arrangements

The council must act to achieve the promotion or improvement of the economic, social or environmental well-being of its area.

Partnerships

- 6.1 The cabinet is responsible for approving delegations, including frameworks for partnerships. The cabinet is the focus for forming partnerships with other local

public, private, voluntary and community sector organisations to address local needs where they do not represent a major policy change.

- 6.2 The cabinet can delegate functions, including those relating to partnerships, in accordance with the scheme of delegation set out in the constitution. Where functions are delegated, the cabinet remains accountable for them to the council.
- 6.3 Representation of the council on partnership and external bodies will be decided in accordance with the scheme of delegation.
- 6.4 The monitoring officer is responsible for promoting and maintaining the same high standards of conduct with regard to financial administration in partnerships that apply throughout the council.
- 6.5 The head of finance must ensure that the accounting arrangements to be adopted relating to partnerships and joint ventures are satisfactory, including the verification of third party identities.
- 6.6 The monitoring officer must consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies. He or she must ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- 6.7 The CLT is responsible for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies.

External funding

- 6.8 The head of finance is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the council's accounts.

Work for third parties

- 6.9 The cabinet is responsible for approving the contractual arrangements for any work for third parties or external bodies unless this is delegated to an officer.

7 Financial procedures

- 7.1 The detailed financial procedures [*insert web link*] set out how the financial regulations shall be implemented.

8 Contract procedures

- 8.1 The detailed contract procedures [*insert intranet link*] set out the rules which are designed to ensure that all contracts for works, services and supplies (goods and services) are entered into by the council in a manner which:

- a) secures the best possible value for money

b) is demonstrably free from impropriety.

9 Review of the regulations

- 9.1 The constitution working party shall review financial regulations periodically and recommend any amendments to cabinet and council as appropriate.