

West London Waste

Treating waste as a valuable resource

Financial Regulations

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INTRODUCTION

1. The Chartered Institute of Public Finance and Accountancy (CIPFA) published The Financial Management Code (FM Code) in October 2019. The FM Code applies a principle-based approach.
2. The FM Code requires that a local authority demonstrates that its processes satisfy the principles of good financial management for an authority of its size, responsibilities and circumstances. Good financial management is proportionate to the risks to the authority's financial sustainability posed by the twin pressures of scarce resources and the rising demands on services. The FM Code identifies these risks to financial sustainability and introduces an overarching framework of assurance which builds on existing best practice but for the first time sets explicit standards of financial management.
3. The principles have been designed to focus on an approach that will assist in determining whether, in applying standards of financial management, a local authority is financially sustainable.
4. The six principles are:
 - **Organisational leadership** – demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.
 - **Accountability** – based on medium-term financial planning that drives the annual budget process supported by effective risk management, quality supporting data and whole life costs.
 - **Transparency** - financial management is undertaken with transparency at its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and elected member decision making.
 - **Standards** - adherence to professional standards is promoted by the leadership team and is evidenced.
 - **Assurance** - sources of assurance are recognised as an effective tool mainstreamed into financial management, including political scrutiny and the results of external audit, internal audit and inspection.
 - **Sustainability** - the long-term sustainability of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources.
5. The FM Code identifies risks to financial sustainability and introduces a framework of assurance. This framework is built on existing successful practices and sets explicit standards of financial management.
6. The Financial Regulations provide the framework within which the Authority manages its finances and safeguards its assets. They are binding on all employees.

FINANCIAL MANAGEMENT CODE



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RESPONSIBILITIES OF THE LEADERSHIP TEAM

7. The Leadership Team refers to elected member and officers along with the senior leadership team.
8. The Leadership Team is able to demonstrate that the services provided by the Authority provide value for money.
9. It is for the leadership team to ensure that the authority's governance arrangements and style of financial management promote financial sustainability.
10. Good financial management is the responsibility of the whole leadership including the relevant elected members. It is the responsibility of the Senior Officers within the management team to enact this.

THE S73 OFFICER / TREASURER'S ROLE

11. The Treasurer is responsible for:
 - Ensuring that Authority Members and Officers are advised of the financial implications of all proposals as appropriate;
 - The proper administration of the Authority's financial affairs, including the selection of accounting software;
 - Setting and monitoring compliance with financial regulations;
 - Advising on the Authority's financial position and on the key financial controls necessary to secure sound financial management;
 - Providing financial information and advice, and preparing the Revenue Budget, Capital Programme, and Medium Term Financial Strategy.
 - Treasury Management
 - The preparation of the Annual Statement of Accounts and the Annual Governance Statement in accordance with proper practices including the selection of the Authority's accounting policies and ensuring they are applied consistently.
 - Authorising on behalf of the Authority within the approved Officers Scheme of Delegation and Procurement Rules
 - The approval of all financial schemes of delegation
 - Internal audit, risk management and insurance – ensuring that auditors have access to those records, assets, property and employees as are necessary for audit purposes.
 - Application of any Authority wide spending restrictions.
 - Issuing levies on Constituent Councils of the Authority, Clause 7 of the Waste Regulation and Disposal (Authority) Order 1985.
 - Approving grant applications
12. Section 114 of the Local Government Finance Act 1988 requires the Treasurer to report to Members and the external auditor if the Authority or one of its Officers:
 - Has made, or is about to make, a decision which involves incurring unlawful expenditure, or
 - Has taken, or is about to take, unlawful action which has resulted or would result in a loss or deficiency to the Authority, or

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- Is about to make an unlawful entry in the Authority's accounts.
- The Treasurer to nominate a properly qualified member of staff to deputise for them should they be personally unable to perform their duties under Section 114
- The Authority to provide the Treasurer with sufficient staff, accommodation and other resources – including legal advice where this is necessary – to carry out their duties under Section 114.

THE MANAGING DIRECTOR'S ROLE

13. The Managing Director is responsible for ensuring that Members are advised of the financial implications of all proposals as appropriate and that the financial implications have been agreed by the Treasurer.
14. It is the responsibility of the Managing Director and Senior Officers to consult with the Treasurer and seek approval on any matter liable to affect the Authority's finances materially for both income and expenditure, before any commitments are incurred or entered into.
15. It is the responsibility of the Managing Director and Senior Officers to ensure that all departmental financial reporting on past and current activities is reconcilable to the Corporate Accounting System.
16. The Managing Director can authorise contracts on behalf of the Authority within the approved Officers Scheme of Delegation and Contract Procedure rules.
17. The Managing Director must comply with any Authority spending restriction protocol determined by the Treasurer.

THE MONITORING OFFICER AND CLERK TO THE AUTHORITY'S ROLE

18. The Clerk to the Authority shall be the officer designated as monitoring officer under Section 5 of the Local Government and Housing Act 1989.

BUDGET HOLDERS RESPONSIBILITIES

19. Budget Holders are any employee within the Authority who manages a budget. They may only be an employee of the Authority.
20. The Managing Director may delegate authority to other employees to incur expenditure and shall keep a record of all such arrangements and notify the individual concerned of any limitations in scope, value or duration of the authorisation.
21. The senior leadership team and Budget Holders are responsible for the financial affairs of their service area. The responsibilities of that role include:
 - Providing appropriate financial information to the Director of Finance & Corporate Resources and Finance team in a timely, accurate and appropriate form and level of detail.

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- Actively seeking additional income or savings opportunities, including grant and new financing opportunities.
 - Ensuring that the appropriate financial controls are in place to ensure that all the Authority's income (cash/cheques/debit and credit card) is paid into its bank accounts quickly and efficiently.
 - Ensuring value for money is obtained for the whole Authority when undertaking any procurement activity.
 - Providing evidence that the procurement rules for the Authority have been followed for any purchase invoices to be processed.
 - Reconciling all monies received by the service area on a regular basis (at least monthly).
 - Ensuring all monies due to the Authority are recorded accurately and recovered promptly.
 - Ensuring that all accounts payable (undisputed) are settled within 30 days unless special terms have been agreed by the Director of Finance & Corporate Resources.
22. All employees are responsible for the efficient and cost-effective use of resources within their control. They must ensure that at no time are any assets or other resources under their control put at risk of loss or waste.
 23. All employees must ensure that the Financial Regulations are observed when carrying out their duties and responsibilities.
 24. All financial dealings must be of the highest standard of propriety that is essential when dealing with public monies. An individual must immediately notify the Director of Finance & Corporate Resources or Managing Director or Treasurer whenever a matter arises which involves or is thought to involve a financial irregularity.
 25. All employees must notify the Managing Director, in writing, of any direct or indirect interest or any personal connection whatsoever that they may have in or with any organisation with which they are dealing on behalf of the Authority. The Managing Director may require that such dealings be undertaken by another employee to ensure impartiality.
 26. Managers and Budget Holders may incur revenue expenditure in line with Tender and Contract Regulations and for which financial provision exists in the approved Revenue Budget for that year (as delegated - Appendix 2).
 27. Budget Holders will control their budgets and review current spending and income at regular intervals throughout the year. The Finance team will set up regular meetings with Budget Holders to provide an update against budget and forecast, as well as ensuring spend is in line with expectations.
 28. Budget Holders will make every effort to contain expenditure within the approved budget but may seek approval from the Director of Finance & Corporate Resources to transfer resources between budgets.
 29. Any proposal to incur expenditure on new policies or growth shall be the subject of a report to, and approval, of the Authority.
 30. At the end of the financial year the Treasurer will report to the Authority on the outturn of expenditure and income against the approved budget for the year.

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31. In exercising the authority to incur expenditure, Budget Holders shall have regard to the provisions of Procurement Rules.

CAPITAL EXPENDITURE

32. Capital investment plans comprise those schemes for which approval has been given by the Authority to incur all necessary expenditure to support the implementation of an approved scheme. No other capital expenditure shall be incurred unless the Authority has approved the scheme and made the necessary provision in the Capital Programme and Revenue Budget.
33. The Director of Finance & Corporate Resources will co-ordinate the annual review of capital investment plans. This will include the identification of potential external sources of capital and revenue funding that may be available to assist the Authority in financing its investment plans.
34. The Treasurer may approve an increase of up to 10% in the provision of an individual approved scheme where the tender received is greater than the approved provision, or additional works or increased costs are involved. The relevant Senior Officer or Budget Manager must justify the need for the increase and any approval given must be within the overall level of the approved capital programme. Increases above 10% should be reported to the Authority for approval.
35. The Director of Finance & Corporate Resources may approve the re-phasing of expenditure between years on approved schemes.
36. The Director of Finance & Corporate Resources will submit regular reports to the Authority on the overall performance of the capital programme and the funding thereof.

AUDIT REQUIREMENTS

37. The Accounts and Audit Regulations 2015 require the Authority to maintain an effective system of internal audit to evaluate the effectiveness of its risk management. An internal audit shall be carried out of the Authority's accounting records and accounting control systems in accordance with proper internal audit practices and any officer or member shall if required
 - Make available such documents for the purpose of the audit; and
 - Supply such information as considered necessary
38. Senior Officers must inform the Treasurer of any matter that involves or is thought to involve any financial irregularity in the exercise of the functions of the Authority. The Treasurer will advise on the course of action to be followed in resolving the irregularity and may arrange to carry out such audit enquiries as are considered necessary.
39. CIPFA Code of Practice for internal audit in local government in the UK requires an annual review of the effectiveness of the system of internal control.
40. An independent company created by the Local Government Association called The Public Sector Audit Appointments Limited (PSAA) is responsible for appointing external auditors to the

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Authority. The basic duties of the external auditor are governed by Section 15 of the Local Government Finance Act 1982, as amended by section 5 of the Audit Commission Act 1998.

41. Internal audit must be properly planned and determined through assessment or risk and consultation with management.
42. All audit reports must be reported to management who are responsible for taking suitable action in respect of identified control weaknesses. Once agreed they should be submitted to the Audit Committee. The terms of reference for the Audit Committee can be requested from the Director of Finance & Corporate Resources at finance@westlondonwaste.gov.uk
43. Internal Audit will report annually to the Treasurer on the adequacy of the Authority's internal control systems.

BUDGET, GOVERNANCE AND POLICY FRAMEWORK

44. The Authority is responsible for approving and setting the Budget, Governance and Policy Framework, and any subsequent variations. The Treasurer and Clerk may approve minor changes.
45. The Treasurer and Managing Director are responsible for taking in-year decisions on resources and priorities in order to deliver the Budget within the financial limits set by the Authority.
46. The Managing Director is responsible for submission of the Authority Annual Business Plan, which will include proposals for delivering financial savings, key performance indicators, service and staff development and improvement

BUDGETING

47. The format of the budget will be approved by the Authority on the advice of the Treasurer and will reflect the priorities of the Authority. A draft budget should include allocation to:
 - Employees
 - Premises
 - Waste Transport and Disposal
 - Supplies and Services
 - Depreciation
 - Financing and other
 - Income (including levies, agency fee, trade waste and any other income streams)

RESERVES

48. The Treasurer is responsible for advising the Authority on the appropriate and prudent levels of reserves for the Authority.

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RISK MANAGEMENT

49. It is essential that robust integrated systems are developed and maintained for identifying and evaluating all significant strategic and operational risks to the Authority. This should include the proactive participation of all those associated with planning and delivering services.
50. The Audit Committee is responsible for reviewing the Authority Risk Register and reviewing the effectiveness of risk management strategy. The Committee will receive updates from the Director of Finance & Corporate Resources at each of their meetings.
51. The Treasurer is responsible for the preparing the Authority's Risk Management Policy and procedures and for promoting these throughout the Authority.

INTERNAL CONTROL

52. Internal control refers to the systems of control designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies and objectives. The Authority has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
53. The Treasurer is responsible for advising on effective systems of internal risk control. These arrangements need to ensure compliance with the law and proper standards. They should ensure that the Authority's funds are safeguarded and properly accounted for.
54. It is the responsibility of the Managing Director and Senior Officers to establish sound arrangements for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and for achieving their financial and operational performance targets.

PREVENTING FRAUD AND CORRUPTION

55. The Treasurer is responsible for the development and maintenance of a counter-fraud and anti-corruption policy.
56. All employees must immediately inform one of the following; Director of Finance & Corporate Resources, Managing Director, Treasurer, Clerk to the Authority or Internal Audit, of any incident or circumstance which gives rise to the suspicion that some kind of fraud, misappropriation or financial irregularity may be taking place or may have taken place in connection with the activities of the Authority.

ASSETS

57. The Managing Director and Senior Officers should ensure that records and assets are properly maintained and securely held. They should also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

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58. The Director of Finance & Corporate Resources shall maintain a register of Authority Assets. This will include all property and infrastructure and those vehicles, plant, furniture and equipment having a value in excess of £5,000. Inventories of items of value, below this limit will be maintained e.g. laptops, desktops etc.
59. Budget Holders are responsible for ensuring that all assets in their control are appropriately maintained.
60. The proposed sale of any asset must in the first instance be discussed with the Managing Director and Director of Finance & Corporate Resources, who will seek approval from the Treasurer/Authority in line with financial delegations.
61. Budget Holders must ensure that value for money is obtained for every disposal and maintain adequate records demonstrating value for money, the reasons for the disposal and that the assets are obsolete or surplus to requirements.
62. Budget Holders should take advice from the Managing Director and Director of Finance & Corporate Resources on the appropriate method of disposal.
63. When disposing of assets, Budget Holders must assure themselves that the assets concerned are the property of the Authority (rather than a leasing company) before disposing of them.

INVENTORIES AND STOCK

64. Managers are responsible for the care and protection of all furniture, equipment, vehicles, plant and stock within their control. All items which managers consider to be potentially vulnerable because of their value, usefulness or portability should be recorded on an inventory. As a guide, examples would include computer equipment and software, cameras, electrical tools and equipment.
 - Item description and serial number
 - Supplier Name
 - Date of purchase
 - Location at which held, and where relevant the employee to whom the item was issued.
 - Value at date of purchase
65. All items should bear security markings identifying them as belonging to the Authority.
66. Inventories should be verified annually and any discrepancies reported to the Director of Finance & Corporate Resources.
67. The Director of Finance & Corporate Resources may write off redundant, obsolete or damaged items in accordance with values set out in the Scheme of Delegation.

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TREASURY MANAGEMENT

68. The Treasurer is responsible for the Treasury Management Strategy which will be reviewed on an annual basis. The Authority has adopted the key recommendations of CIPFA's *Treasury Management in the Public Services Code of Practice*.
69. The Treasurer is responsible for ensuring that the Authority has put in place formal and comprehensive and appropriate objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.

STAFFING

70. The Managing Director is responsible for overall management of staff and is also responsible for ensuring that there is proper use of the evaluation or other agreed systems for determining the remuneration of a job.
71. The Managing Director is responsible for controlling staff numbers by
 - Advising the Authority on the budget necessary in any given year to cover estimated staffing levels
 - Adjusting the staffing to a level that can be funded within approved budget provision varying the provision as necessary within that constraint in order to meet changing operational needs
 - Ensuring that all proposals to create new posts are fully costed and the availability of funding checked with the Director of Finance & Corporate Resources before seeking Authority approval.
 - The proper use of appointment procedures
 - Ensuring that any change to the grading of posts are achieved within cash limited budgets

CASH AND PETTY CASH

72. No cash or petty cash floats will be handled.

CREDIT CARDS

73. Credit cards will be issued by the Finance team, further to approval by the Director of Finance & Corporate Resources.
74. Credit cards can be used for the purchase of goods online, suppliers who can only be paid via credit card, or from ad hoc suppliers which are not used on a regular basis plus fuel.
75. It is the responsibility of the Budget Holder and Finance team to ensure that the cards are used appropriately and that the relevant supporting evidence is provided to finance as required – normally on a monthly basis. Under no circumstances can credit cards be used for personal purchases.

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BANKING ARRANGEMENTS

76. The Treasurer is responsible for approving bank account signatories.
77. The Treasurer will make all arrangements with the Authority's bankers. Two authorised bank signatories must approve any new bank accounts.
78. Bank accounts must be reconciled to the Authority's cash books on a monthly basis.
79. The Treasurer is responsible for the secure administration of funds held on behalf of third parties.

FINANCIAL SYSTEMS AND PROCEDURES

80. Sound and robust financial systems and procedures are essential to an effective framework of accountability and control.
81. The Treasurer is responsible for the operation of the Authority's General Ledger and its accounting systems, the form of accounts and the supporting financial records.
82. The Treasurer is responsible for ensuring that staff receive relevant financial training.
83. The Director of Finance & Corporate Resources must ensure that use of computer and other information systems are registered in accordance with data protection legislation.
84. The Managing Director must ensure that staff are aware of and comply with freedom of information legislation.

INCOME AND EXPENDITURE

85. It is the responsibility of the Director of Finance & Corporate Resources to ensure that a proper financial scheme of Delegation (Appendix 2) has been established and is operating effectively. The Financial Scheme of Delegation should identify staff authorised to act on the Managing Director's behalf in respect of payment requests, income collection and placing and approving orders, together with the limits of their authority.
86. New debtor and creditor accounts can only be set up with the approval of the Director of Finance & Corporate Resources or Finance Manager whose responsibility it is to ensure that appropriate checks have been carried out on the companies concerned.
87. The Authority commits to paying all undisputed invoices within 30 days from the date of receipt. Payment terms of less than 28 days can only be agreed with the approval of the Director of Finance & Corporate Resources.
88. The Treasurer is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control.

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PAYMENT OF INVOICES

89. Before any invoice is authorised for payment, fundamental checks must be undertaken by the authorisor/budget holder:
- (i) That the prices are in accordance with those quoted on the order/contract.
 - (ii) That goods of the appropriate quality have been received in accordance with the order/contract and that any approved variation has been authorised and recorded on the copy order/contract.
 - (iii) That a payment has not already been made for the items in question.
 - (iv) That the invoice is arithmetically correct, and properly coded.
 - (v) That any applicable discounts have been taken.

INCOME

90. The Treasurer is responsible for ensuring that income due to the Authority is identified and charged in accordance with approved fees and charges and all money is banked without delay and is properly recorded
91. Accounts receivable / income collection systems will be reconciled to the bank account and general ledger on a monthly basis
92. Debt will be pursued in accordance with recovery procedures / timescales and the effectiveness of income collection will be monitored
93. All appropriate income documents will be retained in accordance with the document retention schedule (appendix 1).

LEASING ARRANGEMENTS

94. The Budget Holder will seek advice from the Director of Finance & Corporate Resources as to whether any finance or operating lease or lease rental agreement may be financially advantageous to the Authority.

PAYMENTS TO EMPLOYEES

95. The Treasurer is responsible for all payments of salaries, wages and expenses to staff, including payments for overtime, honoraria etc and submission of tax returns to HM Revenue and Customs by their due date for the above.
96. The Treasurer is also responsible for the timely provision of information, and the maintenance of sound financial controls to meet the responsibilities in connection with taxation issues arising from payments to employees.
97. Nationally agreed pay rises will only be implemented on the approval of the Director of Finance & Corporate Resources having taken due regard to the budget being available.

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INTERIM MANAGEMENT ARRANGEMENTS

98. Interim Management Appointments can only be engaged with the authorisation of the Managing Director and/or Monitoring Officer to the Authority.
99. Prior to the appointment of an interim, the Managing Director must be clear as to the scope and objectives of the proposed work. Consideration should be given to preparing a detailed brief covering:
 - (i) Background to the project, including details of source documentation available for inspection
 - (ii) Project objectives and timetable
 - (iii) Expected product or service
 - (iv) Details of any contributions to the project by the client department
 - (v) Reporting requirements
 - (vi) Contact name and number

TAXATION

100. The Treasurer is responsible for advising the Managing Director, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues that affect the Authority.
101. The Treasurer is responsible for maintaining the Authority's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.
102. Senior Officers with responsibility for finance and Budget Holders are responsible for ensuring that the appropriate controls and procedures are operated in relation to taxation issues.

EXTERNAL FUNDING

103. The Treasurer is responsible for ensuring that all funding notified by external bodies is received and properly accounted for.

IT SYSTEMS

104. The Authority must approve the procurement of major corporate systems in accordance with the Procurement Rules and scheme of delegations.
105. To promote a consistent acquisition strategy and ensure value for money, the acquisition of all other systems should be undertaken in consultation with the Director of Finance & Corporate Resources and in line with Tender and Contract Regulations.
106. Adequate arrangements must be made for the maintenance and support of all computer equipment and software including

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- Maintenance and repair including programme upgrades, virus software;
- Disaster Recovery;
- Security back-ups;
- Nomination of an employee to act as system administrator for each system who is also responsible for ensuring that when employee's responsibilities change or leave the authority that access is amended/disabled, and relevant systems are registered under the Data Protection Act 1998 and that relevant provisions are fulfilled.

107. All employees allowed access to the system must comply with computer use requirements set out in the employee Code of Conduct policy.

INSURANCE

The Treasurer shall:

108. Put in place suitable arrangements to meet the Authority's insurance requirements.
109. Undertake a review of requirements to support the annual renewal of insurance contracts and that insurance provisions are adequate to meet anticipated claims.
110. Monitor performance of the insurance programme and submit reports as appropriate to the Authority.
111. Ensure and promote the development and maintenance of a risk management strategy and supporting management procedures to minimise risk and exposure to losses.

ACCEPTANCE OF GIFTS AND HOSPITALITY

112. There is a presumption that employees will not accept gifts or hospitality from third parties. Where this may cause offence to do so employees are required to discuss with the Director of Finance & Corporate Resources what action should be taken.
113. Employees must follow the gift and hospitality requirements set out in the employee Code of Conduct policy. This requires reporting details including:
- Date of receipt
 - Nature of hospitality/details of gift
 - Approximate value

Exceptions to this are calendars/pocket diaries and "working lunches" where these are of nominal value.

114. Where a member of staff declines an offer of hospitality or a gift – this too should also be recorded.
115. Details should be recorded on the Gifts and Hospitality Register.

REVIEW OF FINANCIAL REGULATIONS

116. The Director of Finance & Corporate Resources is responsible for ensuring that finance regulations are reviewed annually.

APPENDIX 1

Document Retention

<u>Document Type</u>	<u>Retention Period</u>
Annual Accounts	Permanent
Budget monitoring	Destroy after 2 years
Accounting records including invoices	Destroy 6 years after the end of the financial year to which they belong
Contract files (ordinary contracts)	Destroy 6 years after the term of the contract has expired
Contract Files (contracts under seal)	Destroy 12 years after the term of the contract has expired
Tender files – opening notice, tender envelope	Destroy 1 year after start of contract
Tender files – Ordinary tender	Destroy 6 years after the term of the contract has expired
Market evaluation, soft market Testing	Destroy 1 year after the letting of the contract
Tender files – Pre-tender advice	Destroy 2 years after contract let or not proceeded with
Tender files – contract under seal	Destroy 12 years after the contract has Expired
Tender files – unsuccessful tenders	Destroy 1 year after start of contract
Weighbridge tickets	Destroy after 3 years
Annual scheme of financial delegation for employees	Destroy after 3 years
Insurance claims	Destroy 7 years after the claim has been settled
Insurance policies	Destroy 7 years after the policy has expired.
Risk registers	After 7 years

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APPENDIX 2

EXAMPLE FINANCIAL DELEGATIONS 20XX/20XX

Financial delegations – Full name of employee

I am delegating financial authority as below to you for the current financial year. You may exercise that authority subject to compliance with this delegation, the Authority's Financial Regulations and Tenders & Contracts Regulations.

This budget is structured and approved to enable the Authority to deliver on the strategic priorities. Therefore, there is a strong expectation that the budget should be utilised for delivering the strategic priorities of the Authority within the committed deadlines.

Budgetary Authority

You are delegated budget(s) of the following amounts, which you must not exceed without my permission.

Please ensure strict adherence to the Authority's procurement and financial regulations. Any misuse of funds or failure to comply with the Authority's process and regulations could result in formal action.

Cost Centre:		
Budget Item		Budget £
Grand Total		

Delegation

You may sub-delegate these authorities to your managers, having ensured that they have had the appropriate level of training for the task. A copy should be provided to the Director of Finance & Corporate Resources.

Managing Director

Date: