

Proposed Constitution Changes

Financial Regulation	Owner
1. Budget Management	Corporate Finance Manager (Resources)
2. Capital <u>Budget Preparation, Control and Accounting</u> Expenditure	Corporate Finance Manager (Resources)
3. Revenue Budget Preparation, Control and Accounting	Corporate Finance Manager (Resources)
4. Internal Audit	Chief Internal Auditor
5. Income	Service Director – <u>Financial Management</u> Customer & Financial Services
6. Banking Arrangements	Corporate Finance Manager (Resources)
7. Treasurer, Accountable Body and other Similar Financial Arrangements	Corporate Finance Manager (Resources)
8. Grants and Contributions Given	Corporate Finance Manager (Resources)
9. Grants and Contributions Receivable	Corporate Finance Manager (Strategic)
10. Purchases and Payments	Service Director – <u>Financial Management</u> Customer & Financial Services
11. Payroll and Pensions	Service Director – <u>Financial Management</u> Customer & Financial Services
12. Travelling and Subsistence	Service Director – <u>Financial Management Experience</u> Customer & Financial Services
13. Land and Property	Corporate Property Manager
14. Treasury Management	Corporate Finance Manager (Resources)
15. Bequests, Trusts, Client and Amenity Fund Monies	Corporate Finance Manager (Resources)
16. Insurance	Corporate Finance Manager (Strategic)
17. Risk Management	Chief Internal Auditor
18. Stocks and Stores	Corporate Finance Manager (Strategic)
19. Control of Assets (excluding Land and Property)	Corporate Finance Manager (Resources)
20. Fees and Charges	Corporate Finance Manager (Resources)
21. Taxation	Corporate Finance Manager (Strategic)
22. Fraud and Corruption	Chief Internal Auditor

1. Budget Management	
Objective	To ensure that budget monitoring is both accurate and timely and enables the Council to effectively manage its financial affairs.
Key Risk(s)	<p>Budgets overspend resulting in available reserves falling below the minimum level required to mitigate the Council's financial risks.</p> <p>The Council <u>is unable to deliver an outturn within budget and its</u> financial position is unsustainable in the medium term.</p> <p>Poor financial decisions due to inaccurate financial information.</p>
Key Rule(s)	<p>Service Directors must ensure that all budgets are allocated to a named budget holder <u>who are suitably competent to be responsible for managing and controlling a budget-</u></p> <p>Named officers will be deemed responsible for managing service delivery and containing expenditure within the agreed revenue and capital budgets, with support from Financial Management <u>Corporate Finance</u> and comply with the roles and responsibility set out in the budget holder manual.</p> <p><u>Managers understand they are responsible for delivering services cost effectively, securing value for money and will be held accountable for doing so.</u></p> <p><u>Budget holders will receive regular reports on performance against their budget allocations, identifying any significant variations from the agreed budget and must take prompt action to address them.</u></p> <p>All budget monitoring information will be recorded on the Council's financial ledger system (Agresso) in order to feed into corporate financial reporting.</p> <p><u>The Council operates a financial information system (Agresso) that enables the consistent production of comprehensive, accrual based, accurate and up to date data that fully meets user's needs. All budget monitoring information will be recorded on the council's financial ledger system in a timely manner in order to inform corporate financial reporting.</u></p> <p><u>Budget holders must ensure they oversee the implementation of agreed savings related activities and the achievement of the savings themselves with the appropriate levels of consultation.</u></p>

Form

	<u>Strategic and Service directors will raise any significant financial issues as they become known with the Strategic Director, Resources and Digital, or their representative.</u>
Guidance	Manual of Financial Procedures Budget Holder Manual

2. Capital Expenditure	
Objective	To ensure that the preparation, approval and monitoring of the Council's capital expenditure is robustly controlled.
Key Risk(s)	<p>Failure to deliver capital projects to time, cost and quality requirements.</p> <p>Incorrect distinction between capital and revenue expenditure.</p> <p>Unapproved capital spending.</p> <p>Capital expenditure does not reflect Council priorities.</p> <p>Insufficient resources to fund the capital expenditure and / or the revenue implications of the project.</p> <p>Council resources are not prioritised.</p> <p>Project outputs / outcomes are not achieved.</p> <p>The Council <u>fails to deliver the programme within budget and the financial position is unsustainable in the medium term</u></p> <p>Poor financial decisions due to inaccurate financial information.</p>
Key Rule(s)	<p>The Capital Programme and Capital Strategy is approved by full Council prior to the start of the financial year.</p> <p>Updates to the Capital Programme are reported to Cabinet and Council quarterly.</p> <p>Service Directors are responsible for capital projects within their Service and must ensure that the Capital procedures are complied with. <u>Project managers must hold the necessary competencies for effectively managing a capital budget.</u></p> <p>The Strategic Director, <u>Resources and Digital Corporate Resources</u> must provide management information to enable Service Directors to manage their respective capital projects.</p> <p>Service Directors are responsible for ensuring value for money for each capital project and that approved costs are not exceeded. <u>Corrective action must be taken where projections show an overspend position.</u></p> <p>Only costs which meet the statutory definition of capital expenditure for Local Authorities can be charged to capital projects.</p> <p>Service Directors must have approval in place for full project costs prior to committing expenditure other than design fees and surveys.</p> <p>Service Directors should ensure that appropriate professional advice is sought (to include but not restricted to financial, legal, procurement) prior to project approval in accordance with Capital Guidance.</p>

3. Revenue Budget Preparation, Control and Accounting	
Objective	To ensure that the Council's budget setting process and subsequent accounting is accurate, timely and meets all statutory and corporate requirements.
Key Risk(s)	<p>Budget overspend resulting in available reserves falling below the minimum level to mitigate the Council's financial risks.</p> <p>The Council's financial position is unsustainable in the medium term.</p> <p>Poor financial decisions due to inaccurate financial information</p>
Key Rule(s)	<p>Accounting and budgeting procedures and policies must be complied with.</p> <p>All financial transactions <u>of the Council must be recorded as soon as, and as accurately as reasonably practicable.</u> All budgets and budget forecasts must be maintained on the Council's financial ledger system (Agresso) unless otherwise agreed by the Strategic Director, <u>Resources and Digital Corporate Resources.</u></p> <p><u>Budgets will be loaded into the council's financial system in good time for the coming financial year to aid monitoring.</u></p> <p>All financial transactions of the Council must be recorded as soon as, and as accurately as reasonably practicable. Budget holders are responsible for informing <u>Financial Management</u> of any issues impacting upon the accuracy of financial projections.</p> <p>The General Reserve must be approved and maintained in accordance with the Council's Reserves Policy. All appropriations to and from earmarked reserves must be in accordance with the Council's Reserves Policy.</p> <p>Legal entities and other arrangements for which the Council has financial responsibility must operate in accordance with the Council's Financial Regulations and related policies and procedures unless otherwise agreed by the Strategic Director, <u>Resources and Digital Corporate Resources.</u></p> <p>The approved budget can only be amended in accordance with virement procedures and delegated limits are set out in the Constitution.</p> <p><u>Managers understand that they are responsible for delivering services cost effectively, securing value for money and will be held accountable for doing so.</u></p> <p><u>Budget holders will work with Financial Management to develop a budget for the coming year including fees and charges increases and in line with the constitution.</u></p> <p><u>Purchase card holders must follow the agreed guidance. Terms and Conditions for use of the card including the coding and approving of transactions in a timely manner.</u></p> <p>The Strategic Director, <u>Resources and Digital Corporate Resources</u> must be consulted before entering into the following types of arrangement:</p> <ul style="list-style-type: none"> • A lease or similar arrangement. • A loan.

4. Internal Audit	
Objectives	<p>To promote an effective Internal Audit Service on behalf of the Strategic Director, Resources and Digital Corporate Resources, in line with legislation and the appropriate audit standards.</p> <p>To provide independent and objective assurance designed to add value and improve the Council's activities.</p> <p>To help the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.</p>
Key Risk(s)	<p>That the Council may operate in an inefficient and ineffective way and not achieve value for money.</p> <p>That the Council's key controls do not operate as intended and do not protect against fraud, theft, inefficiency and error.</p>
Key Rule(s)	<p>The Strategic Director, Resources and Digital Corporate Resources must ensure that the Council has an effective Internal Audit function.</p> <p>The Chief Internal Auditor must be able to report without fear or favour, in their own name to the Chief Executive, Cabinet and Audit and Standards Committee as well as the Scrutiny Functions.</p> <p>All audit work must be conducted in accordance with the appropriate professional standards.</p> <p>Service Directors must ensure that Internal Audit is allowed to:</p> <ul style="list-style-type: none"> • Enter all Council premises and land at reasonable times. • Access all records, documents, data and correspondence relating to all transactions of the Council, or unofficial funds operated by an employee as part of their duties. • Receive all explanations as are necessary concerning any matter under examination. • Require any employee of the Council to produce cash, stores or any other property under their control belonging to the Council or held as part of the employee's duties.

5. Income	
Objective	To ensure that income due is collected, banked and accounted for in an efficient and secure manner.
Key Risk(s)	<p>Loss of income due to the Council through non-identification, non-collection or theft.</p> <p>Inefficient collection of income.</p> <p>Impact on Council cash flow.</p>
Key Rule(s)	<p>The procedures set out in the Manual of Financial Procedures in relation to income collection and banking must be followed and any changes from the procedures must be in an agreed manner.</p> <p>All income activity will be in accordance with the Council's Anti Money Laundering Policy, Procedures and Reporting Arrangements.</p> <p>All monies received on behalf of the Council must be paid intact into the relevant income account and recorded in the Council's financial ledger system (Agresso) in a timely manner.</p> <p>All monies for the Council must be paid into an authorised bank account.</p> <p>Treasury Management will be informed of any material income in advance of receipt.</p> <p>Service Directors must ensure that sundry debtor invoices are issued in an accurate and timely manner. They should also monitor payment to ensure the Council receives all due income and avoids future financial risk.</p> <p><u>Service Directors and budget holders are responsible for ensuring that any income records held outside of Agresso are flagged with the relevant business partner to ensure performance monitoring at year end accounting takes place.</u></p>
Guidance	<p>Manual of Financial Procedures</p> <p>Anti Money Laundering Policy, Procedures and Reporting Arrangements.</p>

6. Banking Arrangements	
Objectives	<p>To ensure that all bank accounts operate in a secure and approved way.</p> <p>For the purposes of this Regulation the term bank account covers all bank accounts, imprest accounts, building society accounts and other holdings with third party financial institutions to which officers of the Council are signatories.</p>
Key Risk(s)	<p>Bank accounts may be created and used for unapproved activities.</p> <p>Insufficient controls are in place for the Council's banking arrangements, increasing the risk of fraudulent or unapproved transactions.</p>
Key Rule(s)	<p>The Strategic Director, <u>Resources and Digital</u> Corporate Resources must approve the opening or closing of any bank account operated on behalf of the Council.</p> <p>Only methods of payment approved by the Strategic Director, <u>Resources and Digital</u> Corporate Resources may be used.</p> <p>All bank accounts must be set up and operated in accordance with the bank and imprest account operating procedures guidance notes.</p> <p>Overdraft facilities or other borrowing arrangements must not be agreed without the express permission of the Strategic Director, <u>Resources and Digital</u> Corporate Resources.</p>
Guidance	Manual of Financial Procedures

7. Treasurer, Accountable Body and Other Similar Financial Arrangements	
Objective	To ensure that the financial affairs of legal entities and other arrangements for which the Council has responsibility are managed in a secure and effective manner.
Key Risk(s)	<p>Funds are misappropriated or used for unauthorised purposes.</p> <p>Impact on the Council's financial reputation due to inaccurate or misleading financial reporting.</p> <p><u>Financial commitments or underwritings are given without the Council's agreement of knowledge</u></p> <p>Poor financial decisions due to inaccurate financial information.</p>
Key Rule(s)	<p>The Strategic Director, <u>Resources and Digital</u> Corporate Resources must agree to undertake the financial responsibilities for such arrangements, except where the Council has a legal obligation to do so.</p> <p>Service Directors must ensure that an appropriate employee is appointed to manage arrangements covered by this Regulation.</p> <p>All financial reporting must comply with appropriate accounting standards. Budgets must be set, monitored and reported to the Strategic Director, <u>Resources and Digital</u> Corporate Resources in line with the guidance and timetable issued.</p> <p>All accounting records and budgets must be maintained on the Council's financial ledger system (Agresso) unless otherwise agreed by the Strategic Director, <u>Resources and Digital</u> Corporate Resources.</p> <p>The Strategic Director, <u>Resources and Digital</u> Corporate Resources must be consulted on all investment decisions taken.</p> <p>All such arrangements must comply with the Council's Financial Regulations unless otherwise agreed by the Strategic Director, <u>Resources and Digital</u> Corporate Resources.</p>
Guidance	Manual of Financial Procedures

8. Grants and Contributions Given	
Objective	To ensure that all grants and contributions made by the Council are appropriate, provide value for money and associated outcomes are achieved.
Key Risk(s)	<p>Grants and contributions given are not in accordance with Council priorities.</p> <p>The awarding of grants and contributions is seen as unfair and open to challenge.</p> <p>Grants and contributions are not spent in line with the agreed terms and conditions and the required outcomes of the funding are not achieved <u>and it is subject to clawback.</u></p>
Key Rule(s)	<p>Ensure that organisations in receipt of grant aid demonstrate that they are a competent and suitable organisation to receive public monies.</p> <p>Grants and contributions must only be given in accordance with the Council priorities and awarded on a fair and equitable basis.</p> <p>The grant or contribution should represent value for money and not duplicate other funding provided by the Council or other organisations.</p> <p>All grants and contributions must be awarded and monitored <u>by an appointed responsible officer</u> with a written agreement stating appropriate terms and conditions. Terms and conditions must include required outcomes; how such outcomes will be measured and the obligations to repay the funding if the terms are not met. <u>Legal advice must be sought.</u></p> <p>Appropriate action must be taken to reclaim funds when breaches of terms and conditions occur and / or outcomes are not achieved.</p>
Guidance	Manual of Financial Procedures

9. Grants and Contributions Receivable	
Objectives	<p>To ensure the Council takes advantage of all opportunities to maximise resources in delivering its strategic priorities by securing external grants and contributions.</p> <p>To ensure the proper management of the obligations arising from a successful award of external funding.</p>
Key Risk(s)	<p>Failure to maximise grant drawdown / non-delivery of conditional outputs / outcomes.</p> <p>Exposure to grant clawback arising from non-compliance with terms and conditions.</p> <p><u>No effective exit strategy in place resulting in future commitments once grant comes to an end placing pressure on existing budgets.</u></p>
Key Rule(s)	<p>The Strategic Director, Resources and Digital Corporate Resources shall be consulted prior to the submission of applications for funding, including any requirements for match-funding.</p> <p><u>Grants the Council seeks to bid for must be line with key strategic priorities</u></p> <p>Service Directors must ensure that grants and contributions in their Service area are properly evidenced, regularly monitored, promptly claimed and that all relevant terms and conditions are met.</p> <p>Service Directors must ensure an exit strategy is in place to address the budget impact once the funding ends.</p> <p>The Strategic Director, Resources and Digital Corporate Resources must <u>agree to proposed arrangements</u> also be consulted where by the Council is the accountable body and where the funder requires an external audit.</p> <p>The Strategic Director, Resources and Digital Corporate Resources must be given all evidence needed so that grants can be claimed in a timely and accurate manner. Such evidence must be provided within the appropriate timeframe to allow the Strategic Director, Corporate Resources and Digital Resources time to evaluate and, if necessary, question the evidence provided.</p> <p>All relevant and significant grant claims must be signed off by the Strategic Director, Resources and Digital Corporate Resources or authorised representative.</p> <p>The Strategic Director, Resources and Digital Corporate Resources is responsible for ensuring that all grant monies claimed are received and correctly accounted for.</p>
Guidance	Manual of Financial Procedures ¹⁶⁸

10. Purchases and Payments	
Objective	Assets, goods, works and services legitimately required by the Council are appropriately purchased and paid for, and in compliance with the Council's Contract Procedure Rules.
Key Risk(s)	<p>Inappropriate items may be purchased which are not for Council use, or where there is no business need.</p> <p>Rogue spend and / or use of suppliers for goods and services for which an approved contracted supplier is in place.</p> <p>Incorrect amounts or duplicate payments may be paid to suppliers.</p> <p>Penalties for late payment of invoices.</p> <p>Theft, loss or misuse of Purchasing Cards or Petty Cash.</p> <p>Budget overspend.</p> <p>Reputational damage to the Council.</p> <p>Non-compliance with statutory requirements such as GDPR, Health & Safety, Safeguarding.</p>
Key Rule(s)	<p>Purchasing and payment for assets, goods, works and services must only be undertaken by authorised officers and in accordance with the approved purchase and payment procedures as defined by the Strategic Director, <u>Resources and Digital</u>Corporate <u>Resources</u>. Any variation to the procedures must be agreed by the Strategic Director, <u>Resources and Digital</u>Corporate <u>Resources</u>.</p> <p>Before assets, goods, works or services are ordered the designated budget officer must apply the following tests:</p> <ul style="list-style-type: none"> • Has the Service needs and objectives been obtained? • Is it affordable? • Is it Value for Money? • Is there financial provision? • Are there any implications in respect of GDPR, Health & Safety or Safeguarding? <p>Procurement of all goods, works and services by the Council including the procurement of Income Contracts and Concession Contracts must be in line with Contract Procedure Rules.</p>

	<p>Unless a specified exception applies, an official order must be raised through authorised systems in order to ensure a commitment is generated and a payment is made promptly. Once the goods are received the official order must be updated to reflect this.</p> <p>Before authorising a payment, it must be ensured that the goods, works or services have been properly ordered, there is proof of receipt and the invoice is accurate.</p> <p>To ensure prompt payment, invoices must be sent to Exchequer Services within three days of receipt.</p> <p>All payment feeder systems must be authorised by the Strategic Director, Resources and DigitalCorporate Resources, who will ensure appropriate controls are in place for the generation and authorisation of payment files.</p> <p>All Purchasing Card transactions must be in accordance with laid down procedures, including review and authorisation on a regular basis. <u>All receipts for Purchasing Card and Petty Cash transactions must be retained and if VAT is claimable, a proper VAT receipt obtained and kept. Where VAT receipts are not provided the service will bare the cost of VAT. Purchase card transactions must be coded in a timely manner to aid effective budget monitoring.</u></p> <p>All use and authorisation of Petty Cash must be in accordance with laid down procedures and limited to minor items of expenditure.</p> <p>All receipts for Purchasing Card and Petty Cash transactions must be retained and if VAT is claimable, a proper VAT receipt obtained.</p>
Guidance	<p>Manual of Financial Procedures</p> <p>Contract Procedure Rules</p>

11. Payroll and Pensions	
Objective	To ensure that payments of salaries and pensions to employees and former employees of the Council are accurate, timely, made to the right people and in accordance with the relevant terms and conditions and are compliant with statutory regulations.
Key Risk(s)	<p>Incorrect or late payments made to recipients.</p> <p>Inaccurate or incomplete records held on the Payroll System.</p> <p>Penalties for inaccurate or late submission of returns or payments to HMRC or pension providers.</p> <p>Budget overspend.</p> <p>Reputational damage to the Council.</p>
Key Rule(s)	<p>In order to ensure correct treatment for tax, National Insurance and pension, all salary payments including councillors and casual workers must be processed through the Council's payroll system.</p> <p>Payment for any individual who does not fall within the scope of IR35, i.e. not an employee, must be paid via the Council's Financial Ledger, Agresso.</p> <p>To arrange and control secure and accurate payments of salaries or other emoluments to existing and former employees, in accordance with Council Procedures within the pre-determined and legislative deadlines.</p> <p>All permanent and temporary changes to employee terms and conditions affecting payroll and pensions must be notified promptly and accurately to the Strategic Director, Resources and Digital Corporate Resources, and be in accordance with approved terms and conditions and statutory legislation.</p> <p>To ensure all appropriate payroll and pension documentation are retained and stored for the defined period in accordance with the document retention schedule and legislation.</p> <p>To ensure statutory returns and payments are submitted to HMRC and appropriate pension providers within deadlines.</p>

12. Travelling and Subsistence	
Objective	To ensure that the reimbursement of allowances and expenses to employees and councillors is in accordance with the appropriate agreements and legislation.
Key Risk(s)	<p>Incorrect or late payments made to recipients.</p> <p>HMRC penalties for inaccurate or unreceipted VAT treatment.</p> <p>Irregular claims submission leading to budget overspend.</p> <p>Fraudulent claims.</p> <p>Reputational damage to the Council.</p>
Key Rule(s)	<p>Expenditure to be incurred and claims completed and authorised in accordance with guidance approved by the Strategic Director, <u>Resources and Digital</u>Corporate Resources.</p> <p>Submission by the claimant will be taken to mean that the journeys and expenses were properly and necessarily incurred on Council business.</p> <p>Claims are to be submitted in accordance with the agreed timetable.</p> <p>Receipts must be provided for all expenditure claimed to enable VAT to be recovered from HMRC.</p>
Guidance	Manual of Financial Procedures

14. Treasury Management	
Objective	To ensure that all investment and borrowing is valid, accurate, efficient, properly accounted for and in accordance with statutory and corporate requirements.
Key Risk(s)	<p>Inefficient borrowing may have adverse impact on the Council's financial resources.</p> <p>Failure to recover investment monies from counterparties.</p> <p>Illegal borrowing or investment.</p> <p>Fraud / theft.</p> <p>Reputational damage to the Council.</p>
Key Rule(s)	<p>The Strategic Director, <u>Resources and Digital</u> Corporate Resources is responsible for Treasury Management and no other employees, unless named in the officer scheme delegation, must borrow or invest Council funds.</p> <p>Funds are invested in accordance with the Treasury Management Strategy approved each year by Council.</p> <p>The Strategic Director, <u>Resources and Digital</u> Corporate Resources will report on Treasury Management policies, practices and activities, including as a minimum, an annual strategy and plan in advance of the year, a mid year review and an annual report in the form set out in the Treasury Management Practices.</p> <p>The Council delegates responsibility for the implementation and monitoring of its Treasury Management Policies and Practices to Cabinet and for the execution and administration of Treasury Management decisions to the Strategic Director, <u>Resources and Digital</u> Corporate Resources who will act in accordance with the Council's Strategy Statement and Treasury Management Practices.</p> <p>The Audit and Standards Committee is nominated by the Council to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and Policies.</p>

15. Bequests, Trusts, Client and Amenity Fund Monies	
Objective	All bequests, trusts, client and amenity funds are correctly managed and monitored.
Key Risk(s)	Funds may be misappropriated or lost within the Council's overall funds.
Key Rule(s)	<p>Where gifts or bequests are received by the Council, details of the donor should appear on the inventory.</p> <p>All trusts should wherever possible be in the Council's name unless otherwise stated in the trust deeds, or where charities legislation dictates otherwise.</p> <p>Officers acting as trustees by virtue of their official position must deposit all documents of title relating to the trust with Legal and Democratic Services who must maintain a register of all such documents.</p> <p>The financial management of all bequests and trusts must be reported to the Strategic Director, Resources and Digital Corporate Resources or their representative. For further details refer to Bequests and Trusts Guidance Note in the Manual of Financial Procedures.</p> <p>Where an employee of the Council is responsible for a fund not relating to the Council, the Service Director concerned shall ensure that the fund is properly administered and that it is independently audited, where appropriate, by person's having knowledge of the fund's purpose.</p> <p>Any proposed unofficial funds shall require the prior approval of the Service Director who must maintain a record of all such funds and ensure that officers are appointed to administer each fund.</p> <p>The Strategic Director, Resources and Digital Corporate Resources is to have access to any records relating to such funds and must be informed immediately of any irregularities in connection with them.</p> <p>A private fund can only be set up if the Strategic Director, Resources and Digital Corporate Resources is made aware and with the approval of the Service Director. It must be audited every year by two independent individuals or a CCAB/CIMA qualified accountant.</p>
Guidance	Manual of Financial Procedures

16. Insurance	
Objective	To ensure that the insurance risk across the Council is managed efficiently and effectively and limit the authority for arranging insurance cover to the Strategic Director, <u>Resources and Digital</u> Corporate Resources .
Key Risk(s)	<p>Failure to secure appropriate insurance arrangements leaving the Council lacking cover in the event of a significant loss.</p> <p>Failure to seek the appropriate insurance advice when taking decisions could impact adversely on the Council's insurance risk.</p>
Key Rule(s)	<p>The Strategic Director, <u>Resources and Digital</u>Corporate Resources is responsible for arranging all insurance.</p> <p>The Strategic Director, <u>Resources and Digital</u>Corporate Resources, in consultation with the Chief Executive, is responsible for advising the Cabinet on insurance and will affect all insurance cover and negotiate all claims in consultation with other officers, where necessary.</p> <p>Directors must manage insurance risks within their Service. This includes:</p> <ul style="list-style-type: none"> • Notifying the Strategic Director, <u>Resources and Digital</u>Corporate Resources of the nature and extent of any new insurable risk and of any alterations to currently insured risks. • Consulting with the Strategic Director, <u>Resources and Digital</u>Corporate Resources at an early stage in projects / decisions that may have insurance implications. This consultation must be undertaken well in advance of the drafting of any legal agreements or any form of commitment made by the Council. • Immediately notifying the Strategic Director, <u>Resources and Digital</u>Corporate Resources of any loss, liability or damage. • Supplying information to the Strategic Director, <u>Resources and Digital</u>Corporate Resources, Legal Services or the Council's insurers. <p>The Insurance Claims Handling Protocol within the Manual of Financial Procedures must be complied with</p>
Guidance	Manual of Financial Procedures

17. Risk Management	
Objective	To ensure that the Council manages the strategic and operational risks associated with the provision of its services in accordance with good management practice and in compliance with the Local Code of Governance and the Council's Risk Management Policy.
Key Risk(s)	<p>Failure to identify and respond to risks associated with strategic decisions could result in missed opportunities to innovate, reduce costs and improve outcomes and consequently impact on the delivery of the Council's medium to long term objectives and priorities.</p> <p>Failure to identify operational risks and effectively mitigate, leading to service impact from failed internal processes, people, equipment or systems, or from external events.</p> <p>Absence of robust contingency plans for the security of assets and the continuity of service in the event of a disaster, significant event or system failure.</p>
Key Rule(s)	<p>Risks assessments must be carried out for all identified strategic and operational risks, including new and existing contracts / projects and contract changes.</p> <p>Procedures must be in place to update risk assessments either when triggered by a risk occurrence, a system or legislative change, or at appropriate intervals.</p> <p>Risk management should be integrated into the Council's strategic planning framework and all Service Business Plans.</p> <p>The Corporate Risk and Resilience Group will facilitate the preparation of Business Continuity Management Plans. In accordance with the Business Continuity Policy, Service Directors are responsible for the development and maintenance of the business continuity plan covering the activities within their Service's remit. The plans will describe the action to be taken in the event of a business interruption.</p> <p>All Business Continuity Management related activity within the Council is coordinated through the Corporate Risk and Resilience Group under the guidance of the Strategic Director, Resources and DigitalCorporate Resources.</p> <p>Accountable officers will ensure that appropriate, cost effective actions are taken to manage and control risks.</p>

20. Fees and Charges	
Objective	Fees and charges are set to ensure full costs recovery and are regularly reviewed to ensure they continue to do so.
Key Risk(s)	Unapproved subsidy of services provided to third party. Out of date fees and charges, negatively impacting on Council budgets.
Key Rule(s)	<p>All fees and charges must be reviewed at least once per year as part of the Council's annual budget process.</p> <p>Within the annual review all fees and charges which are locally determined should be increased in line with guidance provided by the Strategic Director, <u>Resources and Digital</u>Corporate Resources.</p> <p>Charges should be set at a level to ensure that all relevant costs are fully recovered, unless agreed otherwise.</p> <p>Any proposed changes to locally determined fees and charges, which are not in line with the guidance, or any proposals not to increase charges, will be agreed with the Strategic Director, <u>Resources and Digital</u>Corporate Resources and the reasons set out in the Annual Fees and Charges Report.</p> <p><u>Only the delegations set out in the Constitution allow for changes to fees and Charges throughout the financial year.</u></p> <p><u>Groups and Services must ensure that the correct approved fees and charges are correctly displayed and charged.</u></p> <p>The introduction of a completely new fee or charge, arising due to changes in policy or new policies, <u>or a change to an existing charge throughout the financial year</u> must be referred to Cabinet for approval <u>and appropriate consultation should take place. This is the responsibility of the relevant Service Director.</u></p>
Guidance	Manual of Financial Procedures Annual fees and charges guidance

21. Taxation	
Objective	To ensure that taxation is correctly accounted for and any risks are effectively managed.
Key Risk(s)	<p>Incorrect accounting of taxation resulting in penalties from HMRC.</p> <p>Failure to comply with HMRC rulings.</p> <p>Inefficient taxation treatment leading to financial resources not being optimised.</p>
Key Rule(s)	<p>The Strategic Director, <u>Resources and Digital</u> Corporate Resources must be consulted on:</p> <ul style="list-style-type: none"> • The nature and extent of any new agreements or alterations to existing arrangements where there may be taxation risks or potential taxation liabilities. • Projects / decisions that may have taxation implications. <p>This consultation must be undertaken well in advance of the drafting of any legal agreements or any form of commitment made by the Council.</p> <p>Taxation guidance, including statutory HMRC rule must be complied with.</p>
Guidance	Manual of Financial Procedures

22. Fraud and Corruption	
Objective	To ensure that the Council is committed to and promotes a culture of counter fraud and zero tolerance in relation to fraudulent activity.
Key Risk(s)	That the Council may be subject to fraud resulting in the potential loss of resources and / or reputational damage.
Key Rule(s)	<p>Whenever any matter arises which involves or is thought to involve, theft, fraud or financial irregularity, including breaches of these Financial Regulations, or bribery or corruption which involves the Council's interests, the Strategic Director concerned must immediately, and before proceeding with any further investigation, notify the Strategic Director, <u>Resources and Digital Corporate Resources</u> of that matter.</p> <p>The Strategic Director, <u>Resources and Digital Corporate Resources</u> will take such steps as they consider necessary by way of investigation and report, or by advising the Strategic Director about any further action to be taken.</p> <p>Each Strategic Director will maintain a Register of all offers of gifts and hospitality in a form to be agreed by the Strategic Director, <u>Resources and Digital Corporate Resources</u> and Strategic Director, Corporate Services and Governance, and in accordance with the guidelines set out in the Code of Conduct for Council Officers (Part 5 of this Constitution).</p>
Guidance	<p>Audit Charter</p> <p>Counter Fraud and Corruption Policy</p> <p>Counter Fraud and Corruption Strategy</p> <p>Fraud Response Plan</p> <p>Whistleblowing Policy</p> <p>Statement on the Prevention of Bribery</p> <p>Code of Conduct for Council Officers</p> <p>Anti Money Laundering Policy, Procedures and Reporting Arrangements</p>