

Pensions CIV Sectoral Joint Committee AGM Agenda

12 July 2018 12:00
(or on the close of the London CIV AGM)

Conference Suite (1st Floor)
At London Councils offices, 59½ Southwark St., London SE1 0AL
Refreshments will be provided
London Councils offices are wheelchair accessible

Labour Group pre-meeting: (Political Adviser: 07977 401955)	Room 1 (1 st Floor)	9:45 am
Conservative Group pre-meeting: (Political Adviser: 07903 492195)	Room 3 (1 st Floor)	9:30 am
Liberal Democrat Group pre-meeting:	Room 2 (1 st Floor)	10:00 am

Contact Officer: Alan Edwards

Telephone and email: 020 7934 9911 Alan.e@londoncouncils.gov.uk

Lunch will be provided in Room 2 at 12:30

Agenda Item	Page
1 Apologies for Absence and Announcement of Deputies	
2 Declarations of Interest*	
3 Election of Chair of Pensions CIV Sectoral Joint Committee	
4 Election of vice Chairs of Pensions CIV Sectoral Joint Committee	
5 Minutes of the Pensions CIV Sectoral Joint Committee AGM on 12 July 2017 (for noting as already agreed)	1-8
6 Minutes of the Pensions CIV Sectoral Joint Committee held on 14 March 2018	9-12
7 Constitutional Matters	13-56

***Declarations of Interests**

If you are present at a meeting of London Councils' or any of its associated joint committees or their sub-committees and you have a disclosable pecuniary interest* relating to any business that is or will be considered at the meeting you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting, participate further in any discussion of the business, or
- participate in any vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

It is a matter for each member to decide whether they should leave the room while an item that they have an interest in is being discussed. In arriving at a decision as to whether to leave the room they may wish to have regard to their home authority's code of conduct and/or the Seven (Nolan) Principles of Public Life.

*as defined by the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

The Pensions CIV Sectoral Joint Committee will be invited by the Chair to agree to the removal of the press and public since the following items of business are closed to the public pursuant to Part 5 and Schedule 12A of the Local Government Act 1972 (as amended):

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information), it being considered that the public interest in maintaining the exemption outweighs the public interest in disclosing it.

Exempt Agenda item

Page

E1	Exempt Minutes of the meeting held on 14 March 2018
----	---

Pensions CIV Sectoral Joint Committee (PSJC)

12 July 2017

Minutes of a meeting of the Pensions CIV Sectoral Joint Committee held on Wednesday 12 July 2017 at 3:30pm in the Conference Suite, London Councils, 59½ Southwark Street, London SE1 0AL

Present:

City of London	Sir Mark Boleat (Chair)
Barking and Dagenham	-
Barnet	Cllr Mark Shooter
Bexley	Cllr Louie French
Brent	Cllr Sharfique Choudhary
Bromley	Cllr Keith Onslow
Camden	Cllr Rishi Madlani
Croydon	Cllr Simon Hall
Ealing	Cllr Yvonne Johnson
Enfield	Cllr Toby Simon
Greenwich	-
Hackney	Cllr Robert Chapman
Hammersmith and Fulham	Cllr Iain Cassidy
Haringey	-
Havering	-
Harrow	Cllr Nitin Parekh
Hillingdon	Cllr Philip Corthorne
Hounslow	Cllr Mukesh Malhotra
Islington	Cllr Richard Greening
Kensington and Chelsea	-
Kingston Upon Thames	Cllr Andrew Day
Lambeth	-
Lewisham	Cllr Mark Ingleby
Merton	-
Newham	Cllr Forhad Hussain
Redbridge	Cllr Elaine Norman
Richmond Upon Thames	-
Southwark	Cllr Fiona Colley
Sutton	Cllr Simon Wales (Deputy)
Tower Hamlets	-
Waltham Forest	-
Wandsworth	Cllr Maurice Heaster
City of Westminster	-

Apologies:

Greenwich	Cllr Don Austen
Havering	Cllr John Crowder
Kensington & Chelsea	Cllr Malcolm Spalding
Richmond Upon Thames	Cllr Thomas O'Malley
Sutton	Cllr Sunita Gordon
Tower Hamlets	Cllr Clare Harrison
Waltham Forest	Cllr Peter Barnett
Westminster	Cllr Suhail Rahuja

Officers of London Councils were in attendance as were Lord Kerslake (Chair, London CIV), Hugh Grover (CEO, London CIV), Julian Pendock (CIO, London CIV), Brian Lee (COO, London CIV), Christopher Bilsland (NED, London CIV), Eric Mackay (NED, London CIV) and Jill Davys (Client Relations Director (CRD), London CIV)

Hugh Grover Chaired the meeting for Items 1, 2 and 3, before handing the meeting to Sir Mark Boleat as the elected Chair.

1. Announcement of Deputies

- 1.1. Apologies for absence and deputies were as listed above.

2. Declarations of Interest

- 2.1. There were no declarations of interest that were of relevance to this meeting.

3. Election of the Chair of the Pensions CIV Sectoral Joint Committee

- 3.1. The Chair called for nominations.
- 3.2. Cllr Yvonne Johnson nominated Sir Mark Boleat, Cllr Maurice Heaster seconded the nomination.
- 3.3. Following a unanimous vote, Sir Mark Boleat was elected as the Chair of the Pensions CIV Sectoral Joint Committee for 2017/18
- 3.4. Sir Mark Boleat thanked the Committee and took the Chair.

4. Election of the Vice-Chairs of the Pensions CIV Sectoral Joint Committee

- 4.1. Cllr Yvonne Johnson and Cllr Maurice Heaster were elected to be the vice chairs of the Pensions CIV Sectoral Joint Committee for 2017/18.

5. Note the Membership of the Pensions CIV Sectoral Joint Committee and Dates

- 5.1. It was noted that the deputy for LB Hounslow was Cllr Surinder Purewal and not Cllr Shantanu Rajawat.
- 5.2. It was also noted that the deputy for LB Hammersmith & Fulham, Cllr Mike Adam, was a Conservative councillor and not a Labour councillor.
- 5.3. The following new PSJC members were introduced: Councillor Keith Onslow (LB Bromley), Councillor Malcolm Spalding (RB Kensington & Chelsea), Councillor Andrew Day (RB Kingston upon Thames), Councillor Philip Jones (LB Merton) and Councillor Peter Barnett (LB Waltham Forest).

6. Minutes of the Pensions CIV Sectoral Joint Committee (PSJC) AGM on 14 June 2016 (for noting as already agreed)

- 6.1. The minutes of the Pensions CIV Sectoral Joint Committee AGM on 14 June 2016 were noted.

7. Minutes of the Pensions CIV Sectoral Joint Committee held on 12 April 2017

7.1. It was noted that Jill Davy's name had been misspelt in the minutes and this would be corrected.

7.2. The minutes of the Pension CIV Sectoral Joint Committee held on 12 April 2017 were agreed.

8. Constitutional Matters

8.1. The Committee noted the changes to the London Councils' constitutional documents that had already been agreed by Leaders' Committee on 11 July 2017.

9. CEO's Report

9.1. The CEO introduced the report and noted that:

- The full quarter's results could not be given as not all the data was available.
- The dates for next year's PSJC would be reviewed and re-issued shortly to ensure that full and complete quarterly reporting could be provided.
 - It was agreed to change the 18 June 2018 Committee meeting to a date in July 2018, owing to the local elections being held in May 2018 and time being needed to confirm committee appointments.
- The KPIs were on track and progress was being made on the recruitment of new staff.
- Two additional NEDs had just been recruited: Linda Selman and Paul Niven, for a three-year term.
- An update on progress covering the LCIV Governance Review had been provided.
 - The Chair noted that tenders had gone out to recruit consultants, although costs for this had increased from £30,000 to a maximum £60,000.
 - The Chair emphasised the need to get the Governance Review right.
 - Councillor Johnson noted that the Labour Group had discussed the review and the details would be fed through Maggie Abrahams.
 - Councillor Malhotra queried why £60,000 was being spent on consultants when there was already a Governance framework in place. Lord Kerslake said that the CIV had moved from a voluntary to a mandatory set-up, and there was a need to look at the issue of Governance again to ensure that arrangements were still fit for purpose. The procurement process had shown that this could not be undertaken for £30,000.
 - Councillor Madlani said that a Governance Review was needed and had been agreed by London Councils' Leaders Committee. The Chair said that efforts had been made to keep the costs to a minimum, but the CIV was now required to press ahead with this.

- Councillor French asked what efforts were being made to ensure that boroughs were paying service fees. The CEO said that boroughs had 30 days in which to pay the service fees. After this time, a statement would be sent out to any unpaid boroughs. The non-payment of service fees could normally be attributed to some form of administrative error. Councillor French proposed that something needed to be in the Governance structure regarding the non-payment of fees. The CEO confirmed that there was some drafting regarding this in the Shareholders' Agreement. He said that, ultimately, a member could be voted out of the arrangement should they not pay the fees.
- Councillor Malhotra asked how the funding of Wandsworth and Richmond was being dealt with, now that they had merged. The CEO said that the payment details were still being considered and a report would come to a future Shareholders meeting.

9.2. The Committee noted the report.

10. Finance Report

10.1. The COO introduced the report and made the following comments:

- First quarter - there had been a positive variance in the first quarter.
- Looking at the next quarter, the trend was consistent (i.e. favourable).
- It was anticipated that underspend in the first quarter would be offset by cost that would be incurred later in the year and therefore It was not was not currently anticipated that a profit would be made in the current year.
- Fees (0.5bps) were accruing for the passive investments with LGIM held outside of the ACS, but benefiting from reduced fees negotiated by LCIV. Boroughs would be invoiced for the accrued fee at the end of the year.

10.2. The Committee:

- Asked for more detail to be provided in future reports to aid clarity and understanding.
- Noted the report.

11. Fund Performance

11.1. The CIO introduced the report, noting that:

- The performance data for each sub-fund could be found at page 83 of the report (Quarter 2 – April to June 2017).
- Julian Pendock confirmed that ESG performance was not in the performance stats as it was still being finalised.

11.2. The Committee noted the report

12. Fund Launch Progress

12.1. The COO introduced the report. He informed members that the Longview Global Equity and Henderson Emerging Market Equity would be launched week commencing 17 July 2017. The EPOCH and RBC Sustainable Equity were on track to be launched in September 2017.

12.2. Julian Pendock made the following comments:

- The wording had been changed to “lower” carbon for the proposed RBC Equities Fund. Further details would be provided at the next PSJC meeting in September 2017.
- Two Fixed Income funds to be launched by March 2018, as per MTFS plan. Tenders have gone out for investment consultant procurement.
- Looking at members from the IAC to join the Infrastructure Working Group – a briefing paper from Hermes had previously been circulated to the IAC.
- Infrastructure/Housing – the issue of social housing was quite challenging, especially getting the scale and returns.
- Looking at more liquid assets for CIV (infrastructure).

12.3. Councillor Madlani asked what lessons had been learned, and whether the CIV had now got over any initial teething problems. He also asked about the boroughs of Newham and Kensington and Chelsea being outside the CIV. The CEO said that a great deal had been learnt in the past 18 months. There had been delays, which were unique to the CIV. The CEO said that the boroughs of Newham and Kensington and Chelsea were not present at this meeting, and it would be best if they themselves responded to the Committee.

12.4. Lord Kerslake said that challenges of “lift and shift” were coming to an end. He suggested taking stock at the end of the year to see where the CIV was. The CIO noted that the lift and shift process had presented unexpected challenges, but that going forward with other asset classes presented different challenges and it was hoped that these would run more smoothly.

12.5. The Committee noted the report.

13. Investment Advisory Committee Update

13.1 The CRD was present to take questions in the absence of Ian Williams (Chair of the IAC).

13.2. Councillor Colley queried the viability of “low carbon”. The CIO said that the term “lower” carbon allowed the company to have a benchmark tracking a lower exposure to carbon.. Councillor Colley said that she would have difficulty committing to this without understanding what this entailed. The CEO said that work was still being undertaken on this.

13.3. Councillor Malhotra asked about the timeline for academies (page 137) and what funds would be impacted. Julian Pendock confirmed that a report by the PWC had been sent to the Scheme Advisory Board (SAB) regarding

academies. Further papers would be presented to the SAB and it was expected that academies would remain in the LGPS.

- 13.4. Councillor Malhotra asked if funding was being provided for the establishment of providing academies. Jill Davys confirmed that funding would not be provided. She said that academies that were not successful would be underwritten.
- 13.5 Councillor Madlani suggested having a cross-party brief to look at low carbon solutions (paragraph 11, page 136). A full range of options could be looked at over the summer. Jill Davys said that there was a “low carbon working group” which was in the process of being refined. Councillor Madlani said that it would be useful to have member input on this working group.
- 13.6. Councillor Malhotra, with reference to the new Data Protection Act, asked whether the GDPR would be put on the CIV risk register. He said that a report needed to come back to the PSJC on accountability. Lord Kerslake said that he would come back to the PSJC regarding this matter.
- 13.7. Councillor Onslow also felt that it would be beneficial to have member involvement in the low carbon working group, and to come up with answers in order to keep the costs down. Councillor Johnson said that there was a low carbon workshop taking place on 19 September 2017. She said that members were keen to have a low carbon option. Jill Davys said that she would follow this up and also send some information to the boroughs regarding this.
- 13.8. Councillor Colley said that some boroughs were looking at reducing carbon exposure in their funds. She said that it would be beneficial if lead members could get together and discuss these issues. Councillor Chapman said that he fully supported coming up with a clear strategy on this, and having a fund in which to invest. The Chair thanked members for the helpful contributions on this.

13.9 The Committee:

- Agreed to come back to a future PSJC on the issue of GDPR; and
- Noted the report.

14. Client and Stakeholder Engagement

- 14.1. Jill Davys was present to answer any questions on the report, no specific questions were raised.
- 14.2. The report was noted

15. Stewardship

- 15.1. Jill Davys introduced the report. She said that the alerts issued by LAPFF were forwarded to LCIV’s external managers and asked to vote. She said that not all fund managers followed through with this.
- 15.2 The following comments were made:
 - Councillor Greening said that adopting the alerts was a suitable compromise, although some managers were ignoring this and not casting

votes. Jill Davys said that Allianz voted as a “block”. She said there may be a need to have a separate voting provision, although there would be costs associated to this. Jill Davys suggested going back to the Stewardship Group and look at this in more detail.

- Councillor French said that a mechanism needed to be in place to allow managers to vote on their own. He said that officer dialogue was now needed on how this would take place.
- Councillor Johnson said that it was agreed to follow the LAPFF voting rights, although some companies were choosing to ignore the alerts.
- Councillor Madlani said that there was a technological issue regarding the voting and this needed to be made easier.
- Councillor Crowder said that the agreed policy was not being implemented through some fund managers, and this issue needed to go back to the Stewardship Working Group for discussion. The CEO agreed that this issue should be taken to the Stewardship Working Group.
- The Chair said that there was a policy on this, but it needed to be looked at again and come back to the PSJC at a later date.

15.3. The Committee:

- Agreed to look at the voting policy again and to take this back to a Stewardship Working Group meeting; and
- Noted that the report.

Members of the press and public were asked to leave the meeting while the exempt part of the minutes from 12 April 2017 were agreed.

The meeting closed at 3.50pm

Pensions CIV Sectoral Joint Committee (PSJC)

14 March 2018

Minutes of a meeting of the Pensions CIV Sectoral Joint Committee held on Monday 14 March 2018, at 2:30pm in the Conference Suite, London Councils, 59½ Southwark Street, London SE1 0AL

Present:

City of London	Sir Mark Boleat (Chair)
Barking and Dagenham	-
Barnet	Cllr Mark Shooter
Bexley	Cllr Louie French
Brent	Cllr Sharfique Choudhary
Bromley	Cllr Keith Onslow
Camden	Cllr Rishi Madlani
Croydon	-
Ealing	Cllr Yvonne Johnson
Enfield	Cllr Toby Simon
Greenwich	Cllr Don Austen
Hackney	Cllr Robert Chapman
Hammersmith and Fulham	Cllr Iain Cassidy
Haringey	Cllr John Bevan (Deputy)
Havering	Cllr Clarence Barrett (Deputy)
Harrow	Cllr Nitin Parekh
Hillingdon	-
Hounslow	Cllr Mukesh Malhotra
Islington	Cllr Richard Greening
Kensington and Chelsea	-
Kingston Upon Thames	Cllr Andrew Day
Lambeth	Cllr Iain Simpson
Lewisham	Cllr Mark Ingleby
Merton	-
Newham	Cllr Forhad Hussain
Redbridge	-
Richmond Upon Thames	Cllr Thomas O'Malley
Southwark	Cllr Fiona Colley
Sutton	Cllr Sunita Gordon
Tower Hamlets	Cllr Clare Harrison
Waltham Forest	
Wandsworth	Cllr Maurice Heaster
City of Westminster	Cllr Suhail Rahuja

Apologies:

Croydon	Cllr Simon Hall
Haringey	Cllr Clare Bull
Havering	Cllr John Crowder
Kensington & Chelsea	Cllr David Lindsay
Merton	Cllr Philip Jones
Redbridge	Cllr Elaine Norman

Officers of London Councils were in attendance as were Mark Hyde-Harrison (CEO, London CIV), Kevin Cullen (Client Relations Director, London CIV), Larissa Benbow (Head of Fixed Income London CIV) and Chris Bilsland (LCIV Board).

1. Announcement of Deputies

- 1.1. Apologies for absence and deputies were as listed above.

2. Declarations of Interest

- 2.1. There were no declarations of interest that were of relevance to this meeting.

3. Minutes of the Pensions CIV Sectoral Joint Committee held on 31 January 2018

- 3.1. The minutes of the PSJC meeting held on 31 January 2018 were agreed as an accurate record.

4. Board Structure

- 4.1. It was noted that Carolan Dobson, a CIV Non-Executive Director, also worked as an Investment Adviser for the London Borough of Enfield.
- 4.2. The Committee noted the report on the Board Structure.

5. Governance

- 5.1. The Chair introduced the report and the following comments were made:
- Councillor Heaster said that the Shareholder meetings should be made up of four Treasurers and eight Shareholders (as opposed to six of each). He also queried having a Trade Union member voting at these meetings.
 - Councillor Heaster asked whether the terms of appointments should be on a yearly rolling basis, as opposed to a 3-year term. He also said that all shareholders should be able to attend the meetings as observers.
 - Councillor Johnson agreed that the make-up of the Shareholder meetings should be 4 and 8. She said that she also agreed that any trade union representative should not have any voting rights. Councillor Johnson confirmed that Lord Kerslake was in discussions with the unions to move this forward.
 - The Chair suggested that there should be no maximum on the number of years that a member would be a representative at the meetings although there was the expectation that most members would continue on a year-on-year basis.
 - Councillor Johnson said that the political make-up of the meetings would be known after the local elections in May 2018, and would be predominantly up to the whips to decide.
 - Councillor Parekh asked whether the minutes of these meetings would be circulated to all members. Councillor Choudhary asked whether the

Shareholders' Committee would make recommendations to the CIV Board and the General Committee. The Chair said that this would be a sensible way forward.

- The Chair said that it was up to the whips to decide the length and political mix of appointments. He suggested that note of detailing the actions/key decisions from these meetings, be circulated to members, as opposed to a full set of minutes (as this was not a formal group).
- 5.2. The Chair confirmed that each member needed to sign and return a form consenting to the dissolution of the PSJC.
- 5.3. The Committee:
- Agreed that quarterly shareholder meetings would be made up of 4 Treasurers and 8 Members.
 - Agreed that a Trade Union member would attend as an observer only, and to not have any voting rights (Lord Kerslake to continue dialogue with the trade unions regarding this matter).
 - Agreed that the Shareholder meetings would send members a “note” of the meeting, detailing the main decisions/actions from the meetings, subject to being confirmed with this meeting.
 - Noted that each borough would need to sign and return the form agreeing to the PSJC being dissolved. Once all 33 signatures had been received, the PSJC would be dissolved and would cease to operate.

6. Business Update

- 6.1. The COO introduced the report and informed members that a revised Business Update report had been distributed at the meeting.
- 6.2. The COO said that the LCIV was now in a position to get the guarantee and recharge agreement out. All shareholders needed to sign the FRS102 recharge agreement as required by the City of London. The Chair confirmed that the City of London would be unable to take on these obligations unless all members signed the agreement. It was noted that the costs on regulatory capital for not signing up would be in the region of £100k to the company.
- 6.3. The COO said that the shares that LB Richmond held would now need to be transferred across, and the “A”-shares cancelled.
- 6.4. The COO said that the deadline for returning the signed agreements was 31 March 2018, although there was some flexibility with this deadline, as long as a borough gave written confirmation that they would be signing up in due course.
- 6.5. Councillor Johnson thanked Sir Mark Boleat for chairing the PSJC over the past two years. The Chair thanked members for all their contributions on the PSJC, especially Councillors Johnson and Heaster.

6.6. The PSJC:

- Noted that there was an additional, more detailed, Business Update report distributed at the meeting.
- Noted the finance report.
- Noted the report on regulatory capital and the status of the guarantee and recharge agreement. It was noted that each borough needed to sign up to the guarantee agreement, preferably by the 31 March 2018, although this timeline could be extended as long as boroughs gave a reassurance, via email, confirming that they would be signing up to the guarantee.
- Noted the operating model report, and
- Noted the fund launch update

7. AOB

7.1. No other business was discussed

8. Date of next Meeting

8.1. The next meeting would be the AGM on 12 July 2018.

Members resolved to exclude the press and public from the meeting for the exempt part of the meeting.

The meeting closed at 15:45pm

Pensions CIV Sectoral Joint Committee

Constitutional Matters - Minor Variations to London Councils Financial Regulations

Item: 7

Report by: Christiane Jenkins **Job title:** Director, Corporate Governance

Date: 12 July 2018

Contact Officer: David Dent

Telephone: 020 7934 9753 **Email:** david.dent@londoncouncils.gov.uk

Summary: This report details a number of variations to the London Councils Financial Regulations, agreed at Leaders Committee at its AGM on 5 June 2018.

Recommendation: The Committee is recommended to:

- Note the changes to the London Councils Financial Regulations agreed by London Councils Leaders Committee on 5 June 2018 – attached at Annex One in track change form.

1 Introduction

1.1 London Councils Leaders' Committee agreed a number of changes to the Financial Regulations which have been reviewed during the year at its AGM on 5 June 2018.

The changes comprise:

- An increase in the procurement threshold for public supply and service contracts from €207,000 (£164,176) to €221,000 (£181,302) because of changes to EU Regulations
- An updating of relevant sections on Information Systems and Security (Sections 11 and 19 of the Regulations) to reference the new General Data Protection Regulation (GDPR) and Data Protection Act 2018
- A new section 'Corporate Charge Card' (Section 26) covering the handling, conduct and audit processes for those staff provided with such cards.
- Revisions to the organisation's retention scheme (Appendix 2 of the Regulations)
- Changes to the Authorised Signatories list (Appendix 5 of the regulations) to reflect internal changes within London Councils Corporate Resources team.

1.2 Other minor changes to formatting have also been made.

2 Recommendation

2.1 The Committee is recommended to:

- Note the changes to the London Councils Financial Regulations agreed by London Councils Leaders Committee on 5 June 2018 – attached at Annex One in track change form.

Legal Implications for London Councils

The review of the Financial Regulations includes updated references to the General Data Protection Regulation and Data Protection Act 2018.

Equalities Implications for London Councils

There are no specific equalities implications for London Councils.

Financial Implications for London Councils

These are outlined in the body of the report.

Appendices:

Annex 1 – Revised Financial Regulations

Background Documents: The Financial Regulations and all of the appendices can be viewed on London Councils website: <https://www.londoncouncils.gov.uk/node/4818>

Annex One

July ~~2017~~2018

LONDON COUNCILS¹

SCHEDULE 7

FINANCIAL REGULATIONS

Key points/message

All Corporate and Programme Directors shall ensure that the Financial Regulations are strictly observed within their Directorates and Divisions and shall arrange for all necessary staff training.

Any employee who knowingly or by negligence breaches these regulations may be subject to disciplinary action.

¹ The term *London Councils* throughout this document refers only to Leaders' Committee,

CONTENTS

<u>Subject</u>	<u>Page</u>
1. Definitions	3
2. General	3
3. Budgets	5
4. Virements	6
5. Accounting & Document Retention	6
6. Imprest Accounts	8
7. Banking Arrangements	9
8. Contracts and Procurement	10
9. Budgetary Control	17
10. Audit	18
11. Information Systems	20
12. Income	20
13. Disposal of Assets	22
14. Control of Assets	23
15. Write Offs	24
16. Orders for Work, Goods and Services	25
17. Payments	26
18. Salaries, Wages and Pensions	27
19. Security	28
20. Stocks and Stores	29
21. Traveling and Subsistence Claims	29
22. Insurance	30
23. Treasury Management and Investments	31
24. Unofficial Funds	32
25. Taxation Requirements	32
26. Corporate Charge Card	32

Appendices

1. Virement Authorisation Proforma
2. Retention of Documents
3. Format for Inventories
4. Stocktaking Guidelines
5. Authorised Signatories
6. Procurement Toolkit
7. Salaries and Expenses Policy and Procedures
8. New projects approval proforma, including externally funded projects
9. Hospitality Declaration
10. Purchase Order Register
11. Anti Fraud, Bribery and Corruption Strategy

1 Definitions

- 1.1 The Chief Executive means the officer appointed pursuant to Clause 7.4 of the London Councils Agreement or, wherever appropriate, his nominated representative.
- 1.2 The Finance Officer² means the officer appointed pursuant to Clause 7.4 who shall be the "Responsible Financial Officer" as defined by Regulation 2(2) of the Accounts and Audit Regulations 1996.
- 1.3 The Organisation means London Councils, any Sectoral joint committees and any associated committees.

2 General

- 2.1 These financial regulations are designed to detail the responsibilities, procedures and working practices adopted under this Agreement and provide essential information in relation to day to day financial administration.
- 2.2 The Chief Executive and the Finance Officer have a responsibility to establish within the Organisation strong internal control procedures so that activities are conducted in an efficient, effective and well-ordered manner. Such procedures should facilitate the detection and prevention of fraud and/or corruption at an early stage (refer Anti Fraud, Bribery and Corruption Strategy - appendix 11).
- 2.3 The Finance Officer shall maintain a register in which officers shall enter each gift, favour, reward or hospitality offered by a person or organisation doing, or seeking to do business with the Organisation (refer Hospitality Declaration- appendix 9).
- 2.4 It is the responsibility of the Chief Executive to ensure that all staff are made aware of these regulations and to make suitable arrangements to ensure adherence. This does not remove the requirement for all staff to make themselves conversant with these regulations and comply with their requirements.
- 2.5 The Organisation shall not consider:-
 - 2.5.1 a new policy, including the management of all externally funded projects, nor
 - 2.5.2 a development or variation of existing policy, nor
 - 2.5.3 a variation in the means or time-scale of implementing existing policy which affects or may affect the Committee's finances, unless there is before it at the same time a full statement of the financial implications by the Finance Officer.
- 2.6 The Chief Executive shall consult the Finance Officer with respect to any matter within his/her purview, which is liable materially to affect the finances of the Organisation before any commitment is incurred or before reporting thereon to any Committee.
- 2.7 Failure to observe these Financial Regulations may, at the discretion of the

² The title Finance Officer refers to the Director of Corporate Resources throughout this document and appendices

Finance Officer, be reported to the Audit Committee.

- 2.8 In relation to externally funded projects:
 - 2.8.1 all requests for government or other grant support must be agreed with the Director of Corporate Resources in advance of any submission to the funding body;
 - 2.8.2 if the estimated lifetime value a grant is equal or greater than £250,000 this must be the subject of a separate detailed report to London Councils Leaders' Committee or any Sectoral joint or associated committee as appropriate.
- 2.9 The Director of Corporate Resources in consultation with the Chief Executive will be responsible for submission of all claims for grant to Government Departments and other outside bodies. All agreements for the receipt of grant by a Committee shall:-
 - 2.9.1 be obtained in writing;
 - 2.9.2 state the amount and conditions relating to the receipt of grant;
 - 2.9.3 be referred to the Director of Corporate Resources for his observations on financial implications prior to signing; and
 - 2.9.4 be reviewed for any legal implications, seeking legal advice as necessary.
- 2.10 The Finance Officer, in consultation with the Chief Executive, has the right to withdraw any Committee report where insufficient notice has been given to allow the provision of adequate financial comment.
- 2.11 The Finance Officer shall be consulted in any cases involving the interpretation of the Financial Regulations and his/her decision as to their meaning, scope and application shall be final providing such decision does not have the effect of altering the meaning of a Standing Order or other regulation or contract approved by a Committee.
- 2.12 The Finance Officer shall annually review the financial threshold figures stated in the Financial Regulations, making any necessary adjustments and then notify the Chief Executive accordingly. However, any proposed increases exceeding the appropriate rate of inflation shall first be referred to London Councils and the relevant Sectoral joint or Associated committee for their approval.
- 2.13 The Finance Officer shall review these Financial Regulations at least every two years in consultation with the Chief Executive and report to London Councils] and the relevant Sectoral joint or Associated committee recommending those changes he/she considers necessary.
- 2.14 A Lead Authority, in its capacity as administrator of an activity delegated by London Councils or a Sectoral joint or Associated committee, shall be deemed to have complied with these Financial Regulations so long as it is in compliance with the applicable Financial Regulations and Standing Orders of that Lead Authority.
- 2.15 Any of these financial regulations may be revoked, varied or suspended in

respect of all or any of the functions referred to in this Agreement by London Councils in accordance with Schedule 6.

3 Budgets

- 3.1 The Finance Officer shall prepare the estimates of revenue income and expenditure in consultation with the Chief Executive, who shall critically scrutinise the draft estimates before their submission to London Councils and any Sectoral joint or Associated committee.
- 3.2 The estimates shall show the latest approved estimates for the current year and the estimated expenditure and income for the ensuing three years. The Finance Officer and Chief Executive shall provide sufficient supporting information as required by London Councils, and any Sectoral joint or Associated committee in order for variations between budget headings to be analysed. The detailed form of the annual budget shall be determined by the Finance Officer and Chief Executive consistent with general directions of London Councils and any Sectoral joint or Associated committee.
- 3.3 The Finance Officer shall make appropriate detailed calculations for each budget head. A working paper showing the basis of each calculation shall be kept for six years or until the final accounts for the year in question have been approved by the external auditor.
- 3.4 Estimates of income and expenditure made in respect of the London Boroughs Grants Scheme (LBGS), shall be prepared in accordance with the timetable contained in the LBGS Regulations as amended by Schedule 4 as follows:
 - 3.4.1 The LBGS draft budget shall be submitted to London Councils and the London Boroughs Grant Committee not later than the end of November each year.
 - 3.4.2 London Councils shall approve the draft budget and the London Boroughs Grants Committee shall recommend to the applicable Constituent Councils an overall level of expenditure on an annual basis and this shall include the amounts to be collected from each Constituent Council as determined by the Regulations.
 - 3.4.3 At least two-thirds of the Constituent Councils must approve the recommended overall level of expenditure each year by not later than the third Friday in January as provided for in the Scheme Regulations.
 - 3.4.4 If at least two thirds of the Constituent Councils have not approved the recommended overall level of expenditure before the 1st February in the year in which that financial year begins, the Constituent Councils shall all be deemed to have given their approval for that financial year to total expenditure of an amount equal to the amount that was approved or as the case may be, deemed to have been approved, for the preceding financial year. Such approval shall be subject to any order which may be made by the Secretary of State under Section 48 (5) of the Local Government Act 1985 and will confer authority on the London Boroughs Grants Committee to incur such expenditure.

- 3.9 If it appears that an overspending is unavoidable, even after making use of the virement provisions, then the approval of London Councils and the relevant Sectoral joint or Associated committee must be sought before application of any supplementary estimate. Any proposal affecting the funds of London Councils or any Sectoral joint or Associated committee shall be submitted to such committee accompanied by a report of the Chief Executive who shall consult the Finance Officer as necessary, indicating the sufficiency or otherwise of the estimate provision.
- 3.10 The conclusion of the Concessionary Fares contract shall be reported to the Transport and Environment Committee no later than the 31st of December each year.

4 Virements

- 4.1 Virement, or the temporary transfer of resources between budget heads, is allowed where any expenditure budget head will be overspent or income budget head will not be attained, by the end of the financial year, by offsetting the overspending or shortfall of income in respect of any function by the transfer from other budget heads for the same function which would have sufficient provision during the same financial year. Such virement is defined below.
- 4.1.1 The Finance Officer, in consultation with the Chief Executive, is authorised to approve virements up to a maximum of £50,000 in any one instance, provided the total virement to any one budget head in any one financial year does not exceed £50,000 or, either 50% of the receiving budget or, £1,000 if the receiving budget is less than £2,000. This applies to all budget heads.
- 4.1.2 For all such virements, these shall be reported to London Councils, or any Sectoral joint committee or any Associated committee as appropriate, retrospectively on a quarterly basis.
- 4.1.3 All virements over £50,000 must be approved by London Councils, or any Sectoral joint committee or any Associated committee, as appropriate.

5 Accounting and Document Retention

- 5.1 All accounts, financial records, including computerised records, and financial administration procedures shall be kept or undertaken in a form approved by the Finance Officer who shall also be responsible for keeping the principal accounting records. It is the responsibility of the Chief Executive to retain securely, and in an easily retrievable form, all other information relating to the Organisation's financial and operational activity in support of the accounting and final account process.
- 5.2 In the allocation of accounting duties, the following principles shall be observed:-
- 5.2.1 The duties of providing information regarding sums due to or from London Councils and of calculating, checking and recording these sums, shall be separated as completely as possible from the duty of collecting or disbursing them;

- 5.2.2 Officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any such transactions.
- 5.3 The Chief Executive shall make returns of outstanding expenditure, income and any other relevant information in the form and by the date specified by the Finance Officer for the reporting process detailed in Financial Regulation 9.6 and the closure of the annual accounts.
- 5.4 All computerised financial systems should be capable of producing relevant accounting analysis capable of transfer in a format, level of detail and manner approved by the Finance Officer. The information transfer should include specific types of transaction such as write offs. The Chief Executive shall consult with the Finance Officer before introducing, amending or discontinuing any record or procedure relating to financial transactions or accounting.
- 5.5 All accounting records shall be retained in safe custody for such a period as shall be determined by the Finance Officer and all vouchers must be kept for a period of six years in line with HMRC guidance after the specified accounting period has elapsed. The ultimate disposal of financial records should be arranged by the Chief Executive as “confidential waste” and on no account should sensitive information be disposed of through the normal waste collection process. All such confidential waste disposal arrangements shall be subject to the prior approval of the Finance Officer.
- 5.6 The Finance Officer in consultation with the Chief Executive shall be responsible for the production and publication of the organisation’s final accounts in such a form and in accordance with such a timetable as to make them consistent with any relevant statute and the general directions of London Councils and any Sectoral joint or associated committee.
- 5.7 As soon as practicable after the end of each financial year and before the 30 June, the Finance Officer in consultation with the Chief Executive shall report provisional out-turn figures for income and expenditure to London Councils and any Sectoral joint or Associated committee, comparing these to the approved estimates. The Finance Officer shall present the Statement of Accounts for the year in question to London Council’s External Auditors as early as possible following the presentation of the provisional outturn figures to London Councils Executive.
- 5.8 The Finance Officer shall retain, in safe custody, copies of audited Statements of Accounts including the External Auditor’s opinion and annual report. The Finance Officer shall present the audited Statement of Accounts to London Councils Audit Committee for approval by 30 September. All significant issues raised by the External Auditor’s annual report on the accounts together with any accompanying management letter must be reported to London Councils Audit Committee, including the issues that relate solely to the accounts of any Sectoral joint committee.

6 Imprest Accounts

- 6.1 The Finance Officer shall provide such imprest accounts as he/she considers appropriate after consultation with the Chief Executive.
- 6.2 The Finance Officer may arrange for bank accounts to be opened for use by holders of imprest accounts. Such bank accounts shall not be overdrawn, and it shall be a standing instruction to the bank concerned that any departure from this regulation is reported immediately to the Finance Officer.
- 6.3 The Chief Executive shall be responsible for the control and operation of the imprest account in accordance with instructions issued by the Finance Officer.
- 6.4 No sums received on behalf of London Councils may be paid into an imprest account, but shall be banked separately or paid to London Councils promptly as may be directed by the Finance Officer.
- 6.5 Payments from imprest accounts shall be limited to minor items, unobtainable through Creditors or Stores and ineligible for reimbursement through Payroll, the maximum value of which shall be £50 (inclusive of VAT), unless specific dispensation has been provided to the Chief Executive by the Finance Officer. All payments shall be supported by vouchers and all receipts where appropriate, relating to expenditure from an imprest must be attached to the relevant voucher.
- 6.6 To satisfy the requirements of external auditors, imprest holders shall provide the Finance Officer with certificates annually to certify the balance held. These certificates must be sent to Finance Officer promptly after the end of the appropriate financial year. (Blank certificates will be provided to the imprest holders for this purpose by the Finance Officer before the end of each financial year).
- 6.7 Claims for the reimbursement of imprest accounts should be made at regular monthly intervals, following a full reconciliation of the account and, in any event, frequently enough for the relevant bank account to remain in credit until the reimbursement is received. Imprest reimbursement forms are to be provided by the Finance Officer.
- 6.8 It shall be the duty of the Chief Executive to notify the Finance Officer sufficiently in advance of the impending resignation or departure of the imprest account holder. When an imprest account holder leaves the service of London Councils, he or she shall account to the Finance Officer for the amount advanced.
- 6.9 The general principle of imprest accounting is that at any time the cash balance, together with the aggregate value of any receipts on hand, unreimbursed claims and cheques not credited, should total the approved imprest account balance. At no stage should the cash balance be allowed to fall below zero. Income and change floats shall be kept separately from the imprest cash at all times, and shall not be used to fund cash expenditure.
- 6.10 If it becomes apparent that the current level of imprest is insufficient, the items on which the imprest is expended shall be reviewed. If it is clear that there is no

reasonable alternative to expenditure through the imprest, a formal request in writing to have it increased shall be made to the Finance Officer. Similarly, if it becomes apparent that exceptional circumstances mean a temporary increase/decrease is required then a formal request is to be submitted to the Finance Officer. Further, sub-floats must not be issued from an imprest without the prior approval of the Finance Officer.

- 6.11 No officer shall authorise his or her own claims from an imprest account. Claims are to be authorised by the Chief Executive. Certification by or on behalf of the Chief Executive shall be taken to mean that the certifying officer is satisfied that the expenses and allowances claimed are properly and necessarily incurred and are properly payable.
- 6.12 Expenditure which should form part of the payroll system, e.g. clothing, car allowances and home to work travel expenses, shall not be processed through imprest accounts.
- 6.13 All non-computerised records relating to imprest accounts should be maintained in ink.
- 6.14 The encashment of personal cheques and the advancing of loans from an imprest is strictly forbidden.
- 6.15 The only bank charges, which should be incurred in respect of imprest accounts operated via a bank account, are those in the normal course of operation of the account. As can be seen from Financial Regulation 6.2, bank charges in respect of overdrawn accounts should not be incurred. If they have been incurred, however, they should be debited to an appropriate expenditure code and reclaimed on the imprest reimbursement form.
- 6.16 All Departments holding petty cash should ensure that, at all times, cash is adequately secured. As a minimum this should be in a cash box within a lockable drawer. Amounts in excess of £50 should be kept overnight in a safe or lockable cupboard with very restricted access.
- 6.17 Whenever any matter arises which involves or may suggest irregularities affecting a petty cash imprest system, the Chief Executive shall notify the Finance Officer forthwith. This Regulation also applies in the event of any loss from the imprest account, identified during reconciliation.

7 Banking Arrangements

- 7.1 The Finance Officer will make arrangements with London Councils bankers for the operation of such accounts as he/she may consider necessary. No other bank accounts will be opened without the permission of the Finance Officer.
- 7.2 All bank accounts shall bear an official title and in no circumstances shall an account be opened in the name of an individual.
- 7.3 The Finance Officer will make appropriate arrangements with London Councils bankers concerning designated signatories of cheques, drafts, promissory notes, acceptances, negotiable instruments, orders and instructions.

- 7.4 The Finance Officer shall be responsible for arranging the temporary investment of monies not immediately required, and the ordering and issue of cheques/giro-cheques, direct debit and credit card facilities.
- 7.5 The Finance Officer will ensure that a register is maintained to record all stocks of cheques held by London Councils.
- 7.6 Stocks of cheques will be held by the Finance Officer in a safe covered by adequate insurance arrangements.
- 7.7 The Finance Officer is responsible for arranging the cancellation and subsequent replacement of specific cheques with London Councils's bankers. All requests in relation to cancellations must be channeled through the Finance Officer.
- 7.8 Corporate and Programme Directors should ensure that all bank accounts under the control of their Directorate or Division are reconciled on a monthly basis and that end of the year accounts closure requirements are adhered to.
- 7.9 The Finance Officer shall arrange such safeguards as necessary and practicable, including the separation of staff duties as far as possible in respect of:-
 - 7.9.1 the checking of creditors accounts;
 - 7.9.2 the control of cheque forms;
 - 7.9.3 the preparation of cheques;
 - 7.9.4 the signature of cheques;
 - 7.9.5 the despatch of cheques;
 - 7.9.6 the entry of the cash accounts; and
 - 7.9.7 the reconciliation of bank accounts.

8 Contracts & Procurement

- 8.1 All contracts and procurement that exceed the current EU threshold³ are regulated by EU Procurement Directives, and UK domestic legislation as defined in the Public Contracts Regulations (PCR) 2015. In addition, each and every contract shall also comply with these Financial Regulations. The EU regulations and UK law take precedence over the Financial Regulations and no deviations or exceptions are permitted for contracts in excess of the threshold. Also, contracts with a full life value between £25,000 and the EU threshold are governed under Part 4 of the PCR 2015.⁴
- 8.2 Contracts may be defined as being agreements for the supply of goods or materials, or the carrying out of works or services. Contracts are also deemed to include the engagement of professional consultants (excluding Counsel).
- 8.3 It is a breach of the Financial Regulations to artificially divide contracts where the effect is to circumvent the regulations concerning the following financial threshold limits.

³ The current Threshold for public supply and service contracts is ~~€221,207,000~~ / ~~£181,641,476~~ as of January 2018. This is reviewed every two years. ~~the next review is due January 2018~~

⁴ Chapter 8 Below Threshold Procurements The obligation to advertise on Contracts Finder – Regulation 110(1), **only applies where the authority has decided to advertise.**

8.4 Financial Thresholds

- 8.4.1 The following minimum number of invitations to tender or quote shall apply, subject to EU procurement rules (including aggregation i.e. the full life value of the contract) and the exemptions, before any order for works, supplies or services is placed:

Procurement Threshold	Procedure
(a) up to £10,000	No formal tender process required. At least one written quotation obtained, duty to secure reasonable value for money
Where a decision has been made <u>NOT</u> to advertise	
(b) between £10,001 and £75,000 <i>if not advertised</i>	Request at least 3 written quotations or a mini-tender exercise must be carried out to establish value for money
Where a decision has been made to advertise	
(c) between £25,001 and EU limit (currently £ 181,302,164,176) (€207,221,000) <i>if advertised (NB: you MUST advertise above £75,001</i>	If the Opportunity is advertised, the use of the formal tender process is mandatory by tendering the opportunity on Contracts Finder and London Councils website.
(d) over EU limit (currently £ 181,302,164,176) (€207,221,000))	The use of the formal EU tender process is mandatory and subject to the EU procurement rules. To note that additionally if the value of procurement is in excess of £250,000 then Committee approval is required prior to formal tender process.

- 8.5 Each proposed contract for works or services, with an estimated value equal or greater than £250,000 must be the subject of a separate detailed report to London Councils Leaders' Committee or any Sectoral joint or associated committee as appropriate, requesting approval to seek tenders for the recommended design solution. This report must state the size of any contingency provision to be included in the tender documents or estimated costs, as well as any prevalent risks to the organisation.

- 8.6 No contract shall be made, nor any tender invited, unless provision has been made in the annual budget for the proposed expenditure or that written confirmation has been received from the appropriate third party that external funding is available to fund the full contract and associated costs.

8.7 Formal Tender Process

- 8.7.1 Competitive tendering will be required where the **opportunity is advertised** and the estimated value of the contract is expected to exceed £25,000 which is split into two categories

- 8.7.2 Below Threshold (£25,000 to less than the EU limit £~~181,302,164,176~~)

8.7.2.1 It is now a requirement that for any contracts estimated to be between £25,000 and the EU limit in force at the time (currently

£~~181,302,164,176~~), if the contracting authority advertises it must do so via Contracts Finder.

8.7.3 Above EU Threshold (£~~181,302,164,176~~) where full EU processes apply

8.7.3.1 For above threshold tendering, the choice of procedure is detailed and regulated in the PCR (Chapter 2 Rules on Public Contracts), noting that when awarding public contracts, contracting authorities shall apply procedures that conform to the regulations.

8.7.4 Detailed guidance on procurement procedures is provided in the Procurement Toolkit (Appendix 6), reflecting the PCR and any specific guidance as the Minister for the Cabinet Office may issue.

8.8 Contract Advertising

8.8.1 Contracts above the EU financial thresholds prevailing at the time as set out in the Regulations should be advertised in the Official Journal of the European Union (OJEU) and London Councils website.

8.8.2 For below EU threshold procurement i.e. between £25,000 and the EU Limit where a decision has been made to advertise the opportunity, the opportunity must be placed on Contracts Finder and London Councils website with no exceptions. (Ref PCR 2015, Chapter 8 paragraph 110)

8.8.3 8.8.4 After the expiration of the period specified in any notice, invitations to tender for the contract shall conform with Section 5 sub section 7 of the PCR, (paragraphs 65 and 66 refer).

8.9 Receipt of Tenders

8.9.1 Every invitation to tender shall state that no hard copy tender will be accepted unless it is received in a plain sealed envelope or package which shall bear the words TENDER - followed by the subject to which the tender relates, and shall not bear any name or mark indicating the sender. Every invitation to tender should also state the deadline date and time (usually 12 noon) for receipt. When received, an entry shall be made upon such envelopes or packages indicating the time and date of receipt and these will then remain in the custody of the Chief Executive or the Director of Corporate Resources until the time appointed for their opening.

8.9.2 Electronic versions of the tender submission will be accepted. Electronic tenders must be received by the deadline date and time, as detailed in the invitation to tender. Electronic tender submissions sent by e-mail should be sent to: tenders@londoncouncils.gov.uk. E-mailed tenders will not be accepted in isolation, if there is a requirement for hard copies.

8.9.3 All tenders received after the deadline date and time shall not be opened and will be disregarded for the purposes of the tender exercise to which they relate.

8.10 Opening of Tenders

Tenders shall be opened at one time in the presence of:-

8.10.1 For tenders valued at over £25,000 – in the presence of two officers appointed by the Chief Executive;

8.11 **Acceptance of Tenders and Quotations**

8.11.1 Where the value is under £10,000, one of the designated authorised signatories (as outlined in Part C of Appendix 5) , shall be authorised to accept the quotation by signing off the purchase order to place the order with the supplier;

8.11.2 Where the value is between £10,001 and £75,000, one of the designated authorised signatories (as outlined in Part B of Appendix 5) shall be authorised to evaluate and accept the quotation -or tender by signing off the procurement approval form for submission to the Director of Corporate Resources for approval;

8.11.3 Where the value is between the £75,000 and the prevailing EU Limit, , one of the designated authorised signatories (as outlined in Part A of Appendix 5) shall be authorised to evaluate and accept the tender by signing the procurement approval form for submission to the Director of Corporate Resources for approval;

8.11.4 Where the tender is above the EU Threshold and below £249,999, the Chief Executive, the Director of Corporate Resources, or in their absence, one of the designated authorised signatories (as outlined in Part A of Appendix 5) in consultation with the Chair(man), Deputy-Chair(man) and one other Member of the appropriate committee shall be authorised to evaluate and accept the tender;

8.11.5 For tenders of £250,000 and over London Councils Leaders' Committee or any Sectoral joint or associated committee as appropriate shall be authorised to evaluate and accept the tender;

8.11.6 A tender which exceeds the approved estimate shall be referred to the appropriate committee for consideration. Where the tender can be amended to fall within the approved budget by a minor adjustment to the approved works, goods or services and otherwise complies with these regulations, the Chief Executive , the Director of Corporate Resources, or in their absence, one of the designated authorised signatories (as outlined in Part A of Appendix 5) in consultation with the Chair(man), Deputy-Chair(man) and one other Member of the appropriate committee shall be authorised to approve the adjustment as provided for in 8.11.4 above.

8.12 **Contract Provisions and Payments**

8.12.1 Every contract in writing (unless such contract is let by a Lead Authority in accordance with Schedule 8), shall be signed by the Chief Executive or the Director of Corporate Resources, or in their absence, one of the designated authorised signatories (as outlined in Part A of Appendix 5).

8.12.2 Every contract in writing shall specify:-

8.12.2.1 the work, materials, matters, or things to be furnished, or

done;

8.12.2.2 the price to be paid, with a statement of discounts or other deductions;

8.12.2.3 the payment process, including the process for resolving disputes;

8.12.2.4 the time or time within which the contract is to be performed;

8.12.2.5 insurance, employers liability and professional indemnity;

8.12.2.6 the place or places for delivery of performance.

8.13 Contracts where tenders are not required.

8.13.1 Contracts or orders which exceed £10,000 and not exceeding £75,000 in value, **if not advertised**, require at least 3 written quotations from suitable suppliers before the contract order is placed

8.13.2 Quotations may be submitted by post, or e-mail.

8.13.3 If the full life value of a contract is below the £75,000 **and not advertised**, it shall not be obligatory to invite formal tenders, nor give public notice of the intention to enter into a contract where:-

- 8.13.3.1 effective competition is prevented by Government control, or
- 8.13.3.2 the special nature of the work to be executed limits the number of contractors capable of undertaking the work to less than 3, or
- 8.13.3.3 the goods, services or materials to be purchased are only available from less than 3 suppliers, or
- 8.13.3.4 the work is a continuation of a previous contract or order, or
- 8.13.3.5 a corporately tendered and managed or framework contract has been established for all officers of the organisation to use:
e.g. supplies of Stationery, Computers, Office Furniture etc.,
or
- 8.13.3.6 goods or services are of a proprietary manufacture, including sole distribution or fixed price, or the services to be provided are of a proprietary nature , or
- 8.13.3.7 any repairs or works to be executed or parts, goods or
or
- Materials to be supplied in connection with existing machinery, vehicles plant or equipment are of a proprietary nature and involve sole distribution or fixed price, or
- 8.13.3.8 urgent supplies necessary for the protection of life

or property.

8.13.4 The Chief Executive shall maintain a record of those contracts let without competitive quotations as detailed in 8.13.3, detailing the reasons why these have not been obtained.

8.13.5 The EU regulations and PCR do not provide for any exemptions from the tendering process for contracts which exceed the EU threshold.

8.14 Withdrawal of Tender

8.14.1 In the event of any person withdrawing a tender, or not signing the contract after his/her tender has been accepted, or if the Chief Executive or the Committee are satisfied that a Contractor has not carried out a contract in a satisfactory manner, or for any other justified reason, then tenders will not be accepted from such contractors in future, except after specific Committee approval.

8.15 Communications with Tenderers

8.15.1 Accounting records for all contracts must be maintained as agreed by the Director of Corporate Resources.

8.15.2 No members of the relevant Committee shall have or allow any interview or communications with any person or representative of any person proposing to tender or contract, except by the authority of that Committee. Where such interview or communication does, nevertheless, take place then it is to be reported to the relevant Committee at the first available opportunity.

8.16 Contract Variations

8.16.1 Subject to the provisions of the contract, every variation shall be instructed in writing and signed by the designated officer prior to the commencement of work on the variation concerned or as soon as possible thereafter. Designated officers may authorise variations which are essential for the completion of a contract, and minor variations of an optional nature, provided the cost remains within the approved estimate. Major variations to contracts shall require the approval of the appropriate committee.

8.17 Contract Payments

8.17.1 All ex gratia and non-contractual claims from contractors shall be referred to the Director of Corporate Resources and also to the Chief Executive for comments before settlement is reached.

8.17.2 Where contracts valued in excess of £25,000 provide for payments to be made by instalments, all payments to contractors shall be made on a certificate issued and signed by London Councils designated officer. Contracts subject to payment via certificate will primarily relate to construction / building works, which will be for internal / external decorations of London Councils Leased premises.⁵ Those contracts not subject to the issue of certificates, may be paid on invoices and/or any

⁵ Any contractors certificates issued, including claims for additional costs and the final account would be assessed by a Project Manager / Quantity Surveyor engaged for their expertise in managing building / construction contracts and then reported to the designated officer.

means allowed by the Director of Corporate Resources.

- 8.17.3 The Director of Corporate Resources shall, to the extent he/she considers necessary, examine the final accounts or interim valuations for contracts and he/she shall be entitled to make all such enquiries and receive such information and explanations as he/she may require in order to be satisfied as to the accuracy of the accounts.
- 8.17.4 The final certificate for the payment of any contract, where the final cost exceeds £25,000, shall not be issued until the Supervising Officer under the contract has produced to the Director of Corporate Resources a detailed statement of account with all relevant documents.⁶ Such papers shall be lodged with the Director of Corporate Resources two months prior to the due date of the final certificate or in exceptional circumstances a previously agreed period in order to allow a thorough review of their contents prior to the issue of the final certificate. In addition, all consultants' fee accounts that in total exceed £30,000 in value shall be forwarded to the Director of Corporate Resources for verification prior to the respective final payments being processed. A clause to this effect shall be inserted in the appropriate contract, bills of quantities, or specification.
- 8.17.5 Wherever works or services are let on a day works contract then every payment costing in excess of £100 shall be supported by day work sheets. Such day works sheets shall contain adequate descriptions of the work carried out and the names of the operatives involved, together with details of the times during which the work was performed, the hourly rates applied and any plant or materials used. Day work sheets shall be signed by the designated officer indicating that the amount claimed reasonably reflects the labour and materials content of the works executed.

8.18 Lead Borough Arrangements

- 8.18.1 Any contract let by a Lead Authority, in its capacity as administrator of an activity delegated by London Councils or any Sectoral joint or associated committee as appropriate, shall be deemed to comply with these Financial Regulations so long as it is in compliance with the Financial Regulations and Standing Orders of that Lead Authority.

8.19 Corrupt Practices

- 8.19.1 Every written contract shall include the following clauses:

The Service Provider must comply at all times with the provisions of the Bribery Act 2010, in particular Section 7 thereof in relation to the conduct of its employees, or persons associated with it.

The Service Provider warrants that, at all times, it has in place adequate procedures designed to prevent acts of bribery from being committed by its employees or persons associated with it, and must provide to London Councils at its request, within a reasonable time, proof of the existence and implementation of those procedures.

⁶ See footnote 3 above

London Councils will be entitled by notice to the Service Provider to terminate the Service Provider's engagement under this or any other contract with the Service Provider if, in relation to this or any other such contract, the Service Provider or any person employed by it or acting on its behalf has committed an offence in relation to the Bribery Act 2010.

8.20 Claims from Contractors

8.20.1 Claims from contractors in respect of matters not clearly within the terms of any existing contract shall be referred by the Chief Executive to London Councils Legal Adviser for consideration of the Organisation's legal liability and, where necessary, to the Director of Corporate Resources for financial consideration before a settlement is reached. No payment will be made to a contractor without the specific approval of London Councils.

8.21 Bonds and Other Security

8.21.1 Every contract that exceeds £150,000 in value or amount and is for the execution of works or for the supply of goods or materials otherwise than at one time, shall require the contractor to provide sufficient security for the due performance thereof, except where the appropriate service related Director and Director of Corporate Resources consider this to be unnecessary.

8.21.22 Use of Consultants

8.22.1 Consultants shall be engaged only where it is not feasible or cost effective to carry out the work in-house either by using existing staff or by employing new short term or permanent staff.

9 Budgetary Control

9.1 Approval of a revenue expenditure budget by London Councils and the relevant Sectoral joint or associated committee shall confer the authority on the Chief Executive to incur expenditure, except in the case of any item which the relevant committee wishes to have referred to it for further consideration.

9.2 No expenditure may be incurred unless a budget for that purpose has been approved.

9.3 Where the Chief Executive proposes to incur expenditure for which there is no budget head in the annual budget :-

9.3.1 But the expenditure is unlikely to exceed £50,000 by the end of the financial year, the Chief Executive in consultation with the Finance Officer may make arrangements to incur the costs, which must be financed by the virement arrangements under paragraphs 4.1.1 and 4.1.2, and

9.3.2 If the expenditure is likely to exceed £50,000 by the end of the financial year the Chief Executive shall seek approval from London Councils or the relevant Sectoral joint or associated committee, depending on which approved the expenditure. The financing of this

expenditure must be determined in accordance with Financial Regulation 4.1.3.

- 9.4 The Chief Executive may only pay or make provision for payment in respect of goods received or services rendered within each financial year and for which budget provision has been made.
- 9.5 Where London Councils or the relevant Sectoral joint or associated committee has authorised a fund for a particular purpose, under or overspent balances may be carried forward to the following financial year on a one-off basis. All other balances in hand at the end of the financial year shall be reported to the Committee by the Finance Officer. London Councils or the Sectoral Joint Committee shall then determine the use of those balances.
- 9.6 In the light of actual expenditure on administrative costs during the financial year the Finance Officer in consultation with the Chief Executive shall present to London Councils or the relevant Sectoral joint or associated committee, reports showing projected out-turn figures for each budget heading approved by that Committee. This reporting process is to take place between each quarter after the start of that financial year.
- 9.7 During the financial year the Chief Executive in consultation with the Finance Officer, shall present to each meeting of the Grants Committee, reports showing current levels of grant expenditure committed to date.
- 9.8 It is the duty of the Chief Executive to ensure that the budgets under his/her direct control are not overspent.
- 9.9 The Finance Officer shall ensure that there is a financial information system which provides periodic statements of receipts and payments under each head of approved budget and other relevant information, facilitating the reporting of such information to Committee.
- 9.10 Overall annual expenditure of the Grants Committee must be within the level approved by one of the following:-
 - 9.10.1 At least two-thirds of the applicable Constituent Councils under Section 48(3) of the Local Government Act 1985; OR
 - 9.10.2 Deemed by the Secretary of State further to Section 48 (4a) of the Local Government Act 1985; OR
 - 9.10.3 Any order made by the Secretary of State under Section 48(5) of the Local Government Act 1985.

10 Audit

- 10.1 Responsibility for maintaining an adequate and effective system of internal audit rests with London Councils and any Sectoral joint or associated committee, but has been delegated to the Finance Officer who makes arrangements for the examination of all financial and related systems under this Agreement. All significant issues raised by the Finance Officer following this examination, must be reported to London Councils or the relevant Sectoral joint or associated committee. Similarly the External Auditor's annual report on the accounts together with any accompanying management letter must also

be reported to London Councils Audit Committee, as per financial regulation 5.8.

- 10.2 The Finance Officer shall, so far as he/she considers reasonable, arrange for the internal audit of the organisation's activities:-
 - 10.2.1 To review the soundness, adequacy and application of internal controls and, where necessary, make recommendations for the improvement of systems, controls and procedures that affect the finance or assets of the organisation;
 - 10.2.2 To assist in protecting the assets and interests of the organisation by carrying out a continuous examination of activities in order to detect or prevent fraud, misappropriation, irregular expenditure and losses due to waste, extravagance, inefficient administration and improper practices;
 - 10.2.3 To review resources used in pursuit of the organisation's agreed activities and, where necessary, make recommendations for the improvement of value for money; To review, appraise and report upon the reliability of financial and management data;
 - 10.2.4 To report to the Chief Executive on the result of any audit carried out within their unit and to make the necessary recommendations which need to be implemented to eradicate the identified weakness or weaknesses.
- 10.3 The Finance Officer, or any accredited representative shall have authority on production of identification to :-
 - 10.3.1 Enter at all reasonable times on any of the organisation's premises or land;
 - 10.3.2 Have access to all records, documents and correspondence relating to any financial and other transactions of the organisation;
 - 10.3.3 Require and receive such explanations as are necessary concerning any matter under examination; Require any persons holding or controlling cash, stores or any other property to produce such items;
 - 10.3.4 Verify cash and bank balances for which persons are accountable to the organisation.
- 10.4 Immediately an irregularity, or suspicion of an irregularity, arises affecting money or property or any other transaction or aspect of the organisation's business, the Chief Executive concerned shall immediately advise the Finance Officer. The Finance Officer shall investigate and report to the Chief Executive if he/she forms the view that disciplinary or criminal proceedings should be considered. If it is thought appropriate to involve the Police, the Finance Officer will first consult with the Chief Executive. Officers should not notify the police direct except in an emergency in order to prevent further loss, or where it is necessary for the police to examine an area before it is disturbed by staff or members of the public. Except in exceptionally clear cut cases, management should not attempt to interview staff suspected of perpetrating an irregularity as this may prejudice any subsequent police investigation or legal proceedings. Any individual officer with knowledge or suspicion of any losses or irregularities involving staff, cash,

assets or other financial matters has the right to approach the Finance Officer directly should circumstances dictate that this is necessary. Detailed information on London Councils Anti Fraud, Bribery and Corruption policy can be found at appendix 11.

- 10.5 The Chief Executive shall be required to provide a written response to draft audit reports, final audit reports, and management letters within 28 calendar days of their issue. Extensions to this timescale shall be at the discretion of the Finance Officer.
- 10.6 Unless the Finance Officer specifically agrees otherwise, all receipt forms, order books, tickets and other similar items shall be ordered and retained by the Finance Officer prior to their issue to the Chief Executive. Such controlled stationery items shall be supplied, on request only, to those officers who have been authorised to receive them by the Chief Executive. Every issue of any such document shall be acknowledged by the signature of the officer to whom the issue is made. The Chief Executive shall satisfy the Finance Officer as to the safe keeping and control of such documents.

11 Information Systems

- 11.1 The development of Information Technology Systems should conform to the overall strategy as set out and agreed by London Councils.
- 11.2 The Chief Executive shall be responsible for ensuring compliance with any Computer Security Guidelines promulgated by the Finance Officer.
- 11.3 Any development of new systems that involve a financial operation or produce output that may influence the allocation of resources must involve consultation with the Finance Officer regarding mutually acceptable minimum standards of control. The Chief Executive, in consultation with the Finance Officer shall be responsible for the control of the computer systems in the Organisation, and the security and privacy of data contained therein, in accordance with ~~the~~ the General Data Protection Regulation (Regulation (EU) 2016/679) (GDPR) and the Data Protection Act 2018 (DPA 2018). The Chief Executive shall ~~also be~~ responsible for ensuring appropriate controls in accessing those systems which they maintain.
- 11.4 The Chief Executive in consultation with the Finance Officer shall make sound arrangements to ensure the security and continuity of service in the event of a disaster.

12 Income

- 12.1 The systems effecting the collection of all money due to the organisation shall be approved by the Finance Officer. The collection of all money due to the organisation is under the overall supervision of the Finance Officer.
- 12.2 Revenues consisting of income arising from work done, goods supplied or services rendered and not paid for at the time, must be the subject of accounts being rendered and the Chief Executive must facilitate the prompt

issue and rendering of such accounts applicable to their unit. The Chief Executive shall therefore furnish the Finance Officer with details of projects, seminars, rents recoverable, work done, goods supplied, or services rendered and of all other amounts as may be required by him/her to record correctly all sums due to the organisation and to ensure the prompt rendering of accounts due for income.

- 12.3 The Chief Executive shall promptly notify the Finance Officer of all money due to the organisation and of contracts, leases and other agreements and arrangements entered into which involve the receipt of money by London Councils. The Finance Officer has the right to inspect any document or other evidence in this connection as he/she may decide is relevant.
- 12.4 The records kept by the Organisation with regard to items of income shall be in such form as may be agreed from time to time by the Finance Officer. Unless the Finance Officer specifically agrees otherwise, all receipt forms, tickets and other similar items shall be obtained in accordance with financial regulation 10.6. All new types of income due are to be notified to the Finance Officer.
- 12.5 The Finance Officer shall prescribe the accounting arrangements necessary to ensure that all monies due and received are banked promptly.
- 12.6 All debtors shall be invoiced within seven days of full details of the debt being ascertained.
- 12.7 Procedures for accepting cheques or credit card payments tendered in respect of the sale of goods, materials or services shall be agreed by the Finance Officer.
- 12.8 Every sum in cash received by an officer of the Organisation shall be immediately acknowledged by the issue of an official receipt, ticket or voucher except in cases where other arrangements have been approved by the Finance Officer.
- 12.9 All income, whether cheques, notes or coins received by an officer on behalf of the Organisation shall, without delay, be recorded and paid intact either directly to the Finance Officer, or into a designated bank account at regular intervals as directed by him, thereby ensuring the safe keeping of income. Every officer who banks money shall enter on the paying-in slip a reference to the related debt (such as the receipt number or the name of the debtor) or otherwise indicate the origin of the cheque; on the reverse of each cheque the officer shall enter the name of his or her unit.
- 12.10 Money held on behalf of the Organisation shall be kept separately from personal funds and shall not be used to cash personal cheques.
- 12.11 Every transfer of official money from one member of staff to another will be evidenced in the records of the unit concerned by the signature of the receiving officer.
- 12.12 The Finance Officer shall make safe and efficient arrangements for the recording of income received by direct debiting of debtors accounts.

- 12.13 Scales of charges for services, with any variations, shall be reviewed at regular intervals, together with any new charges, by the Finance Officer after consultation with the Chief Executive, prior to submission to London Councils or the relevant Sectoral joint or associated committee for approval.

13 Disposal of Assets

- 13.1 Sales of surplus equipment, plant and stores will be at market value.
- 13.2 The Chief Executive has authority to approve the disposal of all goods or equipment under his control which by reason of damage, wear or obsolescence, are no longer required, and the book value, or estimated value, does not exceed £5,000. The disposal of such goods or equipment valued above £5,000 but not exceeding £10,000 shall require the prior written approval of the Finance Officer. Disposal of such goods or equipment valued above £10,000 shall require the prior approval of London Councils or the relevant Sectoral joint or associated committee.
- 13.3 Before disposal of any leased asset, the Chief Executive shall notify the Finance Officer in writing so that the terms of the lease may be examined and advice provided.
- 13.4 Salvageable items shall be sold in the best available market subject to the following:-
- 13.4.1 No single item with a book value, or estimated value, exceeding £500 shall be disposed of without quotations first being invited (unless disposed of by public auction, if appropriate).
- 13.4.2 No item will be disposed of to a member of staff without the direct approval in writing of the Finance Officer. Where approval is given, detailed documentation of the transaction shall be retained by the applicable Corporate Director.
- 13.5 Under the 1989 Local Government and Housing Act, capital receipts are defined as the income from the disposal of any interest in an asset if, at the time of disposal, expenditure on the acquisition of an asset would be expenditure for capital purposes. Where the anticipated capital receipt is £10,000 or less, then the arrangements for disposal shall be subject to the agreement of the Chief Executive, where a value exceeds £10,000 then the arrangements for such disposal shall be subject to the prior agreement of the Finance Officer.
- 13.6 The Chief Executive will be responsible for maintaining all records and documentation relating to any disposal.
- 13.7 All proceeds from the disposal of assets will be subject to the addition of Value Added Tax, except in respect of the disposal of property or certain transfers involving statutory undertakings. In respect of these exemptions advice should be sought from the Finance Officer before the conclusion of a transaction.

- 13.8 The Chief Executive will notify the Finance Officer of the disposal of any items which are specifically listed on the organisation's Insurance Policy.

14 Control of Assets

- 14.1 The Chief Executive is responsible for ensuring arrangements are in place to physically control all of the Organisation's assets for which her/his department has management responsibilities.
- 14.2 The Local Government and Housing Act 1989 requires adherence to the Accounting Codes of Practice approved by the Accounting Standards Board. One such Code of Practice concerns the subject of capital accounting and suggests the creation and maintenance of registers for all assets. The asset registers form the basis by which the Organisation meets the capital accounting requirements in the raising of capital charges for the use of assets such as buildings, land and vehicles.
- 14.3 The asset registers are required to itemise all assets which cost in excess of £1,000 while recording the date and cost of their acquisition.
- 14.4 The Chief Executive shall allocate responsibility for the maintenance of individual registers as appropriate.
- 14.5 The Chief Executive shall ensure that any information requested by the above registrars, for the purposes of maintaining the asset registers, is provided rapidly and freely. Any acquisitions or disposals of assets should be notified to the relevant registrar at the appropriate time.
- 14.6 The Chief Executive shall nominate one officer to be responsible for the safe custody of all deeds and lease agreements in respect of all properties owned or leased by the Organisation. This responsible officer shall :-
- 14.6.1 Make arrangements for such documents to be inspected when required; and
 - 14.6.2 Provide copies of any relevant documents on request.
- 14.7 Inventories of all furniture, fittings, equipment, plant, and machinery shall be maintained by the Chief Executive. Items that are being rented or leased on a long term basis, or such that the responsibilities of stewardship lie with the Organisation, should also be included in the inventory. Generally, items with a life-span longer than one year should be included, unless they are already recorded on a formal stock record system
- 14.8 The inventory should be in the form of a permanent document. It is important to ensure that the inventory is complete and that all parts of it are kept together. The inventory can be in any media. A suggested format of an inventory is provided at appendix 3.
- 14.9 The inventory should provide the following information for each item:
- 14.9.1 Location, but if the item is moved between locations, note the general

- area. (A separate record of location may well be necessary);
- 14.9.2 Full description;
- 14.9.3 Serial and Code numbers, if relevant;
- 14.9.4 Date of purchase and cost of acquisition;
- 14.9.5 Estimated current replacement value (for insurance purposes), which should be reviewed annually; and
- 14.9.6 Date of disposal and the proceeds.
- 14.10 The total of all the estimated current replacement values should be shown, so that the information is readily available for insurance purposes.
- 14.11 Where practical, the inventory should be updated each time there is an acquisition or disposal. This will produce a more accurate record than if all the amendments are done at the end of the year.
- 14.12 The Chief Executive is responsible for ensuring that an annual check is carried out, in March, of all items on the inventory and for taking action in relation to surpluses and deficiencies. The date of the check and the name(s) of the officer(s) carrying it out should be recorded. When carrying out this check, the current inventory should be used as a starting point. The procedure should be that each location is checked in a methodical manner.
- 14.13 If any discrepancies are found when checking the inventory, these should be followed up until reasons have been found. If it is not possible to find reasons and the amount involved is significant (e.g. more than £100 in value), the Finance Officer should be informed. If the result of these findings is that an item has to be removed from the inventory, then the appropriate authorisation for such write-off should be sought in accordance with Financial Regulation 15.1.
- 14.14 It is important that at least one copy of the inventory is held separately from the assets that it lists, so that if a disaster occurs to the Organisation or its buildings, then all information is protected for insurance purposes, in the event that items need replacement. For inventories that are kept on computer disk, back up copies should be kept in a fire proof cabinet in a separate location to the computer.
- 14.15 For the purposes of capital accounting, the Finance Officer may require all registrars and inventory holders to provide asset registers and inventories reflecting assets held as at the 31st March of each year.

15 Write Offs

- 15.1 No debt, asset, or benefit due to London Councils, including Liquidated Damages, shall be written off without first obtaining the approval of the Finance Officer. The Chief Executive shall submit a list of such items to be written off, together with details of the reasons. The writing off of any such item valued in excess of £1,000 must also be subject to the prior approval of London Councils or the relevant Sectoral joint or associated committee. Any report seeking such approval must detail the actions taken to recover these debts, assets or benefits.
- 15.2 The Chief Executive shall maintain a file for each debt to be written-off, containing relevant documentation to support the validity of the write-off. The file should also identify whether appropriate actions have been taken to recover or

mitigate the loss.

16 Orders for Work, Goods and Services

- 16.1 No officer shall commit the organisation to expenditure in excess of any approved estimate without first seeking the appropriate approval. This Financial Regulation may be waived in cases of emergencies where delays in obtaining approval for excess expenditure would cause loss to London Councils or endanger public health and safety. In such cases the approval for such expenditure must be sought as soon as possible after the event concerned.
- 16.2 Official or purchase orders, including those within a computerised ordering system, shall be in a form approved by the Finance Officer and are only to be authorised by the Chief Executive or his/her nominee. These authorised officers shall then be responsible for the issue of official orders. The names of the authorised officers shall be sent to the Finance Officer together with specimen signatures. Changes shall be notified to the Finance Officer as they occur. Additional guidance on the completion of purchase orders can be found at appendix 10.
- 16.3 In cases where goods, materials, works or services are required urgently and where delay would cause either loss to the organisation or endanger public health or safety then the requisite orders may be placed verbally. However, such verbal orders must be followed by an official written order within two working days and marked "Confirmation Order".
- 16.4 Official orders shall be issued for all work, goods or services to be supplied to the organisation except for public utility services, petty cash purchases or other exceptions approved by the Finance Officer and copies, or full details, of each order shall be retained in the unit where issue has taken place.
- 16.5 No order should be issued unpriced. In those circumstances where a definite price cannot be ascertained at the time of issue, then the order concerned must either be endorsed "price not to exceed" and a value given, or its copy endorsed with an estimated figure.
- 16.6 When an order is amended or varied, a note of the amendment or variation shall be made on the copy order, together with a reference to the authority for such amendment or variation which shall be confirmed in writing to the supplier.
- 16.7 Care shall be taken in the signing of goods received notes, where parcels etc. are unable to be inspected. In such cases the signature should be accompanied by the comment "not inspected" to safeguard the organisation against unseen breakages or shortages at the time of delivery.
- 16.8 The return of all goods to suppliers shall be authorised by the Chief Executive or his or her authorised representative. In each instance officers are only to release such goods when they are certain that the return has been properly authorised,

satisfied that the collection company has been previously notified to them, and that they are in receipt of appropriate return note documentation.

17 Payments

- 17.1 Apart from petty cash and other payments from the imprest account (see Financial Regulation 6) and payments by corporate charge cards (see Financial Regulation 26), the normal method of payment shall be by cheque or other instrument drawn on the bank account operated for the Organisation by the Finance Officer.
- 17.2 The Finance Officer has authority to pay all amounts to which the Organisation is legally committed, after authorisation by the Chief Executive or nominated officer.
- 17.3 The Chief Executive having issued an order is responsible for examining, verifying and authorising the related invoice. It shall be the duty of the Chief Executive to ensure that all goods, materials and services received are as ordered in respect of price, quantity and quality.
- 17.4 Before certifying an account, the authorising officer shall, save to the extent that the Finance Officer may otherwise determine, be satisfied that:-
 - 17.4.1 The works, goods or services to which the account relates have been received, examined, approved, are fit for purpose and, where appropriate, comply with pre-determined standards. This includes all grant payments for commissioned services;
 - 17.4.2 The expenditure is within an approved estimate, or is covered by special financial provision authorised by London Councils or the relevant committee;
 - 17.4.3 The proper entries have been made in the asset registers, inventories, or store records where appropriate;
 - 17.4.4 The price charged is correct and any trade discounts receivable have been deducted;
 - 17.4.5 The invoice or payment certificate is arithmetically correct both in the extensions and the total and that the allowances, credits and tax are correct;
 - 17.4.6 Any copy orders are duly endorsed as paid and brief details of the payment are marked thereon;
 - 17.4.7 The invoice or payment certificate has not previously been passed for payment and is a proper liability of the Organisation;
 - 17.4.8 The appropriate expenditure code numbers are entered on the document for payment and that no payment is made on duplicate or photocopy invoices unless the Chief Executive certifies in writing that the amounts have not been previously passed for payment;
 - 17.4.9 In the case of charges for utilities including gas, electricity and water, any standing charges are correct, and that consumption is charged on the most advantageous tariff and is otherwise reasonable;

17.4.10 In the case of grants payments for commissioned services, reference must be made to the monthly status reports received by the appropriate Directorate management team which considers the progress of each commission against a 'red', 'amber' or 'green' marking in measuring:

- Contract performance (delivery against target outcomes);
- Quality (provider self-assessment and client satisfaction); and
- Contract compliance (timeliness and accuracy of claims and reporting responsiveness and the proactive management of risk); and

17.4.11 Where the analysis of the data highlighted in clause 17.4.10 above results in a specific report being made against a commission to the effect that the commission is considered to be a risk, no further payments should be made to the commission until the appropriate Directorate management team considers further evidence to satisfy itself that the commission no longer represents a risk.

17.5 Any amendment required of a VAT invoice shall be effected through the application of a credit note from the applicable Creditor. Any amendment to a non VAT invoice shall be made in permanent ink and initialed by the officer making it, stating briefly the reasons where they are not self-evident.

17.6 The Finance Officer and the Chief Executive shall, between them, arrange a suitable division of staff duties within the Organisation so that the officer who authorises the invoice as correct shall not be the person who either placed the order, or has certified the receipt of the goods or completion of the work concerned.

17.7 An invoice for goods supplied to the Organisation shall not be prepared by an officer of London Councils, but by the creditor. In certain circumstances invoices for services rendered to London Councils may be prepared, but always in a form approved by the Finance Officer, and the officer preparing the invoice must not authorise it for payment.

17.8 As soon as possible after the 31st March, all outstanding expenditure relating to the previous financial year shall be identified by the Finance Officer.

18 Salaries, Wages and Pensions

18.1 The payment of all salaries, wages, pensions, compensation and other emoluments to all employees and pensioners of the Organisation shall be made by the Finance Officer or under arrangements approved by him.

18.2 The Chief Executive or his authorised representatives, shall notify the Finance Officer as soon as possible, and in the prescribed form, of all matters affecting the payment of such emoluments, and in particular;-

18.2.1 Appointments, resignations, dismissals, suspensions, secondments, transfers and deaths, and for pensions, changes in marital status and deaths;

- 18.2.2 Absences from duty for sickness or other reason, apart from approved leave;
- 18.2.3 Changes in remuneration, and pay awards and agreements of general application;
- 18.2.4 Information necessary to maintain records of service for superannuation, national insurance, income tax, etc.
- 18.3 All pay documents and time records shall be in a form approved by the Finance Officer and shall either be certified in manuscript by or on behalf of the Chief Executive, or in such form as the Finance Officer may direct. The names of the officers authorised to sign such records shall be sent to the Finance Officer together with specimen signatures. Changes shall be notified to the Finance Officer as they occur.
- 18.4 All payments to individuals who are considered to be self employed, in respect of services provided to the Organisation, shall be processed through the Payroll System unless the status of the individual has been confirmed as self employed in accordance with the latest HMRC Guidelines.
- 18.5 All pay documents shall be submitted to the Finance Officer in accordance with the timetables and deadlines determined by the Finance Officer, as detailed in Appendix 7.

19 Security

- 19.1 The Chief Executive shall be responsible for introducing and maintaining adequate arrangements for all aspects of security throughout the Organisation including personnel, buildings, land, stores, equipment, cash, computers, records, and confidential information. The Finance Officer's advice should be sought upon the adequacy of arrangements relating to cash, stores and valuable and attractive items of equipment as well as in those instances where security is thought to be defective. Maximum limits for cash holdings shall be agreed with the Finance Officer and shall not be exceeded without his/her express permission.
- 19.2 Keys to safes and similar receptacles are to be the responsibility of designated officers and are to be kept secure at all times. Loss of any such keys must be reported to the Finance Officer forthwith. Duplicate keys to all safes are to be held in a place approved by the Finance Officer and locked away for use in the case of emergency only.
- 19.3 The Finance Officer shall be responsible for ensuring that secure arrangements are made for the preparation and holding of pre-printed pre-signed cheques, stock certificates, bonds and other financial documents.
- 19.4 Whenever breaking and entering, burglary or criminal damage occurs the matter must be reported immediately by the Chief Executive to the Finance Officer in accordance with Financial Regulation 10.4.
- 19.5 The Chief Executive shall designate one officer as having responsibility for the co-ordination of computer data security issues. This designated officer shall agree with the Chief Executive the degree of privacy of the information put into computer systems used by the Organisation. The designated officer shall then

be responsible for its intended use in the computer installation and for the ability of designed controls to comply with GDPR and DPA 2018.

- 19.6 To comply fully with the requirements of GDPR and DPA 2018 the Chief Executive shall be responsible for maintaining proper security and the appropriate degree of privacy of information held within the Organisation either electronically or in other formats e.g. microfiche, paper output etc. All staff are responsible for ensuring that their use of personal data is consistent with the Organisation's registrations under the Act.
- 19.7 The Chief Executive should ensure that all staff who use information technology adhere to any guidelines on data security issued from time to time by the designated officer. All new employees should be briefed as to the security policies and procedures applicable, including the implications of relevant legislation.
- 19.8 In order to comply with the requirements of the 1988 Copyright, Design and Patents Act, the Chief Executive shall ensure that all staff only use software that is properly licensed.
- 19.9 The 1990 Computer Misuse Act introduced powers to prosecute those who deliberately and without authorisation misuse computer systems belonging to their employers. The Chief Executive should ensure that staff within the Organisation are aware of this legislation and ensure that their use of computers is for authorised purposes only and that no action, such as the running of unauthorised programs or games, corrupts data or introduces a virus to the system.
- 19.10 The Chief Executive should ensure that all staff are aware that information concerning secret and confidential matters, particularly those involving cash or cash deliveries, must not be disclosed in any way except to persons entitled to receive such information.

20 Stocks and Stores

- 20.1 The Chief Executive shall be responsible for the proper custody of stocks and stores held by the Organisation and shall see that all stocks and stores under his/her supervision are subject to an effective system of stock recording and control as well as stocktaking.
- 20.2 It is the duty of the Chief Executive to maintain a continuous stock-check of all stocks and stores held by the Organisation.
- 20.3 Stocks and stores must not be held in excess of what is considered by the Organisation to constitute normal requirements.
- 20.4 All goods received should be checked against quantity/ quality at the time of delivery. Delivery notes should be retained with the original order and invoice and signed by the officer accepting receipt of the goods.

- 20.5 The Chief Executive should ensure that a count and valuation of all stocks and stores held in the Organisation is carried out on a date to be stipulated by the Finance Officer each year. In this respect, reference should be made to the stocktaking guidelines contained at appendix 4. The Finance Officer, however, may dispense with this requirement in cases where the total value of the items held in a store is considered to be too small to justify such activities.

21 Travelling and Subsistence Claims

- 21.1 Claims for travelling, subsistence and minor expenses other than those reimbursed via the imprest accounts, are to be reimbursed via the payroll system. Each claim shall be promptly submitted to the Finance Officer for payment and shall be presented on an approved form clearly detailing the expenditure incurred, supported by receipts where applicable, dated, coded, signed by the claimant and counter-signed by the appropriate authorising officer. Claims with a total value of less than £50 (inclusive of VAT) may be met from an imprest account.
- 21.2 Every officer who receives a car loan or car allowance, whether casual or essential, must produce to the Chief Executive the registration document of the car, a valid and adequate certificate of insurance and an assurance to take all reasonable steps to maintain the car in an efficient and roadworthy condition. This is to take place on a yearly basis, but the Chief Executive shall be promptly informed of any subsequent changes to the above details.
- 21.3 All car allowances are to be paid through the payroll system.
- 21.4 The Chief Executive shall supply the Finance Officer with specimen signatures of all persons in the Organisation who are authorised to certify travelling and subsistence claims and the Finance Officer shall be notified of any changes as they occur.
- 21.5 The certification by or on behalf of the Chief Executive shall be taken to mean that the certifying officer is satisfied that the journeys were authorised, the expenses properly and necessarily incurred and all the requirements of the appropriate approved scheme have been observed.

22 Insurance

- 22.1 The Finance Officer in consultation with the Chief Executive shall ensure that adequate insurance cover is maintained for all the Organisation's assets. The Finance Officer shall also ensure that suitable cover exists to meet any losses or claims which may arise in connection with the provision of the Organisation's services, or from its legal liabilities as an employer, or to third parties.
- 22.2 The Finance Officer shall negotiate annually renewal terms for all the Organisation's insurances at least every five years and the Chief Executive shall provide such information as is necessary to facilitate these negotiations.
- 22.3 The Finance Officer will advise the Chief Executive on all necessary arrangements and information required in respect of insurance cover for the acquisition of property or goods which may necessitate notice to the organisation's insurers.

- 22.4 The Chief Executive shall give prompt notification to the Finance Officer of all new insurable risks and shall provide the Finance Officer with a copy of any indemnity which the Organisation is expected to give. The Chief Executive shall not enter into any such indemnity unless the terms thereof have been approved by the Finance Officer.
- 22.5 The Chief Executive shall notify promptly the Finance Officer of anything likely to give rise to a claim and shall provide such information as is necessary to negotiate claims. Where appropriate, and not in conflict with Financial Regulation 10.4, the Chief Executive in consultation with the Finance Officer should inform the Police.
- 22.6 The Finance Officer may establish such funds as are necessary to meet the uninsured losses of London Councils. Where such losses relate to a Sectoral joint committee then the prior agreement of the appropriate Sectoral joint committee must be obtained. In all other instances the prior agreement of London Councils is to be obtained. Such funds will be operated in accordance with a scheme drawn up by the Finance Officer.
- 22.7 The Finance Officer shall maintain a register of all insurances and the property or risks covered. The Finance Officer shall be notified immediately that any valuables belonging to a private individual are taken into the Organisation's possession so that directions may be given as to their recording and safe keeping. For the purposes of this Financial Regulation the term "valuables" shall include watches, jewelry, cash, documents, goods, chattels or any other items of intrinsic value. This Financial Regulation does not apply to "lost property" of a low value.
- 22.8 Prompt notification shall be given to the Finance Officer following any alteration to the Organisation's insurance status resulting from the award or completion of any contract.

23 Treasury Management and Investments

- 23.1 London Councils has adopted the "Code of Practice for Treasury Management in Local Authorities" as published by the Chartered Institute of Public Finance and Accountancy (CIPFA). This will include its reporting requirements. The CIPFA Code defines "Treasury Management" as "The management of all money and capital market transactions in connection with cash and funding resources of the local authority". Unless decided otherwise by London Councils, this does not include management of Pension Fund money.
- 23.2 The Finance Officer shall be responsible for all borrowing and investment of London Councils, subject to the approval of London Councils or the relevant Sectoral joint committee.
- 23.3 In order to minimise the extent of temporarily surplus funds the Finance Officer shall make such arrangements (including direct payment by the Participating Councils in the TEC Agreement to the Operators) as are reasonable and practical to match the timing of those Councils' contributions to the Concessionary Fares scheme with payments due to the various

Transport Operators

- 23.4 All investments shall be made by the Finance Officer on behalf of London Councils and shall be noted as being for the purposes of the relevant Committee.
- 23.5 All executive decisions on borrowing, investment or financing shall be delegated to the Finance Officer or through him/her to his staff, who shall be required to act in accordance with CIPFA's "Code of Practice for Treasury Management in Local Authorities".
- 23.6 Income received from investments shall be reported annually to London Councils and any Sectoral joint or associated committee by the Finance Officer, as part of the close down of accounts procedure. The Finance Officer shall submit reports on policy, sales and purchases for consideration by London Councils to at least four meetings each year.
- 23.7 The investment of funds included within Pension Funds may be carried out by one or more firms of Fund Managers with the concurrence of London Councils.

24 Unofficial Funds

- 24.1 An "unofficial fund" is any fund where the income and expenditure does not form part of the Organisation's accounts, but which is controlled wholly or in part by an officer on behalf of London Councils.
- 24.2 The Finance Officer shall be informed of the existence of all unofficial funds, and will issue and update accounting instructions for them where necessary.

25 Taxation Requirements

- 25.1 The Finance Officer has overall responsibility for dealing with all statutory requirements concerning the collection, payment and accounting for Value Added Tax (VAT), Pay As You Earn (PAYE) and Construction Industry Scheme (CIS).
- 25.2 The Finance Officer will from time to time issue to the Chief Executive guidance and advice on VAT, PAYE and CIS arrangements arising from such issues as changes in legislation. It is the responsibility of the Chief Executive to make arrangements in the Organisation to ensure that the advised regulations and procedures are implemented.
- 25.3 The Chief Executive must ensure that procedures are in place in the Organisation to provide evidence that all VAT, PAYE and CIS transactions are supported by the correct documentation.
- 25.4 The Chief Executive will consult with the Finance Officer with regard to any issue on VAT, PAYE and CIS that requires advice or clarification.

26 Corporate Charge Card

- 26.1 The Finance Officer will nominate holders of corporate charge cards to facilitate the payment of online, advance or emergency purchases.
- 26.2 The Finance Officer will be responsible for setting the transaction limits on the corporate charge cards which should be taken into account when raising orders for goods or services to be purchased using corporate charge cards. An official purchase order must be prepared and authorised in accordance with Financial Regulation 16 prior to the procurement of goods or services using the charge card.
- 26.3 Corporate charge cards should only be used on official business and not for personal use.
- 26.4 Corporate charge cards must not be used to withdraw cash.
- 26.5 Corporate charge cards must be stored in a safe place when not in use.
- 26.7 Card holders must retain invoices, vouchers, receipts, online booking documents or other supporting documentation. Card holders must reconcile their card statements to the supporting documentation and submit it to their line manager for review and approval each month.
- 26.8 The Finance Officer will carry out such inquiries and checks on the corporate charge card reconciliations submitted, as he deems necessary. In the event of misuse or failure to follow established procedures, the card may be revoked or other appropriate disciplinary action taken.
- 26.9 Where any fraudulent misuse of the card is identified it should be investigated in accordance with London Councils' Anti-Fraud, Bribery and Corruption Strategy (see Appendix 11).

APPENDIX 2

RETENTION OF DOCUMENTS – Reviewed 1/7/2017

Item	Minimum Period of Retention
Expenditure records:	
Register of Tenders & Quotations	Currency of records, or 6 years for dead cases
Contract Documents (where contract is under seal or by hand)	12 Years
Unsuccessful quotations & tenders	After External Audit
Contract register	Indefinitely
Contractors Final Account Documents	12 Years
Requisition for supplies/works	After External Audit
Official purchase orders	After External Audit
Delivery notes	After External Audit
Paid Accounts (Suppliers invoices)	6 Years <u>after end of financial year that transactions occur</u>
Paid Cheques including Giro cheques(presented)	After External Audit
Costing Documents	
Postage Returns	After External Audit
Inter-departmental account transfer	After External Audit
Petty Cash Records	After External Audit
Credit card purchases register	After External Audit
Year end costing and financial tabulations	3 Years
Payroll	
Timesheets	After Audit, but minimum of 2 Years
Car Allowance Claims	After Audit, but minimum of 2 Years
Other staff returns (e.g. overtime claims)	After Audit, but minimum of 2 Years
Payrolls (in whatever final form)	3 Years
P11 & P35 returns	3 Years
Individual pensioners files	Currency of record, 12 months after case has been closed after death
Superannuation	
Register of Contributors and Contributions	Indefinitely
Transfer Value Documents	Indefinitely
Register of Pensioners	Indefinitely
Triennial Valuations – all papers and records	Indefinitely
Half-Year tabulations of employees pensionable pay and contributions	6 Years <u>after end of financial year that transaction occurs</u>
General Accounting Records:	
Bank Pass Book Sheets	6 Years <u>after end of financial year that transactions occur</u>
Receivership Records	<u>6 Years after end of financial year that transactions occur</u> 6-Years
Cashiers Collection & Deposit Book	<u>6 Years after end of financial year that transactions occur</u> 6-Years
Cashiers Petty Cash	<u>6 Years after end of financial year that</u>

	transactions occur <u>6 Years</u>
Imprest Account	<u>6 Years after end of financial year that transactions occur</u> 6 Years
Post-dated cheques register	<u>6 Years after end of financial year that transactions occur</u> 6 Years
RD Cheques Register	<u>6 Years after end of financial year that transactions occur</u> 6 Years
Deposit books	<u>6 Years after end of financial year that transactions occur</u> 6 Years
Insurance	
Register of Insurances	Indefinitely
Insurance Policies(discontinued)	Indefinitely
Other	
Financial statements	6 Years <u>Indefinitely</u>
Final accounts working files	<u>6 Years after end of financial year that transactions occur</u> 6 Years
Register of accounts written off	<u>6 Years after end of financial year that transactions occur</u> 6 Years
Controlled Stationery Register	Indefinitely
All Records relating to V.A.T.	<u>6 Years after end of financial year that transactions occur</u> 6 Years
General Income	
Primary Periodical Income	3 Years
Primary debtors record	Currency of record or 6 years, whichever is the longer
Supporting documents to the above	3 Years

LONDON COUNCILS FINANCIAL REGULATIONS - APPENDIX 5

AUTHORISED SIGNATORIES
 (Updated ~~10 July 2017~~ 5 June 2018)

PART A:

All Tenders, quotations, deeds* and contracts;

<i>DIRECTORATE</i>	<i>TITLE</i>
Chief Executive's	Chief Executive
Chief Executive's	Director of Corporate Governance
Chief Executive's	Director of Corporate Resources
	Head of Budgetary Control & Procurement <u>Chief Accountant</u>
Chief Executive's	Head of Financial Accounting
Chief Executive's	
PaPA	Corporate Director
Services	Director, Transport & Mobility
Services	Strategy & Planning Director

*Deeds must be signed by one authorised signatory and witnessed by another.
 Any of the persons authorised above are authorised to sign, or witness the signing of a deed. No-one else is authorised to witness the signing of a deed which binds London Councils.

PART B:

Tenders and quotations not exceeding £75,000:

<i>DIRECTORATE</i>	<i>TITLE</i>
Chief Executive's	Chief Executive
Chief Executive's	Director of Corporate Governance
Chief Executive's	Head of London Regional Employers Organisation
Chief Executive's	Director of Corporate Resources (Finance Officer)
Chief Executive's	Head of Budgetary Control & Procurement <u>Chief Accountant</u>
Chief Executive's	Head of Financial Accounting
Policy & Public Affairs	Corporate Director
Policy & Public Affairs	Director of Communications
Policy & Public Affairs	Head of Strategic Policy
Policy & Public Affairs	Head of Children and Young People Services
Policy & Public Affairs	Interim Director of Finance, Performance & Procurement
Policy & Public Affairs	Strategic Lead for Finance, Performance & Procurement
Policy & Public Affairs	Head of Economy, Culture & Tourism

DIRECTORATE	TITLE
Policy & Public Affairs	Strategic Lead for Health & Adult Social Care
Policy & Public Affairs	Head of Transport & Environment
Policy & Public Affairs	Head of Housing & Planning
Services	Director, Transport & Mobility
Services	Chief Contracts Officer
Services	Head of Community Services & Grants
Services	Strategy & Planning Director

In addition, the Director of Corporate Governance is authorised to sign all contracts of employment, once the appropriate post approval form (PAF) has been signed by two of the relevant office holders (1) the Finance Officer and one of (2) the Chief Executive; Corporate Director PaPA; Director, Transport & Mobility; Strategy & Planning Director, including secondment agreements into/out of the organisation.

PART C:

Orders for Works, Goods and Services (FR para 16.2)

Official orders, including those within a computerised ordering system, shall be in a form approved by the Finance Officer and are only to be authorised by the Chief Executive or his/her nominated deputy as set out below. These authorised officers shall then be responsible for the issue of official orders. The names of the authorised officers shall be sent to the Finance Officer together with specimen signatures. Changes shall be notified to the Finance Officer as they occur. Additional guidance on the completion of official orders can be found at appendix 10.

The schedule of authorised Purchase Order signatories by Job/post from ~~14 July 2017~~ 5 June 2018 is shown below.

DIRECTORATE	TITLE
Chief Executive's	Chief Executive
Chief Executive's	Head of Chief Executive's office
Chief Executive's	Secretary to Head of Office
Chief Executive's	Director of Corporate Governance
Chief Executive's	Head of Governance
Chief Executive's	Head of London Regional Employers Organisation
Chief Executive's	Director of Corporate Resources (Finance Officer)
	Head of Budgetary Control & Procurement <u>Chief</u>
Chief Executive's	<u>Accountant</u>
Chief Executive's	Head of Financial Accounting <u>Management Accountant</u>
Chief Executive's	ICT & Facilities Manager
Chief Executive's	Governance Manager
Policy & Public Affairs	Corporate Director

DIRECTORATE**TITLE**

Policy & Public Affairs	Director of Communications
Policy & Public Affairs	Head of Strategic Policy
Policy & Public Affairs	Head of Children and Young People Services
Policy & Public Affairs	Interim Director of Finance, Performance & Procurement
Policy & Public Affairs	Strategic Lead for Finance, Performance & Procurement
Policy & Public Affairs	Head of Economy, Culture & Tourism
Policy & Public Affairs	Strategic Lead for Health & Adult Social Care
Policy & Public Affairs	Head of Transport & Environment
Policy & Public Affairs	Head of Housing & Planning
Policy & Public Affairs	Promotions Manager
Policy & Public Affairs	E-communications Manager
Policy & Public Affairs	Publishing Manager
Policy & Public Affairs	Media Manager; Head of Capital Ambition; Programme Manager – Capital Ambition

Services

Director, Transport & Mobility

Services

Chief Contracts Officer

~~Services~~~~Head of Community Services & Grants~~

Services

Head of Support Services

ServicesTransport ManagerServicesMobility Services ManagerServicesStrategy & Planning Director -ServicesESF Technical Adviser

Services

Principal Programme Manager (Operations)

Services

Principal Programme Manager (Quality)

~~Services~~~~London Care Services Manager~~~~Services~~~~Strategy & Planning Director~~

Services

Regional Commissioning Manager – YPES

Services

Executive Assistant – YPES

Any new requests / amendments agreed by completion of the “Authorised Signatory Form” and signed by the Chief Executive, Corporate Director PaPA, Director, Transport & Mobility or Strategy & Planning Director
(See below)

Those signatories listed in PART C can also accept tenders and quotations where the value is under £10,000.

AUTHORISED SIGNATORY FORM

Name of signatory	
Job Title	
Division/Section	
Start Date	
Specimen signature	

	Contracts	<input style="width: 80px; height: 30px;" type="checkbox"/>
Authorised to sign (Please tick the relevant box)	Purchase Orders Only	<input style="width: 80px; height: 30px;" type="checkbox"/>
	Invoices Only	<input style="width: 80px; height: 30px;" type="checkbox"/>
	Both Purchase Orders & Invoices	<input style="width: 80px; height: 30px;" type="checkbox"/>

Approved by (to be completed by signatory's Chief Executive/Corporate Director
PaPA/Director, Transport & Mobility/Strategy & Planning Director)

Name	
Job Title	
Division	
Signature	
Date	