

Public Document Pack
SOUTHEND-ON-SEA CITY COUNCIL

Standards Committee

Date: Monday, 18th November, 2024

Time: 2.00 pm

Place: Committee Room 5 - Civic Suite

Contact: Tim Row - Principal Democratic Services Officer

Email: committeesection@southend.gov.uk

A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Recruitment of Independent Persons for appointment on the Standards Committee (Pages 3 - 8)**
- 4 Constitution Review Stage 4 Review of amended draft of Part 7 of the Work Programme, Review and agree Parts 3 and 4 of the Work Programme and Consideration of Financial Procedure Rules and Contract Procedure Rules (Pages 9 - 230)**

TO: The Chair & Members of Standards Committee:

Councillor K Robinson (Chair),

Councillors P Collins (Vice-Chair), K Buck, J Courtenay, J Moyies, K Murphy, S Nadeem,

M O'Connor and M Terry

Ms J Morgan and Ms J Tetley

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Meeting: Standards Committee
Date: 18 November 2024
Classification: Part 1
Key Decision: No
Title of Report: Recruitment of Independent Persons for appointment on the Standards Committee

Executive Director: Claire Shuter
Report Author: The Monitoring Officer, Susan Zeiss
Executive Councillor: Leader and Cabinet Member for Constitutional matters

1. Executive Summary

- 1.1. The Independent Person is a statutory role with the purpose of assisting the Council in promoting high standards of conduct by elected, appointed and co-opted Members of Southend-on-Sea City Council and of Leigh-on-Sea Town Council. The Localism Act 2011 requires all local authorities to appoint at least one Independent Person whose views are sought, and taken into account, by the Council before it makes a decision on an allegation of misconduct, against a councillor.
- 1.2. In addition to being a statutory requirement, the Independent Person provides a vital, external, independent view.
- 1.3. Best practice is for Independent Persons to be appointed for a fixed term of four years. In line with best practice, this report recommends that the Council advertises for three Independent Persons. The current two Independent Persons will be invited to apply.

2. Recommendations

It is recommended that Standards Committee:

- 2.1. **Agrees the commencement of the recruitment, via advertisement, selection, and interview, of three Independent Persons in accordance with the process set out at 3.4 to 3.7 of this report.**
- 2.2. **Notes an updated role profile is attached as Appendix 1. This has been benchmarked against the role profile of other local authorities to ensure that it is robust and fit for purpose.**
- 2.3. **Notes that, following interviews, the panel would propose to Council the appointment of the recommended Independent Persons.**

- 2.4. **Notes that the Council may not appoint anyone who is a member or co-opted member, or officer of the Council, or of Leigh-on-Sea Town Council nor a relative or close friend of any such member or officer, nor anyone who has within the last five years, been a member or co-opted member or officer.**

3. Background

- 3.1 The Localism Act 2011 requires councils to appoint at least one Independent Person to advise on the determination of allegations that a member has failed to comply with their code of conduct.
- 3.2 Independent Persons play an important role in promoting and maintaining high standards of conduct by elected members.
- 3.3. Southend-on-Sea City Council has benefitted from the counsel of our current Independent Persons for a number of years which has provided the Monitoring Officer with resilience when considering code of conduct matters. In order to enhance this resilience and to comply with best practice, it is timely for the Council to advertise for three Independent Persons.

Recruitment Process for Independent Person

- 3.4 The proposal is for the role to be advertised in such a way as to meet statutory requirements. The advertisement will be placed on Southend-on-Sea City Council's website in addition to an advert in the Southend Echo, or similar publication. The opportunity will also be advertised widely to reach as many different community groups as possible.
- 3.5 Applicants will be asked to send a covering statement to express their interest and explain how they meet the desired requirements set out in the role profile, together with a CV, before the closing date.
- 3.6 A recruitment panel will be convened to interview suitable candidates, consisting of three members drawn from the Standards Committee. The Monitoring Officer and/or Deputy Monitoring Officer would be present as adviser to the panel.
- 3.7 Following the interview process, members of the Standards Committee will be updated, and a proposal to appoint the recommended candidates will be submitted to the next available Council meeting.

4. Reasons for Decisions

- 4.1. To meet statutory duty, comply with best practice, and to provide resilience. Appointing three Independent Persons to assist the Monitoring Officer when considering whether alleged breaches of the Member Code of Conduct have taken place has the advantage of widening the scope of expertise and

experience available. It is in line with the best practice recommendations of the Committee for Standards in Public Life and provides an opportunity for the community to play an enhanced role in the governance of the Council.

5. Other Options

- 5.1. There are no other options, it is best practice is to readvertise the posts and for the posts to be fixed term.

6. Financial Implications

- 6.1 The agreed amount of allowance for Independent Members is £1,300 per annum together with reasonable expenses for attendance at committees, panels, and meetings. This report proposes an additional Independent Member which amounts to an additional £1,300 per annum plus reasonable expenses and will be funded from the existing members allowance budget. The cost of advertising the roles will be kept to a minimum and will be contained within the existing service budget.

7. Legal Implications

- 7.1. The Localism Act 2011, s28, sets out the law in relation to arrangements for investigating Members' Code of Conduct complaints. S.28 (7) provides that every local authority must, in relation to their arrangements for investigating councillor conduct matters, appoint at least one Independent Person. The Independent Person's "views are to be sought, and taken into account, by the authority before it makes its decision on an allegation that it has decided to investigate," and in other circumstances, and can be sought by the member against whom the allegations are made.
- 7.2. The Localism Act further stipulates that a person cannot be appointed as an Independent Person, who is a member, co-opted member, or officer of the authority, or a relative, or close friend, of such member, co-opted member or officer of the authority. Further a person cannot be appointed if within the past five years, they have been a member, co-opted member or officer of the authority.
- 7.3. In order to comply with S28 (8 (c)) of the Localism Act, the vacancy must be advertised in a manner which the Council considers is likely to bring it to the attention of the public, an application must be submitted to the Council, and following selection, the person's appointment must be approved by a majority of the Council's Members.

8. Policy Context

- 8.1 None

9. Carbon Impact

- 9.1. None

10. Equalities

- 10.1. Public authorities are required to have due regard to the aims of the Public Sector Equality Duty (Equality Act 2010) when making decisions and setting policies.
- 10.2 Southend-on-Sea City Council is committed to equality, diversity and inclusion in employment and welcomes applications from all members of the community. In advertising the roles, the Council will try to reach as wide an audience as possible in order to ensure the advertisement attracts a diverse range of applicants.

11. Consultation

- 11.1. None

12. Appendices

- 12.1. **Appendix 1**: Role Profile

13. Report Authorisation

This report has been approved for publication by:		
	Name:	Date:
Executive Director(s)		
S151 Officer		
Monitoring Officer		
Relevant Cabinet Member(s)		

Role Profile

About The Borough

Southend-on-Sea City Council provides vital services to meet the needs of the local community. Employing about 1,800 people, we are responsible for all local government functions ranging from social services, transport, public health and parks through to planning, trading standards, community safety and education. The Council has 51 Councillors and 17 wards.

Acting as Independent Person for Southend-on-Sea City Council offers a challenging and rewarding opportunity to contribute to local government transparency and good governance, within a collaborative and innovative environment.

About The Role

As an Independent Person, you will support the Monitoring Officer of Southend-on-Sea City Council and provide an independent view on Code of Conduct complaints submitted against members of the council (elected Councillors). The Monitoring Officer of Southend-on-Sea Council also considers complaints against Leigh-on-Sea Town Council.

The expected average time commitment is only one or two hours per week and is dependent on the number of complaints received. The Council aims to maintain a small panel of independent persons, 2 or 3 at any one time, both to allow for any conflicts of interest and to share the workload. The Council aims to appoint an independent to serve for a fixed period up to a maximum of four years.

Key Aspects of The Role Include

- Providing advice to the Monitoring Officer in considering allegations that a councillor/co-opted member has breached the council's Code of Conduct.
- If requested, sharing your views on a complaint with the councillor against whom it has been submitted.
- If necessary, attending meetings of the Standards Sub-Committee and any panels called to consider complaints, for which reasonable expenses will be paid

About You

It is essential that you:

- wish to serve the local community and uphold the standards of local democracy
- have high standards of personal integrity, the ability to be objective, independent and impartial
- have sound questioning, analytical and decision-making skills
- have leadership qualities, particularly in exercising sound judgment
- have good interpersonal and communication skills

- be discrete, and able to maintain confidentiality in handling personal and sensitive information
- Are a resident of the Southend -on-Sea City Council area
- Are prepared to attend the Council in person when required (for example attending panels and committees).

It Is Desirable That You

- are familiar with the Seven Principles of Public Life (the “Nolan Principles”)
- are qualified or experienced in legal or governance matters
- have previous experience as an Independent Person or similar role

An Independent Person Cannot Be

- A member, co-opted member or officer of Southend-on-Sea City Council or Leigh-on-Sea Town Council.
- A relative or close friend of a person who fulfils the criteria above
- Have been a member, co-opted member or officer of either the City or the Town Council during the last five years.

As an Independent Person, you will not be a council employee, however, you will work closely with the Monitoring Officer, their deputies, and colleagues in reviewing Code of Conduct complaints.

As a voluntary position, you will not be expected to work to a specific schedule but will correspond with the Monitoring Officer and other officers via phone and/or email when your advice is sought.

An annual allowance of £1,300 will be payable, together with reimbursement of reasonable travel and subsistence expenses in discharge of your role. Southend-on-Sea City Council is committed to equality, diversity and inclusion in employment and welcomes applications from all members of the community.

Meeting:	Standards Committee
Date:	18 November 2024
Classification:	Unrestricted
Key Decision:	No
Title of Report:	Constitution Review Stage 4 Review of amended draft of Part 7 of the Work Programme, Review and agree Parts 3 and 4 of the Work Programme and Consideration of Financial Procedure Rules and Contract Procedure Rules
Executive Director:	Claire Shuter
Report Author:	Susan Zeiss
Executive Councillor:	Cllr Daniel Cowan, Leader of the Council

1. Executive Summary

- 1.1. At the meeting of Standards Committee on 12 November 2024, Committee considered and agreed for recommendation to Council on 12 December the revised drafts of Part 5 (Overview & Scrutiny) and Part 6 (Councillors) of the proposed new constitution for Southend-on-Sea City Council.
- 1.2 Committee further agreed that officers bring the revised draft of Part 7 (Officers) to this meeting.
- 1.3 This work constitutes the ongoing Stage 4 (Drafting) of the agreed Work Programme.
- 1.4 Committee will also be asked to consider a draft of the Contract Procedure Rules and consider the programming of a review of the Financial Procedure Rules.
- 1.5 A number of other documents which will be accessible via links in the Constitution but not directly form part of it will be put before Committee for discussion.

2 Recommendations

It is recommended that Committee:

- 2.1 **Notes the summary of suggested drafting amendments made by Committee (with annotations from our external advisors, Anthony Collins) at its meeting on 12 November listed at Appendix A to this report and which will be circulated as soon as practicable in a supplementary pack; and**

- 2.2** Reviews and agrees the revised and final drafting of Part 7 (Officers) of the proposed constitution following the comments of the Committee at its meeting on 12 November listed at Appendix B to this report and which will be circulated as soon as practicable in a supplementary pack; and
- 2.3** Reviews and agrees the final drafting of Part 3 (Committees) of the proposed constitution as set out in Appendix C to this report; and
- 2.4** Reviews and agrees the final drafting of Part 4 (The Executive and Joint Arrangements) of the proposed constitution as set out in Appendix D to this Report; and
- 2.5** Reviews and agrees the revised and final drafting of the Contract Procedure Rules as set out in Appendix E to this report; and
- 2.6** Agrees that the following documents and protocols will be accessible through links in the constitution itself, but will not form part of it:
- **Probity in Planning**
 - **Executive/Scrutiny Protocol**
 - **Petitions Scheme**
 - **Freedom of the City and Honorary Alderman Scheme**
 - **Public Speaking Rules**
 - **Licensing Hearing Procedure Rules**
 - **Cabinet Portfolios**
- 2.7** Agrees that the existing Financial Procedure Rules as set out in Appendix F to this report will not form part of the current Constitution Review at this stage but will continue to be in force until they are reviewed and ready for implementation at the commencement of the new financial year.

3. Background

- 3.1.** Standards Committee agreed at its meeting on 16 July 2024 to recommend to Council that the constitution follow the style and format of the modern style constitution, where the sections are grouped into themes which follow the functions of the council.
- 3.2.** Officers have therefore divided all the required component parts of a constitution including both those required by law and those over which the Council has a discretion into parts as described in the work programme. First drafts of suggested new provisions will be brought before Committee in sequence, first for direction as to the requested drafting of provisions and thereafter at a following meeting, for that drafting to be approved by Committee for onward recommendation to Council.

- 3.3. As part of the ongoing work of the Committee to review the constitution, this report brings before Committee for consideration:
- 3.3.1 The summary of suggested drafting amendments made by Committee (with annotations from our external advisors, Anthony Collins) at its meeting on 12 November listed at Appendix A to this report will be circulated in a supplementary as soon as practicable after the meeting on 12 November 2024;
- 3.3.2 Members are asked to consider the revised drafting of Part 7 (Officers) of the proposed constitution as set out in Appendix B to this report, which will be circulated in a supplementary pack as soon as practicable after the meeting on 12 November 2024. This includes the following components:
- Officers
 - Management Structure
 - Scheme of Delegation to Officers
 - List of Proper Officers (and Designated Posts)
 - Employee Code of Conduct
 - Staff Employment Procedure Rules
- 3.3.3 Following further suggestions and comments from members made at Standards Committee on 22 October 2024, Members are asked to agree the final drafts of Parts 3 (Committees) and 4 (The Executive and Joint Arrangements), attached to this report at Appendices C and D.
- 3.3.3 Committee will also be asked to consider a draft of the Contract Procedure Rules which has been prepared by our external legal advisers to comply with the requirements of the Local Government Act 1972 and also takes into account the legislative changes brought in by the Procurement Act 2023 which will come into force on 23 February 2025. This can be viewed at Appendix E to the report.
- 3.3.4 The Financial Procedure Rules as set out in the current Constitution and attached at Appendix F to this report will remain in force until reviewed at a date to be agreed.
- 3.3.5 Agrees that the following documents and protocols will be accessible through links in the constitution itself, but will not form part of it in order that these working documents can be more flexibly amended in response to changes in legislation, Guidance and good practice. This will also have the effect of not unduly increasing the length of the constitution itself:
- Probity in Planning
 - Executive/Scrutiny Protocol
 - Petitions Scheme
 - Freedom of the City and Honorary Alderman Scheme
 - Public Speaking Rules
 - Licensing Hearing Procedure Rules
 - Cabinet Portfolios

4. Reasons for Decisions

- 4.1. Council agreed on 13 June 2024 to undertake a complete review and rewrite of its constitution.

5. Other Options Considered

- 5.1. The Council must have a constitution by law. Not having a compliant constitution is not an option that can be followed.
- 5.2. The option to amend the existing constitution in part only was discounted as it presented to great a risk of inconsistencies and inaccuracies remaining in the document. In addition, the style and format of the existing constitution required complete revision and modernisation, which would be difficult to achieve if only some parts were amended.

6. Financial Implications

- 6.1. At this stage there are no additional financial implications from the proposals contained within this report.

7. Legal Implications

- 7.1. It is a requirement of the Local Government Act 2000 that the Council has a constitution, there is a risk that the constitution in its current form may give rise to legal challenges about the Council's governance framework and decision-making procedures.

8. Equalities

- 8.1. There are no known Equalities impacts at this stage.

9. Consultation

- 9.1. Consultation with Members will be undertaken through the Standards Committee, which is a cross-party committee of Council, as well as engagement and training sessions with all councillors. The Committee will also invite suggestions and contributions from all councillors in advance of the Committee considering draft provisions.
- 9.2. There will be consultation with officers through engagement with all services through the drafting, decision-making and training processes.

10. Appendices

- 10.1 **Appendix A:** Notes of Members' comments on drafting annotated by Anthony Collins (to follow in a supplementary pack)
- 10.2 **Appendix B:** Revised draft of Part 7 (Officers) (to follow in a supplementary pack)
- 10.3 **Appendix C:** Final draft of Part 3 (Committees)
- 10.4 **Appendix D:** Final draft of Part 4 (The Executive and Joint Arrangements)

10.5 **Appendix E:** Final draft of Contract Procedure Rules

10.4 **Appendix F:** Existing Financial Procedure Rules

11. Report Authorisation

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	
Monitoring Officer	Susan Zeiss	
Executive Director(s)	Claire Shuter	
Relevant Cabinet Member(s)	Cllr Daniel Cowan	

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Part 3 COMMITTEES

Section

1. Committee Structure
2. Committee Procedure Rules
3. Planning Committee Procedure Rules
4. [Licensing Sub-committee Procedure Rules]
5. Planning Committee and Terms of Reference
6. Licensing Committee and Terms of Reference
7. Standards Committee and Terms of Reference
8. Audit and Governance Committee and Terms of Reference
9. General Purpose Committee
10. Health and Wellbeing Board Committee and Terms of Reference
11. Senior Appointments and Disciplinary Committee and Terms of Reference

1. COMMITTEE STRUCTURE

1.1 The Council has decided that certain non-executive functions which are not reserved to full Council will be the responsibility of the following Committees:

- Planning Committee
- Licensing Committee
- Standards Committee
- Audit and Governance Committee
- General Purpose Committee
- Health and Wellbeing Committee
- Senior Appointments and Disciplinary Committee

Officers are able to take decisions in accordance with the Scheme of Delegation to Officers set out under Part 7 of this Constitution.

1.2 The committee structure, its terms of reference and seats for each committee is approved by full Council at the Annual Meeting, with the allocation of those seats dealt with outside of the meeting. Unless a Committee is subject to particular rules on its composition, the composition of a Committee must be politically proportionate and to the extent possible reflect the size of the Political Groups which make up the Council as a whole.

1.3 Each Committee is subject to the Committee Procedure Rules set out below at section 2 and the Access to Information Procedure Rules set out under Part 1 this Constitution. The Planning Committee and has its own rules set out below under section 3. Sub-committees of the Licensing Committee and the Standards Committee have their own rules as set out elsewhere in this Constitution. If circumstances arise which are not covered by the Committee Procedure Rules or such other rules as apply to a particular Committee, the Council Procedure Rules set out under Part 2 of this Constitution shall apply to those circumstances.

1.4 Committees carry out their functions in accordance with their terms of reference as set out below.

1.5 Unless prohibited from doing so under the law or this Constitution, Committees may delegate their functions and powers to sub-committees, and may also delegate functions and powers to Officers.

Working Groups

1.6 The Council, Cabinet or any Committee may from time to time establish working groups. The working group terms of reference and membership must be agreed by the parent body before the working group commences its work. Working groups have no formal decision making responsibilities but may provide advice or recommendations. A list of the working groups is maintained by the Council's Democratic Services team.

[Space Holder for Council / Committee Structure diagram]

2. THE COMMITTEE PROCEDURE RULES

Purpose and Application

- 2.1 These Committee Procedure Rules (the Rules) apply to all Council Committees and their sub-committees unless specified otherwise elsewhere in this Constitution, and govern the conduct of meetings of the Committees. These Rules must be read in conjunction with the Access to Information Procedure Rules set out under Part 1 of this Constitution.
- 2.2 Meetings of the Planning Committee and the sub-committees of the Licensing Committee and Standards Committee are subject to their own rules and procedures as set out below under section 3 and elsewhere in this Constitution.

Time and Place of Committee Meetings

- 2.3 Full Council shall agree a schedule of Committee meetings at its Annual Meeting.
- 2.4 Additional Committee meetings may be held with the agreement of the Committee Chair taking advice from the Monitoring Officer, and only where there are items of business which can reasonably be deferred to the next scheduled meeting of the Committee.
- 2.5 The Proper Officer will notify the time and place of Committee meetings in the summons.
- 2.6 The summons will also specify the business to be transacted and will be accompanied by such reports as are available.
- 2.7 Committee meetings will take place at the Civic Centre or such other venue at the time specified in the summons.

Committee Chairs and Vice Chairs

- 2.8 Full Council will appoint Committee Chairs and Vice Chairs at its Annual Meeting.
- 2.9 Vacancies in either office will be filled at the next meeting of full Council, including, if held, an Extraordinary Meeting of the Council.
- 2.10 The Chair must chair a Committee meeting if present.
- 2.11 If the Chair is absent from a meeting, the Vice Chair must chair the meeting if present.
- 2.12 If neither the Chair nor Vice Chair is present, the Committee shall appoint a Councillor to Chair the meeting as the first item of business.
- 2.13 The Chair of the meeting must Chair in accordance with these Rules and the Constitution and where necessary taking advice from the Democratic Services Officer and / or legal advisor present.
- 2.14 The Chair shall exercise a casting vote in Committee meetings on any item of business in respect of which there is an equality of votes for and against.

Committee Membership

V3 following comments from Committee 22.10.24

- 2.15 Full Council will resolve what committees shall be appointed, and what shall be the terms of reference of each of those committees, and of how many voting members each committee shall comprise.
- 2.16 Full Council will also confirm the political proportionality required for each committee with the Group Leader or individual independent councillors agreeing the appointment.

Committee Meeting Agendas

- 2.17 Meetings will have an agenda similar to the example listed below:
- 2.17.1 To elect a Councillor to preside at the meeting in the absence of both the Chair and Vice Chair;
 - 2.17.2 To approve the minutes of the previous meeting;
 - 2.17.3 To receive any declarations of interest from Councillors;
 - 2.17.4 To receive referrals from full Council, the Cabinet or other Committees;
 - 2.17.5 To receive reports, if any, from Officers, the Cabinet, and / or other Committees;
 - 2.17.6 To deal with any outstanding business from the last meeting;
 - 2.17.7 To consider any other business specified in the summons to the meeting.
- 2.18 A Committee meeting may not consider any business not included in the summons unless the Chair agrees to accept a late item on grounds of urgency and those reasons are recorded in the minutes.

Quorum

- 2.19 The quorum of a meeting shall be one quarter of the Committee membership eligible to vote or the nearest whole number above one quarter subject to a minimum quorum of three Councillors.
- 2.20 If the Chair counts the number of Councillors present at a meeting and declares there is not a quorum, then the meeting will adjourn immediately for a period of up to fifteen minutes to allow a quorum to be present (and the Chair may allow more than one adjournment up to a total period of fifteen minutes).

If after a period of fifteen minutes there is still no quorum, the Chair shall close the meeting and any remaining business will be considered at the next ordinary meeting of the Committee or at a time and date fixed by the Chair.

Substitutes

- 2.21 Subject to the provisions of this Rule 2.21 to Rule 2.26 any Councillor may act as a substitute for another Councillor if they are from the same Political Group at a Committee Meeting.
- 2.22 The purpose of substitutes is to maintain the quorum and political proportionality of Committee a substitute and should only be used when the usual Committee member is unable to attend a meeting by reason of illness, leave or other good reason.

V3 following comments from Committee 22.10.24

- 2.23 ~~Substitution is not permissible for the Audit and Governance Committee in accordance with guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).~~
- 2.24 Substitute Councillors must have undertaken any mandatory training that is a requirement for membership of the relevant Committee to be able to sit.
- 2.25 Where the Chair is substituted, the Vice Chair will chair the meeting if present.
- 2.26 Where both the Chair and the Vice Chair are substituted, the meeting will elect a Councillor from those present and entitled to vote to preside at the meeting.

Substitution Procedure

- 2.27 The relevant Councillor must notify their Group Leader and Democratic Services in writing of the proposed substitution (including the name of the substitute) as soon as possible and in advance of the relevant meeting.
- 2.28 In cases of urgency, verbal notification may be provided to Democratic Services with confirmation in writing. (If notification is provided at the meeting itself, it must be made before the meeting starts and to the Democratic Services Officer present and supporting the meeting).
- 2.29 The relevant Group Leader may change a substitution if the notice requirements above are complied with before the start of the relevant meeting, including to revert to attendance by the usual committee member.

Limitations

- 2.30 Substitute Councillors must be appointed for the whole of a committee meeting and the usual committee member has no right to attend the meeting as a committee member.
- 2.31 If a substitute Councillor attends a meeting of the Planning Committee or a hearing sub-committee of the Licensing Committee or Standards Committee, and an agenda item is part considered and the meeting adjourned to consider the matter at a later date, the substitute Councillor must attend the subsequent meeting to consider and determine that item.
- 2.32 Cabinet members may not be substitutes on Council Committees or the Overview and Scrutiny Committees or the Audit and Governance Committee.
- 2.33 Non-cabinet members may not substitute on the Cabinet or Cabinet sub-committees.

Duration of Committee Meetings

- 2.34 The business of a Committee Meeting should be concluded within three hours (including any period of adjournment or otherwise).

Extension of a Committee Meeting after Three Hours

V3 following comments from Committee 22.10.24

- 2.35 If the business of any meeting has not been concluded within three hours (including any period of adjournment or otherwise), the Chair may adjourn, ~~or~~ extend the meeting, for up to thirty minutes, or call for an immediate vote on the item under discussion.
- 2.36 If the Chair calls for an immediate vote pursuant to Rule 2.36, the vote will be taken in the usual way without any further discussion. An adjournment may require the items not dealt with to be on the agenda for the next scheduled meeting or an extraordinary meeting will be called.
- 2.37 A Councillor may move that the length of the meeting is extended by up to thirty minutes if:
- 2.37.1 The motion is moved before the expiry of three hours from the start of the meeting;
- 2.37.2 Is seconded and agreed by the Committee without debate.
- 2.38 Only one motion to extend the length of the meeting may be moved and the Chair may put to the vote a different period of extension to that moved but no longer than thirty minutes to ensure the effective and timely conduct of Committee business.
- 2.39 When all the business on the meeting agenda is completed, the Chair will close the meeting.

Voting at Committee Meetings

- 2.40 Unless provided otherwise elsewhere in this Constitution, any matter will be decided by a simple majority of those Councillors present in the room at the time the question is put and eligible to vote on the matter.
- 2.41 Only Councillors may vote, except where the terms of reference of a Committee allow for voting by non-elected Committee members.
- 2.42 Unless a recorded vote is required by law or is validly demanded the Chair will take the vote by electronic means or a show of hands.
- 2.43 If there is an equality of votes for and against on any matter, the Chair shall have a casting vote. There is no restriction on how the Chair chooses to exercise a casting vote.

Recorded Vote

- 2.44 If three Councillors present at the meeting demand it, the names for and against a decision or abstaining from voting will be recorded and entered into the minutes.
- 2.45 The Democratic Services Officer present will call out Councillors' names who will in response indicate immediately if they are voting for or against the matter or are abstaining from voting.
- 2.46 In the event of an equality of votes on a recorded vote, the Chair will have a casting vote which will be recorded.

Right to Require Individual Vote to be Recorded

V3 following comments from Committee 22.10.24

2.47 Where immediately after a vote is taken, a Councillor requests it, their vote will be recorded in the minutes to show whether they voted for or against a decision or abstained from voting.

Rules of Debate

2.48 Committees are intended to be more informal and discursive than Full Council meetings. However, the Chair shall have conduct of the debate with a view to ensuring All Councillors are able to speak on matters relevant to the item under discussion. It is expected that Councillors and others attending adhere to the NOLAN principles and maintain an atmosphere of courtesy and respect.

2.49 All Councillors will stop speaking if requested to do so by the Chair.

2.50 All statements and questions must be addressed through the Chair.

2.51 Speeches and / or questions are not time limited and, if invited by the Chair, a member of the Committee may speak more than once on an item but Committee members should aim to speak for no longer than three minutes.

2.52 The Chair may limit the length or number of speeches or questions to ensure the effective conduct of the meeting.

2.53 Residents questions will be permitted in accordance with the Council Procedure Rules set out under Part 2 of this Constitution.

2.54 Public speaking at meetings of the Planning Committee is subject to the Planning Committee Procedure Rules set out below at section 3. ..

Committee Business

2.55 Items of business on the agenda will be presented to the Committee by Officers who may also answer any questions from Councillors.

2.56 The Committee may move and agree by consensus or by vote amendments to the recommendations as they see fit , following legal or other advice if required.

Point of Order

2.57 Any Councillor may make a point of order to the Chair alleging that there has been a breach of these Rules or any other statutory provision or applicable provision of this Constitution.

2.58 A Councillor making a point of order must state to the Chair that:

2.58.1 They wish to make a point of order; and

2.58.2 Specifying the Rule or statutory provision or provision of this Constitution which they considers to have been breached; and

2.58.3 The way in which they consider it has been breached.

2.59 The Chair shall consider whether a valid point of order has been raised and:

2.59.1 If so, take any necessary action; or,

2.59.2 If not, will continue with the business of the meeting; and,
the Chair's ruling is final.

Point of Personal Explanation

2.60 A Councillor may request to speak to make a personal explanation, where the Chair agrees that the Councillor:

2.60.1 Has been named by another Councillor during the debate and;

2.60.2 Has been named in a manner which reflects adversely upon the reputation of the named Councillor.

2.61 A Councillor who wishes to make a personal explanation must make the request at the end of the current Councillor's speech to the Chair who may either agree or refuse the request. The Chair's decision is final.

2.62 In making a personal explanation, the Councillor must only address the comment in respect of the Councillor's reputation.

Press and Public: Access and Exclusion

2.63 Members of the press and public are permitted to attend all Committee meetings in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

2.64 Members of the press and public may only be excluded from a Committee meeting in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

Recording and Filming

2.65 Any person, including Councillors, may record or film Council proceedings when the meeting is held in public subject to the following:

2.65.1 The person has notified Democratic Services of their intention to film or record the meeting prior to the commencement of the meeting;

2.65.2 Recording or filming must not disrupt the business and conduct of the meeting;

2.65.3 In the case of filming, the person filming must remain in the allocated area for filming or a place otherwise agreed by Democratic Services;

2.65.4 Refrain from recording or filming any member of the public, except where part of the formal proceedings; and

2.65.5 During a private session of the meeting must not leave any form of recording device in the meeting room, and Councillors remaining in the meeting must not record or film any private session of the proceedings.

2.66 Permission to record or film Council meetings does not extend to filming or recording of any matter outside of the formal proceedings or before or after the meeting.

V3 following comments from Committee 22.10.24

2.67 Councillors must ensure that they remain able to fully participate in the meeting whilst filming or recording the meeting.

Councillor Misconduct During Meetings

2.68 If during the course of a Committee meeting a Councillor fails to comply:

2.68.1 With the NOLAN principles, these Rules or any other applicable rules or,

2.68.2 An instruction of the Chair; or,

2.68.3 A decision of the Committee;

or when speaking uses offensive, intimidatory or abusive language towards any Councillor, Officer or other person, the Chair may instruct the Councillor to be seated, if they are standing and not to speak.

2.69 If the Councillor continues to fail to comply with the provisions of Rules 2.69.1 to 2.69.3, or otherwise refuses to comply with the Chair's instructions, the Chair may:

2.69.1 Move without debate that the Councillor be suspended from and must leave the meeting, and

2.69.2 If the motion is seconded, the Committee shall vote on the motion.

2.70 If the motion is carried but the offending Councillor refuses to leave the meeting, the Chair may take steps to remove the Councillor from the meeting.

Disturbance by a Member of the Public

2.71 Members of the public shall not interrupt or interfere with the effective conduct or business of a meeting.

2.72 Mobile phones and similar devices shall be placed on 'silent' and shall not be used during a meeting otherwise than as permitted elsewhere in these Rules.

Removal of a Member of the Public

2.73 If one or more members of the public interrupts or interferes the effective conduct of the business of a meeting the Chair may warn them, and if they interrupts again, the Chair may order their removal from the meeting.

General Disturbance

2.74 In case of a general disturbance in any part of the meeting room open to the public for the purpose of attending the meeting, the Chair may order that part of the meeting room to be cleared.

Notification of Cancellation of a Committee Meeting

2.75 The Proper Officer, after consultation with the Chair may issue, owing to exceptional circumstances, a Public Notice of Cancellation of the Meeting.

2.76 The Notice must state reasons for the cancellation.

Suspension and / or Amendment of the Committee Procedure Rules

V3 following comments from Committee 22.10.24

2.77 Subject to any statutory provisions, any or all of these Rules, except the those set out under Rule 2.79 below may be suspended by a majority of at least one half of the whole number of councillors who are present at the meeting and eligible to vote. Suspension will only be for the item or meeting specified in the motion. Motions to suspend must specify the Rule or Rules being suspended.

2.78 Rules that may not be suspended:

2.78.1 Requirements for Summons (Rules 2.5 to 2.6);

2.78.2 Quorum (Rules 2.19 to 2.21);

2.78.3 Duration of the Meeting (Rules 2.35 to 2.40);

2.78.4 Voting (Rules 2.41 to 2.48);

2.78.5 Access and Exclusion of the Press and Public (Rules 2.64 to 2.65);

2.78.6 Recording and Filming (Rules 2.66 to 2.68); and,

2.78.7 Rules as to conduct and removal (Rules 2.79 to 2.75).

3. PLANNING COMMITTEE PROCEDURE RULES

Purpose and Application

- 3.1 These Planning Committee Procedure Rules (Rules) and the Access to Information Rules set out under Part 1 of this Constitution apply to all meetings of the Planning Committee.
- 3.2 Where provision for a matter is not included in these Rules, the Committee Procedure Rules shall apply in respect of that matter.
- 3.3 The Planning Committee shall have regard to the Probity in Planning: Guidance to Members and Officers (insert link)

Chair and Vice Chair

- 3.4 The Chair of the Planning Committee or in the absence of the Chair, the Vice Chair of the Planning Committee shall preside over all meetings of the Planning Committee.
- 3.5 In the absence of the Chair and the Vice Chair for the whole or part of a Planning Committee meeting, as the first item of business the Committee shall appoint from those Councillors present a person to act as Chair of the Committee meeting for the duration of the Chair or Vice Chair's absence, and reference in these Rules to Chair will be read as referring to the person chairing the meeting.
- 3.6 The Chair is responsible for:
 - 3.6.1 Calling items for consideration as they appear on the agenda and / or in such alternative order as they consider expedient;
 - 3.6.2 Calling and allowing persons to speak at the meeting in accordance with Rules 3.14 to 3.18 below (public speaking).
 - 3.6.3 Maintaining good order at the meeting and ensuring the effective and timely conduct of the meeting's business, for which purpose the Chair has the power to curtail any speaker (including Councillors and members of the Committee), and / or in the event of disorder, to suspend the hearing until good order is restored.
- 3.7 In all matters of procedure and the interpretation of all rules applicable to a Committee meeting the Chair's decision is final.
- 3.8 As appropriate prior to a meeting the Chair and Vice Chair of the Planning Committee may meet with Officers to consider the business of the meeting and speaking arrangements for each item on the agenda.

Officer Attendance

3.9 A Planning Officer and legal advisor shall attend all Planning Committee meetings.

Order of Business

3.10 The order of business for a Planning Committee shall be:

3.11 In the absence of the Chair and Vice Chair of the Planning Committee, to elect the Chair of the meeting;

- (a) Apologies;
- (b) Minutes;
- (c) Substitutes;
- (d) Declarations of interest;
- (e) Consideration of planning applications in the order they appear on the agenda and / or in such alternative order as is considered expedient;
- (f) To deal with any other business specified in the agenda

Consideration of Planning Applications

3.12 Planning applications will be considered in the order they appear on the agenda as follows:

- (a) The Chair will announce the agenda item number;
- (b) The Planning Officer will introduce the planning application with any relevant updates including those which may be contained within a supplementary update report..
- (c) The Chair will call on public speakers in accordance with Rules 3.14 to 3.18 below.
- (d) The Chair will ask members of the Committee if they require any clarification on points raised by any public speaker;
- (e) The Chair will ask members of the Committee if they have any technical questions for the Planning Officer and / or the legal advisor and/or any other technical staff present;
- (f) The Committee will then discuss / debate the planning application, during which members of the Committee may, through the Chair, seek further clarification from the Planning Officer and / or the legal advisor / other technical advisors present regarding the application, or, on points raised by public speakers.

3.13 Except where the Committee has determined that the decision on application is to be deferred, the Committee will then determine the application on a vote.

Public Speaking

V3 following comments from Committee 22.10.24

- 3.14 With the consent of the Planning Committee Chair Councillors of Southend-on-Sea City Council may speak at meetings of the Planning Committee.
- 3.15 All other persons who wish to speak at a hearing of the Committee must have registered in advance to do so.
- 3.16 The circulation of documents (including photographs) or presentation of material at meetings other than submitted as part of the planning application is not permitted.
- 3.17 The following will be invited to have an opportunity to speak at the meeting a planning application is due to be considered by the Planning Committee:
- (a) Members of the public who have previously made written representations either objecting to or in support of that planning application in accordance with the Planning Committee Public Speaking Rules (include link);
 - (b) Parish Councils who have previously made written representations objecting to or in support of the application;
 - (c) The applicant or agent (right of reply only).

3.18 DELETE

- 3.19 The order of speaking and the time limit of speeches shall be determined in accordance with the Planning Committee Public Speaking Rules.

Voting

- 3.20 A member of the Committee must be present throughout the entire presentation and debate on a planning application in order to vote on it.
- 3.21 Each member of the Committee shall have one vote.
- 3.22 Where the number of votes for and against an application is equal, the Chair shall have a casting vote.
- 3.23 A planning application shall be decided by a simple majority of those members of the Committee physically present in the room and entitled to vote on the application.
- 3.24 Subject to Rule 3.24 to 3.26 below, voting shall be for:
- (a) The recommendation on the planning application as it appears in the written report; or,
 - (b) The recommendation on the planning application as amended at hearing by the Planning Officer; or,
 - (c) An alternative recommendation on the planning application, as proposed by a member of the Committee during the meeting which must be seconded by at least one other member of that Committee.
- 3.25 Where there is more than one amendment proposed by a member of the Committee at the meeting, each proposed amendment will be voted on in order of the proposed amendments, provided that, for each proposed amendment which differs from the

V3 following comments from Committee 22.10.24

recommendation of the Planning Officer at Rule 3.23 (a) or Rule 3.23 (b), the Committee shall establish clear reasons for each proposed amendment.

- 3.26 If necessary and in consideration of the impact of deferring the determination of the application, the Chair may defer a decision on the planning application to establish and consider the reasons for each proposed amendment.
- 3.27 The Chair shall invite the Planning Officer and legal advisor to advise on the clarity and validity of the reasons established for each proposed amendment, and If necessary and in consideration of the impact of deferring the determination of the application, the Chair may defer a decision on the planning application to test the reasons and consider them at a further hearing of the Committee prior to determining the application .
- 3.28 Where there is any ambiguity as to the way in which members of the Committee are voting on any matter, the Chair shall require each member to confirm their vote on each matter before the decision is recorded.
- 3.29 Any member of the Committee may request that their name be recorded in the Minutes of the meeting recording the way they have voted in respect of any item.
- 3.30 Immediately after a vote is take and any member of the Committee requests it, their vote will be recorded in the minutes.

4. [LICENSING SUB-COMMITTEE PROCEDURE RULES]

4.1 [Space Holder]

(Licensing Sub-committee Procedure Rules for potential insertion here, however a link to the document may be preferred)))

5. PLANNING COMMITTEE AND TERMS OF REFERENCE

Purpose

- 5.1 The Planning Committee is appointed by the Council under the Local Government Act 1972 for the purpose of discharging those functions of the Council relating to town and country planning, and development control specified in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, insofar as such functions are not the responsibility of any other local authority.
- 5.2 The Planning Committee shall have regard to the Planning Committee Procedure Rules set out above under section 3 [and the Probity in Planning: Guidance to Members and Officers (insert link)].
- 5.3 The membership, chair and quorum requirements for the Planning Committee are as set out below in the table below.

Membership, Chair and Quorum

Number of Members	17
Substitute Members Permitted	Yes if undertaken the required training
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders <u>or for unaligned members appointment – Full Council and removal their own decision.</u>
Restrictions on Membership	[The Mayor and Cabinet Members may not be members of the Planning Committee] Members and substitutes must complete training in the principles of determining planning applications: <ul style="list-style-type: none"> • Prior to appointment; • After any period of extended absence; and, • As required by the Council
Restrictions on Chair and Vice Chair	<u>Nil Members of committee (not substitutes)</u>
Quorum for Meetings	¼ of membership subject to a minimum of 3 members

Number of Ordinary Meetings Per Council Year	As required
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Terms of Reference

- 5.4 The discharge of the non-executive functions and responsibilities of the Council relating to town and country planning, and development control specified in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, where those functions are not reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation as regards functions under the following Acts and associated Regulations and Orders:
- 5.4.1 Town and Country Planning Act 1990;
 - 5.4.2 Planning (Listed Buildings and Conservation Area) Act 1990;
 - 5.4.3 Planning (Hazardous Substances) Act 1990;
 - 5.4.4 Planning and Compulsory Purchase Act 2004.
- 5.5 Functions relating to the preservation of trees and hedgerows.
- 5.6 The exercise of ancillary powers in respect of those functions referred to above in relation to highways to the extent that they concern planning matters.
- 5.7 Responsibility for:
- 5.7.1 Wider strategic development;
 - 5.7.2 Sites which have a significant impact beyond the Council's area;
 - 5.7.3 Sites fundamental or contrary to the Council's Local Plan, or other national or government approved planning policies, including without limitation as regards:
 - (a) Major infrastructure;
 - (b) Large scale major development comprising:
 - Housing (approximately 400 dwellings or more);
 - Employment (approximately 10,000 square metres or 2 hectares or more);
 - Retail (approximately 10,000 square metres or 2 hectares or more).
- 5.8 The consideration and determination of the decision the Planning Committee would have made on a planning application subject of the non-determination appeal process.
- 5.9 The consideration and determination of applications which have been 'called-in' by a Councillor of Southend-on-Sea City Council.

- 5.10 The consideration and determination of planning applications submitted by:
- a) A Councillor, their spouse or partner;
 - b) An Officer, their spouse or partner.
- 5.11 The consideration and determination of a planning application where, in the opinion of the Director of Planning and Economy, the application raises issue of planning importance or should otherwise be considered and determined by the Planning Committee.
- 5.12 Undertaking site visits as appropriate.
- 5.13 In the discharge of the Planning Committee's above functions and without limitation:
- (a) Imposing any condition, limitation or restriction, or determining any other terms, on an approval, granted in the exercise of its functions;
 - (b) Amending, modifying or varying any condition to which approval is subject;

Delegations to Officers

- 5.14 Those functions of the Planning Committee which have been delegated to Officers are set out in the Scheme of Delegation to Officers under Part 7 of this Constitution.

6. LICENSING COMMITTEE AND TERMS OF REFERENCE

Purpose

- 6.1 The Licensing Committee is established by the Council under the Licensing Act 2003 and the Local Government Act 1972 for the purpose of discharging respectively those functions of the Council relating to licensing under the Licensing Act 2003 and the Gambling Act 2005, and those other of the Council's regulatory and licensing functions specified in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, insofar as those functions are not the responsibility of any other Committee or local authority.
- 6.2 The Licensing Committee may appoint a sub-committee drawn from its members to discharge any of its functions.
- 6.3 A sub-committee of the Licensing Committee may exercise all the powers of the Licensing Committee.
- 6.4 The Licensing Committee has appointed the Licensing Sub-committees A, B and C to consider and determine applications delegated to them by the Licensing Committee.
- 6.5 The Committee Procedure Rules set out above under section 2 shall apply to the Licensing Committee.,
- 6.6 The Licensing Sub-committee Procedure Rules shall apply to Licensing Sub-committees A, B and C.

V3 following comments from Committee 22.10.24

6.7 The membership, chair and quorum requirements for the Licensing Committee are as set out below in the table immediately below. The membership, chair, and quorum requirements for Licensing Sub-committees A, B and Care set out in the table at paragraph 6.20 below.

Membership, Chair and Quorum

Number of Members	15
Substitute Members Permitted	Yes if undertaken the required training
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders <u>or for unaligned members appointment – Full Council and removal their own decision.</u>
Restrictions on Membership	[The Mayor and Cabinet members may not be members of the Licensing Committee] [] Members and substitutes must complete training in the principles of determining licensing applications: <ul style="list-style-type: none"> • Prior to appointment; • After any period of extended absence; and, • At least once in each municipal year
Restrictions on Chair and Vice Chair	<u>Members of committee (not substitutes) { }</u>
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	[At least two per municipal year]
Standing Sub-committee	Sub-committees A, B and C

Licensing Committee Terms of Reference

Licensing Act 2003

6.8 To exercise the Council's responsibilities and functions relating to licensing, registration and other miscellaneous functions as set out in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (No 2853) as amended or

updated, where those functions not reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation:

- (a) The determination of applications for a premises licence where representations have been made;
- (b) The determination of applications for a provisional statement where representations have been made;
- (c) The determination of applications for the variation of premises licence where representations have been made;
- (d) The determination of applications to vary a designated premises supervisor following police objection;
- (e) The determination of applications for the transfer of a premises licence following objection;
- (f) The consideration of objections made to an interim authority notice;
- (g) The determination of interim steps pending a summary review;
- (h) The determination of applications for a club premises certificate where representations have been made;
- (i) The determination of application to vary a club premises certificate where representations have been made;
- (j) The decision to give counter notice following police objections to a temporary event notice;
- (k) The determination of applications for the grant of a personal licence following objection;
- (l) The revocation of licence where convictions come to light after grant etc;
- (m) The revocation or suspension of licence where convictions or immigration penalties become known; and,
- (n) The determination of interim steps pending summary off-sales review; and,
- (o) Any matter under the Licensing Act 2003 referred to the Licensing Committee for determination by an Officer.

6.9 For the avoidance of doubt, in relation to the grant or issue by the Licensing Committee or a sub-committee of the Licensing Committee of any approval, consent, licence, permission or registration, the exercise of the responsibilities for the functions referred to above at paragraph 6.8 includes responsibility for:

- (a) The imposition or amendment, modification or variation of any term, condition, limitation or restriction.
- (b) The decision to take enforcement or other action in respect of a breach of any term, condition, limitation or restriction.

V3 following comments from Committee 22.10.24

- (c) The decision to revoke, vary or modify any approval, consent, licence, permission or registration.
- (d) Where permissible by law, the decision to impose a charge and the amount of any such charge.
- (e) Where permissible by law, to determine and set the fees and charges in respect of any approval, consent, licence, permission or registration including consideration of any representations thereon or objections thereto.

6.10 In conjunction with Officers, to develop and approve for recommendation to full Council for adoption, the Council's Statement of Licensing Policy.

Gambling Act 2005

6.11 To exercise the Council's responsibilities and functions relating to gambling, registration and other miscellaneous functions as set out in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (No 2853) as amended or updated where those functions are not reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation:

- (a) The determination of an application for a premises licence in respect of which representations have been made and not withdrawn;
- (b) The determination of an application for the variation of a premises licence in respect of which representations have been made and not withdrawn;
- (c) The determination of an application for the transfer following representations by the Commission,
- (d) The determination of an application for a provisional statement under in respect of which representations have been made and not withdrawn;
- (e) The review of a premises licence;
- (f) The determination of an application for a club gaming / club machine permit;
- (g) The cancellation of a club gaming / club machine permit;
- (h) The decision to give counter notice following objections to a temporary use notice; and
- (i) Any matter under the Gambling Act 2005 referred to the Licensing Committee for determination by an Officer.

6.12 As a matter of law, the full Council shall resolve to:

- (a) Adopt the Gambling Act 2005 Statement of Principles (adoption by full Council) and,
- (b) Refuse to issue a casino premises licence.

V3 following comments from Committee 22.10.24

6.13 For the avoidance of doubt, in relation to the grant or issue by the Licensing Committee or a sub-committee of the Licensing Committee of any approval, consent, licence, permission or registration, the exercise of the responsibilities for the functions referred to above at paragraph 6.11 includes responsibility for:

- (a) The imposition or amendment, modification or variation of any term, condition, limitation or restriction.
- (b) The decision to take enforcement or other action in respect of a breach of any term, condition, limitation or restriction.
- (c) The decision to revoke, vary or modify any approval, consent, licence, permission or registration.
- (d) Where permissible by law, the decision to impose a charge and the amount of any such charge.
- (e) Where permissible by law, to determine and set the fees and charges in respect of any approval, consent, licence, permission or registration including consideration of any representations thereon or objections thereto.

6.14 In conjunction with Officers, to develop and approve for recommendation to full Council for adoption, the Council's Statement of Principles.

6.15 In conjunction with Officers, to consider and make recommendations to full to refuse issue casino premises licence.

Other Licensing

6.16 To exercise the Council's responsibilities and functions relating to licensing, registration and other miscellaneous functions as set out in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended or updated where those functions are not functions under the Licensing Act 2003 or the Gambling Act 2005, of any other Committee, or functions reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation as regards:

- (a) Caravan sites;
- (b) Camping sites;
- (c) Hackney carriage and private hire operators, drivers and vehicles;
- (d) Sex shops, sex cinemas and sex entertainment venues;
- (e) Acupuncture; tattooing, ear-piercing and electrolysis;
- (f) Pleasure boats and pleasure vessels;
- (g) Markets and street trading, including permits under the Essex Act 1987;
- (h) House to house and street collections;
- (i) Night cafes and take-away food shops;

V3 following comments from Committee 22.10.24

- (j) Food preparation premises;
- (k) Scrap yards;
- (l) Safety certificates for sports grounds and regulated stands at sports grounds;
- (m) Animals and birds, including selling animals as pets, providing or arranging provisions for the boarding for cats and dogs, hiring horses, breeding dogs, keeping or training animals for exhibition, zoos and dangerous wild animals, and premises related to animals including knackers' yards;
- (n) Functions under any of the "relevant statutory provisions" within the meaning of Part I (health, safety and welfare in connection with work, and control of dangerous substances) of the Health and Safety at Work etc. Act 1974, to the extent that those functions are discharged otherwise than in the Council's capacity as an employer;
- (o) Smoke free premises etc;
- (p) Film classification (age); and,
- (q) Any matter pertaining to licensing or regulation referred to the Licensing Committee for determination by an Officer.

6.17 For the avoidance of doubt, in relation to the grant or issue by the Licensing Committee or a sub-committee of the Licensing Committee of any approval, consent, licence, permission or registration, the exercise of the responsibilities for the functions referred to above at paragraph 6.16 includes responsibility for:

- (a) The imposition or amendment, modification or variation of any term, condition, limitation or restriction.
- (b) The decision to take enforcement or other action in respect of a breach of any term, condition, limitation or restriction.
- (c) The decision to revoke, vary or modify any approval, consent, licence, permission or registration.
- (d) Where permissible by law, the decision to impose a charge and the amount of any such charge.
- (e) Where permissible by law, to determine and set the fees and charges in respect of any approval, consent, licence, permission or registration including consideration of any representations thereon or objections thereto.

6.18 In conjunction with Officers, to develop and adopt, or recommend to full Council for adoption, such licensing policies as are required by law or as are otherwise appropriate.

Delegations to Officers

6.19 Those functions of the Licensing Committee which may be discharged by a specified Officer are set in the Scheme of Delegation to Officers under Part 7 of this Constitution.

Licensing Sub-committees A, B and C

6.20 The membership, chair and quorum requirements for Licensing Sub-committee A, B and C as set out in the below table:

Membership, Chair and Quorum

Number of Members	Sub-committee A and B 3 Members of the Licensing Committee Sub-committee C 9 Members of the Licensing Committee
Substitute Members Permitted	Yes if undertaken the required training
Political Proportionality Rules Apply	No
Appointment / Removal of Members	Licensing Committee
Restrictions on Membership	[The Mayor and Cabinet Members may not be a member of a Licensing Sub-committee][The Chair or Vice-chair of the Licensing Committee shall be a member of each Licensing Sub-committee Members and substitutes must complete training in the principles of determining licensing applications under the Licensing Act 2003 and the Gambling Act 2005, and as may otherwise be required: <ul style="list-style-type: none"> • Prior to appointment; • After any period of extended absence; and, • At least once in each municipal year
Restrictions on Chair and Vice Chair	The Chair or Vice-chair of the Licensing Committee shall chair a Licensing Sub-committee
Quorum for Meetings	[3]

Number of Ordinary Meetings Per Council Year	As required
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Licensing Sub-committees Terms of Reference

- 6.21 Licensing Sub-committees A and B shall consider and determine those applications and matters under the Licensing Act 2003 ([paragraphs x- y above](#)) and Gambling Act 2005 ([paragraphs x- y above](#)) delegated to it by the Licensing Committee from time to time.
- 6.22 Licensing Sub-committee C shall consider and determine those applications and matters other than those under the Licensing Act 2003 and the Gambling Act 2005 ([paragraphs x- y above](#)) to it by the Licensing Committee from time to time.

7. STANDARDS COMMITTEE AND TERMS OF REFERENCE

Purpose

- 7.1 The Standards Committee is established by the Council under the Local Government Act 1972 to oversee, develop and review the Council's Code of Conduct for Councillor and the Council's Arrangements for Dealing with Complaints Against Councillors each set out under Part 6 of this Constitution.
- 7.2 In discharging its functions the Standards Committee shall consult with an Independent Person of the Council as required.
- 7.3 The Standards Committee may appoint a sub-committee drawn from its own members to discharge any of its functions.
- 7.4 The Standards Committee has appointed The Standards Committee Hearing Sub-committee (Hearing Sub-committee) to consider and determine complaints against made against a Councillor or co-opted member under the Code of Conduct for Councillors, in accordance with the Arrangements for Dealing with Complaints Against Councillors.
- 7.5 The Standards Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2 and all other applicable rules set out under this Constitution.
- 7.6 Hearings of the Hearing Sub-committee shall be conducted in accordance with the Standards Hearing Sub-committee Procedure Rules set out under Part 6 of this Constitution.
- 7.7 The membership, chair and quorum requirements for Standards Committee are as set out below in the table immediately below. The membership, chair, and quorum requirements for a sub-committee of the Standards Committee and the Hearing Sub-committee are set out in the table at paragraph 7.20 below.

Membership, Chair and Quorum

V3 following comments from Committee 22.10.24

Number of Members	9 (including up to non-voting 2 Independent Persons)
Substitute Members Permitted	Yes
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders <u>or for unaligned members appointment – Full Council and removal their own decision.</u>
Restrictions on Membership	[The Mayor and Cabinet Members may not be a member of the Standards and General Purpose Committee] []
Restrictions on Chair and Vice Chair	<u>Members of committee (not substitutes)}</u> }
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	[At least two per municipal year]
Standing Sub-committee	Standards Hearing Sub-committee

Terms of Reference

7.8 The promotion of the highest standards of behaviour by Councillors and co-opted members of the Council in accordance with the ‘Nolan Principles’ on standards in public life, which are:

- Selflessness;
- Integrity;
- Objectivity;
- Accountability;
- Openness;
- Honesty; and
- Leadership

V3 following comments from Committee 22.10.24

7.9 Reviewing and developing for the adoption by full Council of the Council's:

(a) The Constitution

~~(a)~~(b) Code of Conduct for Councillors (Code);

~~(b)~~(c) Arrangements for Dealing with Complaints Against Councillors (Arrangements);

7.10 Advising and recommending to full Council amendments to the Code or the Arrangements;

7.11 Reporting to full Council on the implementation of the Code and the Arrangements.

7.12 Reporting to full Council on the number of complaints made under the Code each municipal year.

7.13 Reviewing training requirements and arrangements for Councillors and co-opted members on standards, the Code and the Arrangements.

7.14 Receiving reports on the registration and declaration of disclosable interests by Councillors and co-opted members of the Council.

7.15 Receiving reports on the registration of gifts and hospitality by Councillors and co-opted member of the Council.

7.16 Making recommendations to full Council on the appointment of Independent Persons of the Council.

7.17 Establishing a Standards Hearing Sub-committee to hear and determine complaints against Councillors made under the Code in accordance with the Arrangements where a hearing is required.

7.18 Supporting the Monitoring Officer in standards matters.

7.19 Considering any other matter referred to it by the Monitoring Officer.

Protocol on Member / Officer Relations

NEW 7.20 In conjunction with the Monitoring Officer, reviewing the provisions, implementation and effectiveness of the Protocol on Member / Officer Relations, and recommending changes to full Council for adoption.

Hearing Sub-committee

7.20 The membership, chair and quorum requirements of the Hearing Sub-committee are set out in the below table.

Membership, Chair and Quorum

Number of Members	[3] Members of the Standards Committee
Substitute Members Permitted	Yes
Political Proportionality Rules Apply	No

Appointment / Removal of Members	Standards Committee
Restrictions on Membership	The Mayor and Cabinet Members may not be a member of the Hearing Sub-committee [] •
Restrictions on Chair and Vice Chair	[]
Quorum for Meetings	[3]
Number of Ordinary Meetings Per Council Year	As required

Hearing Sub-committee Terms of Reference

[7.21](#) As required under the Arrangements, the Hearing Sub-committee shall consider and determine complaints submitted against Councillors and co-opted members under the Code.

8. AUDIT AND GOVERNANCE COMMITTEE AND TERMS OF REFERENCE

Purpose

- 8.1 The Audit and Governance Committee is established by the Council under the Local Government Act 1972 to provide independent assurance to the Council as regards the Council's governance, risk management framework and associated control environment, including as regards treasury management- environment. The Audit and Governance Committee provides independent review of the Council's financial and non-financial performance to the extent that it exposes the Council to risk and weakens its control environment, approves the Council's final accounts and also acts as an advisory committee to the Council and the Cabinet on audit and governance matters.
- 8.2 The Audit and Governance Committee may appoint a sub-committee drawn from its members to discharge any of its functions.
- 8.3 A sub-committee of the Audit and Governance Committee may exercise all the powers of the Audit and Governance Committee.
- 8.4 The Audit and Governance Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2 and all other applicable rules set out under this Constitution.
- 8.5 The membership, chair and quorum requirements for the Audit and Governance Committee are as set out below in the table below.

Membership, Chair and Quorum

V3 following comments from Committee 22.10.24

Number of Members	[9]
Substitute Members Permitted	Yes <u>so long as completed the mandatory training for this committee</u>
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	<u>Group Leader or for unaligned members appointment – Full Council and removal their own decision.</u> Full Council
Restrictions on Membership	[The Mayor and Cabinet Members may not be members of the Audit and Governance Committee] [] Members and substitutes must complete training on the Council's governance, risk management and financial reporting arrangements: Prior to appointment; After any period of extended absence; and, At least once in each municipal year
Restrictions on Chair and Vice Chair	<u>Members of committee (not substitutes)</u> []
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	[At least two per municipal year]

Terms of Reference

Audit

- 8.6 To consider the Chief Internal Auditor's annual plan and annual report (including a summary of internal audit activity) and the level of assurance it can give over the Council's governance arrangements.
- 8.7 To consider summaries of specific internal audit reports and the response of the Chief Executive to such reports.

V3 following comments from Committee 22.10.24

- 8.8 To consider reports dealing with the management and performance of internal audit service providers.
- 8.9 To consider the external auditor's annual letter, relevant reports and the report to those in charge of governance.
- 8.10 To consider specific reports as agreed with the Chief Finance Officer, [Head of Internal Audit and Investigations](#)~~Chief Internal Auditor~~, and Monitoring Officer, Chief Executive or external auditor.
- 8.11 To comment on the scope and depth of external audit work and ensure it provides value for money.
- 8.12 To commission work from internal and external audit in accordance with guidelines as required.
- 8.13 Such other matters as required by law or guidance to be the proper remit of the Audit and Governance Committee.

Governance

- 8.14 To maintain an overview of all aspects of this Constitution not otherwise reserved to the Standards and General Purposes Committee, including but not limited to decision making, the Contract Procedure Rules, and the Financial Procedure Rules.
- 8.15 To recommend and changes to this Constitution not otherwise reserved to the Standards and General Purposes Committee, including but not limited to decision making, the Contract Procedure Rules, and the Financial Procedure Rules, to full Council for adoption.
- 8.16 To review any issue referred to it within the terms of reference of the Audit and Governance Committee by the Chief Executive, Monitoring Officer, Chief Finance Officer or any body of the Council.
- 8.17 To consider and monitor the Council's risk registers and refer matters for consideration to Cabinet and Council.
- 8.18 To monitor the effective development and operation of risk management and corporate governance arrangements within the Council, and approve the annual risk ,management strategy.
- 8.19 To approve and monitor the Council's 'whistle-blowing', anti-fraud and anti-corruption policies.
- 8.20 To review and make recommendations on the Council's Annual Governance Statement.
- 8.21 To consider the Council's corporate governance arrangements and make recommendations to ensure compliance best practice.
- 8.22 To monitor the Council's compliance with its own and other published standards and controls.

V3 following comments from Committee 22.10.24

8.23 To consider reports dealing with risk management across the Council, and those reports which identify key risks the Council faces, seeking assurance to the satisfaction of the Audit and Governance Committee, of appropriate management action.

8.24 To receive each municipal year statistical reports and details of complaints received and investigated under the Council's corporate complaints procedure.

Financial Reporting

8.25 To review the Council's annual statement of accounts and specifically consider whether appropriate accounting policies have been followed, and whether there are any concerns arising from the financial statements or the audit, which should be brought to the attention of the Council.

8.26 To consider reports of the external auditor to those in charge of governance on issues arising from the audit of the accounts.

Local Government and Social Care Ombudsman

8.27 Receiving on behalf of the Council, reports issued by the Local Government and Social Care Ombudsman on investigations that the Council's actions have amounted to maladministration causing injustice.

9. GENERAL PURPOSE COMMITTEE

Purpose

9.1 The General Purpose Committee is established by the Council under the Local Government Act 1972 to discharge those functions set below under the terms of reference, and such other of the Council's functions which have not been reserved to the full Council as a matter of law, or in accordance with this Constitution, which do not fall within the terms of reference of any other Committee of the Council.

9.2 The General Purpose Committee may appoint a sub-committee drawn from its members to discharge any of its functions.

9.3 A sub-committee of the General Purpose Committee may exercise all the powers of the General Purpose Committee.

9.4 The General Purpose Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2 and all other applicable rules set out under this Constitution.

9.5 The membership, chair and quorum requirements for the General Purpose Committee are as set out below in the table below.

Membership, Chair and Quorum

Number of Members	[9]
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V3 following comments from Committee 22.10.24

Substitute Members Permitted	No (members act in a <u>quasi</u> -trustee capacity and as substitutes are not permitted)
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group <u>L</u> eaders <u>or for unaligned members appointment – Full Council and removal their own decision.</u>
Restrictions on Membership	The Mayor [and Cabinet Members] may not be members of the Pension Fund Committee Members and substitutes must complete such training as required: <ul style="list-style-type: none">• Prior to appointment;• After any period of absence; and,• At least once in each municipal year
Restrictions on Chair and Vice Chair	<u>-Members of committee (not substitutes)</u>
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	[Four per municipal year] Additional meetings may be scheduled as required

Terms of Reference

General Functions

9.6 Such of the Council's functions which are not reserved to the full Council under the law or in accordance with this Constitution which do not fall within the terms of reference of any other Committee of the Council.

Common Land etc and Byelaws

9.7 Functions relating to common land or town or village greens, except where the power is exercisable solely for the purpose of giving effect to:

- (a) An exchange of lands effected by an order under section 19(3) of, or paragraph 6(4) of Schedule 3 to, the Acquisition of Land Act 1981; or,
- (b) An order under section 147 of the Inclosure Act 1845 (power to register variation of rights of common).

V3 following comments from Committee 22.10.24

9.8 Recommending to full Council the making, amendment, revocation, re-enactment or enforcement of a byelaw.

Rights of Way

9.9 To exercise power to require information as to interests in land.

9.10 To exercise power to create footpaths and bridleways.

9.11 To exercise power to stop up footpaths and bridleways.

9.12 To exercise power to divert footpaths and bridleways.

9.13 To discharge duty to assert and protect the rights of the public to use, and enjoyment of, highways.

9.14 To discharge duty to keep a definitive map and statement under review.

9.15 To discharge duty to reclassify roads used as public paths.

9.16 To exercise power to authorise creation of stiles etc. on footpaths or bridleways.

9.17 To exercise powers relating to the removal of things so deposited on highways as to be a nuisance.

Elections

9.18 All functions relating to elections, electoral arrangements, the name of the Council and the areas within the administrative area of the Council, and any relevant issues referred by the Head of Paid Service (Chief Executive), Monitoring Officer, Chief Finance Officer and Chief Internal Auditor.

Local Government and Social Care Ombudsman

~~9.19 Receiving on behalf of the Council, reports issued by the Local Government and Social Care Ombudsman on investigations that the Council's actions have amounted to maladministration causing injustice.~~

Awards

~~9.20~~ 9.19 Considering and determining nominations of honour/honorary titles and awards introduced by the Council from time to time.

Protocol on Member / Officer Relations

~~9.21 In conjunction with the Monitoring Officer, reviewing the provisions, implementation and effectiveness of the Protocol on Member / Officer Relations, and recommending changes to full Council for adoption.~~

10. HEALTH AND WELLBEING BOARD TERMS OF REFERENCE

Purpose

10.1 The Health and Wellbeing Board is a Committee of the Council established Local Government Act 1972 as an ordinary committee but amended pursuant to section 194

V3 following comments from Committee 22.10.24

of the Health and Care Act 2012 (as amended), and the Local Authority (Public Health, Health and Wellbeing Boards and Scrutiny) Regulations 2013.

10.2 The purpose of the Health and Wellbeing Board is lead the improvement of health and wellbeing of residents of the Southend-on-Sea City Council area, with a specific focus on tackling health inequalities.

Composition

10.3 The Health and Care Act 2024 (as amended) specifies certain requirements as to the composition of the Health and Wellbeing Board.

10.4 The voting members of the Board comprise:

- Six Councillors nominated by the Leader Mayor including the Cabinet Member for public health
- The Chief Executive of the Council;
- The Executive Director (Children and Public Health;)
- The Director of Public Health;
- The Local Area Team Director (NHS England, Essex Local Area Team)
- A Representative of Healthwatch Southend;
- A Representative(s) [of each] Integrated Care Partnership operating within the Council's area.

10.5 The non-voting co-opted members of the Board comprise:

- Chief Executive, Essex Partnership University Trust (EPUT);
- Chief Executive, Southend University Hospital Foundation Trust (SUHFT);
- Chief Executive, Southend Association of Voluntary Services (SAVS);
- Director of Culture, Tourism and Property;
- Chief Executive/Chief Officer – Pre-school Learning Alliance;
- STP Programme Director;
- Independent Chair (Safeguarding Boards – LSCB and SAB).

10.6 The Board may, in addition, appoint such other persons or representatives as it deems appropriate.

10.7 The Chair of the Council's People Overview and Scrutiny Committee may attend meetings of the Board as an observer, and may ask questions and make comments, but is not entitled to vote.

Substitutes

10.8 Substitutes are permitted in accordance with the Council's Committee Procedure Rules.

V3 following comments from Committee 22.10.24

10.9 Co-opted member substitutes must be of a sufficient level of seniority of their organisation.

Delegations to Sub-committees and Officers

10.10 The Board may arrange for the discharge of any of its functions by a Sub-Committee, or an Officer of the Council.

10.11 Unless the Board otherwise directs, a Sub-committee may arrange for the discharge of any of those functions by an Officer of the Council.

10.12 The Board may appoint one or more Sub-committees to advise the Board with respect to the discharge of functions by the Board.

Political Proportionality

10.13 Political proportionality rules do not apply to the Health and Wellbeing Board as it is a statutory committee with specified membership.

Chair

10.14 The Chair shall be an Cabinet Member appointed by the Leader. ~~elected member appointed by the Council.~~

Quorum

10.15 Quorum for a meeting of the Health and Wellbeing Board shall be four including:

10.15.1 Not less than two Councillors of Southend-on-Sea City Council; and,

10.15.2 Not less than one representative from the Integrated Care Partnership.

Rules

10.16 Except as regards the above paragraphs 10.8 – 10.15, the Council's Committee Procedure Rules set out above under section 2 shall apply to the Health and Wellbeing Board.

Terms of Reference

10.17 To provide strategic leadership, strengthen the influence of local authorities and elected representatives in shaping healthcare commissioning.

10.18 To oversee the development and refresh of the Joint Strategic Needs Assessment (JSNA) so that future commissioning / policy decisions and priorities are evidence based.

10.19 To determine the health improvement priorities in Southend.

10.20 To promote integration, collaboration and partnership working.

10.21 To oversee development of a Joint Health and Wellbeing Strategy (JHWS), which sets out improvement for health and wellbeing outcomes, including reduction in health inequalities that provides a framework for commissioning plans related to health and wellbeing.

V3 following comments from Committee 22.10.24

- 10.22 To promote and encourage integration and partnership working including joint commissioning, pooled budgets and joint delivery across the NHS, social care, public health and other service providers.
- 10.23 To initiate and support stakeholder and community engagement and consultation work in relation to health and wellbeing issues.
- 10.24 To appoint task and finish groups / sub-committees for specific pieces of work that support or inform health and wellbeing across Southend.
- 10.25 To sign-off key commissioning plans, strategy and policy related to health and wellbeing and health inequalities.
- 10.26 To oversee the development of the pharmaceutical needs assessment.
- 10.27 To performance manage the achievement of and progress against key outcomes identified within the JHWS.
- 10.28 To provide leadership on any other emerging health and wellbeing related issues that may have a significant impact on the delivery of the JHWS.
- 10.29 To oversee the strategic governance for Fulfilling Lives. A Better Start Programme.
- 10.30 To carry out all other statutory functions of the Health and Wellbeing Board

11. SENIOR APPOINTMENTS AND DISCIPLINARY COMMITTEE AND TERMS OF REFERENCE

Purpose

- 11.1 The Senior Appointments and Disciplinary Committee (the Committee) is established by the Council under the Local Government Act 1972 to discharge the Council's functions in relation to the Council's statutory and senior Officers as set out in the table below at paragraph 11.6, and make recommendations to full Council as required.
- 11.2 The Senior Appointments and Disciplinary Committee may appoint a sub-committee drawn from its members to discharge any of its functions.
- 11.3 The Senior Appointments and Disciplinary Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2, the Staff Employment Procedure Rules set out under Part 7 of this Constitution, all other applicable rules set out under this Constitution, and all applicable law.
- 11.4 The membership, chair and quorum requirements for the Senior Appointments and Disciplinary Committee are as set out below in the table below.

Membership, Chair and Quorum

Number of Members	7
Substitute Members Permitted	Yes

Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders <u>or for unaligned members appointment – Full Council and removal their own decision of individual Councillors</u>
Restrictions on Membership	At least one Cabinet Member must be a member []
Restrictions on Chair and Vice Chair	[]
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	<u>[At least two per municipal year]As required</u>
Standing Sub-committee	No

Appointment, Dismissal, and Disciplinary Action

11.5 The function of the appointment, taking disciplinary action against, and dismissal of, an Officer of the Council must be discharged by the Chief Executive (as the Council's Head of Paid Service) or by their nominated Officers.

11.6 However, this shall not apply to the appointment, disciplinary action or dismissal in relation to the Statutory Officers detailed in the below table. The appointment or dismissal or disciplinary action in respect of the Statutory Officers are functions of the Senior Appointments and Disciplinary Committee.

Statutory Officer	Post
Head of Paid Service (s4 Local Government and Housing Act 1989)	<ul style="list-style-type: none"> • Chief Executive
Statutory Chief Officer (s2 (6) Local Government and Housing Act 1989)	<ul style="list-style-type: none"> • Director of Adult Social Services • Director of Children's Services • Director of Public Health

	<ul style="list-style-type: none"> • Chief Finance Officer (s151 Officer)
<p>Non-statutory Chief Officer (s2 (7) Local Government and Housing Act 1989)</p>	<ul style="list-style-type: none"> • Monitoring Officer • Executive Directors • All other non-clerical posts reporting to the Chief Executive and those for whom Chief Executive is directly responsible
<p>Deputy Chief Officer (s2 (8) Local Government and Housing Act 1989)</p>	<ul style="list-style-type: none"> • All non-clerical posts reporting directly or is directly accountable to a Statutory or Non-Statutory Chief Officer
<p>Officers appointed under s9 Local Government and Housing Act 1989)</p>	<ul style="list-style-type: none"> • Political assistants (<u>where appointed</u>)

Recruitment

11.7 Where the Council proposes to appoint the Head of Paid Service or senior Officer listed above and it is not proposed that the appointment be made exclusively from among their existing Officers, the committee will:

11.7.1 Draw up a statement specifying:

- The duties of the Head of Paid Service or Senior Officer concerned; and
- Any qualifications or qualities to be sought in the person to be appointed;

11.7.2 Make arrangements for:

- The post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- A copy of the statement to be sent to any person on request.

Appointments

11.8 To undertake the selection process and interviews candidates shortlisted for any of the above posts (bar Political Assistants). Offers of appointments will also be made (subject to the Executive Objections procedure -(see below)) for all of the above posts save the Chief Executive which must be recommended to Full Council for approval.

Disciplinary Action, Grievance or Dismissal

V3 following comments from Committee 22.10.24

11.9 To determine all disciplinary action relating to any of the posts listed above (bar Political Assistants).

11.10 To dismiss any of the posts listed above (subject to the Executive Objections procedure (see below)) save the Chief Executive, S151 officer and Monitoring Officer which must be recommended to Full Council for approval

11.11 To determine grievance appeals submitted by any of the above listed officers.

Suspension Head of Paid Service and Chief Officers

11.12 To suspend or review an earlier suspension decision taken by the Chief Executive or Monitoring Officer whilst an investigation takes place into alleged misconduct.

Appointment of an Independent Panel

11.13 To appoint an Independent Panel in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 as amended where the dismissal of the Head of paid Service, s151 and Monitoring Officer is to be recommended to Full Council.

The Executive Objective Procedure

11.14 Where the Committee makes a decision to appoint or dismiss a Statutory or Non Statutory Chief Officer or Deputy Chief Officer post, the Executive Objective Procedure [set out at paragraphs 11.14.15 to 11.20](#) must be followed before an offer of employment can be made or notice of dismissal given.

11.15 The Proper Officer will inform the Leader and all Cabinet members about the proposed appointment or dismissal in writing, including:

- (a) The name of the person who it is proposed to appoint or dismiss;
- (b) Any other particulars relevant to the appointment or dismissal which have been notified to the Proper Officer;
- (c) That objections to the appointment or dismissal must be received by the Leader within **two clear days** for notification to the Proper Officer.

11.16 The appointment or dismissal can only be made if:

- (a) The Leader has, within the period of **two clear days**, notified the Proper Officer that neither he nor any Cabinet member has any objection to the appointment or dismissal; or,
- (b) The Proper Officer has notified the Senior Appointments and Disciplinary Committee that no objection was received by them from the Leader within that time period; or
- (c) An objection is received within that time period and is considered by the Senior Appointments and Disciplinary Committee not to be material or well founded.

11.17 If the Senior Appointments and Disciplinary Committee, with the advice of the Chief Executive or Monitoring Officer, considers an objection to be material or well founded, they may reconsider their decision to appoint or dismiss.

Independent Panel

Terms of Reference

11.18 To offer the Council advice, views or recommendations on any proposal for the dismissal of a Statutory Chief Officer. In doing so, the Independent Panel will consider:

- (a) The recommendation of the Committee and the reasons in support of that recommendation;
- (b) The report of the independent investigator; and
- (c) Any oral and/or written representations from the Officer.

11.19 A minimum of two Independent Persons must be invited to be appointed to the Panel in the following priority order:

- (a) The relevant Independent Person who has been appointed by the Council and who is a local government elector;
- (b) Any other relevant Independent Person who has been appointed by the Council; and
- (c) A relevant Independent Person who has been appointed by another local authority or local authorities.

11.20 The Committee must appoint the Independent Panel at least twenty working days before the Council meeting at which any vote is taken in whether or not to approve the dismissal of the Officer.

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Part 3 COMMITTEES

Section

1. Committee Structure
2. Committee Procedure Rules
3. Planning Committee Procedure Rules
4. [Licensing Sub-committee Procedure Rules]
5. Planning Committee and Terms of Reference
6. Licensing Committee and Terms of Reference
7. Standards Committee and Terms of Reference
8. Audit and Governance Committee and Terms of Reference
9. General Purpose Committee
10. Health and Wellbeing Board Committee and Terms of Reference
11. Senior Appointments and Disciplinary Committee and Terms of Reference

1. COMMITTEE STRUCTURE

1.1 The Council has decided that certain non-executive functions which are not reserved to full Council will be the responsibility of the following Committees:

- Planning Committee
- Licensing Committee
- Standards Committee
- Audit and Governance Committee
- General Purpose Committee
- Health and Wellbeing Committee
- Senior Appointments and Disciplinary Committee

Officers are able to take decisions in accordance with the Scheme of Delegation to Officers set out under Part 7 of this Constitution.

1.2 The committee structure, its terms of reference and seats for each committee is approved by full Council at the Annual Meeting, with the allocation of those seats dealt with outside of the meeting. Unless a Committee is subject to particular rules on its composition, the composition of a Committee must be politically proportionate and to the extent possible reflect the size of the Political Groups which make up the Council as a whole.

1.3 Each Committee is subject to the Committee Procedure Rules set out below at section 2 and the Access to Information Procedure Rules set out under Part 1 this Constitution. The Planning Committee and has its own rules set out below under section 3. Sub-committees of the Licensing Committee and the Standards Committee have their own rules as set out elsewhere in this Constitution. If circumstances arise which are not covered by the Committee Procedure Rules or such other rules as apply to a particular Committee, the Council Procedure Rules set out under Part 2 of this Constitution shall apply to those circumstances.

1.4 Committees carry out their functions in accordance with their terms of reference as set out below.

1.5 Unless prohibited from doing so under the law or this Constitution, Committees may delegate their functions and powers to sub-committees, and may also delegate functions and powers to Officers.

Working Groups

1.6 The Council, Cabinet or any Committee may from time to time establish working groups. The working group terms of reference and membership must be agreed by the parent body before the working group commences its work. Working groups have no formal decision making responsibilities but may provide advice or recommendations. A list of the working groups is maintained by the Council's Democratic Services team.

[Space Holder for Council / Committee Structure diagram]

2. THE COMMITTEE PROCEDURE RULES

Purpose and Application

- 2.1 These Committee Procedure Rules (the Rules) apply to all Council Committees and their sub-committees unless specified otherwise elsewhere in this Constitution, and govern the conduct of meetings of the Committees. These Rules must be read in conjunction with the Access to Information Procedure Rules set out under Part 1 of this Constitution.
- 2.2 Meetings of the Planning Committee and the sub-committees of the Licensing Committee and Standards Committee are subject to their own rules and procedures as set out below under section 3 and elsewhere in this Constitution.

Time and Place of Committee Meetings

- 2.3 Full Council shall agree a schedule of Committee meetings at its Annual Meeting.
- 2.4 Additional Committee meetings may be held with the agreement of the Committee Chair taking advice from the Monitoring Officer, and only where there are items of business which can reasonably be deferred to the next scheduled meeting of the Committee.
- 2.5 The Proper Officer will notify the time and place of Committee meetings in the summons.
- 2.6 The summons will also specify the business to be transacted and will be accompanied by such reports as are available.
- 2.7 Committee meetings will take place at the Civic Centre or such other venue at the time specified in the summons.

Committee Chairs and Vice Chairs

- 2.8 Full Council will appoint Committee Chairs and Vice Chairs at its Annual Meeting.
- 2.9 Vacancies in either office will be filled at the next meeting of full Council, including, if held, an Extraordinary Meeting of the Council.
- 2.10 The Chair must chair a Committee meeting if present.
- 2.11 If the Chair is absent from a meeting, the Vice Chair must chair the meeting if present.
- 2.12 If neither the Chair nor Vice Chair is present, the Committee shall appoint a Councillor to Chair the meeting as the first item of business.
- 2.13 The Chair of the meeting must Chair in accordance with these Rules and the Constitution and where necessary taking advice from the Democratic Services Officer and / or legal advisor present.
- 2.14 The Chair shall exercise a casting vote in Committee meetings on any item of business in respect of which there is an equality of votes for and against.

Committee Membership

V3 following comments from Committee 22.10.24

- 2.15 Full Council will resolve what committees shall be appointed, and what shall be the terms of reference of each of those committees, and of how many voting members each committee shall comprise.
- 2.16 Full Council will also confirm the political proportionality required for each committee with the Group Leader or individual independent councillors agreeing the appointment.

Committee Meeting Agendas

- 2.17 Meetings will have an agenda similar to the example listed below:
- 2.17.1 To elect a Councillor to preside at the meeting in the absence of both the Chair and Vice Chair;
 - 2.17.2 To approve the minutes of the previous meeting;
 - 2.17.3 To receive any declarations of interest from Councillors;
 - 2.17.4 To receive referrals from full Council, the Cabinet or other Committees;
 - 2.17.5 To receive reports, if any, from Officers, the Cabinet, and / or other Committees;
 - 2.17.6 To deal with any outstanding business from the last meeting;
 - 2.17.7 To consider any other business specified in the summons to the meeting.
- 2.18 A Committee meeting may not consider any business not included in the summons unless the Chair agrees to accept a late item on grounds of urgency and those reasons are recorded in the minutes.

Quorum

- 2.19 The quorum of a meeting shall be one quarter of the Committee membership eligible to vote or the nearest whole number above one quarter subject to a minimum quorum of three Councillors.
- 2.20 If the Chair counts the number of Councillors present at a meeting and declares there is not a quorum, then the meeting will adjourn immediately for a period of up to fifteen minutes to allow a quorum to be present (and the Chair may allow more than one adjournment up to a total period of fifteen minutes).

If after a period of fifteen minutes there is still no quorum, the Chair shall close the meeting and any remaining business will be considered at the next ordinary meeting of the Committee or at a time and date fixed by the Chair.

- Substitutes**
- 2.21 Subject to the provisions of this Rule 2.21 to Rule 2.26 any Councillor may act as a substitute for another Councillor if they are from the same Political Group at a Committee Meeting.
- 2.22 The purpose of substitutes is to maintain the quorum and political proportionality of Committee a substitute and should only be used when the usual Committee member is unable to attend a meeting by reason of illness, leave or other good reason.

2.23

V3 following comments from Committee 22.10.24

2.24 Substitute Councillors must have undertaken any mandatory training that is a requirement for membership of the relevant Committee to be able to sit.

2.25 Where the Chair is substituted, the Vice Chair will chair the meeting if present.

2.26 Where both the Chair and the Vice Chair are substituted, the meeting will elect a Councillor from those present and entitled to vote to preside at the meeting.

Substitution Procedure

2.27 The relevant Councillor must notify their Group Leader and Democratic Services in writing of the proposed substitution (including the name of the substitute) as soon as possible and in advance of the relevant meeting.

2.28 In cases of urgency, verbal notification may be provided to Democratic Services with confirmation in writing. (If notification is provided at the meeting itself, it must be made before the meeting starts and to the Democratic Services Officer present and supporting the meeting).

2.29 The relevant Group Leader may change a substitution if the notice requirements above are complied with before the start of the relevant meeting, including to revert to attendance by the usual committee member.

Limitations

2.30 Substitute Councillors must be appointed for the whole of a committee meeting and the usual committee member has no right to attend the meeting as a committee member.

2.31 If a substitute Councillor attends a meeting of the Planning Committee or a hearing sub-committee of the Licensing Committee or Standards Committee, and an agenda item is part considered and the meeting adjourned to consider the matter at a later date, the substitute Councillor must attend the subsequent meeting to consider and determine that item.

2.32 Cabinet members may not be substitutes on Council Committees or the Overview and Scrutiny Committees or the Audit and Governance Committee.

2.33 Non-cabinet members may not substitute on the Cabinet or Cabinet sub-committees.

Duration of Committee Meetings

2.34 The business of a Committee Meeting should be concluded within three hours (including any period of adjournment or otherwise).

Extension of a Committee Meeting after Three Hours

2.35 If the business of any meeting has not been concluded within three hours (including any period of adjournment or otherwise), the Chair may adjourn, extend the meeting, for up to thirty minutes, or call for an immediate vote on the item under discussion.

V3 following comments from Committee 22.10.24

- 2.36 If the Chair calls for an immediate vote pursuant to Rule 2.36, the vote will be taken in the usual way without any further discussion. An adjournment may require the items not dealt with to be on the agenda for the next scheduled meeting or an extraordinary meeting will be called.
- 2.37 A Councillor may move that the length of the meeting is extended by up to thirty minutes if:
- 2.37.1 The motion is moved before the expiry of three hours from the start of the meeting;
- 2.37.2 Is seconded and agreed by the Committee without debate.
- 2.38 Only one motion to extend the length of the meeting may be moved and the Chair may put to the vote a different period of extension to that moved but no longer than thirty minutes to ensure the effective and timely conduct of Committee business.
- 2.39 When all the business on the meeting agenda is completed, the Chair will close the meeting.

Voting at Committee Meetings

- 2.40 Unless provided otherwise elsewhere in this Constitution, any matter will be decided by a simple majority of those Councillors present in the room at the time the question is put and eligible to vote on the matter.
- 2.41 Only Councillors may vote, except where the terms of reference of a Committee allow for voting by non-elected Committee members.
- 2.42 Unless a recorded vote is required by law or is validly demanded the Chair will take the vote by electronic means or a show of hands.
- 2.43 If there is an equality of votes for and against on any matter, the Chair shall have a casting vote. There is no restriction on how the Chair chooses to exercise a casting vote.

Recorded Vote

- 2.44 If three Councillors present at the meeting demand it, the names for and against a decision or abstaining from voting will be recorded and entered into the minutes.
- 2.45 The Democratic Services Officer present will call out Councillors' names who will in response indicate immediately if they are voting for or against the matter or are abstaining from voting.
- 2.46 In the event of an equality of votes on a recorded vote, the Chair will have a casting vote which will be recorded.

Right to Require Individual Vote to be Recorded

- 2.47 Where immediately after a vote is taken, a Councillor requests it, their vote will be recorded in the minutes to show whether they voted for or against a decision or abstained from voting.

Rules of Debate

V3 following comments from Committee 22.10.24

- 2.48 Committees are intended to be more informal and discursive than Full Council meetings. However, the Chair shall have conduct of the debate with a view to ensuring All Councillors are able to speak on matters relevant to the item under discussion. It is expected that Councillors and others attending adhere to the NOLAN principles and maintain an atmosphere of courtesy and respect.
- 2.49 All Councillors will stop speaking if requested to do so by the Chair.
- 2.50 All statements and questions must be addressed through the Chair.
- 2.51 Speeches and / or questions are not time limited and, if invited by the Chair, a member of the Committee may speak more than once on an item but Committee members should aim to speak for no longer than three minutes.
- 2.52 The Chair may limit the length or number of speeches or questions to ensure the effective conduct of the meeting.
- 2.53 Residents questions will be permitted in accordance with the Council Procedure Rules set out under Part 2 of this Constitution.
- 2.54 Public speaking at meetings of the Planning Committee is subject to the Planning Committee Procedure Rules set out below at section 3. ...

Committee Business

- 2.55 Items of business on the agenda will be presented to the Committee by Officers who may also answer any questions from Councillors.
- 2.56 The Committee may move and agree by consensus or by vote amendments to the recommendations as they see fit , following legal or other advice if required.

Point of Order

- 2.57 Any Councillor may make a point of order to the Chair alleging that there has been a breach of these Rules or any other statutory provision or applicable provision of this Constitution.
- 2.58 A Councillor making a point of order must state to the Chair that:
- 2.58.1 They wish to make a point of order; and
 - 2.58.2 Specifying the Rule or statutory provision or provision of this Constitution which they considers to have been breached; and
 - 2.58.3 The way in which they consider it has been breached.
- 2.59 The Chair shall consider whether a valid point of order has been raised and:
- 2.59.1 If so, take any necessary action; or,
 - 2.59.2 If not, will continue with the business of the meeting; and,
- the Chair's ruling is final.

Point of Personal Explanation

V3 following comments from Committee 22.10.24

2.60 A Councillor may request to speak to make a personal explanation, where the Chair agrees that the Councillor:

2.60.1 Has been named by another Councillor during the debate and;

2.60.2 Has been named in a manner which reflects adversely upon the reputation of the named Councillor.

2.61 A Councillor who wishes to make a personal explanation must make the request at the end of the current Councillor's speech to the Chair who may either agree or refuse the request. The Chair's decision is final.

2.62 In making a personal explanation, the Councillor must only address the comment in respect of the Councillor's reputation.

Press and Public: Access and Exclusion

2.63 Members of the press and public are permitted to attend all Committee meetings in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

2.64 Members of the press and public may only be excluded from a Committee meeting in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

Recording and Filming

2.65 Any person, including Councillors, may record or film Council proceedings when the meeting is held in public subject to the following:

2.65.1 The person has notified Democratic Services of their intention to film or record the meeting prior to the commencement of the meeting;

2.65.2 Recording or filming must not disrupt the business and conduct of the meeting;

2.65.3 In the case of filming, the person filming must remain in the allocated area for filming or a place otherwise agreed by Democratic Services;

2.65.4 Refrain from recording or filming any member of the public, except where part of the formal proceedings; and

2.65.5 During a private session of the meeting must not leave any form of recording device in the meeting room, and Councillors remaining in the meeting must not record or film any private session of the proceedings.

2.66 Permission to record or film Council meetings does not extend to filming or recording of any matter outside of the formal proceedings or before or after the meeting.

2.67 Councillors must ensure that they remain able to fully participate in the meeting whilst filming or recording the meeting.

Councillor Misconduct During Meetings

2.68 If during the course of a Committee meeting a Councillor fails to comply:

V3 following comments from Committee 22.10.24

2.68.1 With the NOLAN principles, these Rules or any other applicable rules or,

2.68.2 An instruction of the Chair; or,

2.68.3 A decision of the Committee;

or when speaking uses offensive, intimidatory or abusive language towards any Councillor, Officer or other person, the Chair may instruct the Councillor to be seated, if they are standing and not to speak.

2.69 If the Councillor continues to fail to comply with the provisions of Rules 2.69.1 to 2.69.3, or otherwise refuses to comply with the Chair's instructions, the Chair may:

2.69.1 Move without debate that the Councillor be suspended from and must leave the meeting, and

2.69.2 If the motion is seconded, the Committee shall vote on the motion.

2.70 If the motion is carried but the offending Councillor refuses to leave the meeting, the Chair may take steps to remove the Councillor from the meeting.

Disturbance by a Member of the Public

2.71 Members of the public shall not interrupt or interfere with the effective conduct or business of a meeting.

2.72 Mobile phones and similar devices shall be placed on 'silent' and shall not be used during a meeting otherwise than as permitted elsewhere in these Rules.

Removal of a Member of the Public

2.73 If one or more members of the public interrupts or interferes the effective conduct of the business of a meeting the Chair may warn them, and if they interrupts again, the Chair may order their removal from the meeting.

General Disturbance

2.74 In case of a general disturbance in any part of the meeting room open to the public for the purpose of attending the meeting, the Chair may order that part of the meeting room to be cleared.

Notification of Cancellation of a Committee Meeting

2.75 The Proper Officer, after consultation with the Chair may issue, owing to exceptional circumstances, a Public Notice of Cancellation of the Meeting.

2.76 The Notice must state reasons for the cancellation.

Suspension and / or Amendment of the Committee Procedure Rules

2.77 Subject to any statutory provisions, any or all of these Rules, except the those set out under Rule 2.79 below may be suspended by a majority of at least one half of the whole number of councillors who are present at the meeting and eligible to vote. Suspension will only be for the item or meeting specified in the motion. Motions to suspend must specify the Rule or Rules being suspended.

V3 following comments from Committee 22.10.24

2.78 Rules that may not be suspended:

2.78.1 Requirements for Summons (Rules 2.5 to 2.6);

2.78.2 Quorum (Rules 2.19 to 2.21);

2.78.3 Duration of the Meeting (Rules 2.35 to 2.40);

2.78.4 Voting (Rules 2.41 to 2.48);

2.78.5 Access and Exclusion of the Press and Public (Rules 2.64 to 2.65);

2.78.6 Recording and Filming (Rules 2.66 to 2.68); and,

2.78.7 Rules as to conduct and removal (Rules 2.79 to 2.75).

DRAFT

3. PLANNING COMMITTEE PROCEDURE RULES

Purpose and Application

V3 following comments from Committee 22.10.24

- 3.1 These Planning Committee Procedure Rules (Rules) and the Access to Information Rules set out under Part 1 of this Constitution apply to all meetings of the Planning Committee.
- 3.2 Where provision for a matter is not included in these Rules, the Committee Procedure Rules shall apply in respect of that matter.
- 3.3 The Planning Committee shall have regard to the Probity in Planning: Guidance to Members and Officers (insert link)

Chair and Vice Chair

- 3.4 The Chair of the Planning Committee or in the absence of the Chair, the Vice Chair of the Planning Committee shall preside over all meetings of the Planning Committee.
- 3.5 In the absence of the Chair and the Vice Chair for the whole or part of a Planning Committee meeting, as the first item of business the Committee shall appoint from those Councillors present a person to act as Chair of the Committee meeting for the duration of the Chair or Vice Chair's absence, and reference in these Rules to Chair will be read as referring to the person chairing the meeting.
- 3.6 The Chair is responsible for:
 - 3.6.1 Calling items for consideration as they appear on the agenda and / or in such alternative order as they consider expedient;
 - 3.6.2 Calling and allowing persons to speak at the meeting in accordance with Rules 3.14 to 3.18 below (public speaking).
 - 3.6.3 Maintaining good order at the meeting and ensuring the effective and timely conduct of the meeting's business, for which purpose the Chair has the power to curtail any speaker (including Councillors and members of the Committee), and / or in the event of disorder, to suspend the hearing until good order is restored.
- 3.7 In all matters of procedure and the interpretation of all rules applicable to a Committee meeting the Chair's decision is final.
- 3.8 As appropriate prior to a meeting the Chair and Vice Chair of the Planning Committee may meet with Officers to consider the business of the meeting and speaking arrangements for each item on the agenda.

Officer Attendance

- 3.9 A Planning Officer and legal advisor shall attend all Planning Committee meetings.

Order of Business

- 3.10 The order of business for a Planning Committee shall be:

3.11 In the absence of the Chair and Vice Chair of the Planning Committee, to elect the Chair of the meeting;

- (a) Apologies;
- (b) Minutes;
- (c) Substitutes;
- (d) Declarations of interest;
- (e) Consideration of planning applications in the order they appear on the agenda and / or in such alternative order as is considered expedient;
- (f) To deal with any other business specified in the agenda

Consideration of Planning Applications

3.12 Planning applications will be considered in the order they appear on the agenda as follows:

- (a) The Chair will announce the agenda item number;
- (b) The Planning Officer will introduce the planning application with any relevant updates including those which may be contained within a supplementary update report..
- (c) The Chair will call on public speakers in accordance with Rules 3.14 to 3.18 below.
- (d) The Chair will ask members of the Committee if they require any clarification on points raised by any public speaker;
- (e) The Chair will ask members of the Committee if they have any technical questions for the Planning Officer and / or the legal advisor and/or any other technical staff present;
- (f) The Committee will then discuss / debate the planning application, during which members of the Committee may, through the Chair, seek further clarification from the Planning Officer and / or the legal advisor / other technical advisors present regarding the application, or, on points raised by public speakers.

3.13 Except where the Committee has determined that the decision on application is to be deferred, the Committee will then determine the application on a vote.

Public Speaking

3.14 With the consent of the Planning Committee Chair Councillors of Southend-on-Sea City Council may speak at meetings of the Planning Committee.

3.15 All other persons who wish to speak at a hearing of the Committee must have registered in advance to do so.

V3 following comments from Committee 22.10.24

3.16 The circulation of documents (including photographs) or presentation of material at meetings other than submitted as part of the planning application is not permitted.

3.17 The following will be invited to have an opportunity to speak at the meeting a planning application is due to be considered by the Planning Committee:

- (a) Members of the public who have previously made written representations either objecting to or in support of that planning application in accordance with the Planning Committee Public Speaking Rules (include link);
- (b) Parish Councils who have previously made written representations objecting to or in support of the application;
- (c) The applicant or agent (right of reply only).

3.18 DELETE

3.19 The order of speaking and the time limit of speeches shall be determined in accordance with the Planning Committee Public Speaking Rules.

Voting

3.20 A member of the Committee must be present throughout the entire presentation and debate on a planning application in order to vote on it.

3.21 Each member of the Committee shall have one vote.

3.22 Where the number of votes for and against an application is equal, the Chair shall have a casting vote.

3.23 A planning application shall be decided by a simple majority of those members of the Committee physically present in the room and entitled to vote on the application.

3.24 Subject to Rule 3.24 to 3.26 below, voting shall be for:

- (a) The recommendation on the planning application as it appears in the written report; or,
- (b) The recommendation on the planning application as amended at hearing by the Planning Officer; or,
- (c) An alternative recommendation on the planning application, as proposed by a member of the Committee during the meeting which must be seconded by at least one other member of that Committee.

3.25 Where there is more than one amendment proposed by a member of the Committee at the meeting, each proposed amendment will be voted on in order of the proposed amendments, provided that, for each proposed amendment which differs from the recommendation of the Planning Officer at Rule 3.23 (a) or Rule 3.23 (b), the Committee shall establish clear reasons for each proposed amendment.

3.26 If necessary and in consideration of the impact of deferring the determination of the application, the Chair may defer a decision on the planning application to establish and consider the reasons for each proposed amendment.

V3 following comments from Committee 22.10.24

- 3.27 The Chair shall invite the Planning Officer and legal advisor to advise on the clarity and validity of the reasons established for each proposed amendment, and If necessary and in consideration of the impact of deferring the determination of the application, the Chair may defer a decision on the planning application to test the reasons and consider them at a further hearing of the Committee prior to determining the application .
- 3.28 Where there is any ambiguity as to the way in which members of the Committee are voting on any matter, the Chair shall require each member to confirm their vote on each matter before the decision is recorded.
- 3.29 Any member of the Committee may request that their name be recorded in the Minutes of the meeting recording the way they have voted in respect of any item.
- 3.30 Immediately after a vote is take and any member of the Committee requests it, their vote will be recorded in the minutes.

4. [LICENSING SUB-COMMITTEE PROCEDURE RULES]

4.1 [Space Holder]

(Licensing Sub-committee Procedure Rules for potential insertion here, however a link to the document may be preferred)))

5. PLANNING COMMITTEE AND TERMS OF REFERECE

Purpose

V3 following comments from Committee 22.10.24

- 5.1 The Planning Committee is appointed by the Council under the Local Government Act 1972 for the purpose of discharging those functions of the Council relating to town and country planning, and development control specified in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, insofar as such functions are not the responsibility of any other local authority.
- 5.2 The Planning Committee shall have regard to the Planning Committee Procedure Rules set out above under section 3 [and the Probity in Planning: Guidance to Members and Officers (insert link)].
- 5.3 The membership, chair and quorum requirements for the Planning Committee are as set out below in the table below.

Membership, Chair and Quorum

Number of Members	17
Substitute Members Permitted	Yes if undertaken the required training
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders or for unaligned members appointment – Full Council and removal their own decision.
Restrictions on Membership	[The Mayor and Cabinet Members may not be members of the Planning Committee] Members and substitutes must complete training in the principles of determining planning applications: <ul style="list-style-type: none"> • Prior to appointment; • After any period of extended absence; and, • As required by the Council
Restrictions on Chair and Vice Chair	Members of committee (not substitutes)
Quorum for Meetings	¼ of membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	As required

Terms of Reference

- 5.4 The discharge of the non-executive functions and responsibilities of the Council relating to town and country planning, and development control specified in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, where those functions are not reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation as regards functions under the following Acts and associated Regulations and Orders:
- 5.4.1 Town and Country Planning Act 1990;
 - 5.4.2 Planning (Listed Buildings and Conservation Area) Act 1990;
 - 5.4.3 Planning (Hazardous Substances) Act 1990;
 - 5.4.4 Planning and Compulsory Purchase Act 2004.
- 5.5 Functions relating to the preservation of trees and hedgerows.
- 5.6 The exercise of ancillary powers in respect of those functions referred to above in relation to highways to the extent that they concern planning matters.
- 5.7 Responsibility for:
- 5.7.1 Wider strategic development;
 - 5.7.2 Sites which have a significant impact beyond the Council's area;
 - 5.7.3 Sites fundamental or contrary to the Council's Local Plan, or other national or government approved planning policies, including without limitation as regards:
 - (a) Major infrastructure;
 - (b) Large scale major development comprising:
 - Housing (approximately 400 dwellings or more);
 - Employment (approximately 10,000 square metres or 2 hectares or more);
 - Retail (approximately 10,000 square metres or 2 hectares or more).
- 5.8 The consideration and determination of the decision the Planning Committee would have made on a planning application subject of the non-determination appeal process.
- 5.9 The consideration and determination of applications which have been 'called-in' by a Councillor of Southend-on-Sea City Council.
- 5.10 The consideration and determination of planning applications submitted by:
- a) A Councillor, their spouse or partner;
 - b) An Officer, their spouse or partner.
- 5.11 The consideration and determination of a planning application where, in the opinion of the Director of Planning and Economy, the application raises issue of planning

V3 following comments from Committee 22.10.24

importance or should otherwise be considered and determined by the Planning Committee.

5.12 Undertaking site visits as appropriate.

5.13 In the discharge of the Planning Committee's above functions and without limitation:

- (a) Imposing any condition, limitation or restriction, or determining any other terms, on an approval, granted in the exercise of its functions;
- (b) Amending, modifying or varying any condition to which approval is subject;

Delegations to Officers

5.14 Those functions of the Planning Committee which have been delegated to Officers are set out in the Scheme of Delegation to Officers under Part 7 of this Constitution.

6. LICENSING COMMITTEE AND TERMS OF REFERENCE

Purpose

- 6.1 The Licensing Committee is established by the Council under the Licensing Act 2003 and the Local Government Act 1972 for the purpose of discharging respectively those functions of the Council relating to licensing under the Licensing Act 2003 and the Gambling Act 2005, and those other of the Council's regulatory and licensing functions specified in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, insofar as those functions are not the responsibility of any other Committee or local authority.
- 6.2 The Licensing Committee may appoint a sub-committee drawn from its members to discharge any of its functions.
- 6.3 A sub-committee of the Licensing Committee may exercise all the powers of the Licensing Committee.
- 6.4 The Licensing Committee has appointed the Licensing Sub-committees A, B and C to consider and determine applications delegated to them by the Licensing Committee.
- 6.5 The Committee Procedure Rules set out above under section 2 shall apply to the Licensing Committee.,
- 6.6 The Licensing Sub-committee Procedure Rules shall apply to Licensing Sub-committees A, B and C.
- 6.7 The membership, chair and quorum requirements for the Licensing Committee are as set out below in the table immediately below. The membership, chair, and quorum requirements for Licensing Sub-committees A, B and Care set out in the table at paragraph 6.20 below.

Membership, Chair and Quorum

Number of Members	15
Substitute Members Permitted	Yes if undertaken the required training
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders or for unaligned members appointment – Full Council and removal their own decision.
Restrictions on Membership	[The Mayor and Cabinet members may not be members of the Licensing Committee] [] Members and substitutes must complete training in the principles of determining licensing applications: <ul style="list-style-type: none"> • Prior to appointment; • After any period of extended absence; and, • At least once in each municipal year
Restrictions on Chair and Vice Chair	Members of committee (not substitutes)
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	[At least two per municipal year]
Standing Sub-committee	Sub-committees A, B and C

Licensing Committee Terms of Reference

Licensing Act 2003

6.8 To exercise the Council's responsibilities and functions relating to licensing, registration and other miscellaneous functions as set out in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (No 2853) as amended or updated, where those functions not reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation:

- (a) The determination of applications for a premises licence where representations have been made;
- (b) The determination of applications for a provisional statement where representations have been made;

- (c) The determination of applications for the variation of premises licence where representations have been made;
- (d) The determination of applications to vary a designated premises supervisor following police objection;
- (e) The determination of applications for the transfer of a premises licence following objection;
- (f) The consideration of objections made to an interim authority notice;
- (g) The determination of interim steps pending a summary review;
- (h) The determination of applications for a club premises certificate where representations have been made;
- (i) The determination of application to vary a club premises certificate where representations have been made;
- (j) The decision to give counter notice following police objections to a temporary event notice;
- (k) The determination of applications for the grant of a personal licence following objection;
- (l) The revocation of licence where convictions come to light after grant etc;
- (m) The revocation or suspension of licence where convictions or immigration penalties become known; and,
- (n) The determination of interim steps pending summary off-sales review; and,
- (o) Any matter under the Licensing Act 2003 referred to the Licensing Committee for determination by an Officer.

6.9 For the avoidance of doubt, in relation to the grant or issue by the Licensing Committee or a sub-committee of the Licensing Committee of any approval, consent, licence, permission or registration, the exercise of the responsibilities for the functions referred to above at paragraph 6.8 includes responsibility for:

- (a) The imposition or amendment, modification or variation of any term, condition, limitation or restriction.
- (b) The decision to take enforcement or other action in respect of a breach of any term, condition, limitation or restriction.
- (c) The decision to revoke, vary or modify any approval, consent, licence, permission or registration.
- (d) Where permissible by law, the decision to impose a charge and the amount of any such charge.
- (e) Where permissible by law, to determine and set the fees and charges in respect of any approval, consent, licence, permission or registration

including consideration of any representations thereon or objections thereto.

6.10 In conjunction with Officers, to develop and approve for recommendation to full Council for adoption, the Council's Statement of Licensing Policy.

Gambling Act 2005

6.11 To exercise the Council's responsibilities and functions relating to gambling, registration and other miscellaneous functions as set out in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (No 2853) as amended or updated where those functions are not reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation:

- (a) The determination of an application for a premises licence in respect of which representations have been made and not withdrawn;
- (b) The determination of an application for the variation of a premises licence in respect of which representations have been made and not withdrawn;
- (c) The determination of an application for the transfer following representations by the Commission,
- (d) The determination of an application for a provisional statement under in respect of which representations have been made and not withdrawn;
- (e) The review of a premises licence;
- (f) The determination of an application for a club gaming / club machine permit;
- (g) The cancellation of a club gaming / club machine permit;
- (h) The decision to give counter notice following objections to a temporary use notice; and
- (i) Any matter under the Gambling Act 2005 referred to the Licensing Committee for determination by an Officer.

6.12 As a matter of law, the full Council shall resolve to:

- (a) Adopt the Gambling Act 2005 Statement of Principles (adoption by full Council) and,
- (b) Refuse to issue a casino premises licence.

6.13 For the avoidance of doubt, in relation to the grant or issue by the Licensing Committee or a sub-committee of the Licensing Committee of any approval, consent, licence, permission or registration, the exercise of the responsibilities for the functions referred to above at paragraph 6.11 includes responsibility for:

- (a) The imposition or amendment, modification or variation of any term, condition, limitation or restriction.

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- (b) The decision to take enforcement or other action in respect of a breach of any term, condition, limitation or restriction.
- (c) The decision to revoke, vary or modify any approval, consent, licence, permission or registration.
- (d) Where permissible by law, the decision to impose a charge and the amount of any such charge.
- (e) Where permissible by law, to determine and set the fees and charges in respect of any approval, consent, licence, permission or registration including consideration of any representations thereon or objections thereto.

6.14 In conjunction with Officers, to develop and approve for recommendation to full Council for adoption, the Council's Statement of Principles.

6.15 In conjunction with Officers, to consider and make recommendations to full to refuse issue casino premises licence.

Other Licensing

6.16 To exercise the Council's responsibilities and functions relating to licensing, registration and other miscellaneous functions as set out in Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended or updated where those functions are not functions under the Licensing Act 2003 or the Gambling Act 2005, of any other Committee, or functions reserved to full Council as a matter of law or under this Constitution, or delegated to Officers, including without limitation as regards:

- (a) Caravan sites;
- (b) Camping sites;
- (c) Hackney carriage and private hire operators, drivers and vehicles;
- (d) Sex shops, sex cinemas and sex entertainment venues;
- (e) Acupuncture; tattooing, ear-piercing and electrolysis;
- (f) Pleasure boats and pleasure vessels;
- (g) Markets and street trading, including permits under the Essex Act 1987;
- (h) House to house and street collections;
- (i) Night cafes and take-away food shops;
- (j) Food preparation premises;
- (k) Scrap yards;
- (l) Safety certificates for sports grounds and regulated stands at sports grounds;

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- (m) Animals and birds, including selling animals as pets, providing or arranging provisions for the boarding for cats and dogs, hiring horses, breeding dogs, keeping or training animals for exhibition, zoos and dangerous wild animals, and premises related to animals including knackers' yards;
- (n) Functions under any of the "relevant statutory provisions" within the meaning of Part I (health, safety and welfare in connection with work, and control of dangerous substances) of the Health and Safety at Work etc. Act 1974, to the extent that those functions are discharged otherwise than in the Council's capacity as an employer;
- (o) Smoke free premises etc;
- (p) Film classification (age); and,
- (q) Any matter pertaining to licensing or regulation referred to the Licensing Committee for determination by an Officer.

6.17 For the avoidance of doubt, in relation to the grant or issue by the Licensing Committee or a sub-committee of the Licensing Committee of any approval, consent, licence, permission or registration, the exercise of the responsibilities for the functions referred to above at paragraph 6.16 includes responsibility for:

- (a) The imposition or amendment, modification or variation of any term, condition, limitation or restriction.
- (b) The decision to take enforcement or other action in respect of a breach of any term, condition, limitation or restriction.
- (c) The decision to revoke, vary or modify any approval, consent, licence, permission or registration.
- (d) Where permissible by law, the decision to impose a charge and the amount of any such charge.
- (e) Where permissible by law, to determine and set the fees and charges in respect of any approval, consent, licence, permission or registration including consideration of any representations thereon or objections thereto.

6.18 In conjunction with Officers, to develop and adopt, or recommend to full Council for adoption, such licensing policies as are required by law or as are otherwise appropriate.

Delegations to Officers

6.19 Those functions of the Licensing Committee which may be discharged by a specified Officer are set in the Scheme of Delegation to Officers under Part 7 of this Constitution.

Licensing Sub-committees A, B and C

6.20 The membership, chair and quorum requirements for Licensing Sub-committee A, B and Care as set out in the below table:

Membership, Chair and Quorum

Number of Members	Sub-committee A and B 3 Members of the Licensing Committee Sub-committee C 9 Members of the Licensing Committee
Substitute Members Permitted	Yes if undertaken the required training
Political Proportionality Rules Apply	No
Appointment / Removal of Members	Licensing Committee
Restrictions on Membership	[The Mayor and Cabinet Members may not be a member of a Licensing Sub-committee][The Chair or Vice-chair of the Licensing Committee shall be a member of each Licensing Sub-committee Members and substitutes must complete training in the principles of determining licensing applications under the Licensing Act 2003 and the Gambling Act 2005, and as may otherwise be required: <ul style="list-style-type: none"> • Prior to appointment; • After any period of extended absence; and, • At least once in each municipal year
Restrictions on Chair and Vice Chair	The Chair or Vice-chair of the Licensing Committee shall chair a Licensing Sub-committee
Quorum for Meetings	[3]
Number of Ordinary Meetings Per Council Year	As required

Licensing Sub-committees Terms of Reference

6.21 Licensing Sub-committees A and B shall consider and determine those applications and matters under the Licensing Act 2003 (paragraphs x- y above) and Gambling Act 2005 (paragraphs x- y above) delegated to it by the Licensing Committee from time to time.

V3 following comments from Committee 22.10.24

6.22 Licensing Sub-committee C shall consider and determine those applications and matters other than those under the Licensing Act 2003 and the Gambling Act 2005 (paragraphs x- y above) to it by the Licensing Committee from time to time.

7. STANDARDS COMMITTEE AND TERMS OF REFERENCE

Purpose

- 7.1 The Standards Committee is established by the Council under the Local Government Act 1972 to oversee, develop and review the Council's Code of Conduct for Councillor and the Council's Arrangements for Dealing with Complaints Against Councillors each set out under Part 6 of this Constitution.
- 7.2 In discharging its functions the Standards Committee shall consult with an Independent Person of the Council as required.
- 7.3 The Standards Committee may appoint a sub-committee drawn from its own members to discharge any of its functions.
- 7.4 The Standards Committee has appointed The Standards Committee Hearing Sub-committee (Hearing Sub-committee) to consider and determine complaints against made against a Councillor or co-opted member under the Code of Conduct for Councillors, in accordance with the Arrangements for Dealing with Complaints Against Councillors.
- 7.5 The Standards Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2 and all other applicable rules set out under this Constitution.
- 7.6 Hearings of the Hearing Sub-committee shall be conducted in accordance with the Standards Hearing Sub-committee Procedure Rules set out under Part 6 of this Constitution.
- 7.7 The membership, chair and quorum requirements for Standards Committee are as set out below in the table immediately below. The membership, chair, and quorum requirements for a sub-committee of the Standards Committee and the Hearing Sub-committee are set out in the table at paragraph 7.20 below.

Membership, Chair and Quorum

Number of Members	9 (including up to non-voting 2 Independent Persons)
Substitute Members Permitted	Yes
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders or for unaligned members appointment – Full Council and removal their own decision.

Restrictions on Membership	[The Mayor and Cabinet Members may not be a member of the Standards and General Purpose Committee] []
Restrictions on Chair and Vice Chair	Members of committee (not substitutes)
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	[At least two per municipal year]
Standing Sub-committee	Standards Hearing Sub-committee

Terms of Reference

7.8 The promotion of the highest standards of behaviour by Councillors and co-opted members of the Council in accordance with the ‘Nolan Principles’ on standards in public life, which are:

- Selflessness;
- Integrity;
- Objectivity;
- Accountability;
- Openness;
- Honesty; and
- Leadership

7.9 Reviewing and developing for the adoption by full Council of the Council’s:

- (a) The Constitution
- (b) Code of Conduct for Councillors (Code);
- (c) Arrangements for Dealing with Complaints Against Councillors (Arrangements);

7.10 Advising and recommending to full Council amendments to the Code or the Arrangements;

7.11 Reporting to full Council on the implementation of the Code and the Arrangements.

V3 following comments from Committee 22.10.24

- 7.12 Reporting to full Council on the number of complaints made under the Code each municipal year.
- 7.13 Reviewing training requirements and arrangements for Councillors and co-opted members on standards, the Code and the Arrangements.
- 7.14 Receiving reports on the registration and declaration of disclosable interests by Councillors and co-opted members of the Council.
- 7.15 Receiving reports on the registration of gifts and hospitality by Councillors and co-opted member of the Council.
- 7.16 Making recommendations to full Council on the appointment of Independent Persons of the Council.
- 7.17 Establishing a Standards Hearing Sub-committee to hear and determine complaints against Councillors made under the Code in accordance with the Arrangements where a hearing is required.
- 7.18 Supporting the Monitoring Officer in standards matters.
- 7.19 Considering any other matter referred to it by the Monitoring Officer.

Protocol on Member / Officer Relations

NEW 7.20 In conjunction with the Monitoring Officer, reviewing the provisions, implementation and effectiveness of the Protocol on Member / Officer Relations, and recommending changes to full Council for adoption.

Hearing Sub-committee

7.20 The membership, chair and quorum requirements of the Hearing Sub-committee are set out in the below table.

Membership, Chair and Quorum

Number of Members	[3] Members of the Standards Committee
Substitute Members Permitted	Yes
Political Proportionality Rules Apply	No
Appointment / Removal of Members	Standards Committee
Restrictions on Membership	The Mayor and Cabinet Members may not be a member of the Hearing Sub-committee [] •
Restrictions on Chair and Vice Chair	[]

Quorum for Meetings	[3]
Number of Ordinary Meetings Per Council Year	As required

Hearing Sub-committee Terms of Reference

7.21 As required under the Arrangements, the Hearing Sub-committee shall consider and determine complaints submitted against Councillors and co-opted members under the Code.

8. AUDIT AND GOVERNANCE COMMITTEE AND TERMS OF REFERENCE

Purpose

- 8.1 The Audit and Governance Committee is established by the Council under the Local Government Act 1972 to provide independent assurance to the Council as regards the Council's governance, risk management framework and associated control environment, including as regards treasury management environment. The Audit and Governance Committee provides independent review of the Council's financial and non-financial performance to the extent that it exposes the Council to risk and weakens its control environment, approves the Council's final accounts and also acts as an advisory committee to the Council and the Cabinet on audit and governance matters.
- 8.2 The Audit and Governance Committee may appoint a sub-committee drawn from its members to discharge any of its functions.
- 8.3 A sub-committee of the Audit and Governance Committee may exercise all the powers of the Audit and Governance Committee.
- 8.4 The Audit and Governance Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2 and all other applicable rules set out under this Constitution.
- 8.5 The membership, chair and quorum requirements for the Audit and Governance Committee are as set out below in the table below.

Membership, Chair and Quorum

Number of Members	[9]
Substitute Members Permitted	Yes so long as completed the mandatory training for this committee
Political Proportionality Rules Apply	Yes

Appointment / Removal of Members	Group Leader or for unaligned members appointment – Full Council and removal their own decision.
Restrictions on Membership	[The Mayor and Cabinet Members may not be members of the Audit and Governance Committee] [] Members and substitutes must complete training on the Council's governance, risk management and financial reporting arrangements: Prior to appointment; After any period of extended absence; and, At least once in each municipal year
Restrictions on Chair and Vice Chair	Members of committee (not substitutes)
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	[At least two per municipal year]

Terms of Reference

Audit

- 8.6 To consider the Chief Internal Auditor's annual plan and annual report (including a summary of internal audit activity) and the level of assurance it can give over the Council's governance arrangements.
- 8.7 To consider summaries of specific internal audit reports and the response of the Chief Executive to such reports.
- 8.8 To consider reports dealing with the management and performance of internal audit service providers.
- 8.9 To consider the external auditor's annual letter, relevant reports and the report to those in charge of governance.
- 8.10 To consider specific reports as agreed with the Chief Finance Officer, Head of Internal Audit and Investigations, and Monitoring Officer, Chief Executive or external auditor.

V3 following comments from Committee 22.10.24

- 8.11 To comment on the scope and depth of external audit work and ensure it provides value for money.
- 8.12 To commission work from internal and external audit in accordance with guidelines as required.
- 8.13 Such other matters as required by law or guidance to be the proper remit of the Audit and Governance Committee.

Governance

- 8.14 To maintain an overview of all aspects of this Constitution not otherwise reserved to the Standards and General Purposes Committee, including but not limited to decision making, the Contract Procedure Rules, and the Financial Procedure Rules.
- 8.15 To recommend and changes to this Constitution not otherwise reserved to the Standards and General Purposes Committee, including but not limited to decision making, the Contract Procedure Rules, and the Financial Procedure Rules, to full Council for adoption.
- 8.16 To review any issue referred to it within the terms of reference of the Audit and Governance Committee by the Chief Executive, Monitoring Officer, Chief Finance Officer or any body of the Council.
- 8.17 To consider and monitor the Council's risk registers and refer matters for consideration to Cabinet and Council.
- 8.18 To monitor the effective development and operation of risk management and corporate governance arrangements within the Council, and approve the annual risk ,management strategy.
- 8.19 To approve and monitor the Council's 'whistle-blowing', anti-fraud and anti-corruption policies.
- 8.20 To review and make recommendations on the Council's Annual Governance Statement.
- 8.21 To consider the Council's corporate governance arrangements and make recommendations to ensure compliance best practice.
- 8.22 To monitor the Council's compliance with its own and other published standards and controls.
- 8.23 To consider reports dealing with risk management across the Council, and those reports which identify key risks the Council faces, seeking assurance to the satisfaction of the Audit and Governance Committee, of appropriate management action.
- 8.24 To receive each municipal year statistical reports and details of complaints received and investigated under the Council's corporate complaints procedure.

Financial Reporting

- 8.25 To review the Council's annual statement of accounts and specifically consider whether appropriate accounting policies have been followed, and whether there are any

concerns arising from the financial statements or the audit, which should be brought to the attention of the Council.

- 8.26 To consider reports of the external auditor to those in charge of governance on issues arising from the audit of the accounts.

Local Government and Social Care Ombudsman

- 8.27 Receiving on behalf of the Council, reports issued by the Local Government and Social Care Ombudsman on investigations that the Council's actions have amounted to maladministration causing injustice.

9. GENERAL PURPOSE COMMITTEE

Purpose

- 9.1 The General Purpose Committee is established by the Council under the Local Government Act 1972 to discharge those functions set below under the terms of reference, and such other of the Council's functions which have not been reserved to the full Council as a matter of law, or in accordance with this Constitution, which do not fall within the terms of reference of any other Committee of the Council.
- 9.2 The General Purpose Committee may appoint a sub-committee drawn from its members to discharge any of its functions.
- 9.3 A sub-committee of the General Purpose Committee may exercise all the powers of the General Purpose Committee.
- 9.4 The General Purpose Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2 and all other applicable rules set out under this Constitution.
- 9.5 The membership, chair and quorum requirements for the General Purpose Committee are as set out below in the table below.

Membership, Chair and Quorum

Number of Members	[9]
Substitute Members Permitted	No (members act in a quasi-trustee capacity and as substitutes are not permitted)
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders or for unaligned members appointment – Full Council and removal their own decision.
Restrictions on Membership	The Mayor [and Cabinet Members] may not be members of the Pension Fund Committee

	<p>Members and substitutes must complete such training as required:</p> <ul style="list-style-type: none"> • Prior to appointment; • After any period of absence; and, • At least once in each municipal year
Restrictions on Chair and Vice Chair	Members of committee (not substitutes)
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	<p>[Four per municipal year]</p> <p>Additional meetings may be scheduled as required</p>

Terms of Reference

General Functions

9.6 Such of the Council's functions which are not reserved to the full Council under the law or in accordance with this Constitution which do not fall within the terms of reference of any other Committee of the Council.

Common Land etc and Byelaws

9.7 Functions relating to common land or town or village greens, except where the power is exercisable solely for the purpose of giving effect to:

- (a) An exchange of lands effected by an order under section 19(3) of, or paragraph 6(4) of Schedule 3 to, the Acquisition of Land Act 1981; or,
- (b) An order under section 147 of the Inclosure Act 1845 (power to register variation of rights of common).

9.8 Recommending to full Council the making, amendment, revocation, re-enactment or enforcement of a byelaw.

Rights of Way

9.9 To exercise power to require information as to interests in land.

9.10 To exercise power to create footpaths and bridleways.

9.11 To exercise power to stop up footpaths and bridleways.

9.12 To exercise power to divert footpaths and bridleways.

9.13 To discharge duty to assert and protect the rights of the public to use, and enjoyment of, highways.

V3 following comments from Committee 22.10.24

9.14 To discharge duty to keep a definitive map and statement under review.

9.15 To discharge duty to reclassify roads used as public paths.

9.16 To exercise power to authorise creation of stiles etc. on footpaths or bridleways.

9.17 To exercise powers relating to the removal of things so deposited on highways as to be a nuisance.

Elections

9.18 All functions relating to elections, electoral arrangements, the name of the Council and the areas within the administrative area of the Council, and any relevant issues referred by the Head of Paid Service (Chief Executive), Monitoring Officer, Chief Finance Officer and Chief Internal Auditor.

Awards

9.19 Considering and determining nominations of honorary titles and awards introduced by the Council from time to time.

10. HEALTH AND WELLBEING BOARD TERMS OF REFERENCE

Purpose

10.1 The Health and Wellbeing Board is a Committee of the Council established Local Government Act 1972 as an ordinary committee but amended pursuant to section 194 of the Health and Care Act 2012 (as amended), and the Local Authority (Public Health, Health and Wellbeing Boards and Scrutiny) Regulations 2013.

10.2 The purpose of the Health and Wellbeing Board is lead the improvement of health and wellbeing of residents of the Southend-on-Sea City Council area, with a specific focus on tackling health inequalities.

Composition

10.3 The Health and Care Act 2024 (as amended) specifies certain requirements as to the composition of the Health and Wellbeing Board.

10.4 The voting members of the Board comprise:

- Six Councillors nominated by the Leader including the Cabinet Member for public health
- The Chief Executive of the Council;
- The Executive Director (Children and Public Health;)
- The Director of Public Health;
- The Local Area Team Director (NHS England, Essex Local Area Team)
- A Representative of Healthwatch Southend;
- A Representative(s) of each Integrated Care Partnership operating within the Council's area.

V3 following comments from Committee 22.10.24

10.5 The non-voting co-opted members of the Board comprise:

- Chief Executive, Essex Partnership University Trust (EPUT);
- Chief Executive, Southend University Hospital Foundation Trust (SUHFT);
- Chief Executive, Southend Association of Voluntary Services (SAVS);
- Director of Culture, Tourism and Property;
- Chief Executive/Chief Officer – Pre-school Learning Alliance;
- STP Programme Director;
- Independent Chair (Safeguarding Boards – LSCB and SAB).

10.6 The Board may, in addition, appoint such other persons or representatives as it deems appropriate.

10.7 The Chair of the Council's People Overview and Scrutiny Committee may attend meetings of the Board as an observer, and may ask questions and make comments, but is not entitled to vote.

Substitutes

10.8 Substitutes are permitted in accordance with the Council's Committee Procedure Rules.

10.9 Co-opted member substitutes must be of a sufficient level of seniority of their organisation.

Delegations to Sub-committees and Officers

10.10 The Board may arrange for the discharge of any of its functions by a Sub-Committee, or an Officer of the Council.

10.11 Unless the Board otherwise directs, a Sub-committee may arrange for the discharge of any of those functions by an Officer of the Council.

10.12 The Board may appoint one or more Sub-committees to advise the Board with respect to the discharge of functions by the Board.

Political Proportionality

10.13 Political proportionality rules do not apply to the Health and Wellbeing Board as it is a statutory committee with specified membership.

Chair

10.14 The Chair shall be a Cabinet Member appointed by the Leader.

Quorum

10.15 Quorum for a meeting of the Health and Wellbeing Board shall be four including:

- 10.15.1 Not less than two Councillors of Southend-on-Sea City Council; and,
- 10.15.2 Not less than one representative from the Integrated Care Partnership.

Rules

V3 following comments from Committee 22.10.24

10.16 Except as regards the above paragraphs 10.8 – 10.15, the Council's Committee Procedure Rules set out above under section 2 shall apply to the Health and Wellbeing Board.

Terms of Reference

10.17 To provide strategic leadership, strengthen the influence of local authorities and elected representatives in shaping healthcare commissioning.

10.18 To oversee the development and refresh of the Joint Strategic Needs Assessment (JSNA) so that future commissioning / policy decisions and priorities are evidence based.

10.19 To determine the health improvement priorities in Southend.

10.20 To promote integration, collaboration and partnership working.

10.21 To oversee development of a Joint Health and Wellbeing Strategy (JHWS), which sets out improvement for health and wellbeing outcomes, including reduction in health inequalities that provides a framework for commissioning plans related to health and wellbeing.

10.22 To promote and encourage integration and partnership working including joint commissioning, pooled budgets and joint delivery across the NHS, social care, public health and other service providers.

10.23 To initiate and support stakeholder and community engagement and consultation work in relation to health and wellbeing issues.

10.24 To appoint task and finish groups / sub-committees for specific pieces of work that support or inform health and wellbeing across Southend.

10.25 To sign-off key commissioning plans, strategy and policy related to health and wellbeing and health inequalities.

10.26 To oversee the development of the pharmaceutical needs assessment.

10.27 To performance manage the achievement of and progress against key outcomes identified within the JHWS.

10.28 To provide leadership on any other emerging health and wellbeing related issues that may have a significant impact on the delivery of the JHWS.

10.29 To oversee the strategic governance for Fulfilling Lives. A Better Start Programme.

10.30 To carry out all other statutory functions of the Health and Wellbeing Board

11. SENIOR APPOINTMENTS AND DISCIPLINARY COMMITTEE AND TERMS OF REFERENCE

Purpose

11.1 The Senior Appointments and Disciplinary Committee (the Committee) is established by the Council under the Local Government Act 1972 to discharge the Council's functions

V3 following comments from Committee 22.10.24

in relation to the Council’s statutory and senior Officers as set out in the table below at paragraph 11.6, and make recommendations to full Council as required.

11.2 The Senior Appointments and Disciplinary Committee may appoint a sub-committee drawn from its members to discharge any of its functions.

11.3 The Senior Appointments and Disciplinary Committee and any sub-committee it appoints shall have regard to the Committee Procedure Rules set out above under section 2, the Staff Employment Procedure Rules set out under Part 7 of this Constitution, all other applicable rules set out under this Constitution, and all applicable law.

11.4 The membership, chair and quorum requirements for the Senior Appointments and Disciplinary Committee are as set out below in the table below.

Membership, Chair and Quorum

Number of Members	7
Substitute Members Permitted	Yes
Political Proportionality Rules Apply	Yes
Appointment / Removal of Members	Group Leaders or for unaligned members appointment – Full Council and removal their own decision.
Restrictions on Membership	At least one Cabinet Member must be a member []
Restrictions on Chair and Vice Chair	[]
Quorum for Meetings	¼ of total membership subject to a minimum of 3 members
Number of Ordinary Meetings Per Council Year	As required
Standing Sub-committee	No

Appointment, Dismissal, and Disciplinary Action

11.5 The function of the appointment, taking disciplinary action against, and dismissal of, an Officer of the Council must be discharged by the Chief Executive (as the Council’s Head of Paid Service) or by their nominated Officers.

11.6 However, this shall not apply to the appointment, disciplinary action or dismissal in relation to the Statutory Officers detailed in the below table. The appointment or dismissal or disciplinary action in respect of the Statutory Officers are functions of the Senior Appointments and Disciplinary Committee.

Statutory Officer	Post
Head of Paid Service (s4 Local Government and Housing Act 1989)	<ul style="list-style-type: none"> • Chief Executive
Statutory Chief Officer (s2 (6) Local Government and Housing Act 1989)	<ul style="list-style-type: none"> • Director of Adult Social Services • Director of Children's Services • Director of Public Health • Chief Finance Officer (s151 Officer)
Non-statutory Chief Officer (s2 (7) Local Government and Housing Act 1989)	<ul style="list-style-type: none"> • Monitoring Officer • Executive Directors • All other non-clerical posts reporting to the Chief Executive and those for whom Chief Executive is directly responsible
Deputy Chief Officer (s2 (8) Local Government and Housing Act 1989)	<ul style="list-style-type: none"> • All non-clerical posts reporting directly or is directly accountable to a Statutory or Non-Statutory Chief Officer
Officers appointed under s9 Local Government and Housing Act 1989)	<ul style="list-style-type: none"> • Political assistants (where appointed)

Recruitment

11.7 Where the Council proposes to appoint the Head of Paid Service or senior Officer listed above and it is not proposed that the appointment be made exclusively from among their existing Officers, the committee will:

11.7.1 Draw up a statement specifying:

V3 following comments from Committee 22.10.24

- (a) The duties of the Head of Paid Service or Senior Officer concerned; and
- (b) Any qualifications or qualities to be sought in the person to be appointed;

11.7.2 Make arrangements for:

- (a) The post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- (b) A copy of the statement to be sent to any person on request.

Appointments

11.8 To undertake the selection process and interviews candidates shortlisted for any of the above posts (bar Political Assistants). Offers of appointments will also be made (subject to the Executive Objections procedure (see below)) for all of the above posts save the Chief Executive which must be recommended to Full Council for approval.

Disciplinary Action, Grievance or Dismissal

11.9 To determine all disciplinary action relating to any of the posts listed above (bar Political Assistants).

11.10 To dismiss any of the posts listed above (subject to the Executive Objections procedure (see below)) save the Chief Executive, S151 officer and Monitoring Officer which must be recommended to Full Council for approval

11.11 To determine grievance appeals submitted by any of the above listed officers.

Suspension Head of Paid Service and Chief Officers

11.12 To suspend or review an earlier suspension decision taken by the Chief Executive or Monitoring Officer whilst an investigation takes place into alleged misconduct.

Appointment of an Independent Panel

11.13 To appoint an Independent Panel in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 as amended where the dismissal of the Head of paid Service, s151 and Monitoring Officer is to be recommended to Full Council.

The Executive Objective Procedure

11.14 Where the Committee makes a decision to appoint or dismiss a Statutory or Non Statutory Chief Officer or Deputy Chief Officer post, the Executive Objection Procedure must be followed before an offer of employment can be made or notice of dismissal given.

11.15 The Proper Officer will inform the Leader and all Cabinet members about the proposed appointment or dismissal in writing, including:

- (a) The name of the person who it is proposed to appoint or dismiss;

V3 following comments from Committee 22.10.24

- (b) Any other particulars relevant to the appointment or dismissal which have been notified to the Proper Officer;
- (c) That objections to the appointment or dismissal must be received by the Leader within **two clear days** for notification to the Proper Officer.

11.16 The appointment or dismissal can only be made if:

- (a) The Leader has, within the period of **two clear days**, notified the Proper Officer that neither he nor any Cabinet member has any objection to the appointment or dismissal; or,
- (b) The Proper Officer has notified the Senior Appointments and Disciplinary Committee that no objection was received by them from the Leader within that time period; or
- (c) An objection is received within that time period and is considered by the Senior Appointments and Disciplinary Committee not to be material or well founded.

11.17 If the Senior Appointments and Disciplinary Committee, with the advice of the Chief Executive or Monitoring Officer, considers an objection to be material or well founded, they may reconsider their decision to appoint or dismiss.

Independent Panel

Terms of Reference

11.18 To offer the Council advice, views or recommendations on any proposal for the dismissal of a Statutory Chief Officer. In doing so, the Independent Panel will consider:

- (a) The recommendation of the Committee and the reasons in support of that recommendation;
- (b) The report of the independent investigator; and
- (c) Any oral and/or written representations from the Officer.

11.19 A minimum of two Independent Persons must be invited to be appointed to the Panel in the following priority order:

- (a) The relevant Independent Person who has been appointed by the Council and who is a local government elector;
- (b) Any other relevant Independent Person who has been appointed by the Council; and
- (c) A relevant Independent Person who has been appointed by another local authority or local authorities.

11.20 The Committee must appoint the Independent Panel at least twenty working days before the Council meeting at which any vote is taken in whether or not to approve the dismissal of the Officer.

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Part 4 THE EXECUTIVE (CABINET)

Section

- 1 Executive Arrangements
- 2 The Leader and Cabinet Model of Executive
- 3 The Role of Cabinet
- 4 The Cabinet
- 5 Cabinet Procedure Rules

Joint Arrangements

- 6 Joint Authorities
- 7 Joint Committees

DRAFT

1. EXECUTIVE ARRANGEMENTS

1.1 The following Parts of this Constitution comprise the Council's executive arrangements:

- (a) Part 1, Section 3 Access to Information Procedure Rules;
- (b) This Part 4 The Executive (Cabinet);
- (c) Part 5 Overview and Scrutiny Arrangements.

2. LEADER AND CABINET MODEL OF EXECUTIVE

2.1 The Council has adopted an 'executive' governance arrangement with a leader and cabinet model of executive, sometime referred to as the "Strong Leader" model. The term "Executive" refers to the Leader (of the Council) and the Cabinet collectively. The term "Cabinet" is also used to refer to the Executive.

2.2 The Leader is elected by full Council at ~~the an~~ Annual Meeting ~~following the election~~ and is elected for a 4 year term. The Leader appoints up to nine other Councillors, called Cabinet Members, who form the Cabinet.

2.3 All functions other than those which are reserved to full Council, or delegated to a Council Committee, as a matter of law or under this Constitution, are called 'executive functions' and are the responsibility of the Leader and Cabinet.

2.4 Specific areas of executive responsibility are called Portfolios and may be assigned by the Leader to a Cabinet Member. A Cabinet Member with responsibility for a Portfolio is also known as a Portfolio Holder.

3. THE ROLE OF CABINET

Functions

3.1 The Local Government Act 2000 provides that the functions of a local authority are the responsibility of its Cabinet (referred to in the Act as the Executive) except for those which the law requires to be performed by the Council; provided that the decisions taken in respect of such a function is within the Council's approved Budget and Policy Framework.

3.2 The Local Authorities (Functions and Responsibilities) (England) (Regulations) 2000 (the Regulations) lists the different functions which can be categorised as:

- (a) Schedule 1: Functions which must not be the responsibility of the Cabinet – these are known as "Council Functions".
- (b) Schedule 2: Functions which may be the responsibility of the Cabinet or of the Council – these are known as "Local Choice" functions:
- (c) Schedule 3: Functions which may not be the sole responsibility of the Cabinet; and,

- (d) Schedule 4: Circumstances in which functions which would normally be the responsibility of the Cabinet, are not to be the responsibility of the Cabinet.

3.3 As such, the Council has the discretion to decide which of those functions which fall under Schedule 2 of the Regulations will be the responsibility of the Council and which will be the responsibility of the Cabinet.

3.4 Where a function is not specified in the Regulations it is considered to be an executive function.

Executive Functions

3.5 Except those Council functions listed at in Schedule 1 of the Regulations the Council [has decided that all other functions, including local choice functions, are to be executive functions]. Executive functions include particularly:

- (a) Making “Key Decisions” in respect of executive functions;
- (b) Recommending the rate of Council Tax and related polices to full Council for approval (the Budget);
- (c) Recommending policies to full Council for approval (the Policy Framework);
- (d) Making decisions on local choice functions;
- (e) Exercising the Council’s shareholder function in respect of companies wholly owned by the Council, or in which the Council has an interest.

3.6 Responsibility for executive functions rests with the Leader who will decide which functions they will perform personally, and which will be delegated, if any, to:

- (a) The Cabinet as a whole;
- (b) A Cabinet Committee;
- (c) Individual Cabinet Members;
- (d) Officers;
- (e) Another local authority under ‘joint arrangements’ or any other body or person permitted by law.

3.7 A decision on any delegated executive function may be referred to the whole Cabinet when:

- (a) The Leader, Cabinet Committee, Cabinet Member or Officer believes that due to the contentious or ‘political’ nature of the matter it should be considered and decided by the whole Cabinet; or,
- (b) The Cabinet Member takes a different view of the proposal in question and feels unable to be associated with it;

- (c) The Cabinet Member or Officer believes that they are conflicted or may be accused of bias.
- (d) The decision covers two portfolio areas (known as cross-cutting).

3.8 Additionally, under the Localism Act 2011 a Cabinet member cannot deal with any matter in which they have a Disclosable Pecuniary Interest and must take no action other than referring the matter to the Monitoring Officer and Leader.

4. THE CABINET

Composition

- 4.1 The Cabinet will comprise the Leader together with such number of elected Councillors as s/he may appoint to the Cabinet subject to a minimum of two and a maximum of nine.
- 4.2 The Leader will also appoint a Cabinet Member as a Deputy Leader of the Council.
- 4.3 Only elected Councillors of the Council may be appointed to the Cabinet.
- 4.4 The Mayor and Deputy Mayor cannot be appointed to the Cabinet.
- 4.5 There shall be no co-opted members of the Cabinet and substitutes for Cabinet Members are not permitted.
- 4.6 The composition of the Cabinet is not subject to the political proportionality requirements set out in the Local Government and Housing Act 1989.

The Leader

- 4.7 The Leader will be a Councillor elected as Leader by full Council for a term not exceeding four years. The Leader will hold office until s/he:
 - (a) Resigns from the office of Leader; or,
 - (b) Is no longer an elected councillor of the Council; or,
 - (c) Removed from office by resolution of full Council on receipt of a Notice of Motion in accordance with the requirements of the Council Procedure Rules set out under Part 2 of this Constitution; or,
 - (d) Is removed from office by simple resolution of the Council at the meeting of Council following a change in political control of the Council, as signalled to the Monitoring Officer. A change in political control is a change in the composition of the various Political Groups such that a different Political Group or combination of Political Groups now comprise a majority of the membership of the Council; or,
 - (e) Is disqualified from being a Councillor.

4.8 Where the Leader no longer holds office, the Deputy Leader will undertake the role of Leader until such time as full Council elects a Councillor to the office of Leader.

Deputy Leader

4.9 The Deputy Leader may not vary the executive arrangements made by the Leader or any other arrangements made by the Leader for the discharge of executive functions under this Constitution except:

- (a) Changes consequent on the dismissal of the Leader from office until such time as a new Leader is elected;
- (b) Where, in the opinion of the Chief Executive, the Leader is incapacitated for such period of time that the efficient operation of the Council would be significantly impaired.

4.10 The Deputy Leader shall be appointed by the Leader annually and will hold office until:

- (a) The next annual meeting of the Council; or,
- (b) They resign from office; or
- (c) Until end of the Leader's term of office and the new Leader has been elected; or
- (d) They are no longer an elected Councillor of the Council; or
- (e) They are removed from office by the Leader who must give written notice of any removal to the Chief Executive. The removal will take effect two working days after receipt of the notice by the Chief Executive.
- (f) They are disqualified from being a Councillor.

Cabinet Members

4.11 Cabinet Members are appointed by the Leader annually at the Annual Meeting and shall hold office until:

- (a) The next Annual Meeting of the Council; or,
- (b) They resign from office; or,
- (c) They are no longer an elected Councillor of the Council; or,
- (d) They are removed from office by the Leader who must give written notice of any removal to the Chief Executive. The removal will take effect ~~two working days after receipt of the notice by the Chief Executive~~ immediately.

4.12 The Leader may appoint a Cabinet Member as a Portfolio Holder with or without individual decision making authority.

4.13 The Leader will appoint a Cabinet Member as the Lead Member for Children's Services in accordance with the Children Act 2004.

Deputy Cabinet Members

4.14 The Leader may appoint non-Cabinet Members as Deputy Cabinet Members to advise and assist the Cabinet Members.

V3 following Comments from Committee 22.10.24

4.15 The total number of Deputy Cabinet Members cannot exceed the number of Cabinet Members.

4.16 Deputy Cabinet Members are not authorised to make decisions which are the responsibility of Cabinet Members. They also do not have automatic speaking rights at meetings of Cabinet or Scrutiny and cannot sit of a scrutiny committee which scrutinises the portfolio area they support.

4.164.17 Deputy Cabinet Members do not receive a special responsibility allowance.

Portfolios

4.174.18 The Leader may allocate areas of responsibility to a Portfolio and assign a Portfolio to an individual Cabinet Member.

4.184.19 The Leader may change a Portfolio in any way for any reason at any time.

4.194.20 The Leader may reassign a Portfolio for any reason at any time.

4.204.21 The Leader may retain a Portfolio which is not assigned to a Cabinet Member.

4.214.22 The Leader will provide details of Portfolios and Portfolio Holders to the Monitoring Officer and shall notify the Monitoring Officer of any changes to a Portfolio or Portfolio Holder as soon as reasonably practicable.

4.224.23 As soon as reasonably practicable the Leader will report the details and allocation of Portfolios and any subsequent changes thereto to full Council and shall publish the details and allocation of the Portfolios on the Council's website.

4.234.24 The ~~nine~~ Portfolios and the areas of responsibility they contain are set out ~~below at section 6~~ on the Councils Website [LINK].

The Scheme of Delegation to Cabinet Members

4.244.25 The Leader may delegate executive functions on such terms as they consider appropriate to Cabinet Members in accordance with their Portfolios ~~as set out at section 6.~~

4.254.26 In cases of uncertainty the Monitoring Officer in consultation with the Leader will decide which Cabinet Member should deal with a given matter.

4.264.27 The Leader's delegation to a Cabinet Member may include the following areas of responsibility:

- (a) To consider reports prepared by Officers and to make any decisions in accordance with the requirements of this Constitution;
- (b) To consider draft reports to the Cabinet with the relevant Executive Director and/or other relevant senior Officer;
- (c) To determine how expenditure on services should be undertaken within approved budgets;

- (d) To agree annual reports;
- (e) To develop and approve service plans of services, including future budget requirements;
- (f) To oversee the budget and performance for particular services in consultation with the relevant Executive Director;
- (g) To determine policies for particular services, which are consistent with the approved Policy Framework;
- (h) To agree responses to consultation papers (except for planning consultation papers) questions from councillor and the public at meetings;
- (i) To make payment of grants to outside bodies within the list approved by the Cabinet, except those which fall to the Cabinet itself to decide;
- (j) To approve decisions affecting a particular locality (i.e. which are not service-wide, council-wide or otherwise corporate)

The Scheme of Delegation to Officers

4.274.28 The Leader may delegate executive functions on such terms as they consider appropriate to identified Officers in accordance with the Scheme of Delegation to Officers set out under Part 7 of this Constitution.

4.284.29 The Leader may change the Scheme of Delegation to Officers for any reason at any time.

Cabinet Committees

4.294.30 The Leader or Cabinet may establish a Cabinet Committee at any time to:

- (a) Discharge executive functions on a single occasion or a continuing basis;
- (b) Advise the Leader and / or the Cabinet as a whole;

4.304.31 The composition and terms of reference of a Cabinet Committee shall be determined by the Leader or Cabinet in consultation with the Monitoring Officer.

4.314.32 Details of any Cabinet Committee will be notified to full Council and published on the Council's website.

Cabinet Meetings

4.324.33 Meetings of the Cabinet and any Cabinet Committee shall be conducted in accordance with the Cabinet Procedure Rules set out below under section 5 and shall be open to the press and public in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

5. THE CABINET PROCEDURE RULES

Application

- 5.1 These Cabinet Procedure Rules (Rules) apply to the proceedings and meetings of the Cabinet.
- 5.2 These Rules do not apply to meetings of full Council, Council Committees or Sub-committees.

Delegations by the Leader

- 5.3 Each year the Leader will prepare a written record of the delegations of executive functions. The record of delegations will detail the executive functions which the Leader has delegated to the Cabinet, Cabinet Committees, specific Cabinet Members or Officers. The record of delegations will be presented to the Council at the Council's Annual Meeting and set out in this Constitution. The record of executive functions delegations will include:
- (a) The names, contact details and electoral area of those Councillors appointed to the Cabinet by the Leader;
 - (b) The executive functions to be performed by the Cabinet;
 - (c) The executive functions to be performed by a specific Cabinet Member / Portfolio Holder (including any limitations on their authority);
 - (d) The constitution and terms of reference of any Cabinet Committee appointed by the Leader or the Cabinet, and the names of the Cabinet Members appointed by the Leader to serve on any Cabinet Committee;
 - (e) The nature and extent of any executive function delegated to any Joint Committee or any other local authority, body or person along with the names of the Cabinet Members appointed to any Joint Committee for the municipal year;
 - (f) Any changes to any of the delegations to Officers, the job title of the Officers to whom delegations are made, and any limits on their authority.
- 5.4 The record of delegations may be amended by the Leader for any reason at any time. The Leader must provide notice of any amendment to the Monitoring Officer, the as a whole Cabinet, or the Cabinet Committee, individual Cabinet Member or Officer concerned. The notice must set out the extent of the amendment and whether it concerns the withdrawal of a delegation to the Cabinet as a whole, a Cabinet Committee, individual Cabinet Member or Officer, a Joint Committee or joint working arrangement,

or other body or person. Where the amendment concerns a change to a delegation to a Joint Committee or joint working arrangement, the Monitoring Officer will report the amendments to the next meeting of the Council.

- 5.5 Where the Leader withdraws a delegation from a Joint Committee, notice do so will be considered as having been provided to the Joint Committee when such notice has been provided by the Leader to the Chair of the Joint Committee.

Sub-delegations

- 5.6 Unless otherwise specified by the Leader or elsewhere under this Constitution the Cabinet or an individual Cabinet Member may sub-delegate to an Officer the discharge of an executive function for which the Cabinet or the Cabinet Member is responsible.
- 5.7 Where an executive function has been sub-delegated, it may still be performed by the Cabinet or the Cabinet Member who made the sub-delegation.
- 5.8 An Officer with delegated authority may refer back to the Cabinet or the Cabinet Member as applicable an executive function which they have been sub-delegated.

Conflicts of Interest

- 5.9 Where the Leader has a conflict of interest they must ensure and that the decision is taken by a Cabinet Member who does not have such a conflict of interest, that the Leader does not influence the decision to be taken.
- 5.10 If every Cabinet Member has a conflict of interest, consideration must be given to delegating the decision to the Chief Executive, appropriate Executive Director or a senior Officer, or to seeking a dispensation to taking the decision.
- 5.11 Where a decision is being taken regarding a service which is commissioned by a Cabinet Member from an external service provider, Cabinet Members must be mindful of potential conflicts of interest arising if they also sit on the board of the service provider, or are otherwise involved in its governance. In such circumstances Cabinet Members should seek advice from the Monitoring Officer before agreeing to sit on such a board or governance structure.

Cabinet Meetings

Applicable Rules

- 5.12 Cabinet meetings and meetings for Cabinet Committees are convened and conducted in accordance these Rules and the Access to Information Procedure Rules.
- 5.13 The Council Procedure Rules and the Committee Procedure Rules set out under Part 2 and Part 3 of this Constitution respectively do not apply to meetings of the Cabinet or Cabinet Committees.

Time and Place of Cabinet Meetings

- 5.14 The Cabinet will meet no less than [] each municipal year. The Monitoring Officer will give notice to the public of the time and place of any meeting in accordance with the Access to Information Rules. At least five clear working days before a meeting, the

Monitoring Officer will send a summons signed by them to every Councillor of the Council. The summons will give the date, time and place of the meeting; specify the business to be transacted and will be accompanied by such reports as are available.

Quorum

5.15 The quorum for a Cabinet meeting is 50% of Cabinet Members, not including Cabinet Deputies. If the quorum is not present within ten minutes of the scheduled start of the meeting or such longer time as the Chair allows, the business of the meeting shall be adjourned to the next Cabinet Meeting.

Chair

5.16 The Leader, or in their absence the Deputy Leader shall chair a Cabinet Meeting. In the absence of both the Leader and the Deputy Leader, the Cabinet Members present at the meeting will appoint from amongst themselves some to chair the meeting.

Attendance at Cabinet Meetings

5.17 Members of the press and public may attend all Cabinet Meetings in accordance with Access to Information Procedure Rules set out under Part 1 of this Constitution, except when:

- (a) The Cabinet has decided that the press and public should be excluded for all or part of the meeting because a matter to be considered is likely to result in the disclosure of exempt or confidential information; or,
- (b) The person attending the meeting has been removed on the order of the Chair so as to prevent the disruption of the meeting.

5.18 A Councillor who is not Cabinet Member may attend a Cabinet meeting as a member of the public in accordance with the Access to Information Procedure Rules, except where excluded in accordance with Rule 5.19 above.

5.19 A Councillor who is not a Cabinet Member may only speak at a Cabinet meeting if invited to do so by the Chair and asking a question under Rule 5.36.

5.20 Officers may attend Cabinet Meetings as follows:

- (a) The Chief Executive and the Deputy Chief Executive may attend Cabinet meetings. Other Executive Directors may attend Cabinet meetings at the invitation of the appropriate Cabinet Member;
- (b) The Statutory Officers of the Council or their nominees may attend Cabinet meetings and speak on issues affecting their statutory responsibilities as of right, or otherwise when requested to do so by the Chair.

5.21 Cabinet Members are not permitted to appoint substitutes to attend Cabinet meetings in their place. The absence of a Cabinet Member will not prevent the consideration or making of decisions in respect of a matter. If a matter has been delegated to an absent Cabinet Member, it may be referred to the Cabinet as a whole for consideration and

decisions to be made. An absent Cabinet Member may ask a Deputy Cabinet Member to speak on his / her behalf, if permitted by the Chair, but Deputy Cabinet Members are permitted to vote at Cabinet Meetings.

Order of Business

5.22 The following business will be conducted at each Cabinet meeting:

- (a) Elect a person to chair if the Leader and Deputy Leaders are not present to chair the meeting;
- (b) To approve the minutes of the last meeting;
- (c) To receive any apologies for absence;
- (d) To receive any declarations of interest;
- (e) To receive any statements from the Leader;
- (f) To consider petitions or motions referred by full Council which relate to executive functions;
- (g) To consider other matters set out in the meeting agenda. The agenda will indicate any matters which are Key Decisions or matters which are exempt or confidential and require the exclusion of the press and / or public.

Minutes

5.23 The Chair will sign the minutes of the proceedings at the next Cabinet meeting. The Chair will move that the minutes of the previous Cabinet meeting be signed as a correct record. The only part of the minutes which can be discussed is their accuracy.

5.24 Where an urgent-extraordinary Cabinet meeting is called ~~in accordance with Rule 5.26 above,~~ there is no requirement for the minutes of the previous Cabinet meeting to be signed at the urgentextraordinary meeting.

Disturbance by the Public

5.25 If a member of the public interrupts the proceedings or otherwise interferes with the conduct of a Cabinet meeting the Chair will warn the person concerned. If that person continues to interrupt or interfere with the meeting the Chair will order their removal from the meeting room.

5.26 If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part of the meeting room to be cleared.

Exclusion of the Press and Public

5.27 Members of the press and public may only be excluded from a meeting of the Cabinet in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

Questions

Questions on Notice

5.28 Subject to Rule 5.37 any Councillor may ask a question of the Cabinet on any matter in relation to which the Council has powers or duties or which affects the administrative area of the Council.

Notice of Questions

5.29 A Councillor may ask a question under Rule 5.36 if either:

- (a) They have given notice of the question in writing or by e-mail to the Monitoring Officer no later than midday three clear working days before the day of the meeting; or,
- (b) The question relates to urgent matters, the Councillor has the consent of the Chair and the content of the question is received by the Monitoring Officer in writing or by e-mail by 9.00 a.m. on the day of the meeting.

Content of Questions

5.30 All questions must, in the opinion of the Chair:

- (a) Not be unreasonable;
- (b) Contain no expressions of opinion;
- (c) Relate to matters on which the Council has or may determine a policy;
- (d) Not relate to questions of fact;
- (e) Not require the disclosure of confidential or exempt information;
- (f) Not relate to a matter which is of purely personal concern to an individual / family member.

Time Allowed for Questions

5.31 The number of questions asked under Rule 5.36 and the total time allowed for consideration of such questions shall be determined by the Chair;

5.32 At the conclusion of the response to the question under consideration or at the expiry of such time period as determined by the Chair from the time when the first questioner started to speak, the Chair shall conclude the meeting or proceed to the next item of business.

5.33 Any remaining questions shall be responded to in writing before the next ordinary meeting of the Cabinet.

Record of Questions

5.34 The Monitoring Officer will send a copy of any question received under Rule 5.36 to the Chair. Copies of all questions will be available to all Councillors and the public attending the meeting.

5.35 Rejected questions will be returned to the questioner with the reasons for rejection.

Order of Questions

5.36 Questions from Councillors will be asked in the order determined by the Chair except that if the largest opposition Group Leader has a question they will be invited to put it first.

Response

5.37 An answer to a question may take the form of:

- (a) A direct verbal answer;
- (b) Where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- (c) Where the reply cannot conveniently be given verbally, a written response will be provided no later than five clear working days after the meeting.
- (d) Copies of all questions and responses will be available on the Council's website with the minutes for the relevant meeting.

Suspension and Amendment of the Cabinet Procedure Rules

Suspension

5.38 Where permitted by law all of these Rules may be suspended by motion on notice or without notice if at least one half of the whole number of Cabinet Members are present. Suspension can only be for a single item or the duration of the Cabinet meeting.

Key Decisions

5.39 A "Key Decision" In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, Key Decisions are decisions which:

- 5.39.1 Results in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- 5.39.2 Is deemed to be significant in terms of its effects on communities living or working in an area comprising two or more Wards in the Council's administrative area.

- 5.40 For the purpose of being a key decision, the Council has determined that the level of expenditure or saving (the Key Decision Financial Threshold) shall be £500,000.
- 5.41 Subject to Rule 5.47 below (general exception), Rule 5.48 below (special urgency) or Rule 5.48 below (major emergencies), a Key Decision may not be taken unless:
- (a) At least twenty-eight clear days' notice has been published in connection with the matter in question (such notice shall be given by means of the Forward Plan); or
 - (b) At least five clear days have elapsed since the publication of the notice of the decision, unless the decision taker has resolved that implementation of the decision is urgent in which case the decision can be implemented without delay; and
 - (c) Where the decision is to be taken at a meeting of the Cabinet or a Cabinet Committee, notice of the meeting has been given in accordance with Access to Information Procedure Rules.

The Forward Plan

- 5.42 The Leader will ensure that notice of all Key Decisions are given at least twenty-eight clear days before they are due to be taken.
- 5.43 The Council will list all Key Decisions once a month in a Forward Plan indicating which decisions the Cabinet anticipate that they will take during the next four months, together with any particularly significant Key Decisions which are anticipated to be taken will take within the next four to twelve months. The Monitoring Officer may also include in the Forward Plan reference to such other decisions, which are to be taken by the Council or any of its Committees or Sub-Committee or Officers as they consider appropriate.
- 5.44 The Forward Plan will include the following information in respect of each Key Decision:
- (a) The matter in respect of which the decision is to be taken;
 - (b) The person or body by whom the decision is to be taken;
 - (c) The date on which, or the period within which, the decision is to be taken;
 - (d) A list of the documents which will be considered by the person or body taking the decision;
 - (e) Notice, if appropriate, that it is intended that a decision will be taken in a private session because the decision contains confidential or exempt information.
- 5.45 Where the Cabinet anticipate taking a Key Decision on a matter, and inclusion of the matter within the Forward Plan would disclose confidential or exempt information the Cabinet may limit the entry in the Forward Plan to such information as may be disclosed without disclosure provided that notice under Rule 5.43 (e) above has been given.

5.46 The Cabinet shall normally review and update the Forward Plan at least once in every calendar month, and shall make arrangements for the revised Forward Plan to be made available on the Council's website.

General Exception

5.47 Subject to Rule 5.48 (special urgency) or Rule 5.489 (major emergencies) if a matter which is likely to be a Key Decision has not been published for a minimum of twenty-eight clear days on the Council's website, the decision may still be taken if:

- (a) The decision must be taken by such a date that it is impracticable to defer the decision until it has been possible for twenty-eight clear days' notice to be given;
- (b) The Monitoring Officer has informed the relevant Scrutiny Committee Chair in advance in writing and made copies of that notice available to the public at the Council's offices and on the Council's website; and
- (c) At least five clear days have elapsed since the Monitoring Officer complied with (b) above.

Special Urgency

5.48 If Rule 5.49 (major emergencies) below does not apply and, by virtue of the date by which a decision must be taken, Rule 5.47 (general exception) above cannot be followed, and the five clear days' notice of the decision cannot be given, then the decision can only be taken if the agreement of the Chair of the relevant Scrutiny Committee that the taking of the decision cannot be reasonably deferred. Notice in writing of the application to the Chair of the appropriate Scrutiny Committee must be published on the Council's website and copies made available to at the Council's offices. If there is no Chair of a relevant Select Committee, or if the Chair of the relevant Scrutiny Committee is unable to act, then the agreement of the Mayor, or in their absence the Deputy Mayor will suffice.

Major Emergencies

5.49 In the event of an emergency as listed below, the Leader may take any immediate urgent decision required without consultation. In the event that the Leader cannot be contacted or is unavailable the Deputy Leader may take any immediate urgent decision required without consultation. In the event that neither the Leader or the Deputy Leaders can be contacted, or are unavailable to act for any reason, the Chief Executive may take any immediate urgent decisions required without consultation. A major emergency is any event or circumstance (happening with or without warning) that causes or threatens:

- (a) Death or injury; or,
- (b) Disruption to the community; or,
- (c) Damage to property or to the environment on such a scale that the effects cannot be dealt with by the emergency services, local authorities and other organisations as part of their normal, day-to-day activities.

Quarterly Reports on Special Urgency Decisions

5.50 The Leader will submit quarterly reports to the Council on the Key Decisions taken in accordance with Rule 5.48 (special urgency) above and / or Rule 5.49 (major emergencies) above in the preceding three months. The report will include the number of decisions so taken and a summary of the matters in respect of which those decisions were taken and the reasons for urgency.

Record of Executive Decisions

5.51 After any meeting of the Cabinet, the Monitoring Officer, will produce a record of every executive decision taken at that meeting as soon as practicable. The record will include the decisions taken, the date the decisions were taken, a statement of the reasons for each decision and, where appropriate, any alternative options considered and rejected at that meeting with the reasons. The record will also include any conflicts of interest declared in relation to a decision, detail whether the Monitoring Officer agreed to make a dispensation where a conflict of interest was declared before the decision was taken.

5.52 Where an individual Cabinet Member or Officer takes an executive decision under delegated authority the Monitoring Officer will produce a written record detailing the information specified in Rule 5.51 above.

5.53 A copy of a record produced in accordance with Rule 5.51 and Rule 5.52, and any report considered by the decision maker will be published on the Council's website and available at the Council's offices.

5.54 Nothing in these Rules 5.51 – 5.53 requires the disclosure of exempt or confidential information.

Provision of Reports to Scrutiny Committee

5.55 On the provision of report in accordance with Rule 5.54 , the person who prepared the report will also provide give a copy of it to the Chair of the relevant Scrutiny Committee as soon as reasonably practicable, and make it publicly available at the same time, provided that such reports do not contain confidential or exempt information.

Record of Individual Decisions

5.56 As soon as reasonably practicable after any decision has been taken by a Cabinet Member, or an Executive Director or relevant senior Officer, which would be an executive decision if taken by a Cabinet Member, the decision maker will prepare, or instruct the Proper Officer to prepare, and publish, a record of the decision; and, as appropriate, a statement of the reasons for it and any alternative options considered and rejected. This does not require the disclosure of exempt or confidential information.

~~6. THE PORTFOLIOS~~

~~6.1 The nine Portfolios and the areas of responsibility they contain are set out below.~~

~~Infrastructure and Corporate Strategy (Leader)~~

V3 following Comments from Committee 22.10.24

- ~~Car Parks and all Car Parking Matters~~
- ~~Highways, Structures, Sea Defences, and Engineering~~
- ~~Passenger Transport / Vehicle Fleet~~
- ~~Transport (Including Transport Policy and Licensing)~~
- ~~Emergency Planning & Business Continuity~~
- ~~Oversight of Joint Ventures and Companies~~
- ~~Corporate Planning and Strategic Direction~~
- ~~Transformation and Corporate Project Management~~
- ~~Corporate Governance~~
- ~~Media and Communications~~
- ~~Digital and Technology~~
- ~~National and Regional Affairs~~

Planning, Housing and the Local Plan (Deputy Leader)

- ~~Development Management and Building Control~~
- ~~Local Plan and Planning Policy~~
- ~~Homelessness and Rough Sleeping~~
- ~~Housing Strategy, Management and Development~~
- ~~Regional Housing Boards and RSLs~~
- ~~Conservation and Heritage~~

Children, Young People and SEND

- ~~Statutory Lead for Children's Services~~
- ~~Home to School Transport Contract~~
- ~~SEND~~
- ~~A Better Start Southend~~
- ~~Children's Safeguarding~~
- ~~Children's Services~~
- ~~Family Centre, Early Years and Childcare~~
- ~~Schools, Education and Learning~~
- ~~Youth and Connexions~~

V3 following Comments from Committee 22.10.24

- ~~Youth Justice Service~~
- ~~Youth Offending Service~~

Climate, Environment and Waste

- ~~Air Quality Improvement~~
- ~~Parks, Open Spaces, and Grounds Maintenance~~
- ~~Street scene and cleansing~~
- ~~Climate action and carbon reduction~~
- ~~Marine and Maritime Affairs~~
- ~~Recycling and waste management~~
- ~~Cemeteries and Crematoria~~

Community Safety

- ~~Public Toilets~~
- ~~Community Safety, CCTV, Police Liaison, and PSPOs~~
- ~~Adult and Community Learning~~
- ~~Councillor Development~~
- ~~Health and Safety (Internal)~~
- ~~Customer Contact~~
- ~~Human Resources~~
- ~~Learning and Workforce Development~~

Culture, Tourism and Business

- ~~Business Growth and Economic Development~~
- ~~Tourism, place branding, and marketing~~
- ~~Pier and Foreshore~~
- ~~Sport Development~~
- ~~Town Centre Management~~
- ~~Museums, Galleries, Theatres, and Libraries~~
- ~~Community Assets, Cohesion and Engagement~~

Finance, Assets and Investments

- ~~Public Transport and Concessionary Fares~~
- ~~Corporate Procurement~~
- ~~Corporate Budget and Resources Planning~~
- ~~Risk Management~~
- ~~Audit~~
- ~~Council Tax and Business Rates~~
- ~~Financial Services~~
- ~~Housing Benefit~~
- ~~Property and Asset Management~~
- ~~Grants and Inward Investments~~

Regeneration, Major Projects and Regulatory Services

- ~~Queensway Development~~
- ~~Major Capital Programmes~~
- ~~Levelling Up Fund~~
- ~~Regulatory Services, Private Sector Housing Standards and Grants~~
- ~~Regeneration~~
- ~~Democratic Services, Civic Affairs, and Constitutional Matters~~
- ~~Registration Services~~
- ~~Performance Delivery~~
- ~~Legal Services and Land Charges~~
- ~~Partnership Performance Delivery~~

Social Care and Healthier Communities

- ~~Adult Social Care~~
- ~~Commissioning~~
- ~~Mental Health Services~~
- ~~Occupational Therapy~~
- ~~Health and Well-being Board / Partnership~~
- ~~Health Inequalities (Strategic Lead)~~

V3 following Comments from Committee 22.10.24

- ~~Health Integration (SE Essex Alliance)~~
- ~~Domestic Abuse~~
- ~~Drugs and Alcohol Service~~
- ~~Public Health~~
- ~~Equality & Diversity~~

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7.6. JOINT ARRANGEMENTS

7.46.1 Southend-on-Sea City Council works with a wide range of organisations to promote the economic, social and environmental well-being of its residents and businesses. These arrangements can take a variety of forms including formal agreements, joint working, appointments, joint committees and cooperation with third parties.

7.26.2 The Council has entered into the joint authorities and joint committees set out below.

Joint Authorities

- The Health and Wellbeing Board and related partnership arrangements;
- Southend Community Safety Partnership
- ~~South East Local Enterprise Partnership~~

Joint Committees

- Parking and Traffic Regulations Outside London Adjudication Joint Committee (PATROLAJC);
- Rochford and Southend-on-Sea Area Action Plan Committee (re Airport)
- Essex Waste Partnership;
- Essex and Southend Joint Waste Project Board;
- South Essex Councils (SEC)

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Part 4 THE EXECUTIVE (CABINET)

Section

- 1 Executive Arrangements
- 2 The Leader and Cabinet Model of Executive
- 3 The Role of Cabinet
- 4 The Cabinet
- 5 Cabinet Procedure Rules

Joint Arrangements

- 6 Joint Authorities
- 7 Joint Committees

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1. EXECUTIVE ARRANGEMENTS

1.1 The following Parts of this Constitution comprise the Council's executive arrangements:

- (a) Part 1, Section 3 Access to Information Procedure Rules;
- (b) This Part 4 The Executive (Cabinet);
- (c) Part 5 Overview and Scrutiny Arrangements.

2. LEADER AND CABINET MODEL OF EXECUTIVE

2.1 The Council has adopted an 'executive' governance arrangement with a leader and cabinet model of executive, sometime referred to as the "Strong Leader" model. The term "Executive" refers to the Leader (of the Council) and the Cabinet collectively. The term "Cabinet" is also used to refer to the Executive.

2.2 The Leader is elected by full Council at an Annual Meeting and is elected for a 4 year term. The Leader appoints up to nine other Councillors, called Cabinet Members, who form the Cabinet.

2.3 All functions other than those which are reserved to full Council, or delegated to a Council Committee, as a matter of law or under this Constitution, are called 'executive functions' and are the responsibility of the Leader and Cabinet.

2.4 Specific areas of executive responsibility are called Portfolios and may be assigned by the Leader to a Cabinet Member. A Cabinet Member with responsibility for a Portfolio is also known as a Portfolio Holder.

3. THE ROLE OF CABINET

Functions

3.1 The Local Government Act 2000 provides that the functions of a local authority are the responsibility of its Cabinet (referred to in the Act as the Executive) except for those which the law requires to be performed by the Council; provided that the decisions taken in respect of such a function is within the Council's approved Budget and Policy Framework.

3.2 The Local Authorities (Functions and Responsibilities) (England) (Regulations) 2000 (the Regulations) lists the different functions which can be categorised as:

- (a) Schedule 1: Functions which must not be the responsibility of the Cabinet – these are known as "Council Functions".
- (b) Schedule 2: Functions which may be the responsibility of the Cabinet or of the Council – these are known as "Local Choice" functions:
- (c) Schedule 3: Functions which may not be the sole responsibility of the Cabinet; and,

- (d) Schedule 4: Circumstances in which functions which would normally be the responsibility of the Cabinet, are not to be the responsibility of the Cabinet.

3.3 As such, the Council has the discretion to decide which of those functions which fall under Schedule 2 of the Regulations will be the responsibility of the Council and which will be the responsibility of the Cabinet.

3.4 Where a function is not specified in the Regulations it is considered to be an executive function.

Executive Functions

3.5 Except those Council functions listed at in Schedule 1 of the Regulations the Council [has decided that all other functions, including local choice functions, are to be executive functions]. Executive functions include particularly:

- (a) Making “Key Decisions” in respect of executive functions;
- (b) Recommending the rate of Council Tax and related polices to full Council for approval (the Budget);
- (c) Recommending policies to full Council for approval (the Policy Framework);
- (d) Making decisions on local choice functions;
- (e) Exercising the Council’s shareholder function in respect of companies wholly owned by the Council, or in which the Council has an interest.

3.6 Responsibility for executive functions rests with the Leader who will decide which functions they will perform personally, and which will be delegated, if any, to:

- (a) The Cabinet as a whole;
- (b) A Cabinet Committee;
- (c) Individual Cabinet Members;
- (d) Officers;
- (e) Another local authority under ‘joint arrangements’ or any other body or person permitted by law.

3.7 A decision on any delegated executive function may be referred to the whole Cabinet when:

- (a) The Leader, Cabinet Committee, Cabinet Member or Officer believes that due to the contentious or ‘political’ nature of the matter it should be considered and decided by the whole Cabinet; or,
- (b) The Cabinet Member takes a different view of the proposal in question and feels unable to be associated with it;

- (c) The Cabinet Member or Officer believes that they are conflicted or may be accused of bias.
- (d) The decision covers two portfolio areas (known as cross-cutting).

3.8 Additionally, under the Localism Act 2011 a Cabinet member cannot deal with any matter in which they have a Disclosable Pecuniary Interest and must take no action other than referring the matter to the Monitoring Officer and Leader.

4. THE CABINET

Composition

- 4.1 The Cabinet will comprise the Leader together with such number of elected Councillors as s/he may appoint to the Cabinet subject to a minimum of two and a maximum of nine.
- 4.2 The Leader will also appoint a Cabinet Member as a Deputy Leader of the Council.
- 4.3 Only elected Councillors of the Council may be appointed to the Cabinet.
- 4.4 The Mayor and Deputy Mayor cannot be appointed to the Cabinet.
- 4.5 There shall be no co-opted members of the Cabinet and substitutes for Cabinet Members are not permitted.
- 4.6 The composition of the Cabinet is not subject to the political proportionality requirements set out in the Local Government and Housing Act 1989.

The Leader

- 4.7 The Leader will be a Councillor elected as Leader by full Council for a term not exceeding four years. The Leader will hold office until s/he:
 - (a) Resigns from the office of Leader; or,
 - (b) Is no longer an elected councillor of the Council; or,
 - (c) Removed from office by resolution of full Council on receipt of a Notice of Motion in accordance with the requirements of the Council Procedure Rules set out under Part 2 of this Constitution; or,
 - (d) Is removed from office by simple resolution of the Council at the meeting of Council following a change in political control of the Council, as signalled to the Monitoring Officer. A change in political control is a change in the composition of the various Political Groups such that a different Political Group or combination of Political Groups now comprise a majority of the membership of the Council; or,
 - (e) Is disqualified from being a Councillor.

4.8 Where the Leader no longer holds office, the Deputy Leader will undertake the role of Leader until such time as full Council elects a Councillor to the office of Leader.

Deputy Leader

4.9 The Deputy Leader may not vary the executive arrangements made by the Leader or any other arrangements made by the Leader for the discharge of executive functions under this Constitution except:

- (a) Changes consequent on the dismissal of the Leader from office until such time as a new Leader is elected;
- (b) Where, in the opinion of the Chief Executive, the Leader is incapacitated for such period of time that the efficient operation of the Council would be significantly impaired.

4.10 The Deputy Leader shall be appointed by the Leader annually and will hold office until:

- (a) The next annual meeting of the Council; or,
- (b) They resign from office; or
- (c) Until end of the Leader's term of office and the new Leader has been elected; or
- (d) They are no longer an elected Councillor of the Council; or
- (e) They are removed from office by the Leader who must give written notice of any removal to the Chief Executive. The removal will take effect two working days after receipt of the notice by the Chief Executive.
- (f) They are disqualified from being a Councillor.

Cabinet Members

4.11 Cabinet Members are appointed by the Leader annually at the Annual Meeting and shall hold office until:

- (a) The next Annual Meeting of the Council; or,
- (b) They resign from office; or,
- (c) They are no longer an elected Councillor of the Council; or,
- (d) They are removed from office by the Leader who must give written notice of any removal to the Chief Executive. The removal will take effect immediately.

4.12 The Leader may appoint a Cabinet Member as a Portfolio Holder with or without individual decision making authority.

4.13 The Leader will appoint a Cabinet Member as the Lead Member for Children's Services in accordance with the Children Act 2004.

Deputy Cabinet Members

4.14 The Leader may appoint non-Cabinet Members as Deputy Cabinet Members to advise and assist the Cabinet Members.

4.15 The total number of Deputy Cabinet Members cannot exceed the number of Cabinet Members.

- 4.16 Deputy Cabinet Members are not authorised to make decisions which are the responsibility of Cabinet Members. They also do not have automatic speaking rights at meetings of Cabinet or Scrutiny and cannot sit of a scrutiny committee which scrutinises the portfolio area they support
- 4.17 Deputy Cabinet Members do not receive a special responsibility allowance.

Portfolios

- 4.18 The Leader may allocate areas of responsibility to a Portfolio and assign a Portfolio to an individual Cabinet Member.
- 4.19 The Leader may change a Portfolio in any way for any reason at any time.
- 4.20 The Leader may reassign a Portfolio for any reason at any time.
- 4.21 The Leader may retain a Portfolio which is not assigned to a Cabinet Member.
- 4.22 The Leader will provide details of Portfolios and Portfolio Holders to the Monitoring Officer and shall notify the Monitoring Officer of any changes to a Portfolio or Portfolio Holder as soon as reasonably practicable.
- 4.23 As soon as reasonably practicable the Leader will report the details and allocation of Portfolios and any subsequent changes thereto to full Council and shall publish the details and allocation of the Portfolios on the Council's website.
- 4.24 The Portfolios and the areas of responsibility they contain are set out on the Councils Website [*LINK*].

The Scheme of Delegation to Cabinet Members

- 4.25 The Leader may delegate executive functions on such terms as they consider appropriate to Cabinet Members in accordance with their Portfolios
- 4.26 In cases of uncertainty the Monitoring Officer in consultation with the Leader will decide which Cabinet Member should deal with a given matter.
- 4.27 The Leader's delegation to a Cabinet Member may include the following areas of responsibility:
- (a) To consider reports prepared by Officers and to make any decisions in accordance with the requirements of this Constitution;
 - (b) To consider draft reports to the Cabinet with the relevant Executive Director and/or other relevant senior Officer;
 - (c) To determine how expenditure on services should be undertaken within approved budgets;
 - (d) To agree annual reports;
 - (e) To develop and approve service plans of services, including future budget requirements;

- (f) To oversee the budget and performance for particular services in consultation with the relevant Executive Director;
- (g) To determine policies for particular services, which are consistent with the approved Policy Framework;
- (h) To agree responses to consultation papers (except for planning consultation papers) questions from councillor and the public at meetings;
- (i) To make payment of grants to outside bodies within the list approved by the Cabinet, except those which fall to the Cabinet itself to decide;
- (j) To approve decisions affecting a particular locality (i.e. which are not service-wide, council-wide or otherwise corporate)

The Scheme of Delegation to Officers

4.28 The Leader may delegate executive functions on such terms as they consider appropriate to identified Officers in accordance with the Scheme of Delegation to Officers set out under Part 7 of this Constitution.

4.29 The Leader may change the Scheme of Delegation to Officers for any reason at any time.

Cabinet Committees

4.30 The Leader or Cabinet may establish a Cabinet Committee at any time to:

- (a) Discharge executive functions on a single occasion or a continuing basis;
- (b) Advise the Leader and / or the Cabinet as a whole;

4.31 The composition and terms of reference of a Cabinet Committee shall be determined by the Leader or Cabinet in consultation with the Monitoring Officer.

4.32 Details of any Cabinet Committee will be notified to full Council and published on the Council's website.

Cabinet Meetings

4.33 Meetings of the Cabinet and any Cabinet Committee shall be conducted in accordance with the Cabinet Procedure Rules set out below under section 5 and shall be open to the press and public in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

5. THE CABINET PROCEDURE RULES

Application

- 5.1 These Cabinet Procedure Rules (Rules) apply to the proceedings and meetings of the Cabinet.
- 5.2 These Rules do not apply to meetings of full Council, Council Committees or Sub-committees.

Delegations by the Leader

- 5.3 Each year the Leader will prepare a written record of the delegations of executive functions. The record of delegations will detail the executive functions which the Leader has delegated to the Cabinet, Cabinet Committees, specific Cabinet Members or Officers. The record of delegations will be presented to the Council at the Council's Annual Meeting and set out in this Constitution. The record of executive functions delegations will include:
- (a) The names, contact details and electoral area of those Councillors appointed to the Cabinet by the Leader;
 - (b) The executive functions to be performed by the Cabinet;
 - (c) The executive functions to be performed by a specific Cabinet Member / Portfolio Holder (including any limitations on their authority);
 - (d) The constitution and terms of reference of any Cabinet Committee appointed by the Leader or the Cabinet, and the names of the Cabinet Members appointed by the Leader to serve on any Cabinet Committee;
 - (e) The nature and extent of any executive function delegated to any Joint Committee or any other local authority, body or person along with the names of the Cabinet Members appointed to any Joint Committee for the municipal year;
 - (f) Any changes to any of the delegations to Officers, the job title of the Officers to whom delegations are made, and any limits on their authority.
- 5.4 The record of delegations may be amended by the Leader for any reason at any time. The Leader must provide notice of any amendment to the Monitoring Officer, the as a whole Cabinet, or the Cabinet Committee, individual Cabinet Member or Officer concerned. The notice must set out the extent of the amendment and whether it concerns the withdrawal of a delegation to the Cabinet as a whole, a Cabinet Committee, individual Cabinet Member or Officer, a Joint Committee or joint working arrangement, or other body or person. Where the amendment concerns a change to a delegation to a Joint Committee or joint working arrangement, the Monitoring Officer will report the amendments to the next meeting of the Council.

- 5.5 Where the Leader withdraws a delegation from a Joint Committee, notice do so will be considered as having been provided to the Joint Committee when such notice has been provided by the Leader to the Chair of the Joint Committee.

Sub-delegations

- 5.6 Unless otherwise specified by the Leader or elsewhere under this Constitution the Cabinet or an individual Cabinet Member may sub-delegate to an Officer the discharge of an executive function for which the Cabinet or the Cabinet Member is responsible.
- 5.7 Where an executive function has been sub-delegated, it may still be performed by the Cabinet or the Cabinet Member who made the sub-delegation.
- 5.8 An Officer with delegated authority may refer back to the Cabinet or the Cabinet Member as applicable an executive function which they have been sub-delegated.

Conflicts of Interest

- 5.9 Where the Leader has a conflict of interest they must ensure and that the decision is taken by a Cabinet Member who does not have such a conflict of interest, that the Leader does not influence the decision to be taken.
- 5.10 If every Cabinet Member has a conflict of interest, consideration must be given to delegating the decision to the Chief Executive, appropriate Executive Director or a senior Officer, or to seeking a dispensation to taking the decision.
- 5.11 Where a decision is being taken regarding a service which is commissioned by a Cabinet Member from an external service provider, Cabinet Members must be mindful of potential conflicts of interest arising if they also sit on the board of the service provider, or are otherwise involved in its governance. In such circumstances Cabinet Members should seek advice from the Monitoring Officer before agreeing to sit on such a board or governance structure.

Cabinet Meetings

Applicable Rules

- 5.12 Cabinet meetings and meetings for Cabinet Committees are convened and conducted in accordance these Rules and the Access to Information Procedure Rules.
- 5.13 The Council Procedure Rules and the Committee Procedure Rules set out under Part 2 and Part 3 of this Constitution respectively do not apply to meetings of the Cabinet or Cabinet Committees.

Time and Place of Cabinet Meetings

- 5.14 The Cabinet will meet no less than [] each municipal year. The Monitoring Officer will give notice to the public of the time and place of any meeting in accordance with the Access to Information Rules. At least five clear working days before a meeting, the Monitoring Officer will send a summons signed by them to every Councillor of the Council. The summons will give the date, time and place of the meeting; specify the business to be transacted and will be accompanied by such reports as are available.

Quorum

5.15 The quorum for a Cabinet meeting is 50% of Cabinet Members, not including Cabinet Deputies. If the quorum is not present within ten minutes of the scheduled start of the meeting or such longer time as the Chair allows, the business of the meeting shall be adjourned to the next Cabinet Meeting.

Chair

5.16 The Leader, or in their absence the Deputy Leader shall chair a Cabinet Meeting. In the absence of both the Leader and the Deputy Leader, the Cabinet Members present at the meeting will appoint from amongst themselves some to chair the meeting.

Attendance at Cabinet Meetings

5.17 Members of the press and public may attend all Cabinet Meetings in accordance with Access to Information Procedure Rules set out under Part 1 of this Constitution, except when:

- (a) The Cabinet has decided that the press and public should be excluded for all or part of the meeting because a matter to be considered is likely to result in the disclosure of exempt or confidential information; or,
- (b) The person attending the meeting has been removed on the order of the Chair so as to prevent the disruption of the meeting.

5.18 A Councillor who is not Cabinet Member may attend a Cabinet meeting as a member of the public in accordance with the Access to Information Procedure Rules, except where excluded in accordance with Rule 5.19 above.

5.19 A Councillor who is not a Cabinet Member may only speak at a Cabinet meeting if invited to do so by the Chair and asking a question under Rule 5.36.

5.20 Officers may attend Cabinet Meetings as follows:

- (a) The Chief Executive and the Deputy Chief Executive may attend Cabinet meetings. Other Executive Directors may attend Cabinet meetings at the invitation of the appropriate Cabinet Member;
- (b) The Statutory Officers of the Council or their nominees may attend Cabinet meetings and speak on issues affecting their statutory responsibilities as of right, or otherwise when requested to do so by the Chair.

5.21 Cabinet Members are not permitted to appoint substitutes to attend Cabinet meetings in their place. The absence of a Cabinet Member will not prevent the consideration or making of decisions in respect of a matter. If a matter has been delegated to an absent Cabinet Member, it may be referred to the Cabinet as a whole for consideration and decisions to be made. An absent Cabinet Member may ask a Deputy Cabinet Member to speak on his / her behalf, if permitted by the Chair, but Deputy Cabinet Members are permitted to vote at Cabinet Meetings.

Order of Business

5.22 The following business will be conducted at each Cabinet meeting:

- (a) Elect a person to chair if the Leader and Deputy Leaders are not present to chair the meeting;
- (b) To approve the minutes of the last meeting;
- (c) To receive any apologies for absence;
- (d) To receive any declarations of interest;
- (e) To receive any statements from the Leader;
- (f) To consider petitions or motions referred by full Council which relate to executive functions;
- (g) To consider other matters set out in the meeting agenda. The agenda will indicate any matters which are Key Decisions or matters which are exempt or confidential and require the exclusion of the press and / or public.

Minutes

5.23 The Chair will sign the minutes of the proceedings at the next Cabinet meeting. The Chair will move that the minutes of the previous Cabinet meeting be signed as a correct record. The only part of the minutes which can be discussed is their accuracy.

5.24 Where an extraordinary Cabinet meeting is called there is no requirement for the minutes of the previous Cabinet meeting to be signed at the extraordinary meeting.

Disturbance by the Public

5.25 If a member of the public interrupts the proceedings or otherwise interferes with the conduct of a Cabinet meeting the Chair will warn the person concerned. If that person continues to interrupt or interfere with the meeting the Chair will order their removal from the meeting room.

5.26 If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part of the meeting room to be cleared.

Exclusion of the Press and Public

5.27 Members of the press and public may only be excluded from a meeting of the Cabinet in accordance with the Access to Information Procedure Rules set out under Part 1 of this Constitution.

Questions

Questions on Notice

5.28 Subject to Rule 5.37 any Councillor may ask a question of the Cabinet on any matter in relation to which the Council has powers or duties or which affects the administrative area of the Council.

Notice of Questions

5.29 A Councillor may ask a question under Rule 5.36 if either:

- (a) They have given notice of the question in writing or by e-mail to the Monitoring Officer no later than midday three clear working days before the day of the meeting; or,
- (b) The question relates to urgent matters, the Councillor has the consent of the Chair and the content of the question is received by the Monitoring Officer in writing or by e-mail by 9.00 a.m. on the day of the meeting.

Content of Questions

5.30 All questions must, in the opinion of the Chair:

- (a) Not be unreasonable;
- (b) Contain no expressions of opinion;
- (c) Relate to matters on which the Council has or may determine a policy;
- (d) Not relate to questions of fact;
- (e) Not require the disclosure of confidential or exempt information;
- (f) Not relate to a matter which is of purely personal concern to an individual / family member.

Time Allowed for Questions

5.31 The number of questions asked under Rule 5.36 and the total time allowed for consideration of such questions shall be determined by the Chair;

5.32 At the conclusion of the response to the question under consideration or at the expiry of such time period as determined by the Chair from the time when the first questioner started to speak, the Chair shall conclude the meeting or proceed to the next item of business.

5.33 Any remaining questions shall be responded to in writing before the next ordinary meeting of the Cabinet.

Record of Questions

V3 following Comments from Committee 22.10.24

5.34 The Monitoring Officer will send a copy of any question received under Rule 5.36 to the Chair. Copies of all questions will be available to all Councillors and the public attending the meeting.

5.35 Rejected questions will be returned to the questioner with the reasons for rejection.

Order of Questions

5.36 Questions from Councillors will be asked in the order determined by the Chair except that if the largest opposition Group Leader has a question they will be invited to put it first.

Response

5.37 An answer to a question may take the form of:

- (a) A direct verbal answer;
- (b) Where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- (c) Where the reply cannot conveniently be given verbally, a written response will be provided no later than five clear working days after the meeting.
- (d) Copies of all questions and responses will be available on the Council's website with the minutes for the relevant meeting.

Suspension and Amendment of the Cabinet Procedure Rules

Suspension

5.38 Where permitted by law all of these Rules may be suspended by motion on notice or without notice if at least one half of the whole number of Cabinet Members are present. Suspension can only be for a single item or the duration of the Cabinet meeting.

Key Decisions

5.39 A "Key Decision" In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, Key Decisions are decisions which:

- 5.39.1 Results in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- 5.39.2 Is deemed to be significant in terms of its effects on communities living or working in an area comprising two or more Wards in the Council's administrative area.

5.40 For the purpose of being a key decision, the Council has determined that the level of expenditure or saving (the Key Decision Financial Threshold) shall be £500,000.

5.41 Subject to Rule 5.47 below (general exception), Rule 5.48 below (special urgency) or Rule 5.48 below (major emergencies), a Key Decision may not be taken unless:

- (a) At least twenty-eight clear days' notice has been published in connection with the matter in question (such notice shall be given by means of the Forward Plan); or
- (b) At least five clear days have elapsed since the publication of the notice of the decision, unless the decision taker has resolved that implementation of the decision is urgent in which case the decision can be implemented without delay; and
- (c) Where the decision is to be taken at a meeting of the Cabinet or a Cabinet Committee, notice of the meeting has been given in accordance with Access to Information Procedure Rules.

The Forward Plan

- 5.42 The Leader will ensure that notice of all Key Decisions are given at least twenty-eight clear days before they are due to be taken.
- 5.43 The Council will list all Key Decisions once a month in a Forward Plan indicating which decisions the Cabinet anticipate that they will take during the next four months, together with any particularly significant Key Decisions which are anticipated to be taken will take within the next four to twelve months. The Monitoring Officer may also include in the Forward Plan reference to such other decisions, which are to be taken by the Council or any of its Committees or Sub-Committee or Officers as they consider appropriate.
- 5.44 The Forward Plan will include the following information in respect of each Key Decision:
- (a) The matter in respect of which the decision is to be taken;
 - (b) The person or body by whom the decision is to be taken;
 - (c) The date on which, or the period within which, the decision is to be taken;
 - (d) A list of the documents which will be considered by the person or body taking the decision;
 - (e) Notice, if appropriate, that it is intended that a decision will be taken in a private session because the decision contains confidential or exempt information.
- 5.45 Where the Cabinet anticipate taking a Key Decision on a matter, and inclusion of the matter within the Forward Plan would disclose confidential or exempt information the Cabinet may limit the entry in the Forward Plan to such information as may be disclosed without disclosure provided that notice under Rule 5.43 (e) above has been given.
- 5.46 The Cabinet shall normally review and update the Forward Plan at least once in every calendar month, and shall make arrangements for the revised Forward Plan to be made available on the Council's website.

General Exception

5.47 Subject to Rule 5.48 (special urgency) or Rule 5.489 (major emergencies) if a matter which is likely to be a Key Decision has not been published for a minimum of twenty-eight clear days on the Council's website, the decision may still be taken if:

- (a) The decision must be taken by such a date that it is impracticable to defer the decision until it has been possible for twenty-eight clear days' notice to be given;
- (b) The Monitoring Officer has informed the relevant Scrutiny Committee Chair in advance in writing and made copies of that notice available to the public at the Council's offices and on the Council's website; and
- (c) At least five clear days have elapsed since the Monitoring Officer complied with (b) above.

Special Urgency

5.48 If Rule 5.49 (major emergencies) below does not apply and, by virtue of the date by which a decision must be taken, Rule 5.47 (general exception) above cannot be followed, and the five clear days' notice of the decision cannot be given, then the decision can only be taken if the agreement of the Chair of the relevant Scrutiny Committee that the taking of the decision cannot be reasonably deferred. Notice in writing of the application to the Chair of the appropriate Scrutiny Committee must be published on the Council's website and copies made available to at the Council's offices. If there is no Chair of a relevant Select Committee, or if the Chair of the relevant Scrutiny Committee is unable to act, then the agreement of the Mayor, or in their absence the Deputy Mayor will suffice.

Major Emergencies

5.49 In the event of an emergency as listed below, the Leader may take any immediate urgent decision required without consultation. In the event that the Leader cannot be contacted or is unavailable the Deputy Leader may take any immediate urgent decision required without consultation. In the event that neither the Leader or the Deputy Leaders can be contacted, or are unavailable to act for any reason, the Chief Executive may take any immediate urgent decisions required without consultation. A major emergency is any event or circumstance (happening with or without warning) that causes or threatens:

- (a) Death or injury; or,
- (b) Disruption to the community; or,
- (c) Damage to property or to the environment on such a scale that the effects cannot be dealt with by the emergency services, local authorities and other organisations as part of their normal, day-to-day activities.

Quarterly Reports on Special Urgency Decisions

5.50 The Leader will submit quarterly reports to the Council on the Key Decisions taken in accordance with Rule 5.48 (special urgency) above and / or Rule 5.49 (major emergencies) above in the preceding three months. The report will include the number

of decisions so taken and a summary of the matters in respect of which those decisions were taken and the reasons for urgency.

Record of Executive Decisions

- 5.51 After any meeting of the Cabinet, the Monitoring Officer, will produce a record of every executive decision taken at that meeting as soon as practicable. The record will include the decisions taken, the date the decisions were taken, a statement of the reasons for each decision and, where appropriate, any alternative options considered and rejected at that meeting with the reasons. The record will also include any conflicts of interest declared in relation to a decision, detail whether the Monitoring Officer agreed to make a dispensation where a conflict of interest was declared before the decision was taken.
- 5.52 Where an individual Cabinet Member or Officer takes an executive decision under delegated authority the Monitoring Officer will produce a written record detailing the information specified in Rule 5.51 above.
- 5.53 A copy of a record produced in accordance with Rule 5.51 and Rule 5.52, and any report considered by the decision maker will be published on the Council's website and available at the Council's offices.
- 5.54 Nothing in these Rules 5.51 – 5.53 requires the disclosure of exempt or confidential information.

Provision of Reports to Scrutiny Committee

- 5.55 On the provision of report in accordance with Rule 5.54 , the person who prepared the report will also provide give a copy of it to the Chair of the relevant Scrutiny Committee as soon as reasonably practicable, and make it publicly available at the same time, provided that such reports do not contain confidential or exempt information.

Record of Individual Decisions

- 5.56 As soon as reasonably practicable after any decision has been taken by a Cabinet Member, or an Executive Director or relevant senior Officer, which would be an executive decision if taken by a Cabinet Member, the decision maker will prepare, or instruct the Proper Officer to prepare, and publish, a record of the decision; and, as appropriate, a statement of the reasons for it and any alternative options considered and rejected. This does not require the disclosure of exempt or confidential information.

6. JOINT ARRANGEMENTS

- 6.1 Southend-on-Sea City Council works with a wide range of organisations to promote the economic, social and environmental well-being of its residents and businesses. These arrangements can take a variety of forms including formal agreements, joint working, appointments, joint committees and cooperation with third parties.
- 6.2 The Council has entered into the joint authorities and joint committees set out below.

Joint Authorities

- The Health and Wellbeing Board and related partnership arrangements;
- Southend Community Safety Partnership

Joint Committees

- Parking and Traffic Regulations Outside London Adjudication Joint Committee (PATROLAJC);
- Rochford and Southend-on-Sea Area Action Plan Committee (re Airport)
- Essex Waste Partnership;
- Essex and Southend Joint Waste Project Board;
- South Essex Councils (SEC)

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Contracts Procedure Rules

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Contracts Procedure Rules

1 Introduction

- 1.1 The **Council** is accountable to the public for the way it spends public funds. Professional Procurement activities contribute to the efficient, effective, and economic delivery of services to the public, maximising the benefits available from the budgets and supporting the **Council's** strategic objectives and the National Procurement Policy Statement.
- 1.2 The **Council** is publishing these **CPRs** in line with their obligations under the **Local Government Act 1972**. In setting out how the **Council** will **contract**; it is essential that the **Council** complies with the **Relevant Procurement Legislation**. This document sets out how **Officers** should do this. Should there be any conflicts between this document and the **Relevant Procurement Legislation** and its supporting guidance, legislation takes precedence. In **contracting** for the **Council** requirements, **Officers** must note that the **Council's** reputation is of the utmost importance and should be safeguarded from any suggestion of dishonesty, corruption, or failure to meet its legal obligations. (Acting and being seen to act with integrity).

2 Purpose of the Contracts Procedure Rules

- 2.1 These **Contracts Procedure Rules (CPRs)** have been designed to ensure these accountabilities and objectives are addressed, they set out the principles and objectives of any procurement, roles and responsibilities, rules, and processes to be applied when purchasing services, supplies, and works **contracts** across the **Council**. They should be read in conjunction with the **Council's Financial Procedure Rules**, Part 4(f), as well as the **Council's Procurement and Contract Management Strategy and Procedures**.
- 2.2 These **CPRs** are supported by detailed guidance included within the **Council's** Procurement policies and procedures. These policies and procedures explain in more detail how **Officers** should conduct their procurement and **Contract Management** activities; however, nothing within those policies and procedures override these **CPRs**. All procurement activity needs to adhere to the **Scheme of Delegation** and Financial Limits as set out in the **Council's** Constitution.
- 2.3 All **Officers** must comply with these **CPRs**, the **Council's** Constitution, the **Relevant Procurement Legislation**, and all relevant UK Legislation. Any non-compliance shall be reported to the **Head of Corporate Procurement**, who will decide in conjunction with the relevant Chief Officer what further action needs to be taken. Any misuse or failure to comply with any of these **CPRs** may result in disciplinary action and legal proceedings. Where any misconduct that has been identified during any procurement process (or previous procurement related activity), the Corporate Procurement Team reserve the right to request to remove any Officer from any procurement.
- 2.4 These **CPRs** will be reviewed by the **Head of Corporate Procurement** at least every 12 months and urgent proposed amendments (In response to new guidance or updates to the regulations will be brought to Members and Chief Officers as required, which could be less or more frequently than 12 months).

3 Principles and Objectives

- 3.1 All procurement processes must be transparent in their intentions and proportionate to the subject matter, value, and complexity of the **Contract**, and should not discriminate against any UK or **Treaty State Suppliers**.
- 3.2 In addition, **Officers** must have regard to the following objectives.
 - 3.2.1 Delivering **Value for Money**
 - 3.2.2 Maximising public benefit (such as delivering Social Value)
 - 3.2.3 Sharing Information
 - 3.2.4 Equal Treatment (non-discrimination), unless justified, and does not amount to unfair treatment.

- 3.2.5 Removing Barriers for Small and Medium Enterprises SMEs
- 3.2.6 Acting (and being seen to act with) Integrity (inc. accountability)

4 Procurement Thresholds & Exemptions

- 4.1 These rules cover the whole life cycle of purchasing in services, supplies, and works; from the initial assessment of the business need to **Contract Award** and any extension, through to **Contract Management** and close out.
- 4.2 **Exempt Contracts ***
 - 4.2.1 The following types of expenditure/ procurements are exempt from the **Relevant Procurement Legislation**.
 - 4.2.2 **Council to Council (Subsidiary) arrangements**
 - (a) **Vertical** - The **Council** exercises a parent or similar control or joint control with other Authorities on the entity as it does with its own departments, the entity conducts more than 80% of its activities for the controlling **Contracting Authorities** and there is no private sector money in the entity.
 - (b) **Horizontal** – The **Council** and another authority co-operate – to achieve objectives which the authorities have in common, through an arrangement that is solely for the public interest, and the parties perform less than 20% of the services covered by the arrangement on the open market.
 - 4.2.3 Subject matter exemptions:
 - (a) **Certain types of legal advice** e.g., relating to judicial proceedings and/ or dispute resolution, (Legal advice on a project is not exempt).
 - (b) **Certain types of financial advice** e.g., funding or financing arrangements, investment services, lending or borrowing money
 - (c) **Employment Contracts** - direct employment of permanent or fixed-term employees.
 - (d) **Purchases made at public auction** or of goods sold due to insolvency.
 - (e) **Land Contracts** - the purchase or lease of property, land acquisition, interest in land, transaction in land or disposal. This rule does not extend to any service, supplies, or works contracts that may be required to make the land, existing buildings, or immovable property ready for acquisition, disposal or leasing.
 - (f) **Grants of money**, (payments to external organisations) these are not **Contracts**; they do not include consideration and they are not services required to be delivered by the **Council**. **See paragraph 9.10.2 below.**
- 4.3 **Common Permitted Direct Awards**
 - 4.3.1 The following types of expenditure/ procurements may have grounds for direct award under the **Procurement Legislation**.
 - (a) **Contracts** for the execution of either mandatory works or provision of goods or services which must be provided by a Statutory Provider (monopoly) other than the **Council**, e.g., to a public utility, to **Ofsted**.
 - (b) **Spot care placements** which may include special educational needs (i.e. individual placements that fall outside of any block **Contracting arrangements**), either **under User Choice** or the **Provider Selection Regime**.
 - (c) The acquisition or exhibiting of unique works of art or artistic performance where they are only available from a single source.

Officers must ensure that any procurement conducted in relation to any of these listed exemptions/ common permitted direct awards, that the purchase is consistent with the **Council's duty to obtain value for money, as well as the current procurement and*

Contract Management strategy and other relevant policies of the **Council**. The **Council** maintains a list of Exemptions which is reviewed on a regular basis. This can be found at: <https://5058.sharepoint.com/sites/Procurement-/SitePages/Exemption-Codes-&Corporate-Contracts.aspx>

4.4 Thresholds

4.4.1 Calculating the total **Contract** value means the estimated/aggregate spend or recurring value payable over the entire **Contract** period including any extensions of **Contract** and/ or potential additional requirements. **Paragraph 7.4 below** provides further details on how to calculate **Contract** value.

4.4.2 The table below sets out the different procurement processes available and their financial thresholds; this has been designed to support open, fair, and transparent competition whilst also balancing the aims of achieving **Value for Money** and delivering public benefits.

	CPR Level 1	CPR Level 2	CPR Level 3	CPR Level 4	CPR Level 5
Category/ Sector (Regime) and Process Rules	<ul style="list-style-type: none"> One written or verbal quote or Purchase Card. Local Supplier if possible*. 	<ul style="list-style-type: none"> One written quote. Local Supplier if possible*. 	<ul style="list-style-type: none"> Request a minimum of three quotes in writing. Include two local Suppliers where possible*. 	<ul style="list-style-type: none"> Regulated Below Threshold Tender. Either by invitation to selected local supplier OR advertised on Find a Tender Service and E-Procurement System. May include a discrete Conditions of Participation stage for Works Contracts above the G&S threshold. 	<ul style="list-style-type: none"> Covered Procurement/ Public Contract (above threshold) advertised on Find a Tender Service and E-Procurement System. Procedure to be designed in line with PA23. Regulated Below Threshold Tender – Works (all regimes) - £500k up to Works threshold. advertised on Find a Tender Service and E-Procurement System. May include a discrete Conditions of Participation stage.
	Service led.	Service led.	Service led.	Service area or Procurement Team led.	Procurement Team led.
	N/A	PO required	PO required	PO required	PO required
Quote(s) & justification to be attached	N/A	Yes	Yes	Yes	Yes
Goods and Services (G&S),				£75,000- G&S threshold	Above G&S Threshold
Light Touch Regime	£0-£999.99	£1,000 to £9,999.99	£10,000 to £74,999.99		
Works (All regimes)				£75,000 to £499,999.99	£500k and above
Concession (ALL)	£0-£499,999.99 in agreement with procurement				£500k and above
Utilities Contracts	£0 – Threshold – in agreement with procurement				Above Threshold
Approved Framework Agreements	<p>In accordance with Framework Rules, and where permitted, Direct Award for Goods or Services and Light Touch up to the Goods and Services threshold AND for Works, and Concessions up to £500k led by service area in agreement with procurement.</p> <p>Competitive Selection Process for requirements that exceed the above thresholds, led by procurement</p>				

DPS	In accordance with Dynamic Purchasing System rules, up to £499,999.99, in agreement with procurement	£500k and above
Dynamic Markets	Not permitted for G&S below threshold.	£500k and above
	Not permitted for Works below £500k	
Healthcare services**	In agreement with Procurement (under the PSR)	

(*) The use of Local **Suppliers** is promoted and encouraged for CPR levels 1 to 3, thresholds but should not supersede the primary requirement of **Council Officers** to deliver value for money/ best value.

(**) these services are to be procured in line with the **Provider Selection Regime** rules of Direct Awards A, B or C, or Most Suitable Provider or Competitive Process. Healthcare services that fall under the Provider Selection Regime (PSR) and are classified within one or more of the adopted CPV codes, as outlined in the NHS England statutory guidance on the Provider Selection Regime, [NHS England » The Provider Selection Regime: statutory guidance](#) statutory guidance, will need to adhere to a distinct procurement process and therefore the procurement approach will need to be agreed with Procurement.

- 4.4.3 **Value for Money** should be defined and measured in terms of Price, Quality and any potential Social Value benefits that can be achieved by using Local Businesses, to create local jobs and support local economic growth.
- 4.4.4 **Local Suppliers** should ensure they are included in and thereby can be sourced via the **Local Business Directory** at <http://www.itslocalsouthend.co.uk>. A **Local Supplier** is defined as a **Supplier** who has a local presences/ an address with a Southend postcode; specifically, SS0, SS1, SS2, SS3 and SS9.
- 4.4.5 For the avoidance of doubt the **Council** would like to pro-actively increase the level of money it spends within the city. However, it is noted that delivery of **Value for Money** may prevent this and, in such cases, procurement which are not able to secure local quotes will not be subject to delay because of this.
- 4.4.6 Further detailed information on the Procurement Processes detailed in this table is contained within **paragraph 7 below**.

4.5 Procurement Reporting and Governance

- 4.5.1 **The Corporate Procurement Team** will issue regular reports to the relevant Governance Boards as well as Executive Director Leadership Teams.
- 4.5.2 This reporting process will ensure there is scrutiny and monitoring of the **Council's** expenditure in the context of procurement activity.
- 4.5.3 **The Corporate Procurement Team** will also report on compliance with the **CPRs**, delivery of the Procurement and **Contract Management** Strategy, progress against the **Annual/Pipeline Procurement Plan** and all **Exceptions Approvals** over the previous period.

5 Roles and Responsibilities

5.1 The following paragraphs set out key roles and responsibilities for **The Corporate Procurement Team**, **the Project Team**, and **Chief Officers** in the context of procurement.

5.1.1 The Chief Officers shall:

- (a) Agree their annual departmental procurement plans during November/December with the **Head of Corporate Procurement** so they are in place before the start of each financial year. The plans should accurately detail existing **Contracts** / spend, pending **Contract** renewals and any new **Contract** / spend identified for the next two years (as a minimum) as well as the confirmed budget.
- (b) Appoint **Officers** in their departments as **Designated Procurement Officers** who are trained in the administration of purchasing services, supplies and works.

- (c) Appoint **Officers** in their departments as **Contract Managers** who are trained in **Contract Management** and **Supplier** Relationship Management.
- (d) Ensure **Designated Procurement Officers** and **Contract Managers** are appropriately trained, supervised, appraised, and have access to the necessary systems and understand the importance of following these rules.
- (e) Be responsible for approving and delegating approval of **Contracts** / spends in their department, including any variations to **Contracts** where there are financial, legal, or commercial implications, this in line with the **Council's Key Decision-making Process**.
- (f) Collaborate with the **Head of Corporate Procurement** and **Head of Internal Audit and Counter Fraud** on an **Annual/Pipeline Procurement Plan** to ensure compliance within their departments.
- (g) Completion of any relevant procurement training available (either face to face or via the e-learning platform)

5.1.2 **Designated Procurement Officers** must:

- (a) Appraise purchases, in a manner commensurate with their complexity and value to identify the permitted and optimal procurement methodology in line with these **CPRs**.
 - (i) Check whether a suitable **Corporate Contract** or Framework agreement already exists that could be used for the purchase, or whether a specific procurement is required.
 - (ii) Develop a clear and precise set of purchasing requirements, including (but not limited to) written specification / scope, evaluation criteria and assessment methodology, drawings, seasonal trends, historical data, benchmark data, timescales, and delivery details.
 - (iii) Conduct the evaluation and award in line with these **CPRs** and the **Council's Procurement and Contract Management Strategy and Procedures**.
 - (iv) Maintain an appropriate **record** of all decisions and their reasons throughout the design and delivery of the procurement process.
- (b) Collate a report/ recommendation to purchase the services, supplies, and works in accordance with these **CPRs**; this to demonstrate **Value for Money** and ensure no commitment is made without written authorisation.
- (c) Create purchase requisitions in advance of the supply of services, supplies, and works except where a **Purchase Card (P-Card) Transaction** or **Payment without a Purchase Order (PWPO)** request applies. All purchase requisitions should be under the **Council's** agreed Terms and Conditions
- (d) Notify the **Head of Corporate Procurement** of any perceived, potential, or actual conflict of interest immediately and complete the relevant documents. This declaration must also be detailed via the **Business World System** so that appropriate approval is sought and provided.
- (e) Ensure advice is sought where required and/or relevant from the **Corporate Procurement Team** on the application of these **CPRs**, **Relevant Procurement Legislation** or the identified procurement procedure.
- (f) Completion of any relevant procurement training available (either face to face or via the e-learning platform).

5.1.3 **Contract Managers** shall:

- (a) Hold ultimate responsibility for the creation of the procurement/ **Associated Tender Documents**, including working with external consultants, leading on market engagement, and ensuring that the outcome will deliver the **Council's** requirements.

- (b) Ensure appropriate approvals are in place ahead of decisions and the commencement of the procurement process.
- (c) Lead on responding to technical **Clarification** questions from **Suppliers**, organising suitably qualified and experience individuals are available to support the evaluation process, and where negotiations are permitted/ included, that the appropriate resources are available to facilitate the process.
- (d) Managing the **Contract** and collating all information needed to comply with the various transparency obligations under the **Contract**, and in line with the **Relevant Procurement Legislation**, e.g., direct awards, managing performance, publishing notices, managing changes.
- (e) Ensure all necessary **Tender Records** are collated and maintained in line with the **Relevant Procurement Legislation** and these **CPRs**.
- (f) Ensuring appropriate forward planning for cyclical and capital **Contracts**, including informing the **Head of Corporate Procurement** so that **Contracts** are included on the **Annual/Pipeline Procurement Plan** where **CPR** levels 4 or 5 and in the Pipeline Notice where the **Contract** has a value in excess of £2m.

5.1.4 **Head of Corporate Procurement shall:**

- (a) Deliver **Contracts** in a manner that maximises the opportunities to achieve key objectives such as Value for Money, Public Benefit, and Integrity; whilst also ensuring compliance with the relevant Public **Procurement Legislation**, and all relevant supporting guidance as published from time to time by the Cabinet Office.
- (b) Ensure these **CPRs**, the **Council's** Procurement and **Contract Management** Strategy, and related documentation remains up to date with **Relevant Procurement Legislation**, including providing a regular report to that effect.
- (c) Allocate resource to key procurement projects to ensure delivery of the **Annual/Pipeline Procurement Plan** and ensure that the Annual **Pipeline Notice** is published in line with the **Relevant Procurement Legislation**.
- (d) Ensure **Procurement Advisors** keep up to date with these **CPRs**, the **Council's Financial Procedure Rules**, the procurement policies and procedures, other relevant **Procurement Guidelines** and **Procurement Legislation**
- (e) Report to cabinet on an annual basis, the **Council's Annual/Pipeline Procurement Plans** - these plans will provide details of all future **Level 4 and 5** procurements.
- (f) Oversee procurement reporting and governance, directly or by delegation to a Procurement Advisor
 - (i) Ensure scrutiny and monitoring of the **Council's** expenditure in the context of procurement activity.
 - (ii) Monitor compliance against all procurement activity and notably the **CPRs**.
 - (iii) Provide information as to those exceptions requested and approved/rejected.
 - (iv) Monitor progress against the annual and future **Annual/Pipeline Procurement Plan** and the **Corporate Procurement and Contract Management Strategy**
 - (v) Record any unplanned **CPR Level 4 or 5** procurement activity reported to it and the course of action taken to address any such unplanned procurement processes (subject to the normal approvals set out in **paragraph 6 below**).
 - (vi) Consider opportunities across departments and service areas where joint initiatives can be investigated and implemented, which in turn may deliver best value.
 - (vii) Provide information and evidence for internal audit and the fraud team which is contrary to the practices set out in the **CPRs**.

5.1.5 **Corporate Procurement Team (inc. Procurement Advisors)** shall:

- (a) Provide procurement advice and support to Chief Officers, **Designated Procurement Officers, Contract Managers**, and other **Officers** on how to purchase services, supplies and works in accordance with these **CPRs**. This advice includes administering adverts / frameworks, developing specifications / **Tenders**, conducting evaluation processes, publishing awards and operating procurement systems.
- (b) Ensure that procurement requirements are properly defined; procurement activity is competitive, transparent, fair, and complies with the **Relevant Procurement Legislation** and demonstrates value for money.
- (c) Support the **Designated Procurement Officers** with all necessary **Record Keeping**.
- (d) Support each department to proactively performance manage **Supplier Contracts** as part of an agreed **Contract Management** plan.
- (e) Support the procurement reporting and governance requirements set out in **paragraph 5.1.4(f) above**.
- (f) Ensure the timely publication of notices in line with the **Relevant Procurement Legislation**.
- (g) Maintain and update the **Public Contracts Register**.

5.2 Code of Conduct (All CPR Levels)

- 5.2.1 All **Officers**, regardless of role or title, must always comply with the **Council's** Employee Code of Conduct (**See Part 5c of the Constitution**) which means that where their role involves procuring, managing, or using the **Council's Contracts** they must comply with these **CPRs** and **Financial Procedure Rules** on the award of **Purchase Orders** and **Contracts**.
- 5.2.2 **Officers** must also not offer, promise, give or receive any gift, loan, fee, reward, regard, or advantage from or to contractors or potential contractors in respect of the award or performance of any **Contract**.
- 5.2.3 Breaches of the **Council's Employee Code of Conduct** (inside or outside of work) will be reported, investigated, and may result in disciplinary action. Serious breaches of the code may be considered gross misconduct and result in dismissal without notice.

5.3 Conflicts of Interest (Any CPR Level)

- 5.3.1 **Officers** must declare any perceived, potential, or actual conflicts of interest (financial or non-financial) or relationships that may impact on their involvement in procuring, managing, or using the **Council's Contracts**.
 - (a) **CPR Levels 1 - 3**
 - (i) This declaration must be made at the initial point of involvement, within the **Council's** ERP system (Business World) and will be reviewed by their manager.
 - (b) **CPR Levels 4 - 5**
 - (i) This declaration must be made at the initial point of involvement, to the **Head of Corporate Procurement** and recorded within the **Council's** ERP system (Business World) which will be reviewed by their manager.
- 5.3.2 This process is an essential step in managed fairly and with integrity, this applies to all individuals (**Officers** and Members) and **Suppliers** involved in any stage of the **Contract** life cycle and will require the **nominated Procurement Advisor** to carry regularly update the **Conflict Assessments** whenever anyone new gets involved in the procurement, the approval process and/ or the management of the **Contract**. The assessment must also include details of any mitigations taken/ to be undertaken to mitigate potentially unfair outcomes, e.g., use of Ethical Wall agreements, use of alternative evaluators, etc.

6 Approval to Spend & Award

- 6.1 Before commencing any procurement activity, or awarding a **Contract**, **Officers** must check that they have the required approvals in place: This to include budgetary approval and the authorisation of the relevant **Officer**, Head of Service, Director of **Chief Officer** in accordance with the **Scheme of Delegation**.

Threshold	Approval to procure	Approval to Award
£0 - £9,999.99	Line Manager	
£10,000 - £74,999.99	Contracts up to £24,999.99* - Business Unit Manager Contracts up to £74,999.99 - Head of Service, Group Manager/ Assistant Director	
£75,000 up to £249,999.99	Contracts up to £249,999.99 - Director	
Contracts over £250,000	For Contracts not included in the approved Annual Procurement Plan - Cabinet Approval/ Schools Governing Bodies <u><i>For Contracts that were included in the approved Annual Procurement Plan can be commenced with the following approval</i></u> Contracts Up to £500k – Director. Contracts up to £1m - Executive Directors Contracts over £1m - Chief Executive or Chief Financial Office	All awards over £500k must get Cabinet Approval (Key Decision) before award.

- 6.2 For Schools, in all cases, Head Teachers and their Authorised **Officers** may procure and/ or award in accordance with the delegated powers stipulated by the relevant Board of Governors.
- 6.3 **Contracts** which are **Capital Contracts** must be included in the Capital Programme in accordance with the **Financial Procedure Rules**
- 6.4 **Contracts** which have external funding must comply with the external funding rules in the **Financial Procedure Rules**. The Corporate Procurement Team must also be made fully aware of all related conditions and requirements around the compliant use of the external funding.

***Note:** **Contracts** which have a value below £1m, but for which a longer limitation period is considered necessary to protect the **Council's** interests (e.g. design **Contracts**, construction **Contracts**) shall be executed under seal as well as all **Contracts** with a value over £1M.

7 Detailed Procurement Rules

- 7.1 To ensure the purpose and principles set out earlier in **CPRs** are met, the following detailed rules must be adhered to at all times:

7.2 Contract Types & Regimes (All **CPR** Levels)

- 7.2.1 All spend must be classified by type and regime before a procurement process can be designed; this is due to different types and regimes having different financial thresholds and obligations. The types and regimes include.

7.2.2 Types

- (i) Goods (e.g., supplies, products, software, purchase of gas/ electric by the Council),
- (ii) Services (e.g., labour, consultants, IT advisors/ support, or technical resources); or
- (iii) Works (e.g., Construction Projects – including consultant if procured with the works).

7.2.3 Regimes

- (i) Utilities (provision of fixed networks for Gas, electric, Water, transport e.g., Buses on a fixed network),
- (ii) Light Touch (e.g., social Care, legal services, education, catering, hospitality),
- (iii) Concession (e.g., contracts that involve real **Supplier** risk and the services are paid for by service users),
- (iv) Exempt/ Excluded (Not covered).

7.3 Contract Durations (All CPR Levels)

- 7.3.1 Before calculation the **Contract** value or determining the route to market (procurement **CPR** level), **Officer** must decide both the initial and maximum **Contract** durations (including any optional extensions) and what might be the justification to apply those extensions.
- 7.3.2 The **Council's** general position is that when setting an initial contract period, any planned extension (individually or cumulatively) should not be longer than the initial contract period without express permission from the **Corporate Procurement Team** (with this to be agreed as part of the **Options Appraisal** when **CPR Level 4 or 5** or using the **Exceptions Approval Process** for **CPR Levels 2 & 3.**)
- 7.3.3 For **CPR** Level 5 procurement, this option to extend must be included in the **Tender** Notice and **Contracts** Details Notice.

7.4 Calculating Contract Value (All CPR Levels)

- 7.4.1 Before commencing any procurements, the correct estimated **Contract** value must be calculated.
- 7.4.2 The estimated **Contract** value must include ALL monies that could be paid over the maximum life span of the **Contract** (or Framework/ Dynamic Market), to the successful **Suppliers(s)** regardless of the source; e.g., all planned and potential costs, additional requirements, fees/ commissions, **contract** extensions and/ or prizes/ participation costs plus any contingencies, whether funded by the authority, other grants or paid for by service users (concession **contract** e.g., operation of leisure centres, bus **contracts**, community cafes). The total must also include Value Added Tax (VAT) at 20% (*Where buying from outside the UK, Officers should seek advice from the Corporate Procurement Team*).
- 7.4.3 **Officers** must not underestimate or split the **Contract** into multiple short **Contracts** or into multiple small **Contracts** (Disaggregation) to artificially avoid certain procurement thresholds; doing so could result in future requests to modify or extend the **Contract** being declined.
- 7.4.4 Where the **Council** is unable to estimate the value of a procurement, it should be advertised in line with the rules for a **Covered Procurement** to ensure it is accessible to **Treaty Suppliers**.

7.5 Duty to Consider Lots (All CPR Levels)

- 7.5.1 In determining the **CPR** Level and the rules that apply, **Officers** must consider whether the **Council** could deliver the requirements through a number of Lots. This being a balance of removing barriers for SMEs and **Council** capacity to manage multiple smaller **Contracts**. **Officers** should consult with their **Procurement Advisor** in deciding this and the decision must be noted in the **Tender** Record (see paragraph 7.34 below) and in the **Tender** Notice (**CPR** Level 5 Covered Procurements only)

7.6 Risk Assessments (CPR Level 4 & 5)

7.6.1 **Contract Managers**, with their **Procurement Advisors**, must conduct a risk assessment in the following situations.

- (a) where the procurement is a **Covered Procurement** AND
 - (i) is establishing a new **Framework** or **Dynamic Market** with multiple **Suppliers**.
 - (ii) includes a **Special Purpose Vehicle**,
 - (iii) is for a **Contract** duration in excess of five years,
 - (iv) includes design liabilities and/ or collateral warranties,
 - (v) involves intellectual property,
 - (vi) involves a significant Health & Safety consideration,
 - (vii) is likely to be subject to significant inflation risks, or
 - (viii) where the spend relates to substantial direct awards or **contract** extensions that carry risks under the **Relevant Procurement Legislation**.

7.6.2 The outcome of the risk assessment must both be:

- (a) documented in the **Invitation to Tender** as it will feed into the process design and governance/ approval process; and
- (b) added to the **Corporate Risk Register** for monthly monitoring by the **Contract Manager**.

7.7 Market Research (CPR Levels 4 & 5)

7.7.1 **CPR** Level 4 Procurement - **Officers** are encouraged to conduct soft market testing for all **CPR** Level 4 procurements to ensure the most appropriate route to market is selected.

7.7.2 **CPR** Level 5 Procurement – **Officer** must agree with their nominated Procurement Advisor whether **Preliminary Market Engagement** is required to design/ inform the route to market. Where **Preliminary Market Engagement** is used, a **Preliminary Market Engagement Notice** must be published, all information must be carefully collated for sharing and the **Conflict Assessment** referenced in **paragraph 5.3 above** must be updated.

7.8 Approval to Procure

7.8.1 Before any procurement process can commence, approval must be demonstrated in line with **Paragraph 6** above.

7.9 Contract Documentation (CPR Levels 2 to 5)

7.9.1 Standard Contracts

- (a) The **Council** has a standard set of terms and conditions to be used for all **CPR Level 1 to 3** procurements that do not have complex requirements and are not to be varied, these are to be sent to the **Suppliers** as part of the procurement documentation.

7.9.2 Industry or Complex Contracts

- (a) Where more complex procurement requirements need tailored or specific terms and conditions (i.e., NEC, JCT, performance related incentives, payment terms, data protection requirements, safeguarding) usually within **Tender** requirements for **CPR** Level 4 and 5 **Contracts**, written approval must be sought from the **Head of Corporate Procurement** and / or Executive Director (Legal and Democratic Services) to vary the **Council's** terms and conditions. In all cases, irrespective of value, **Purchase Orders** and **Contracts** shall clearly specify as a minimum:

- (i) Details of what is to be supplied (i.e., the works, materials, services, deliverables, or description of works)
- (ii) Payment terms (i.e., the price to be paid and when (noting the obligation to pay **Suppliers** within 30-days of a valid invoice)) this can be a schedule of multiple payments and / or milestone payments.
- (iii) The dates, or times, within which the **Contract** is to be performed; and the provisions for the **Council** to terminate the **Contract**.
- (iv) The **Contract Management** process and information to be published (where a **Public Contract** over £5m).

7.9.3 Parent Company Guarantee & Performance Bond

- (a) All **Contracts** over £250k may include an **option** for the **Council** to request a Performance Bond and/ or a Parent Company Guarantee. The requirement is likely to be applied where the project or a **Contractor** is deemed as a high risk for failure (likelihood and/or impacts). This requirement to be agreed with the **Corporate Procurement Team** and the relevant Director.
- (b) Where a bond or guarantee is deemed necessary – this should be in a form acceptable to the **Council** and in consideration of the form of **Contract** being used.

7.10 Procurement Process & Documentation

7.10.1 **Paragraph 4.4 above** set out the threshold and processes rules (**CPR** levels) available. Further guidance on the process and documentation requirements for the different **CPR** Levels is included below.

7.10.2 CPR Level 1

- (a) In circumstances where an **Officer** does not have a P-Card or the **Supplier** does not accept a P-Card, a **CPR** Level 2 process must be followed.
- (b) **Officers** must retain all receipts for purchases made using a purchase card; these to be provided to finance.

7.10.3 CPR Level 2

- (a) **Officers** must explain their requirements to the identified **Supplier** and the **Supplier** must provide a proposal that can be attached to the **Council's Standard Terms and Conditions**.
- (b) **Officers** must raise a PO, attach the Quote(s), and include a spend justification in the appropriate part of the P2P system.
- (c) Details of the **Contract**, and an electronic copy, must be added to the **Contract** Register.

7.10.4 CPR Level 3

- (a) **Officers** must create a specification detailing the **Contract** requirements, this to be accompanied by the **Council Standard Terms and Conditions**.
- (b) **Officers** must raise a PO, attach the Quote(s), and include a spend justification in the appropriate part of the P2P system.
- (c) A **Below Threshold Contract Details Notice** must be published for all **Contracts** with a value of £30k inc. VAT, as soon as reasonably practicable after the award.
- (d) Details of the **Contract**, and an electronic copy, must be added to the **Contract Register**.

7.10.5 CPR Level 4

- (a) **Officers** must consult with their nominated Procurement Advisor to agree the optimal route to market for their requirement, e.g. a **corporate Contract**, **approved Framework**, advertised or non-advertised opportunity. This decision should consider how the **Council** can remove

barriers for SMEs or include **Local Suppliers** and open up opportunities for them to deliver **Council Contracts**. Equally, **Officers** should consider whether it is practical and appropriate to include social value in line with the **Corporate Social Value Policy** within the **Award Criteria**.

- (b) **Officers** will need to develop a specification and **Award Criteria** and must detail how the **Tenders** received will be assessed; plus, appropriate **Conditions of Tendering**, along with a suitable **Contract** and amendments, as advised by the **Procurement Advisor**.
- (c) Where the procurement relates to works and the opportunity is being advertised, and the value exceeds the threshold for goods and services, **Officers** may use a discrete **Conditions of Participation** Stage to limit **Suppliers** to invite to submit **Tenders**. These **Conditions of Participation** must detail whether **Excluded Suppliers** and/ or **Excludable Suppliers** will be excluded and if so, which grounds apply.
- (d) An advert (**Below Threshold Tender Notices**) must be published to invite **Tenders** unless using an approved framework or **corporate Contract**.
- (e) A **Below Threshold Contract Details Notice** must be published as soon as reasonably practicable.
- (f) Details of the **Contract**, and an electronic copy, must be added to the **Contract Register**.

7.10.6 **CPR Level 5**

- (a) **Officers** must liaise with their nominated **Procurement Advisor** to agree the optimal route to market for their requirement, e.g. including but not limited to use of an existing **corporate Contract**, a **Competitive Tendering Procedure (Open Procedure or Competitive Flexible Procedure)**, use of an **approved Framework, Dynamic Market, Dynamic Purchasing System**, or **Direct Award** (in line with **this paragraph**).
- (b) **Officers** will need to develop an Invitation to **Tender** and **Associated Tender Documents**, this to include.
 - (i) **A Specification** (including Key Performance Indicators for **Public Contracts** with a value over £5m inc. VAT).
 - (ii) **Conditions Of Participation** – legal, financial, and technical capacity and capability requirements the **Suppliers** must meet, (including details on Mandatory Exclusion Grounds and Discretionary Exclusion Grounds, Debarment and excluding **Suppliers**).
 - (iii) **Award Criteria and Assessment Methodology**, including criteria relating to cost/ price (and **Value for Money**), technical requirements and social value (in line with the **Corporate Social Value Policy**).
 - (iv) A detailed description of the **Competitive Tendering Procedure** being used and **Conditions of Tendering**. Where using the **Competitive Flexible Procedure**, this must include details of if and when **Supplier** numbers may be limited, all and any **Tender** rounds, any **Negotiations/ Dialogues/ Presentations/ Demonstrations** etc., and any options to refine the **Award Criteria**)
 - (v) A suitable **Contract** and if needed, **Council Amendments**, and
 - (vi) Any other documents as advised by the **Procurement Advisor**.
- (c) A **Tender Notice** is required to launch/ advertise the procurement; the **Associated Tender Documents** should all be published at the same time. **Officers** must consult with their nominated Procurement Advisor to agree timescales for this notice and subsequent stages in the procurement process.
- (d) A **Contract Award Notice** and **Standstill Period** will be required in most cases; advise should be obtained from the nominated Procurement Advisor as part of the initial process design.

- (e) A **Contract** Details Notice will need to be published within 30 days of entering into the **Contract**.
- (f) Details of the **Contract**, and an electronic copy, must be added to the **Contract** Register.
- (g) **Public Contracts** must be managed in line with **paragraph 9 below**.

7.11 Procurements under an Approved Framework

- 7.11.1 Where a **Contract** is to be let under an existing/ approved **Framework** then any **Competitive Selection Process** or **Direct Award** must be made in line with the rules of the **Framework**, **paragraph 4.4 above** and the **Relevant Procurement Legislation**.

7.12 Procurements under a Dynamic Market

- 7.12.1 Where a procurement is to be conducted under an existing/ approved **Dynamic Market** then a **Competitive Flexible Procedure** must be used in line with the rules of the **Dynamic Market** and the **Relevant Procurement Legislation**.
- 7.12.2 **Dynamic Markets** cannot be used for **Below Threshold Contracts** for Goods & Services **Contracts**. However, it can be used for Works contracts in line with **paragraph 4.4 above** and the **Relevant Procurement Legislation**.

7.13 Procurements under a Dynamic Purchasing System (DPS)

- 7.13.1 Where a **Contract** is to be awarded under an existing DPS, the procurement is to be conducted in line with the DPS agreement, **paragraph 4.4 above** and the **Relevant Procurement Legislation**.

7.14 Procurement under the Provider Selection Regime

- 7.14.1 Apply to health care services provided to individuals.
- 7.14.2 Direct Award A
 - (a) The **Council must** be used where there is an existing **Provider** and there is no realistic alternative.
 - (b) Can only be used where there are existing **Contracts**.
- 7.14.3 Direct Award B
 - (a) The **Council must** be used where patients are offered a choice, the number of **Providers** is not restricted, there is an advert, and **Providers** can express an interest and all suitable **Providers** that can provide the service are offered a contract.
 - (b) Can be used where there are existing **Contracts** or new requirements.
- 7.14.4 Direct Award C
 - (a) The **Council may** use this option where there is an existing **Provider**, the services required are not changing considerably, the **Provider** is satisfying the requirements of the existing **Contract** and are likely to satisfy the requirements of the new **Contract**.
 - (b) Can be used where the **Council** is not required to use options A or B.
- 7.14.5 Most Suitable Provider
 - (a) The **Council may** use this option where, based on the information available, the **Council** is of the view that they can identify the Most Suitable Provider.
 - (b) Can be used where the Council is not required to use options A or B, and does not want to use option C.
- 7.14.6 Competitive Process

- (a) This process requires an advert and a formal **Procurement** process.
- (b) This is the option that can be used to establish a Framework.
- 7.14.7 All above procurements/ contracts must be let in line **paragraph 4.4 above** and the **Relevant Procurement Legislation**.
- 7.14.8 Further guidance on process and notices must be obtained from the **Corporate Procurement Team**.

7.15 Mixed Procurements

- 7.15.1 Where a **Contract** involves spend under more than one **Regime** or **Relevant Procurement Legislation**, and it is not possible to award the **Contracts** separately, then the **Contract** should be procured in line with the rules in these **CPRs** and the **Relevant Procurement Legislation** which amount to the largest share of the cost.
- 7.15.2 Further guidance on process and rules must be obtained from the **Corporate Procurement Team**.

7.16 Clarification Process (All CPR Levels)

- 7.16.1 The **Council** reserves the right to clarify any incomplete, inaccurate, or misleading information provided to it by a **Supplier**, and to request an explanation and evidence if doing so would not put that **Supplier** at an unfair advantage.
- 7.16.2 All **Clarification** (by **Suppliers** and the **Council**) must be raised and managed through the **E-Procurement System**.
- 7.16.3 Where a **Supplier** asks a question, the questions and responses will be shared with all **Suppliers**; an exception being where the **Supplier** specifies that the question relates to sensitive commercial information, and the **Council** accepts this.
- 7.16.4 A record of all **Clarification** must be maintained.

7.17 Negotiation and/ or Dialogue Process (CPR Level 5 - Covered Procurement)

- 7.17.1 Where the **Council** uses a **Competitive Flexible Procedure** and includes a **Negotiation** or **Dialogue** stage(s) these will be conducted in accordance with the **Relevant Procurement Legislation** Guidance and the Invitation to **Tender**.
- 7.17.2 Only **Suppliers** who have not previously excluded or disregarded will be invited to participate in such activities/ **Tender** rounds.
- 7.17.3 The **Council** reserves the right to update **Associated Tender Documents** following such activities/ **Tender** rounds.

7.18 Presentation, and Demonstrations (CPR levels 4 & 5)

- 7.18.1 Where the **Council** uses **Competitive Flexible Procedure** and includes any of these requirements, the **Council** reserves the right to score the information shared during these activities and to Limit the number of **Suppliers** to proceed to the next stage if permitted by the Invitation to **Tender**.
- 7.18.2 Where the **Councils** uses any other procurement process, they reserve the right to include scored demonstrations and/ or presentations as deemed appropriate to the nature, complexity, and value of the contract.

7.19 Submitting Tenders (CPR Levels 4 and 5)

- 7.19.1 In most cases, **Tenders** will need to be submitted electronically; however, the **Council** reserves the right to receive **Tenders**, in part or in full, hard copy, where examples or other products, samples or models are required. In all situations, details of how **Tenders** are to be submitted will be clearly set out in the **Invitation to Tender**.

- 7.19.2 It is the responsibility of **Supplier** to submit their **Tenders** in time and in line with the instructions included in the Invitation to **Tender** and/ or on the **E-Procurement System**.
- 7.19.3 The **Council** accepts no responsibility for **Tenders** that are disregarded for being late or non-compliant.

7.20 Late Tenders (CPR Levels 4 and 5)

- 7.20.1 The **Council** is unlikely to accept late **Tenders**; however, where it is a fault with the **Council's** IT/ e-procurement portal that can be independently evidenced, that prevented the **Supplier** submitting their **Tender** on time/ in the required format, then the **Council** may accept the Tender.

7.21 Opening Tenders (CPR Levels 4 and 5)

- 7.21.1 Where **Conditions of Participation** and/ or **Tenders** are submitted electronically through the **E-Procurement System**, these will be opened/ released by a member of the **Corporate Procurement Team** (or a designated independent verifier). That individual must not be part of the project team charged with the delivery of the procurement or any part thereof.
- 7.21.2 Where a **Tender** or part thereof is submitted hardcopy/ physical items are submitted, the **Tender** must be received and open by an independent individual in the presence of a witness, and the documents/ items submitted recorded, dated, and signed in the **Tender Record**.

7.22 Compliance Checks & Corrections (CPR Levels 4 and 5)

- 7.22.1 **Suppliers** may not amend or request an amendment to their **Tender** after the date and time for receipt of **Tenders**.
- 7.22.2 The **Council** will conduct an initial compliance check to ensure that all documents requested have been submitted and that they have been submitted in line with the **Invitation to Tender**. Any **Tender** failing this check, who upon clarification, still fails this check (in line with the **Relevant Procurement Legislation** and the obligation to treat all suppliers fairly and the same) will be deemed non-compliant and the **Supplier** excluded from further consideration.
- 7.22.3 Following this, where there are inconsistencies or errors, the **Council** may seek **Clarification** in line with **paragraph 7.16 above**; these **Clarification** may include confirming the resolution of any arithmetical error or that of another clear, self-evident, and obvious errors that has been identified during the initial review and compliance check. Where the resolution of the error is agreed by at least two **Officers** and can be resolved without the need for additional information, the **Council** reserves the right to resolve this error and deem the **Tender** compliant.
- 7.22.4 The **Clarification** process may not be used to seek any amendments and/ or request information that changes or enhances a **Supplier's Tender**, where that change/ amendment would amount to an unfair advantage and/ or where this might undermine the integrity of the procurement process.
- 7.22.5 Where a **Supplier** is excluded for a non-compliant **Tender** or where a correction is made, this must be included in the **Tender Record**.

7.23 Training (CPR Levels 4 and 5)

- 7.23.1 It is the responsibility of the appropriate Chief Officer of each department or establishment involved in the procurement process to ensure that all relevant Members of staff are trained in the correct procedures in line with these **CPRs**.
- 7.23.2 **The Corporate Procurement Team** will support **Officers** by providing training, advice, and any necessary templates to enable them to understand and adhere to these **CPRs** and **Tender** effectively.

7.24 Evaluation (CPR Level 3)

- 7.24.1 Before participating in an evaluation and moderation process, all **Officers** must complete/ update their Conflict-of-Interest Declaration.
- 7.24.2 Where an **Officer** invites quotes, they will identify the preferred **Supplier** based on the lowest price compliant quote that meets the technical and legal requirements (without negotiation) as set out in the Specification and delivers Value for Money.
- 7.24.3 The above decision to be approved by a senior Officer or the budget holder.

7.25 Evaluation & Moderation (CPR Levels 4 and 5)

- 7.25.1 Before participating in an evaluation and moderation process, all **Officers** must complete/ update their Conflict-of-Interest Declaration.
- 7.25.2 Where **Officers** invite **Tenders** in response to an advert, they are required to identify the Most Advantageous **Tender** (MAT), this to be a balance of quality and price.
- 7.25.3 Before an evaluation process commences, the nominated **Procurement Advisor** will check whether a **Supplier** is on the **Debarment List**, is and **Excluded Supplier** or is and **Excludable Supplier** and must, in line with the Invitation to **Tender**, be excluded from participation in/ the award of the **Contract**. (where the procurement is a **CPR Level 5 - Covered Procurement**, this decision must be notified to the Cabinet Office)
- 7.25.4 The **Contract Manager**, along with other suitably qualified and experienced individuals will then be required to carry out an individual evaluation of any **Conditions Of Participation**, Initial/ Intermediate/ Final **Tenders** received, and/or any score demonstrations or presentation; to make notes in line with the **Award Criteria** and **Assessment Methodology** and to highlight any incomplete, inaccurate, or misleading information that needs to be clarified and to share this with the nominated Procurement Advisor.
- 7.25.5 The **Procurement Advisor** may, at their discretion and in line with the **Relevant Procurement Legislation**, request an explanation and/ or evidence if doing so would not put that **Supplier** at an unfair advantage.
- 7.25.6 The responses to such **Clarification** requests will be shared with evaluators and discussed as part of the moderation meeting.
- 7.25.7 Final scores and their reasons will be agreed by consensus in line with the Invitation to **Tender** document.

7.26 Limiting Suppliers (CPR Levels 4 and 5)

- 7.26.1 Where the **Council** is using a discrete **Conditions of Participation** stage, and or multiple **Tender** rounds, the **Council** may, where indicated in the **Invitation to Tender** (and the **Tender** Notice) limit the number of **Suppliers** to proceed from one round to another following a fair and transparent evaluation of the information provided for that stage.

7.27 Internal Approval – All CPR Levels

- 7.27.1 Before notifying any **Suppliers** of an intention to award, approval must be obtained in line with **Paragraph 6** and the **Scheme of Delegation**.

7.28 Assessment Summaries (CPR Level 5 - Covered Procurement)

- 7.28.1 Once a decision has been made internally, all **Suppliers** who had their only/ final **Tenders** assessed will be issued with an Assessment Summary.
- 7.28.2 The assessment summary will include the scores and the reason for those scores against each of the **Award Criteria** in consideration of the Assessment Summary and the **Supplier's** bid.
- 7.28.3 For **Unsuccessful Suppliers**, they will receive the information at **paragraph 7.28.2 above** for themselves and for the **Successful Supplier** (less any **Sensitive Commercial Information**).

7.28.4 This document does not start the **Standstill Period**.

7.29 Contract Award Notice & Standstill (CPR Level 5 - Covered Procurement)

7.29.1 Following the issuance of the Assessment Summary, the **Council** must, in line with the **Relevant Procurement Legislation**, publish a **Contract Award Notice**.

7.29.2 Where a Mandatory **Standstill Period** is required by **Competitive Tendering Procedure** or where a discretionary **Standstill Period** is being applied, this must be at least eight working days,

- (i) Under the **PA23**, – this starts on the day the **Contract Award Notice** was published)
- (ii) Under the **PSR23, PCR15, CCR16**, – this starts on the day after the **Contract Award Notice** was published)

and ending on a working day.

7.29.3 Once the **Standstill Period** has expired, the **Council** may enter into a **Contract** with the Successful **Supplier** at their convenience. (Noting that until the **Contract** is signed, the **Council** may terminate the procurement at their sole discretion with any costs incurred to be borne by the party incurring them.

7.30 Contract Approval & Execution (All CPR Levels)

7.30.1 **Contract** execution to be completed in line with **paragraph 6 above**.

7.31 Signing of Non-Disclosure Agreements and Letters of Intent (LOI) (All CPR Levels)

7.31.1 Non-disclosure agreements can only be signed by approved signatories detailed in **paragraph 6 above** or by the **Head of Corporate Procurement**.

7.31.2 Generally, it is the **Council's** policy not to enter into discussions with **Suppliers** based on Letters of Intent (LOI), other than in cases of extreme urgency.

7.32 Contract Details Notice & Publication of Contracts (CPR Levels 3, 4 and 5)

7.32.1 Regulated Below Threshold Procurements

(a) All **Contracts** with a value over £30k inc. VAT require a **Below Threshold Contract Detail Notice** to be Published.

7.32.2 Covered Procurements

(a) All **Public Contracts** must have a **Contract Details Notice** published. Where the **Contract** value exceed £5m inc. VAT, this notice must set out the three most important KPIs.

(b) All **Public Contracts** with a value in excess of £5m inc. VAT must be published (**Sensitive Commercial Information** and personal data (**Data Protection Act**) may be redacted).

7.33 The Contracts Register and Storage of Contracts (CPR Levels 2 to 5)

7.33.1 The Council is required to publish the following information.

- (i) Maintaining a **Contract Register** of all ongoing **Council Contracts** with a value of £5,000.
- (ii) Storing an electronic copy of all **Contracts** over £5,000 on that **Contract Register**.
- (iii) Ensuring that the original copy of all **Contracts** executed under seal are passed to the **Legal Department** for storage.

7.33.2 **For levels 1 – 3** – this information must be collated and recorded by the Service Area

7.33.3 **For Levels 4 & 5** – this information must be collated and recorded on the Council's E-Tendering System by the service which led of the procurement.

7.33.4 The service areas and allocated **Contract Managers** must retain a duplicate/ their own copy of the **Contract** to ensure it is effectively managed throughout the lifetime of the **Contract**.

7.34 Record Keeping (CPR Levels 4 and 5)

7.34.1 The **Designated Procurement Officers (CPR Level 4)** and/or the **Procurement Advisor (CPR Level 5)** shall record and retain details of all decisions made, using the appropriate template/ in the **Council's E-Procurement System**. These decisions to include the following information as a minimum.

(a) Procurement Stage

- (i) Budgetary approval and delegated authority information.
- (ii) Pre-tender market research/ Preliminary Market Engagement.
- (iii) Reason for the selected procurement process/ route to market/ exception
- (iv) A summary of the Procurement/ **Associated Tender Documents** and key **Contract** terms and conditions.
- (v) The **Award Criteria & Assessment Methodology**.
- (vi) A summary of the **Tender** received from **Suppliers** (with actual **Tenders** included as appendices) including.
 - Date and Time received.
 - Details of individuals that opened/ released the **Tenders**.
 - Number of SMEs.
 - Number of Local **Suppliers**.
 - Number/ Details of **Excluded Suppliers**.
 - Number/ Details of **Disregarded Tenders**.
 - Details of any corrections to arithmetical errors, etc.
 - Details of any **Suppliers** excluded for unfair advantage/ **Conflict of Interest**.
- (vii) Supplier Clarifications.**
- (viii) Evaluation and moderation notes.
- (ix) Council Clarifications.**
- (x) **Tender** negotiation (incl. minutes) (where permitted by the route to market).
- (xi) **Tender** decision/ recommendation.
- (xii) Records relating to **Conflicts of Interest/ Conflict Assessment**.
- (xiii) Internal governance.
- (xiv) **Assessment Summaries** information.
- (xv) **Contract Award Notice & Standstill Period** information.
- (xvi) Any other decision/ information as deemed necessary to justify the proposed approach and award.

(b) Contract Stage

- (i) Copies of the **Contract** documents
- (ii) **Contract Details Notice** Information
- (iii) Records relating to **Conflicts of Interest**
- (iv) Communications with the successful **Supplier** throughout the period of the **Contract**
- (v) Quality Assurance, Health & Safety, and Environmental Management of the **Contract**.
- (vi) Post award **Contract** documentation such as variations, extensions, reviews, breaches, and **Performance Notices** (please note that is the primary responsibility of the **Contract Manager** but in collaboration with the nominated **Procurement Advisors** on **CPR level 5 Public Contracts**.)

7.34.2 Full guidance is contained in the procurement policies and procedures and **Contract Management** tools and training.

7.35 Record Retention (**CPR Levels 4 and 5**).

- 7.35.1 The **Designated Procurement Officers** (**CPR Level 4**) and/or the **Procurement Advisor** (**CPR Level 5**) shall retain:
- (a) **Successful Supplier Contract** files executed under seal must be kept for twelve (12) years after the end of the **Contract**.
 - (b) **Successful Supplier Contract** files executed under hand must be kept for six (6) years after the end of the **Contract**.
 - (c) All other files (including the Records to be kept in **paragraph 7.34 above**, must be kept for three years from the date on which the **Council** enters into the **Contract**.
 - (d) Within the **Council's E-Procurement System** electronic copies of successful and unsuccessful **Tenders** and documents may be retained for an indefinite period (even if under archive).

7.36 Purchase Requisitions and Purchase Orders (**CPR Levels 2 to 5**)

- 7.36.1 All purchases made under these **CPRs** require a method to transact with/ pay the **Supplier**, the default system being to raise a requisition and **Purchase Order** on the **Council's P2P** and to issue this to the **Supplier** with a copy of the **Council's** agreed terms and conditions.
- 7.36.2 When using P2P, **Officers** must raise the requisition for approval and enter details of their purchasing requirements (to be supported by quotes) in advance of the supply of services, supplies or works, manage authorisation, and then once approved, manage the **Contract**, and make payments to **Suppliers** in line with the **Contract**. This system provides a mechanism to report on the **Council's** expenditure, which is an essential part of effective **Contract Management**.
- 7.36.3 Alternative options/ exceptions include.
- (a) **Procurement Purchase Card (P-Card)**, or
 - (b) **Payment Without Purchase Order (PWPO)**.
- 7.36.4 **P-Cards** should only normally be used for purchases under £1k and should not be used to circumvent these rules. This being more efficient than setting up a **Supplier** on the **P2P** for single/ low value requirements. Receipts must be maintained and stored for all such purchases.
- 7.36.5 **PWPO** should only be used where it would not be practical to raise a purchase requisition in advance of supplying services, supplies or works.
- 7.36.6 Under no circumstances should purchase requisitions be raised retrospectively to cover any invoiced services, supplies or works. If, however exceptional circumstances apply then a

PWPO form would need to be attached to any retrospective order raised on **Business World**.

7.37 Contract Management (All CPR Levels).

- 7.37.1 **Officers** is responsible for accepting the services, supplies or works received from the **Supplier**; and ensuring it meets the standards set in the **Purchase Order** or **Contract**.
- 7.37.2 In addition to the above, all **Contracts** that are **CPR level 4 or 5** must be managed via the **Council's Contract Management** system in line with **paragraph 9** below unless agreed otherwise by the **Corporate Procurement Team**.
- 7.37.3 All **CPR Level 5 Covered Procurement/ Public Contracts** must also be managed in accordance with the **Relevant Procurement Legislation**.

8 Exceptions to the Contracts Procedure Rules

- 8.1 In certain circumstances, an **Officer** may request an exception to one or more of the **CPRs** to award a **Contract** without competition.
 - 8.1.1 **Exceptions** are reserved for exceptional circumstances and can only be granted where good reasons can be sufficiently evidenced.
 - 8.1.2 For **Below Threshold (and Exempt) Procurements**, the decision to allow the **Exception** is for the **Council** to decide, subject to their **Key Decision** rules **(insert reference to scheme of delegation)**, and the contract value being below £499,999.99 (or for Goods & Services, the Goods & Services Threshold), the request can be approved by the **Head of Corporate Procurement** alone or with an Executive Director in line with the table below.
 - 8.1.3 Where the request relates to a **Public Contract**, approval must be in line with the **Relevant Procurement Legislation**; and lack of planning or convenience are not acceptable grounds.
 - 8.1.4 Before any exception is sought, the requesting **Officer** must ensure the budget allocation for the exception is in place. Where a **Direct Award** of a **Public Contract** is agreed, the relevant notices must be published.

8.2 Exception Request Approval Process for each Procurement Threshold

- 8.2.1 **Officers** must complete a **Tender/Procedural Exception Request Form** and submit for approval in line with the following requirements.

Threshold	Exception Approval Requirements
£0 - £999.99	Not required if best value is ascertained.
£0 - £9,999.99	Not required if best value is ascertained.
£10,000 - £74,999.99	Head of Corporate Procurement (or senior Procurement Advisor)
£75,000 up to £99,999.99	Head of Corporate Procurement (or senior Procurement Advisor) AND Executive Director or Director (<i>except Goods and Services which is capped at the Goods and Services threshold, in line with paragraph 4.4</i>)
Above £500,0000	Cabinet Approval (Key Decision)

- 8.2.2 Any **Exception Request** made against any of the **CPRs** Levels must be sought in advance of any contractual agreement. **Exception Requests** should not be made or granted retrospectively.
- 8.2.3 A request to seek quotes rather than advertise a requirement (**CPR Levels 4**) must also follow the above process,

- 8.2.4 Where an award of a new contract is agreed for contracts in excess of £30,000 (inclusive of VAT), the relevant notices must be published. In respect of contracts relating to healthcare services that fall within the Provider Selection Regime, the relevant notices must be published in agreement with the Corporate Procurement Team.
- 8.2.5 It is unlawful for **Officers** or **Members** to seek to avoid or circumvent the **Relevant Procurement Legislation**. Therefore, approval of any **Exception Requests** equal to or over the **Public Contract** threshold will only be permitted where the **Head of Corporate Procurement** has been consulted and identified a lawful justification under the **Relevant Procurement Legislation**.
- 8.2.6 All **Exception Requests** to these **CPRs** will be reported to the relevant governance board/s as required.
- 8.2.7 Note: Where the **Corporate Procurement Team** believe it to be prudent; an exception will be referred to internal audit for further action.

8.3 Emergencies - Immediate (direct) awards.

- 8.3.1 These **CPRs** allow for both “immediate” and “urgent” action to be taken by the **Council** under separate and differing circumstances and approvals. The immediate action permissible under an emergency situation by designated **Officers** are set out below.
- (a) **Designated Procurement Officers** may make an immediate (direct) award in the case of unforeseeable emergencies which represent or without action would result in.
- (i) Immediate danger to life or health
 - (ii) Immediate severe damage to property
 - (iii) Any other circumstance where the consequences of which would be equal to or greater than those above.
- (b) **Designated Procurement Officers/ Contract Managers** may make immediate, potential multiple (direct) awards where the total **Contract Value** equates to a **CPR Level 3** procurement or below. The emergency circumstances must require the **Council** to respond immediately to events which are beyond the genuine control of the **Council**. This includes but is not limited to natural or manmade disasters such as flooding, fires, or civil unrest. Any emergency procurement must be reported to the **Head of Corporate Procurement**, by the **Officer** who put in place the emergency procurement as soon as practically possible and in any event, within 72 hours.
- 8.3.2 Any such **Contract** entered into on this emergency basis by the **Council** must not be for a term of more than four weeks: during which time, the **Council** must procure all further contracts needed to deal with any outstanding issues related to, or originating from, an Emergency Situation via a compliant procurement process. This includes, but is not limited to, the appropriate use of the “urgent” action permitted as part of the Exception Process.

8.4 Emergencies - Urgent (Direct) Award

- 8.4.1 All **Procurement Legislation** include an option for Direct Award where the works or the supply of either goods or services are strictly necessary for reasons of extreme and unavoidable urgency and this urgency is not attributable to any act or omission of the **Council**, and it was not foreseeable.
- 8.4.2 Where such an option is being relied upon, this must be agreed with the **Head of Corporate Procurement** before a **Contract** is awarded.
- 8.4.3 Where such award is agreed, a **Transparency Notice** detailing the intention to award the **Contract**, and this must be followed by a **Contract Award Notice** (applying a **voluntary Standstill Period**) and a **Contracts Details Notice** in line with the **Relevant Procurement Legislation**.

8.5 Other Grounds for Direct Award

8.5.1 User Choice Contracts

- (a) Award of **Light Touch Contracts** that are supplied for the benefit of a particular Individual.

8.5.2 Single Supplier

- (a) Where there is a monopoly/ single **Supplier** due to **Intellectual Property** rights or competition is absent for technical reasons and there are no reasonable alternatives to these goods, services or works.
- (b) Creation of unique pieces of art or artistic performance.

8.5.3 Prototype or Development.

- (a) Where the **Council** is seeking a prototype or novel goods or services to be developed for the **Council**

8.5.4 Additional or Repeat goods, services or works.

- (a) Where the use of an alternative **Supplier** would be incompatible with existing good, services or works, or alternatives would result in disproportionate technical difficulties in operation or maintenance. OR
- (b) Where the additional requirements were expressly allowed for as part of a **Competitive Tendering Procedure** and a **Transparency Notice** detailing the award is published within 5 years of the original **Tender Notice**.

8.5.5 Provider Service Regime direct awards under Process A, B or C.

- (a) Where the purchase relates to **Health Care Services**, these being defined in **The Health Care Services (Provider Selection Regime) Regulations 2023, Schedule 1** – relevant CPV codes.

- 8.5.6 In all of the above circumstances, the **Officer** must complete **Tender/Procedural Exception Request Form**; this to detail the proposed grounds for the **Direct Award** and a justification, e.g., where proposing there is a single **Supplier**, the market research/ testing that has been conducted to evidence this justification.

9 Contract Management

- 9.1 For a **Contract** classified as a **CPR level 4 and 5**, the **Chief Executive**, Executive Directors, Directors, **Contract Managers**, Designated **Procurement Officers** and nominated **Procurement Advisors** must ensure that the **Council's Contract Management** processes as set out below are adhered to.

9.2 Definition and Scope of Contract Management Activities within the Council

- 9.2.1 **Contract Management** is the active management of the relationship between the **Council** and a **Supplier** over the term of the **Contract** for the provision of services, supplies and works to a set of agreed standards.
- 9.2.2 **Contract Management** activities should be proportionate to the value, duration, risk, and complexity of the **Contract**.
 - (a) Simple purchase **Contracts** (i.e., an item of office furniture) will usually only require inspection on receipt and payment of the invoice whilst for complex or high value **Contracts**,
 - (b) **Contracts** that are complex or high value and assessed at Level 1 (risk) or Level 2(risk) will need to appoint a full-time Contract Manager and follow the **Contract Management Framework** and use documents sourced from the **Contract Management Framework**.
- 9.2.3 The following are the **Council's** key **Contract Management** principles and are also set out within the **Corporate Contract Management Framework**, **Contract Management Manual**, and other tools available within the Teams Channels for **Contract Managers**:

Principle	Meaning of Principle
Governance.	Contract governance refers to the framework and processes established by organisations to oversee and control their Contracts effectively. It involves defining policies, procedures, and standards for creating, negotiating, executing, and monitoring Contracts to ensure alignment with organizational goals and objectives. Contract governance aims to minimize risks, enhance compliance, and optimize Contract outcomes by providing clear guidelines and accountability mechanisms for managing Contracts .
Monitoring and reporting.	Involves tracking the performance and compliance of Contracts throughout their lifecycle. Collecting, analysing, and presenting data related to Contract performance. This helps in making informed decisions and maintaining transparency.
Financial controls.	Effective financial controls help organizations manage their Contracts more efficiently, reduce financial risks, and ensure that Contractual obligations are met within budget.
Relationship management.	Ensuring that all parties involved in a Contract maintain a positive and productive working relationship. This involves fostering trust, open communication, and mutual respect to achieve the Contract's objectives effectively.
Risk and continuity Management.	Essential for ensuring that Contracts are executed smoothly and that any disruptions are minimised.
Change and exit management.	Effective change and exit management help organisations adapt to new circumstances, minimise risks, and maintain strong business relationships.

9.3 Contract Manager will be responsible for:

- 9.3.1 Managing relationships with **Suppliers**, including arranging, and attending all necessary meeting, ensuring all necessary **Management Information** is provided and all necessary reporting is completed. This includes.
- (a) Monitoring performance against the **Contract** requirements/ **Key Performance Indicators** (where the **Contract** is a **Public Contract** with a value in excess of £5m inc. VAT).
 - (b) Managing all and any modifications (variations or extensions) to the **Contract** in line with the **Contract**, the **Relevant Procurement Legislation** and the rules set out in these **CPRs**.
 - (c) Forward planning for renewals, termination and exit management.
 - (d) Publishing **Contracts**, modified **Contract** and notices relating to **Contract Management** activities.
 - (i) **Contract Change Notice** – used to publish detail of a proposed modification to a **Contract** where there is an increase of decrease in the estimated **Contract** value over a specific value.
 - (ii) **Contract Performance Notice** – used to report on KPIs (depending on value of **Contract**) and whether the **Contract** is being delivered to the required standards/ there has been a Breach of **Contract**.
 - (iii) **Contract Termination Notice** - used where the **Council** terminates a **Contract** in full.

9.4 Procurement Advisors will, in collaboration with the Contract Manager(s):

- 9.4.1 Attend **Contract** meetings with our key strategic (those **Contracts** assessed at **CPR level 4 or level 5**) **Suppliers** to review performance and compliance against the **Contract**.

- 9.4.2 Assist in managing any **contractual** issues raised by either the **Contract Manager** or **Supplier**.
- 9.4.3 Assist in managing any non-conformance identified by the **Contract Manager** or **Supplier**.
- 9.4.4 Review any proposed **contract** variations and/or extensions for compliance with the **Relevant Procurement Legislation** and these **CPRs**.
- 9.4.5 Ensure the **Council** complies with its obligations to publish various **Contract Management** notices including.
 - (i) those listed in **paragraph 9.3.(d)(iii) above**, and
 - (ii) **Payment Compliance Notice** – used to publish the **Councils** payment performance.
- 9.4.6 Ensure that key **Contract** documentation is retained on file as set out in **paragraphs 7.34 and 7.35 above**.
- 9.4.7 Promote the potential use of the **ECMS**.

9.5 Variations and Extensions Modifications

9.5.1 Below Threshold Contracts

- (a) Where the **Council** wishes to modify (vary or extend) this type of contract, **Officers** should liaise with the **Supplier** to mutually agree the modification, and this must then be documented in writing.
 - (i) Where the modification relates to an extension **of time**, if included in the original contract this can be mutually agreed, where no such option exists, this must be approved using the **Exceptions Approval Process** above. **Unplanned extensions should not be longer than the duration of the original contract** (except in exceptional circumstances and must be agreed with the Corporate Procurement Team).
 - (ii) Where the modification relates to a variation to the **scope** (more of the same) this modification is limited to a cumulative increase of 50% of the original contract value (except in exceptional circumstances and must be agreed with the Corporate Procurement Team). This applies to planned and unplanned changes equally.
- (b) If a proposed modification will increase the contract value to a value that exceeds the relevant threshold/ turns the contract into a **Public Contract**, then **Officers** will need approval from the **Corporate Procurement Team**.
- (c) The resultant modification/ updated **Contract** must be added to the **Contract Register**.

9.5.2 Public Contracts

- (a) Where the **Council** wishes to modify (vary or extend) this type of contract, **Officers** will need to comply with the **Relevant Procurement Legislation**, and only where the modification is deemed permitted by that **Relevant Procurement Legislation**, will the modification be approved. Modifications can be planned or unplanned, these are set out below.
 - (i) **Planned Modifications** – this includes modifications that have been expressly provided for within the initial procurement process and the resultant contract e.g., planned extensions, additional works and/ or stages, known risks.
 - (ii) **Unplanned Modification** – these are changes that were **not** foreseen and therefore not expressly provided for in the **Contract**. There will likely be some restriction on what will be permitted for such changes. This could include the introduction of annual inflationary uplift, unexpected additional requirements.
- (b) In both of the above cases, Officers should consult with the **Corporate Procurement Team** to ensure the proposed modification (variations and extension) are compliant with not just

with the **Relevant Procurement Legislation** but also the **[insert reference]** in the **Financial Procedure Rules**. This assessment must consider both the cost of the proposed modification and any previous modifications, and the initial **Contract** value and duration to ensure that the proposed modification does not breach the limits set out in the **Relevant Procurement Legislation**.

- 9.5.3 Depending on which of the **Relevant Procurement Legislation** the contract was awarded under and the nature of the modification, there may be a requirement to publish a **Contract Change Notice** before or after implementing a modification. Officers should seek advice from the **Corporate Procurement Team** as to which legislation applies and what processes and notices are required and when.

9.6 Contract Manager must ensure the following.

- (a) A budget is approved in line with the **Financial Procedure Rules** ((i.e. Key Decision-making process) **before** the modification is agreed.
- (b) The modification is being made in the best interests of the **Council**.
- (c) The modification does not amount to a **Material/ Substantial** change to the scope, value, or duration of the **Contract**.

- 9.6.2 The relevant notices are published in accordance with the **Relevant Procurement Legislation**.

9.7 Approval of Contract Modifications

9.7.1 Planned Modification

- (a) If the option to extend/ vary the contract was expressly and unambiguously included in the original contract as approved in line with **paragraph 6 above**, then subject to the proposed modification being in line with what was included in the contract, the modification can be applied subject to budget and **Chief Officer/ Director** approval in line with **paragraph 6.1 above**.

9.7.2 Unplanned Modifications

- (a) If no express option to vary and/ or extend the contact was allowed for in the original/ approved contract, the modification will fall under the exception process (para 8)
 - (i) Where the total value of this and any cumulative modifications is less than £500,000, **and the modification is permitted by the Relevant procurement legislation**, and there is available budget, the modification can be approved in line with **paragraph 6 above**.
 - (ii) Where the total value of this and any cumulative modifications is more than £500,000, and subject to **the modification being permitted by the Relevant procurement legislation**, it will need both budget and cabinet approval.
 - (iii) If the initial contract value when awarded was below £500,000 and the modification(s) takes the total/ cumulative contract value above £500,000 then subject to budget, it will need cabinet approval.

9.8 Collaborative Procurements

- 9.8.1 Where the **Council** is required under its own powers or at the request of a partner authority to procure on its behalf, those procurements must comply with **Relevant Procurement Legislation**, and other relevant legislation more generally,
- 9.8.2 Each **Council** must comply with their own rules with regards financial, procurement and delegated authority requirements; and then equally, their own **Scheme of Delegation for Contract** signature.

9.9 Community Right of Challenge

- 9.9.1 **Section 81 of the Localism Act 2011** permits relevant bodies (charities, community bodies, town and parish Authority Services and Staff) to submit Expressions of Interest to provide Council Services. **Corporate Services** shall maintain and publish a timetable for the submission of interest.

9.10 Grants

9.10.1 Application Process

- (a) The **Council** is the recipient and administrator of substantial funding from central government and potentially, other funders.
- (b) Where the funding received is being used to purchase goods, services, or works on behalf of the **Council** and in line with the **Council's** specific requirements, the requirements must be procured in line with these CPRs.
- (c) Where this funding is to be granted to organisation to deliver aims and objectives in a manner decided by the recipient, for the local community, this needs be administered through a fair and formal process.
- (d) Further guidance on accessing grants can be found at [insert link](#)

9.10.2 Grant Agreements

- (a) Where a grant is issued, it must be awarded in accordance with the **Council** process for advertising, selecting, and awarding grants.
- (b) All grants must include:
- (i) Details of what the applicant has committed to provide for the funding.
 - (ii) Payment details including any payment conditions and frequency; and
 - (iii) Any flow-down requirements relating to obligations that apply to the **Council**, including where relevant, reporting and clawback options.
 - (iv) All grants which include clawback options MUST be executed as a **Deed**.

9.10.3 Monitoring & Reporting

- (a) A register of all grants issued must be maintained, this to include details of the recipient, the value, the funder, and the purpose.
- (b) Where the funding including reporting or other delivery/ payment obligations, this information must also be included in the register, e.g., conditions, monies paid, and delivery against the funding.
- (c) Where the grant includes reporting obligations, periodic meetings (as agreed as part of the grant agreement) must be held between the recipient and the **Council** to ensure the recipient is both delivering as per their application and providing the required information. Notes and data from these meetings must be stored against the Grant Register.
- (d) Further detail is available in [Part X of the Constitution](#).

10 Glossary of Terms

For the purpose of these Rules the following terms have the meanings as set out below:

Term	Meaning of Term
Annual Procurement Plan(s) or Future Pipeline Plan(s)	A plan that sets out the approach to the procurement of Contracts that exceed a lifetime value of £74,999.99 (CPR Level 4 and 5 Contract). All Contracts with a value of £500,000 and above must be reported to cabinet.

Approved Dynamic Market or DPS	A Dynamic Market approved for use by the Corporate Procurement Team
Approved Framework	A Framework (including Open Frameworks) approved for use by the Corporate Procurement Team
Assessment Summary(aries)	A letter detailing the outcome of the assessment of any Tenders received. For the winning Supplier it will include their scores and reasons for those scores against each of the published Award Criteria . For all losing Suppliers , the letter will include their scores and the reason for those scores against each of the published Award Criteria and the same information for the winning Supplier
Associated Tender Documents	Means the documents that set out all the information a Supplier needs to submit an informed and compliant Tender ; including but not limited to a Specification and a Contract , and the Invitation to Tender , Award Criteria and Assessment Methodology .
Authorised Officer(s)	P2P role- the Authorised Officer is accountable for approving purchases made in accordance with the Council's Scheme of Delegation .
Award Criteria/ Assessment Methodology	criteria set in accordance with section 23 of PA23 against which Tenders may be assessed for the purpose of awarding a Public Contract ; these criteria must. (a) Relate to the subject-matter of the Contract , (b) Be sufficiently clear, measurable, and specific, (c) Not break the rules on technical specifications in section 56, and (d) Be a proportionate means of assessing Tenders , having regard to the nature, complexity, and cost of the Contract . And where there are more than one, their weighting or relative importance must be stated. Officers are also required to describe how the Tenders will be assessed (a scoring matrix), and the document must state whether failing to meet a specific score could amount to a Supplier being excluded from the procurement
Best Value	The Best Value Duty relates to the statutory requirement for local authorities and other public bodies defined as best value authorities in Part 1 of the Local Government Act 1999 ("the 1999 Act") 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 "
Breach of Contract	Failure to meet any of the conditions of the Contract
Business World System	Means the software system used by the Council to store and manage information
Capital Contracts	Contracts for Works or Transformation projects.
Capital Expenditure	Expenditure involves acquiring or enhancing fixed assets with a long-term value to the authority, such as land, buildings, and major items of plant, equipment, or vehicles.
Capital Programme	The programme of Capital expenditure agreed by Cabinet.
Categories	Where establishing a dynamic market, the Council may divide the DM into categories (Lots/ specialism) to facilitate access by SMEs and effective competition
Chief Officer(s) (Executive)	The Chief Executive, the Chief Financial Officer, the Executive Directors, Directors, and the holders of any other post which may be designated for this purpose.

Clarification	Means the request for additional/ missing information and/ or an explanation regarding information that is incomplete, inaccurate, or misleading. Where the clarification relates to the Council seeking a clarification from a Supplier, this may only occur where it is not unfair to do so.
Code of Conduct	The code of conduct binding on all Officers of the Council and being within insert location of the Council's Constitution and viewable on the Council's website.
Competitive Flexible Procedure (Open Procedure or Competitive Flexible Procedure)	This is a multi-staged procurement which can include a discrete Conditions Of Participation stage, limiting Suppliers (following the SQ or other assessments), one or more Tender rounds (and intermediate assessments), refinement of the Award Criteria , modification of the Tender procedure, interaction with the Suppliers (e.g., negotiations, presentations, site visits) and then following a final submission, there is a potential to finesse the submission and subsequent staged awards – all this being subject to what was specified in the Invitation to Tender document.
Competitive Selection Process	A procurement process where all of the Suppliers on the Framework (or a specific Lot) are invited to submit a Tender in line with the Framework rules and in line with the Specification for the Contract to be let, and the Specification of the Framework .
Competitive Tendering Procedure(s)	This includes the Open Procedure and the Competitive Flexible Procedure
Concession Contracts	a Contract for the supply, for pecuniary interest, of works or services to a Contracting Authority where— a) at least part of the consideration for that supply is a right to exploit, and b) under the Contract the Supplier is exposed to a real operating risk. (it may also be paid for by service users rather than the Council).
Conditions Of Participation	this is a condition that a Supplier must satisfy if the Supplier is to be awarded the Public Contract . These conditions must be a proportionate means of assuring that a Supplier has. (a) the legal and financial capacity to perform the Contract , or (b) the technical ability to perform the Contract .
Conditions of Tendering	The rules/ conditions by which a competitive procurement process will be conducted, and with which a Supplier must comply if they are not to be excluded from the procurement process.
Conflict Assessments	Means an assessment that has been carried out by the Council and in which, it identifies all and any potential or actual conflicts and the actions taken/ to be taken to mitigate them to ensure equal treatment.
Conflict of Interest	There is a Conflict of Interest in relation to a Covered Procurement if— (a) A person acting for or on behalf of the contracting authority in relation to the Procurement has a Conflict of Interest, or (b) A Minister acting in relation to the Procurement has Conflict of Interest
Contract(s)	an agreement to be made in writing between the Council and a Supplier
Contract Award Notice	A notice that is published on the Central Digital Platform and that informs the market of and intent to award and where a Mandatory Standstill Period (or Voluntary Standstill Period) is required, this notice initiates that Standstill Period . There is a different form of notice for below and above threshold procurements.
Contract Change Notice	For Contracts let under the Procurement Act 2023 (after 24th February 2025) A notice that must be published before a Contract modification is applied, where that modification increases or decreases the estimated value of the Contract by—

	<p>(a) in the case of a Contract for goods or services, 10 per cent or less,</p> <p>(b) in the case of a Contract for works, 15 per cent or less, or</p> <p>(c) the modification increases or decreases the term of the Contract by 10 per cent or less of the</p> <p>Issued in accordance with section 75.</p> <p>For Contracts let under the Public Contracts Regulations 2015 A modification notice must be published where a modification is made under Regulation 72(b) or 72(c).</p>
Contract Details Notice	A notice that confirms that the Contract has been entered into within the previous 30 days. There is a different form of notice for below and above threshold procurements.
Contract Management	Contract Management is the active management of the relationship between the Council and the Supplier over the term of the Contract for the provision of services, supplies and works to a set of agreed standards.
Contract Management Framework	Means the Council's processes for managing contracts
Contract Management Manual	Means the Council's rule book for managing contracts
Contract Management Notice(s)	<p>For Contracts let under the Procurement Act 2023 (PA23) (after 24th February 2025) The Council will be required to publish the following in line with the PA23.</p> <p>(a) Contract Performance Notice – required for all Public Contracts over £5m and used to report on KPIs and whether the Contract is being delivered to the Council's required standards e.g., satisfactory performance against the KPIs, and/ or a breach of Contract which resulted in, partial termination, and/ or damages.</p> <p>(b) Payment Compliance Notice – used to publish the Contracting Authorities payment performance.</p> <p>(c) Contract Termination Notice – used where the Contracting Authority terminates a Contract in full.</p>
Contract Management Strategy	Means the Councils approach to managing contracts
Contract Manager(s)	<p>An Officer that manages the Contract and ensure day to day activities are conducted in accordance with its terms and conditions. Full duties are detailed in paragraph 9 of the CPRs.</p> <p>These are Officers within service areas across the Council that manage and oversee Contracts and would consult with The Corporate Procurement Team when re-Tendering or procuring new Contracts.</p>
Contract Modification	<p>For Contracts let under the Procurement Act 2023 (PA23) (after 24th February 2025) A modification permitted under section 74 and schedule eight of the PA2023 or is not a substantial modification or is a below-threshold modification.</p> <p>For Contracts let under the Public Contracts Regulations 2015 (PCR2015) A modification permitted under Regulation 72.</p>
Contract Performance Notice	<p>Means a notice setting out.</p> <p>(a) An assessment of performance against Key Performance Indicators</p> <p>OR</p> <p>(b) Details of poor performance against a specified standard and/ or a breach which is sufficiently serious enough to result in the payment of damages, partial termination, or a settlement agreement.</p>

Contracts Procedure Rules (CPRs)	This document setting out the principles of procurement, roles and responsibilities, Contract procedure rules and processes involved in purchasing services, supplies, and works Contracts .
Contract Register	A register of Council Contracts that exceed £5k held by The Corporate Procurement Team and made publicly available via the Council website.
Contract Termination Notice	Is a notice setting out that a Contract has been terminated
Contract Value	The estimated total monetary value of a Contract over its full duration and any extensions or potential variations. (N.B. not just the annual value.) Where the duration of a Contract is indeterminate, this will be taken to be the estimated value of the Contract over a period of four years.
Corporate Contract	A Contract let by the Council for use by the whole Council
Corporate Procurement Team	Central team responsible to managing corporate procurements, maintaining procurement standards and controls, and providing advice and guidance to service areas.
Corporate Risk Policy	Means the Corporate Approach to Risk Management – the Risk Management tool kit is available on the Intranet Risk Management Toolkit.doc (sharepoint.com)
Corporate Risk Register	The risk register held by the Council which includes all high profile/ high risk contracts
Corporate Services	A department within the Council
Corporate Social Value Policy	The Social Value Policy
Council	Southend-on-Sea City Council .
Council Amendments	The amendments/ additional contract requirements identified by the Council as being needed to make an industry standard contract suitable for their and a specific project/ contract requirement.
Councillor/ Member	An elected Member of the Council .
Covered Procurement	Means an above threshold procurement that is intended to result in a Public Contract . PPN-11_23-New-Thresholds.pdf (publishing.service.gov.uk) These values apply for 2024 and 2025.
Data Protection Act 2018	Means the legislation that controls how personal information is used by organisations, businesses, and/ or the government.
Debarment List	Means a list kept by a Minister of the Crown for the purposes of identifying Suppliers to whom a Public Contract is not to be awarded.
Deed	A document executed under common seal
Dialogue	Means a discussion between the Council and Suppliers about any aspect of the procurement.
Direct Award	Means the award of a Contract without a competitive process.
Discretionary Exclusion Grounds	Schedule 7 (a) Labour market misconduct (b) Environmental misconduct (c) Insolvency, bankruptcy, etc

	<ul style="list-style-type: none"> (d) Potential competition infringements (e) Professional misconduct (f) Breach of Contract and poor performance (g) Acting improperly in procurement (h) Threat to national security
Disregarded Tenders	A Tender that is not evaluated due to it not meeting the procedural or other published requirements.
Dynamic Market	a list of Suppliers who have met the published Conditions of Membership and are eligible to submit a Tender against a competition let under the market. These markets can be set up to purchase any requirements that a Contracting authority may wish to purchase and require the use of the competitive flexible procedure to award a Contract .
Dynamic Purchasing System (DPS)	A completely electronic system used by a Contracting Authority (buyer) to purchase commonly used goods, works or services. Unlike a traditional framework, Suppliers can apply to join at any time.
E-Procurement System	A system for the end-to-end Tendering process, both Suppliers and buyers submit and respond to Tenders electronically removing the need for paper submissions.
Equalities Act	Protects individuals from various forms of discrimination and harassment relating to disability, age, gender, religion / belief, and sexuality.
Estimated Contract Value	Means the value being estimated by a contracting authority for the entire possible scope and duration of the potential Contract Requirements including all options, premiums, fees etc as may become due under the contract.
Excludable Supplier(s)	<p>An Excludable Supplier is a Supplier.</p> <ul style="list-style-type: none"> (a) To whom a discretionary exclusion ground applies, and such exclusion ground circumstances are continuing/ likely to occur again; or (b) They are on the debarment list by virtue of a discretionary exclusion ground. <p>Tenders from excludable Suppliers may be disregarded in any Competitive Tendering Process (s.26(2)) and Contracting Authorities may exclude an Excludable Supplier from participating in a Competitive Flexible Procedure (s.27(1)(b)).</p> <p>The Council may also terminate a Contract with a Supplier who becomes an excluded Supplier after the award of the Contract or where one of their sub-Contractors is an excludable Supplier and they fail to replace them when instructed.</p>
Excluded Supplier(s)	<p>An excluded Supplier is a Supplier.</p> <ul style="list-style-type: none"> (a) To whom a Mandatory Exclusion Ground applies to, and such exclusion ground is continuing/ likely to occur again; or (b) They are on the Debarment List by virtue of a Mandatory Exclusion Ground. <p>Tenders from excluded Suppliers must be disregarded in any competitive Tendering process and Contracting Authorities must exclude an Excluded Supplier from participating in a Competitive Flexible Procedure.</p> <p>Supplier must be removed from a Dynamic Market if it is on the Debarment List by virtue of a Mandatory Exclusion Ground and may be removed if otherwise an Excluded Supplier or an Excludable Supplier.</p> <p>The Council may also terminate a Contract with a Supplier who becomes an Excluded Supplier after the award of the Contract or where one of their Sub-Contractors is an Excluded Supplier and they fail to replace them when instructed.</p>
Exempt Contract(s)	The kind of Contract listed in Schedule 2 of the Procurement Act 2023 , and for which the rules of the PA23 do not apply.

Framework	An agreement with Suppliers which sets out terms and conditions under which specific purchases can be made throughout the term of the agreement and which has been Tendered in accordance with UK Directives.
Freedom of Information Act	Freedom of Information Act 2000 is an act defining the ways in which the public may obtain access to government-held information.
Financial Procedure Rules	The rules on how Council funds is to be received, spent, and reported, as set out in [insert location] of the council's constitution and being available on the council's website.
Grant Agreements	an agreement by the Council to pay a recipient funding for a specific set of aims and objectives.
Head of Corporate Procurement	Means the lead for the Corporate Procurement Team .
Head of Internal Audit and Counter Fraud	Means the lead for the internal audit team.
Health Care Services (Provider Selection Regime) Regulations 2023, Schedule 1	The Health Care Services (Provider Selection Regime) Regulations 2023 - whole act. The Health Care Services (Provider Selection Regime) Regulations 2023 - Schedule 1
Intellectual Property	This refers to creations of the mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce.
Invitation to Tender (IIT)	The document that invites Suppliers to submit a Request to Participate or a Tender in response to a Tender Notice . It must include clear instructions of what is required, a description of the procurement process, the Conditions of Tendering , and the Award Criteria/ Assessment Methodology as a minimum.
Key Decision	A decision as defined within [insert location] the Constitution. Includes transactions above £499,99 in value.
Key Performance Indicator (KPIs)	a factor or measure against which a Supplier's performance of a Contract can be assessed during the life cycle of the Contract .
Late Tenders	Means a response to a Tender Notice or invitation to submit an intermediate/ final tender that is not submitted by the specified deadline
Light Touch Regime	These are Contracts /procurements which cover Health, Social Care, legal and Education related requirements.
Limit Suppliers	Means the reduction of the number of Suppliers to progress from one stage to the next in a procurement process, based on the evaluation of the submission of a response to Conditions of Participation and/ or Tender Rounds
Local Business Directory	The Council's list of Local Suppliers
Local Government Act 1972	Local Government Act 1972 (legislation.gov.uk)

Local Supplier(s)	A Supplier who has a local presences/ an address with a Southend postcode; specifically, SS0, SS1, SS2, SS3 and SS9.
Lots.	Means splitting the goods, services or works to be supplied into more than one Contract to make them accessible to SME and facilitate effective competition. This is not to be done to circumvent the PA23 .
Management Information	Mean data relating to the delivery of the contract such as, but not limited to, delivery volumes, spend, progress, performance, or other measures that enable the Council to assess whether the Contract is being delivered to their satisfaction/ in line with the Contract .
Mandatory Exclusion Grounds	<p>Schedule 6 - Part 1</p> <ul style="list-style-type: none"> (a) Corporate manslaughter or corporate homicide (b) Terrorism (c) Theft, fraud, bribery, etc (d) Labour market, slavery, and trafficking offences (e) Organised crime (f) Tax offences. (g) Cartel offences (h) Ancillary offences <p>Schedule 6 - Part 2</p> <ul style="list-style-type: none"> (i) National Security, (j) Tax Misconduct, (k) Competition Law Infringements, Or the Equivalent for Conduct Outside The UK, (l) Failure To Cooperate with An Investigation
MAT	<p>Most Advantageous Tender –</p> <p>Is the Tender that the Council considers—</p> <ul style="list-style-type: none"> a) Satisfies the Council's requirements, and b) Best satisfies the Award Criteria when assessed against them
National Procurement Policy Statement	[Withdrawn] National Procurement Policy Statement - GOV.UK (www.gov.uk)
Negotiation	Means a discussion between the Council and a Supplier with a view to improving the content of Tenders
Non-disclosure Agreements	Means an agreement that information shared by the Council with a Supplier will not be shared/ disclosed with a third party
Officer(s)	Means an employee of the Council involved in the procurement and/ or management of a Council Contract .
Open Framework	A scheme of Frameworks where the initial Framework is open for 3 years or less, and the subsequent Frameworks cannot last for more than 5 years before it must be re-opened. The maximum overall term being 8 years and how Suppliers are appointed onto the Framework will depend on how the Open Framework is established.
Open Procedure	This is a single stage procedure where any interested Supplier can submit a Tender ; and a Supplier's suitability, capacity and capability and their Tender response are all evaluated together.

Opening Tenders	Means the rules by which a Tender is received and open for sharing with the evaluators.
Originating Officer	P2P role the Originator Officer is the nominated contact who understands the business and/or technical need and can develop the technical specification or statement of work
Payment Compliance Notice	Means a bi-annual notice that sets out the timescales in which the Council has made payments against Public Contracts , and its performance against the requirement to pay valid invoices within 30 days
Performance Bond	A performance bond is issued to by a Supplier to the Council as a guarantee against the failure of the other party to meet the obligations of the Contract . A performance bond is usually issued by a bank or an insurance company.
Poor Performance Notice(s)	<p>A notice issued in line with Regulation 39 Procurement Regulations 2024 detailing that.</p> <ul style="list-style-type: none"> • There has been a breach of contract, and that breach has resulted in. <ul style="list-style-type: none"> ○ Payment of damages, ○ partial termination ○ A settlement agreement <p>The Supplier has failed to perform the contract to the satisfaction of the Contracting Authority (this needing to be a holistic assessment and not just based on performance of the KPIs.</p>
Pipeline Notice	Means the annual notice to be published by the Council to inform the market of the Contracts to be procured/ awarded in the coming reporting period. This to include all Contracts with a value of £2m or above.
Preliminary Market Engagement	Analysis of the market prior to formal Tender
Preliminary Market Engagement	<p>This can be used for the purpose of—</p> <ol style="list-style-type: none"> (a) developing the authority's requirements and approach to the procurement. (b) designing a procedure, Conditions of Participation or Award Criteria. (c) preparing the Tender notice and Associated Tender Documents. (d) identifying Suppliers that may be able to supply the goods, services or works required. (e) identifying likely Contractual terms. (f) building capacity among Suppliers in relation to the Contract being awarded.
Preliminary Market Engagement Notice	Means a notice setting out that the Council intends to conduct, or has conducted, Preliminary Market Engagement ,
Presentation, Demonstration	Mean a meeting with a Supplier where they present their proposed delivery methodology or demonstrate a specific element/ product within their proposal to aid the Council in understanding the proposed solution and how it meets the Specification . These may be scored and may also lead to the Council limiting the number of Suppliers to participate in the next Tender Round .
Procurement	Means the process by which the Councils identifies and purchases goods, services and works.
Procurement Advisor(s)	Officers appointed by Chief Officers in consultation with the Head of Corporate Procurement to undertake procurement activities in accordance with the CPR .
Procurement Card (P-Card)	Corporate credit card used for low value procurements

Procurement Exemptions	Means a procurement that does not need to follow the usual rules within this document/ Procurement Legislation for its nature, value, and complexity.
Procurement Legislation Guidance	Means the guidance issued by the Cabinet Office that is to be considered in the development and delivery of the procurement process. Procurement Act 2023 - Guidance documents - GOV.UK (www.gov.uk) Procurement policy notes - GOV.UK (www.gov.uk)
Procurement Objectives	<ul style="list-style-type: none"> (a) Value for Money (b) Sharing information (c) Public Benefit (d) Acting with integrity (e) Removing barriers to SMEs (f) Equal treatment
Procurement Policies and Procedures	Guides detailing the application of these rules (for Officers and Contract Managers)
Procurement Thresholds	the values that determine which route to market to use
Project Team	Means the group of individuals who will support the procurement process and management of the resultant Contract .
Public Contract(s)	All Contract Values which are Covered Procurement (above threshold) under the Relevant Procurement Legislation (this value to be inclusive of VAT)
Public Services (Social Value) Act 2012	Act places a requirement on procurers to consider the economic, environmental, and social benefits. Please refer to the Corporate Social Value Policy and toolkit
Purchase to Pay (P2P)	A system to enter purchasing requirements, manage authorisation, confirm receipt of goods, and make payments to Suppliers
Quotation	The provision of a price to deliver the Council's requirements (may include a method statement too), without the conduct of a formal (advertised) procurement process.
Receiving Officer	P2P Role receiver is responsible for accepting the goods and/or services received from the Supplier ; checking that it meets the standards set in the original requirement
Record Keeping	Means the report that the Council must collate that details all decisions made about the design and administration of the procurement process
(Regulated/ Notifiable) Below Threshold Contract Detail Notice(s)	Means a notice detailing that a Below Threshold Procurement has resulted in the Council entering into a contract with a value in excess of £30k inc. VAT.
(Regulated/ Notifiable) Below Threshold Procurement(s)	A procurement which is below the Covered Procurement threshold and not exempt from the PA23. PPN-11_23-New-Thresholds.pdf (publishing.service.gov.uk) These values apply for 2024 and 2025.
(Regulated/ Notifiable) Below Threshold Tender Notice(s)	Means an advert inviting tenders from Suppliers where the Contract value is below that of a Covered Procurement
Regulated Below Threshold Procurements G& S or Works	Means a contract with a value less than that of a covered procurement but to which Part 6 of the Procurement Act 2023 applies; specifically, the requirement to publish notices, procedural rules (for G&S this means a single stage process and for Works,

	this includes an option for a two stage process), implied payment terms and a duty to consider SMEs
Relevant Procurement Legislation	Public Contracts Regulations 2015 (PCR15) or Concession Contracts Regulations 2016 (CCR16) – the legislation that applies to Contracts let under one of these regimes where the Contract continues to be used/ delivers post 24th February 2025 Procurement Act 2023 (PA23) , Procurement Regulations 2024 (PR24) – for Contract that are to be or were procured post 24th February 2025 Provider Services Regime 2023 (PSR23) where the procurement relates to health care services.
Request to Participate	The submission of a response to the Conditions of Participation published with a Tender Notice where this Conditions of Participation are a discrete stage in a Competitive Flexible Procedure .
Requesting Officer	P2P Role requester enters the purchase requirement in the P2P system, attaching requirements and justifications where appropriate
Sensitive Commercial Information	Means information which. (a) Constitutes a trade secret, or (b) Would be likely to prejudice the commercial interests of any person if it were published or otherwise disclosed.
Scheme of Delegation	The rules as to who has the authority to make which decisions, as set out in [insert location] of the council’s constitution and being available on the council’s website.
Site Visit	Means a visit to an office, or project location to aid a Supplier in understanding the Contract requirements/ Specification and to aid in putting in an effective and compliant Tender .
Special Purpose Vehicle	Means a legal arrangement/ entity that is set up solely for the purpose of delivering the contract.
Specification	Means the document that sets out the Councils specific requirements for a specific contract/ project.
SME	Small to Medium Enterprise – fewer than 250 employees; and annual turnover not exceeding approximately £50 million
Standstill Period	Means period of eight working days commencing on the day that the Contract Award Notice was published on the Central Digital Platform . Mandatory for all Covered Procurement other than for the following exception, for which a Voluntary Standstill Period of eight working days may still be applied. <ul style="list-style-type: none"> ▪ Direct Award under sections 41 or 43 ▪ Award under a Framework. ▪ Award by reference to a Dynamic Market ▪ A light touch Contract
Successful Supplier(s)	Means the Supplier with which the Council intends to award/ enter into a Contract to deliver the published requirements.
Supplier(s)	Means all or any of economic operators, tenderers, bidders, contractors (or subcontractors) supplying goods, services or works to the Council
Supplier Relationship Management	Means the processes and activities to be applied to ensure an effective outcome from the procurement and resultant Contract
Tender(s)	Means the response against which a Contract may be awarded

Tender Notices	Regulated Below Threshold Tender Notice - A call for competition (advert) where a Below Threshold Contract which is published on the Central Digital Platform/ FTS. Tender Notice (separate forms for Open Procedure, Competitive Flexible Procedure, Frameworks and Dynamic Markets) - A call for competition (advert) for a Public Contract which is published on the Central Digital Platform/ FTS.
Tender Record(s)	Means a record of all decisions made during the life of a Covered Procurement
Tender Rounds	Means an initial, intermediate, and/ or final Tender stage, in a Competitive Flexible Procedure.
Transparency Notice	Means a notice setting out that the Council intends to award a contract directly to a Supplier
Thresholds	PPN-11_23-New-Thresholds.pdf (publishing.service.gov.uk) The values which determine the procurement process that is required and whether a Contract amount to being a Covered Procurement
Treaty State Supplier(s)	Means a Supplier that is entitled to the benefits of an international agreement (part of the WTO or other formal arrangement)
Unsuccessful Supplier(s)	Means a Supplier who submitted a Tender , but which was not the Most Advantageous Tender and therefore will not be accepted
User Choice Contracts	Contracts that are supplied for the benefit of a particular Individual
Utilities Contracts	a Contract for the supply of goods, services or works wholly or mainly for the purpose of a utility activity. (Gas, electric, Water, transport e.g., buses on a fixed network).
Value for Money	Means the balance of quality and price deemed representative of the Most Advantageous Tender

Part 4(f) – Financial Procedure Rules

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Part 4(f) – Financial Procedure Rules

Status of Financial Procedure Rules

- Financial Procedure Rules provide the framework for managing the Authority’s financial affairs. These Financial Procedure Rules apply to every Councillor and officer of the Authority and anyone acting on its behalf. These Financial Procedure Rules supercede all other Financial Procedure Rules and financial standing orders issued previously.
- Nothing in these Financial Procedure Rules shall be construed as overriding the provisions of legislation or any subordinate regulations from time to time in force.
- The Financial Procedure Rules identify the financial responsibilities of the Full Council, Cabinet Members, Scrutiny Committee members, the Chief Executive (Head of Paid Service), Deputy Chief Executive and the Executive Directors (hereinafter called “**the CE & Executive Directors**”) This also includes the Executive Director Legal & Democratic Services (the Monitoring Officer) and Executive Director Finance & Resources (the Chief Finance Officer), who also have their specific statutory responsibilities to administer as identified in these Financial Procedure Rules.
- The CE & Executive Directors should maintain a written record where decision making has been delegated to members of their staff, including seconded and interim staff. Where decisions have been delegated or devolved to other responsible officers, such as nominated Budget Holders, references to the CE & Executive Directors in the Financial Procedure Rules should be read as referring to them.
- All Councillors and staff have a general responsibility for taking reasonable action to provide for the security of the assets under their control, and for ensuring that the use of these resources is legal, is properly authorised, provides value for money and achieves best value.
- All Councillors and staff must conduct themselves with the highest standards of integrity and must do their utmost to ensure that suspicions do not arise concerning improper motivation and avoid conflicts of interest.
- The Chief Finance Officer is responsible for maintaining a continuous review of the Financial Procedure Rules and submitting any additions or changes necessary to the Full Council for approval. The Chief Finance Officer is also responsible for reporting, where appropriate, breaches of the Financial Procedure Rules to the Council and / or to the Cabinet.
- The issuing of these Financial Procedure Rules does not preclude the issuing of further instructions on financial matters by the Chief Finance Officer who must be consulted on any aspects of financial administration not contained within these Financial Procedure Rules.
- The Authority’s financial procedures, setting out how the Financial Procedure Rules will be implemented, are contained in the appendices to the Financial Procedure Rules. Detailed procedure notes issued by the Chief Finance Officer in accordance with these Financial Procedure Rules have the same status as the Financial Procedure Rules and therefore must be complied with as if they were contained within the Financial Procedure Rules.
- The CE & Executive Directors are responsible for ensuring that all staff in their service areas are aware of the existence and content of the Authority’s Financial Procedure Rules and other internal regulatory documents and that they comply with them.
- The Chief Finance Officer is responsible for issuing advice and guidance to underpin the Financial Procedure Rules that Councillors, officers and others acting on behalf of the Authority are required to follow.

Financial Procedure Rule A: Financial Governance

Introduction

- A1** Financial governance covers all financial accountabilities in relation to the running of the Authority, including the policy framework and budget.

The Full Council

- A2** The Full Council is responsible for adopting the Authority's Constitution and Members' Code of Conduct and for approving the policy framework and budget within which the Cabinet operates.
- A3** The Full Council is responsible for approving and monitoring compliance with the Authority's overall framework of accountability and control and for determining the circumstances in which a decision will be deemed to be contrary to the budget or policy framework. The framework is set out in its Constitution. Decisions should be referred to the Full Council by the Monitoring Officer and / or the Chief Finance Officer. The Full Council is also responsible for approving procedures for agreeing variations to approved budgets, plans and strategies forming the policy framework.
- A4** The Full Council is responsible for approving procedures for recording and reporting decisions taken. This includes those key decisions delegated by and decisions taken by the Council and its committees. These delegations and details of who has responsibility for which decisions are set out in the Constitution. The Full Council is also responsible for monitoring compliance with the agreed policy and related Cabinet decisions.

The Cabinet

- A5** The Cabinet is responsible for proposing the policy framework and budget to the Full Council, and for discharging Executive functions in accordance with the policy framework and budget.
- A6** The Cabinet is responsible for taking in-year decisions on resources and priorities in order to deliver the budget policy framework within the financial limits and in accordance with the scheme of virement set by the Full Council.

Scrutiny Committee(s)

- A7** The Scrutiny Committee(s) are responsible for scrutinising Cabinet decisions before or after they have been implemented and for holding the Cabinet to account. The Scrutiny Committee(s) are also responsible for making recommendations on future policy options and for reviewing the general policy and service delivery of the Authority.

Audit Committee

- A8** The Audit Committee is an advisory body and reports to the Full Council. It has right of access to all the information it considers necessary and can consult directly with internal and external auditors. The Committee is responsible for reviewing the external auditor's reports and the annual audit letter and internal audit's annual report. It is also responsible for adopting the annual statement of accounts. It is also responsible for scrutinising the annual treasury management strategy.

Standards Committee

- A9** The Standards Committee is established by the Full Council and is responsible for promoting and maintaining high standards of conduct amongst Councillors. In particular, it is responsible for advising the Council on the adoption and revision of the Members' Code of Conduct, and for monitoring the operation of the code.

Other Regulatory Committees

- A10** Planning and licensing are not Cabinet functions but are exercised through the multi-party Development Control Committee and the Licensing Committee under powers delegated by the Full Council. The Development Control Committee and the Licensing Committee reports to the Full Council.

The Statutory Officers

Head of Paid Service (Chief Executive)

- A11** The Head of Paid Service is responsible for the corporate and overall strategic management of the Authority as a whole. They must report to and provide information for the Cabinet, the Full Council, the Scrutiny Committee(s) and other committees. They are responsible for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation. The Head of Paid Service is also responsible, together with the Monitoring Officer, for the system of record keeping in relation to all the Full Council's decisions (see below).

Monitoring Officer (Executive Director (Legal & Democratic Services)).

- A12** The Monitoring Officer is responsible for promoting and maintaining high standards of financial conduct and therefore provides support to the Standards Committee. The Monitoring Officer is also responsible for reporting any actual or potential breaches of the law or maladministration to the Full Council and / or to the Cabinet, and for ensuring that procedures for recording and reporting key decisions are operating effectively.
- A13** The Monitoring Officer must ensure that Cabinet decisions and the reasons for them are made public. They must also ensure that Councillors are aware of decisions made by the Cabinet and of those made by officers who have delegated Executive responsibility.
- A14** The Monitoring Officer is responsible for advising all Councillors and officers about who has Authority to take a particular decision.
- A15** The Monitoring Officer is responsible for advising the Cabinet or Full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the policy framework.
- A16** The Monitoring Officer (together with the Chief Finance Officer) is responsible for advising the Cabinet or Full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the budget.
- A17** The Monitoring Officer is responsible for maintaining an up-to-date Constitution.

Chief Finance Officer (Executive Director (Finance & Resources))

- A18** The Chief Finance Officer has statutory duties in relation to the financial administration and stewardship of the Authority. This statutory responsibility cannot be overridden. The statutory duties arise from:
- Section 151 of the Local Government Act 1972
 - The Local Government Finance Act 1988
 - The Local Government and Housing Act 1989
 - The Local Government Act 2003
 - The Accounts and Audit Regulations 2015

A19 The Chief Finance Officer is responsible for:

- the proper administration of the's financial affairs
- monitoring compliance with financial management standards
- determining the accounting procedures and records for the Authority and advising on the key financial controls necessary to secure sound financial management
- signing and dating the annual statement of accounts, to certify that it represents a true and fair view of the financial position of the Council
- confirming the robustness of the budget and adequacy of reserves

A20 **Section 114** of the Local Government Finance Act 1988 requires the Chief Finance Officer to report to the Full Council, Cabinet and external auditor if the Authority or one of its officers:

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

Section 114 of the 1988 Act also requires:

- the Chief Finance Officer to nominate a properly qualified member of staff to deputise should they be unable to perform the duties under section 114 personally
- the Authority to provide the Chief Finance Officer with sufficient staff, accommodation and other resources – including legal advice where this is necessary – to carry out the duties under section 114

A21 The Chief Finance Officer is also responsible for:

- setting financial management standards
- advising on the corporate financial position
- providing financial information
- preparing the revenue budget and capital programme
- treasury management
- selecting accounting policies and ensuring that they are applied consistently

A22 The Chief Finance Officer is responsible for ensuring that the annual statement of accounts is prepared in accordance with the *Code Of Practice On Local Authority Accounting In The United Kingdom: A Statement Of Recommended Practice* (CIPFA / LASAAC).

A23 In these Rules “the Chief Finance Officer” means the Council's Chief Finance Officer appointed under S.151 Local Government Act 1972, namely the Executive Director (Finance & Resources).

A24 For the avoidance of doubt in the absence of the Chief Finance Officer, the authorities, responsibilities and duties set out in these Financial Procedure Rules transfer to the nominated Deputy Chief Finance Officer (Head of Corporate Finance).

The CE & Executive Directors

A25 The CE & Executive Directors are responsible for:

- ensuring that Cabinet are advised of the financial implications of all proposals and that the financial implications have been agreed by the Chief Finance Officer
- signing contracts on behalf of the Authority

- A26** The CE & Executive Directors are responsible for agreeing in-year virements within delegated limits, in consultation with the Chief Finance Officer where required. They must notify the Chief Finance Officer of all virements.
- A27** It is the responsibility of the CE & Executive Directors to consult with the Chief Finance Officer and seek approval on any matter liable to affect the Authority's finances materially, before any commitments are incurred.

Financial Procedure Rule B: Financial Planning and Management

Introduction

B1 The Full Council is responsible for agreeing the Authority's policy framework and budget, which will be proposed by the Cabinet. In terms of financial planning, the key elements are:

- the annual revenue budget
- the annual capital programme
- the medium term (four year) revenue and capital financial forecast

These will be produced in conjunction with the Corporate Plan as set by Full Council.

Budgeting

Budget Format

B2 The general format of the budget will be approved by the Full Council and proposed by the Cabinet on the advice of the Chief Finance Officer. The budget includes the allocation of financial resources to different services and projects, proposed contingency funds, the council tax base, setting the council tax and housing rent levels, the prudential indicators, treasury management strategy and the capital programme.

Revenue and Capital Budget Preparation

B3 The Chief Finance Officer is responsible for ensuring that revenue and capital budgets are prepared together with a medium term (four year) revenue and capital financial forecast on an annual basis, for consideration by the Cabinet, before submission to the Full Council. The budget will be prepared within the framework procedure rules as set out in the Council's Constitution.

B4 It is the responsibility of the CE & Executive Directors to ensure that budget estimates reflecting agreed service plans are submitted to the Cabinet and that these estimates are prepared in line with any guidance issued by the Cabinet.

B5 It is the responsibility of the Cabinet to ensure that there is proper consultation on the proposed budget prior to its submission to Full Council. The Full Council may then amend the budget or ask the Cabinet to reconsider it before approving it.

B6 The inclusion of items in approved revenue and capital estimates shall constitute Authority to incur such expenditure, save to the extent to which the Full Council or the Cabinet shall have placed a reservation on any such item. Expenditure on any such reserved items may be incurred only when and to the extent that such reservation has been removed.

Budget Monitoring and Control

B7 The Chief Finance Officer is responsible for providing appropriate financial information to the CE & Executive Directors to enable budgets to be monitored effectively. They must monitor and control expenditure against budget allocations and report to the Cabinet on the overall position on a regular basis.

B8 It is the responsibility of the CE & Executive Directors to control income and expenditure within their area and to monitor performance, taking account of financial information provided by the Chief Finance Officer. They should report on variances within their own areas. They should also take any action necessary to avoid exceeding their budget allocation and alert the Chief Finance Officer to any problems.

Emergency and Urgent Expenditure

- B9** Nothing in these Financial Procedure Rules will prevent expenditure outside of the budgetary framework in the event of an emergency situation or one of overriding urgency, subject to certain criteria and actions being satisfied.

Guidelines

- B10** Guidelines on budget preparation may be issued to Councillors and the CE & Executive Directors by the Cabinet following agreement with the Chief Finance Officer. Such guidelines will take account of, amongst other things:

- legal requirements
- medium-term planning prospects
- the corporate plan
- available resources
- spending pressures
- joint working with partners
- other internal policy documents
- cross-cutting issues (where relevant)

and any appropriate statutory plans and strategies that form part of the policy framework of the Authority.

Maintenance of Reserves

- B11** It is the responsibility of the Chief Finance Officer, to propose to the Cabinet and / or the Full Council prudent levels of reserves for the Authority.

Financial Procedure Rule C: Risk Management and Control of Resources

Introduction

- C1** It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all significant operational risks to the Authority. This should include the proactive participation of all those associated with planning and delivering services.

Risk Management

- C2** The Cabinet is responsible for approving the Authority's risk management policy statement and strategy and for reviewing the effectiveness of risk management and for promoting it throughout the Authority. The Cabinet is responsible for ensuring that proper insurance exists where appropriate.
- C3** The Executive Director (Transformation) is responsible for preparing the Authority's risk management policy statement and strategy.
- C4** The Chief Finance Officer is responsible for advising the Cabinet on proper insurance cover where appropriate.

Internal Control

- C5** Internal control refers to the systems of control devised by management to help ensure the Authority's objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that the Authority's assets and interests are safeguarded.
- C6** The Chief Finance Officer is responsible for advising on effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. They should ensure that public funds are properly safeguarded and used economically, efficiently, and in accordance with the statutory and other authorities that govern their use.
- C7** It is the responsibility of the CE & Executive Directors to establish sound arrangements for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and for achieving their financial performance targets.

Audit Requirements

- C8** The Accounts and Audit Regulations 2015 issued by the relevant Secretary of State require every local Authority to maintain an adequate and effective internal audit.
- C9** The Audit Commission (subsequently Public Sector Audit Appointments Limited) is responsible for appointing external auditors to each local Authority. The basic duties of the external auditor are governed by the Code of Audit Practice issued by the Comptroller and Auditor General.
- C10** The Authority may, from time to time, be subject to audit, inspection or investigation by external bodies such as HM Customs and Excise and the Inland Revenue, who have statutory rights of access.

Preventing Fraud and Corruption

- C11** The Chief Finance Officer is responsible for the development and maintenance of an anti-fraud and anti-corruption policy.

Assets

- C12** The CE & Executive Directors 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.

Staffing

- C13** The Full Council is responsible for determining how officer support for Executive and non-Executive roles within the Authority will be organised.
- C14** The Head of Paid Service is responsible for providing overall management to staff. They are also responsible for ensuring that there is proper use of an evaluation or other agreed system for determining the remuneration of a job.
- C15** The CE & Executive Directors are responsible for controlling total staff numbers by:
- advising the Cabinet 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
 - the proper use of appointment procedures

Financial Procedure Rule D: Treasury Management and Bank Arrangements

Treasury Management

D1 The Council, in adopting these Financial Procedure Rules, has adopted the key recommendations of CIPFA's Code of Practice on Treasury Management.

D2 The key recommendations are:

Key Recommendation 1 – the Council shall put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of its' treasury management activities.

Key Recommendation 2 – the Council's policies and practices shall make clear that the effective management and control of risk are prime objectives of its treasury management activities.

Key Recommendation 3 – the Council shall acknowledge that the pursuit of best value in treasury management, and the use of suitable performance measures, are valid and important tools for the Council to employ in support of its business and service objectives; and that within the context of effective risk management, its treasury management policies and practices shall reflect this.

Key Recommendation 4 – in order to achieve the above, the Council shall:

- Adopt a treasury management policy statement, as recommended by the Code
- Follow the recommendations in the Code concerning the creation of Treasury Management Practices

D3 The Council shall create and maintain, as cornerstones for effective treasury management:

- A treasury management policy statement, including the policies and objectives of its treasury management activities
- Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities

D4 The Full Council is responsible for approving the Treasury Management Policy Statement, the Treasury Management Strategy and the Annual Investment Strategy. The documents are proposed to the Full Council by the Audit Committee which has responsibility for their scrutiny. The Chief Finance Officer has delegated responsibility for implementing and monitoring the statement.

D5 All money in the hands of the Authority is controlled by the officer designated for the purposes of section 151 of the Local Government Act 1972.

D6 All decisions on borrowing, investment or financing shall be delegated to the Chief Finance Officer, who is required to act in accordance with CIPFA's *Code of Practice for Treasury Management*.

D7 The Chief Finance Officer is responsible for reporting to the Cabinet not less than four times in each financial years on the activities of the treasury management operation and on the exercise of their delegated treasury management powers. One such report will comprise an annual report on treasury management for presentation by 30th September of the succeeding financial year.

Leasing and Other Financial Facilities

D8 The Chief Finance Officer and officers nominated by them are the only officers authorised to enter into and sign agreements for leasing and other financial facilities.

Banking Arrangements

- D9** The Chief Finance Officer and officers nominated by them are the only officers authorised to open, operate and close a bank account on behalf of the Council.
- D10** The Chief Finance Officer and officers nominated by them are the only officers authorised to sign cheques and instigate or arrange other methods of payment.

Financial Procedure Rule E: Financial Systems and Procedures

Introduction

- E1** Sound systems and procedures are essential to an effective framework of accountability and control.

General

- E2** The Chief Finance Officer is responsible for the operation of the Authority's accounting systems, the form of accounts and the supporting financial records. Any changes made by the CE & Executive Directors to the existing financial systems or the establishment of new systems must be approved by the Chief Finance Officer. However, the CE & Executive Directors are responsible for the proper operation of financial processes in their own service areas.
- E3** Any changes to agreed procedures by the CE & Executive Directors to meet their own specific service needs should be agreed with the Chief Finance Officer.
- E4** The CE & Executive Directors should ensure that their staff receive relevant financial training that has been approved by the Chief Finance Officer.
- E5** The CE & Executive Directors must ensure that, where appropriate, computer and other systems are registered in accordance with data protection legislation. The CE & Executive Directors must ensure that staff are aware of their responsibilities under freedom of information legislation.

Income and Expenditure

- E6** It is the responsibility of the CE & Executive Directors to ensure that a proper scheme of delegation has been established within their area and is operating effectively. The scheme of delegation should identify staff authorised to act on their behalf, or on behalf of the Cabinet, in respect of payments, income collection and placing orders, together with the limits of their Authority. The Cabinet is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control.

Payments to Employees Councillors

- E7** The CE & Executive Directors are responsible for all payments of salaries and wages to all staff, including payments for overtime, and for payment of allowances Councillors.

Taxation

- E8** The Chief Finance Officer is responsible for advising the CE & Executive Directors, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues that affect the Authority.
- E9** The Chief Finance Officer 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.

Trading Accounts / Business Units / Local Authority Trading Companies

- E10** It is the responsibility of the Chief Finance Officer to advise on the establishment and operation of proper financial arrangements for trading accounts, business units and Local Authority Trading Companies.

Financial Procedure Rule F: External Arrangements

Introduction

- F1** The Authority provides a distinctive leadership role for the community and brings together the contributions of the various stakeholders. It must also act to achieve the promotion or improvement of the economic, social or environmental well-being of its area.

Partnerships

- F2** The Cabinet is responsible for approving delegations, including frameworks for partnerships. The Cabinet is the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs.
- F3** The Cabinet can delegate functions – including those relating to partnerships – to officers. These are set out in the scheme of delegation that forms part of the Authority's Constitution. Where functions are delegated, the Cabinet remains accountable for them to the Full Council.
- F4** The Head of Paid Service and officers nominated by them represent the Authority on partnership and external bodies, in accordance with the scheme of delegation.
- F5** The Monitoring Officer is responsible for promoting and maintaining the same high standards of conduct with regard to financial administration in partnerships that apply throughout the Authority.
- F6** The Chief Finance Officer must ensure that the accounting arrangements to be adopted relating to partnerships and joint ventures are satisfactory. They must also consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies. They must ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- F7** The CE & Executive Directors are responsible for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies.

External Funding

- F8** The Chief Finance Officer is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the Authority's accounts.

Financial Governance

1. Financial Governance Standards

Why is this important?

- 1.1 All staff and Councillors have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring everyone is clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.

Key controls

- 1.2 The key controls and control objectives for financial governance standards are:

- (a) their promotion throughout the Authority.
- (b) a monitoring system to review compliance with financial standards, and regular comparisons of performance indicators that are reported to the Cabinet and Full Council.

Responsibility of the Head of Paid Service (Chief Executive)

- 1.3 To establish a framework for management direction, style and standards and for monitoring the performance of the organisation.

Responsibility of the Monitoring Officer

- 1.4 To promote and maintain high standards of financial conduct.
- 1.5 To advise (together with the Chief Finance Officer) the Cabinet or Full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the budget. Actions that may be “contrary to the budget” include
- initiating a new policy
 - committing expenditure in future years to above the budget level
 - incurring interdepartmental transfers above virement limits
 - causing the total expenditure financed from council tax, grants and corporately held reserves to exceed the approved budget

Responsibilities of the Chief Finance Officer

- 1.6 To ensure the proper administration of the financial affairs of the Authority.
- 1.7 To set the financial management standards and to monitor compliance with them.
- 1.8 To ensure proper professional practices are adhered to and to act as head of profession in relation to the standards, performance and development of finance staff throughout the Authority.
- 1.9 To advise on the key financial controls necessary to secure sound financial management.
- 1.10 To ensure that financial information is available to enable accurate and timely monitoring and reporting of comparisons of national and local financial performance indicators.
- 1.11 To complete all grant claims and other financial returns required by government departments and other bodies.

Responsibilities of the CE & Executive Directors

- 1.12 To promote the financial management standards set by the Chief Finance Officer in their service areas and to monitor adherence to the standards and practices, liaising as necessary with the Chief Finance Officer.
- 1.13 To promote sound financial practices in relation to the standards, performance and development of staff in their service areas.
- 1.14 To maintain such records as are required to enable the Chief Finance Officer to complete all grant claims and other financial returns required by government departments and other bodies.

2. Accounting Policies

Why is this important?

- 2.1 The Chief Finance Officer is responsible for the preparation of the Authority's statement of accounts, in accordance with proper practices as set out in the format required by the *Code of Practice on Local Authority Accounting in the United Kingdom* (CIPFA / LASAAC), for each financial year ending 31st March.

Key controls

- 2.2 The key controls for accounting policies are:
 - (a) systems of internal control are in place that ensure that financial transactions are lawful.
 - (b) suitable accounting policies are selected and applied consistently.
 - (c) proper accounting records are maintained.
 - (d) financial statements are prepared which present a true and fair view of the financial position of the Authority and its expenditure and income.

Responsibilities of the Chief Finance Officer

- 2.3 To select suitable accounting policies and to ensure that they are applied consistently. The accounting policies are set out in the statement of accounts, which is prepared at 31st March each year.

Responsibilities of the CE & Executive Directors

- 2.4 To adhere to the accounting policies and guidelines approved by the Chief Finance Officer.

3. Accounting Records and Returns

Why is this important?

- 3.1 Maintaining proper accounting records is one of the ways in which the Authority discharges its responsibility for stewardship of public resources. The Authority has a statutory responsibility to prepare its annual accounts to present a true and fair view of its operations during the year. These are subject to external audit. This audit provides assurance that the accounts are prepared properly, that proper accounting practices have been followed and that quality arrangements have been made for securing economy, efficiency and effectiveness in the use of the Authority's resources.

Key controls

- 3.2** The key controls for accounting records and returns are:
- (a)** all finance staff and budget holders operate within the required accounting standards and timetables.
 - (b)** all the Authority's transactions, material commitments and contracts and other essential accounting information are recorded completely, accurately and on a timely basis.
 - (c)** procedures are in place to enable accounting records to be reconstituted in the event of systems failure.
 - (d)** reconciliation procedures are carried out to ensure transactions are correctly recorded.
 - (e)** prime documents are retained in accordance with legislative and other requirements.

Responsibilities of the Chief Finance Officer

- 3.3** To determine the accounting procedures and records for the Authority and to arrange for the compilation of all such accounts and accounting records under their direction. Where these are maintained outside the finance department, the Chief Finance Officer should consult the CE or Deputy concerned.
- 3.4** To make proper arrangements for the audit of the Authority's accounts in accordance with the Accounts and Audit Regulations 2015.
- 3.5** To comply with the following principles when allocating accounting duties:
- (a)** separating the duties of providing information about sums due to or from the Authority and calculating, checking and recording these sums from the duty of collecting or disbursing them.
 - (b)** employees with the duty of examining or checking the accounts of cash transactions must not themselves be engaged in these transactions.
- 3.6** To ensure that all claims for funds including grants are made by the due date.
- 3.7** To prepare and publish the audited accounts of the Authority for each financial year, in accordance with the statutory timetable and with the requirement for the Audit Committee to approve the statement of accounts before the statutory deadline.
- 3.8** To administer the Authority's arrangements for under- and overspendings to be carried forward to the following financial year.
- 3.9** To ensure the proper retention of financial documents in accordance with the requirements set out in the Authority's document retention schedule.

Responsibilities of the CE & Executive Directors

- 3.10** To consult and obtain the approval of the Chief Finance Officer before making any changes to accounting records and procedures.
- 3.11** To comply with the principles outlined in paragraph 3.5 when allocating accounting duties.
- 3.12** To maintain adequate records to provide a management trail leading from the source of income / expenditure through to the accounting statements.
- 3.13** To supply information required to enable the statement of accounts to be completed in accordance with guidelines issued by the Chief Finance Officer.

4. The Annual Statement of Accounts

Why is this important?

- 4.1** The Authority has a statutory responsibility to prepare its own accounts to present a true and fair view of its operations during the year. The Audit Committee is responsible for approving the annual statutory statement of accounts.

Key controls

- 4.2** The key controls for the annual statement of accounts are:
- (a)** the Authority is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of these affairs.
 - (b)** the Authority's statement of accounts must be prepared in accordance with proper practices as set out in the *Code of Practice on Local Authority Accounting in the United Kingdom* (the Code) (CIPFA / LASAAC).

Responsibilities of the Chief Finance Officer

- 4.3** To select suitable accounting policies and to apply them consistently.
- 4.4** To make judgements and estimates that are reasonable and prudent.
- 4.5** To comply with the Code.
- 4.6** To draw up the timetable for final accounts preparation and to advise staff and external auditors accordingly.
- 4.7** To sign and date the statement of accounts by the statutory deadline, stating that it presents a true and fair view of the financial position of the Authority at the accounting date and its income and expenditure for the year ended 31 March 20xx.

Responsibilities of the CE & Executive Directors

- 4.8** To comply with accounting guidance provided by the Chief Finance Officer and to supply the Chief Finance Officer with information when required.

Financial Planning and Management

1. Budgeting

Format of the Budget

Why is this important?

- 1.1 The format of the budget determines the level of detail to which financial control and management will be exercised. The format shapes how the rules around virement operate, the operation of cash limits and sets the level at which funds may be reallocated within budgets.

Key controls

- 1.2 The key controls for the budget format are:
- (a) the format complies with all legal requirements.
 - (b) the format reflects the accountabilities of service delivery.

Responsibilities of the Chief Finance Officer

- 1.3 To advise the Cabinet on the format of the budget that is approved by the Full Council.

Responsibilities of the CE & Executive Directors

- 1.4 To comply with accounting guidance provided by the Chief Finance Officer.

Budget Monitoring and Control

Why is this important?

- 1.5 Budget management ensures that once the Full Council has approved the budget, allocated resources are used for their intended purposes and are properly accounted for. Budgetary control is a continuous process, enabling the Authority to review and adjust its budget targets during the financial year. It also provides the mechanism that calls to account managers responsible for defined elements of the budget.
- 1.6 By continuously identifying and explaining variances against budgetary targets, the Authority can identify changes in trends and resource requirements at the earliest opportunity. The Authority itself operates within an annual cash limit, approved when setting the overall budget. To ensure that the Authority in total does not overspend, each service is required to manage its own expenditure within the cash-limited budget allocated to it.
- 1.7 For the purposes of budgetary control by managers, a budget will normally be the planned income and expenditure for a service area or cost centre. However, budgetary control may take place at a more detailed level if this is required by the scheme of delegation of the CE & Deputy concerned.

Key controls

- 1.8** The key controls for managing and controlling the revenue budget are:
- (a)** Budget Holders should be responsible only for income and expenditure that they can influence.
 - (b)** there is a nominated Budget Holder for each cost centre heading.
 - (c)** Budget Holders accept accountability for their budgets and the level of service to be delivered and understand their financial responsibilities.
 - (d)** Budget Holders follow an approved certification process for all expenditure.
 - (e)** income and expenditure are properly recorded and accounted for.
 - (f)** performance levels / levels of service are monitored in conjunction with the budget and necessary action is taken to align service outputs and budget.

Responsibilities of the Chief Finance Officer

- 1.9** To establish an appropriate framework of budgetary management and control that ensures that:
- (a)** budget management is exercised within annual cash limits unless the Full Council agrees otherwise.
 - (b)** each Department has available timely information on receipts and payments on each budget which is sufficiently detailed to enable managers to fulfil their budgetary responsibilities.
 - (c)** expenditure is committed only against an approved budget head.
 - (d)** all officers responsible for committing expenditure comply with relevant guidance, and the Financial Procedure Rules.
 - (e)** each cost centre has a single named Budget Holder, determined by the CE or Deputy concerned. As a general principle, budget responsibility should be aligned as closely as possible to the decision-making processes that commits expenditure.
 - (f)** significant variances from approved budgets are investigated and reported by Budget Holders regularly.
- 1.10** To administer the Authority's scheme of virement.
- 1.11** To submit reports to the Cabinet and to the Full Council, in consultation with the CE or Deputy concerned, where they are unable to balance expenditure and resources within existing approved budgets under their control.
- 1.12** To prepare and submit reports on the Authority's projected income and expenditure compared with the budget on a regular basis.

Responsibilities of the CE & Executive Directors

- 1.13** To maintain budgetary control within their service areas, in adherence to the principles in 1.9, and to ensure that all income and expenditure are properly recorded and accounted for.
- 1.14** To ensure that an accountable Budget Holder is identified for each item of income and expenditure under the control of the CE or Deputy concerned (grouped together in a series of cost centres). As a general principle, budget responsibility should be aligned as closely as possible to the decision-making that commits expenditure.

- 1.15 To ensure that spending remains within the service's overall cash limit, and that individual budget heads are not overspent, by monitoring the budget and taking appropriate corrective action where significant variations from the approved budget are forecast.
- 1.16 To ensure that a monitoring process is in place to review performance levels / levels of service in conjunction with the budget and is operating effectively.
- 1.17 To prepare and submit in conjunction with the Chief Finance Officer reports to Cabinet on the service's projected expenditure compared with its budget.
- 1.18 To ensure compliance with the scheme of virement.
- 1.19 To agree with the CE or Deputy concerned where it appears that a virement proposal may impact materially on another service area or Department's level of service activity.

Budget Preparation and Medium-Term Planning

Why is this important?

- 1.20 The Authority is a complex organisation responsible for delivering a wide variety of services. It needs to plan effectively and to develop systems to enable scarce resources to be allocated in accordance with carefully weighed priorities. The budget is the financial expression of the Authority's plans and policies.
- 1.21 The revenue budget must be constructed so as to ensure that resource allocation properly reflects the service plans and priorities of the Full Council. Budgets (spending plans) are needed so that the Authority can plan, authorise, monitor and control the way money is allocated and spent. It is illegal for an Authority to budget for a deficit.
- 1.22 Medium-term planning (or a three to five-year planning system) involves a planning cycle in which managers develop their own plans. As each year passes, another future year will be added to the medium-term plan. This ensures that the Authority is always preparing for events in advance.

Key controls

- 1.23 The key controls for budgets and medium-term planning are:
 - (a) specific budget approval for all expenditure.
 - (b) Budget Holders are consulted in the preparation of the budgets for which they will be held responsible and accept accountability within delegations set by the Cabinet for their budgets and the level of service to be delivered.
 - (c) a monitoring process is in place to review regularly the effectiveness and operation of budget preparation and to ensure that any corrective action is taken.

Responsibilities of the Chief Finance Officer

- 1.24 To prepare and submit reports on budget prospects to the Cabinet, including resource constraints set by the Government, in accordance with the approved budget timetable. Reports should take account of medium-term prospects, where appropriate.
- 1.25 To determine the detailed form of revenue estimates and the methods for their preparation, consistent with the budget approved by the Full Council, and after consultation with the Cabinet and the CE & Executive Directors
- 1.26 To prepare and submit reports to the Cabinet and Full Council on the aggregate spending plans of the Council and on the resources available to fund them, identifying, where appropriate, the implications for the level of council tax or housing rent levels to be levied in accordance with statutory timetables.

- 1.27 To advise on the medium-term implications of spending decisions.
- 1.28 To encourage the best use of resources and value for money by working with the CE & Executive Directors to identify opportunities to improve economy, efficiency and effectiveness, and by encouraging good practice in conducting financial appraisals of development or savings options, and in developing financial aspects of service planning.
- 1.29 To advise the Full Council on Cabinet proposals in accordance with their responsibilities under section 151 of the Local Government Act 1972.

Responsibilities of the CE & Executive Directors

- 1.30 To prepare estimates of income and expenditure, in consultation with the Chief Finance Officer, to be submitted to the Cabinet, in accordance with statutory deadlines.
- 1.31 To prepare budgets that are consistent with any relevant cash limits, with the Authority's annual budget cycle and with guidelines issued by the Cabinet. The format should be prescribed by the Chief Finance Officer in accordance with the Full Council's general directions.
- 1.32 To ensure prior approval by the Full Council for new proposals that:
 - (a) increase the budgetary requirement in current or future years, or
 - (b) change existing policies, initiate new policies or cease existing policies, or
 - (c) materially extend or reduce the Authority's services.

A report on new proposals should explain the full financial implications, following consultation with the Chief Finance Officer. Unless the Full Council has agreed otherwise, the CE & Executive Directors must plan to contain the financial implications of such proposals within their cash limit.

- 1.33 To agree with the CE & Deputy concerned where it appears that a budget proposal may impact materially on another service area or Department's level of service activity.
- 1.34 To integrate financial and budget plans into service planning, so that service plans are fully costed and can be incorporated into medium term budget forecasts.
- 1.35 In consultation with the Chief Finance Officer and in accordance with the laid-down guidance and timetable, to prepare detailed draft revenue and capital budgets for consideration by the Cabinet, including proposals for the setting of fees and charges.
- 1.36 When drawing up draft budget requirements, to have regard to:
 - (a) Spending patterns and pressures revealed through the budget monitoring process.
 - (b) Legal requirements.
 - (c) Policy requirements as defined by the Full Council in the approved policy framework.
 - (d) Initiatives already under way.

Resource Management

Why is this important?

- 1.37 A mismatch often exists between available resources and required resources. A common scenario is that available resources are not adequate to fulfil need / desire. It is therefore imperative that needs / desires are carefully prioritised and that resources are utilised to fulfil all legal responsibilities and minimise the level of waste, inefficiency or loss. Resources may include staff, money, equipment, goods and materials.

Key controls

- 1.38** The key controls for resource management are:
- (a)** resources are acquired in accordance with the law and using an approved authorisation process.
 - (b)** resources are used only for the purpose intended, to achieve the approved policies and objectives, and are properly accounted for.
 - (c)** resources are securely held for use when required.
 - (d)** resources are used with the minimum level of waste, inefficiency or loss for other reasons.

Responsibilities of the Chief Finance Officer

- 1.39** To advise on methods available for the funding of resources, such as grants from central government and borrowing.
- 1.40** To assist in the allocation of resources to Budget Holders.

Responsibilities of the CE & Executive Directors

- 1.41** To work within budget limits and to utilise resources allocated in the most efficient, effective and economic way.
- 1.42** To identify opportunities to minimise or eliminate resource requirements or consumption without having a detrimental effect on service delivery.

Capital Programmes

Why is this important?

- 1.43** Capital expenditure involves acquiring or enhancing fixed assets with a long-term value to the Authority, such as land, buildings, and major items of plant, equipment or vehicles. Capital assets shape the way services are delivered in the long term and create financial commitments for the future in the form of financing costs and revenue running costs.
- 1.44** The Government places strict controls on the financing capacity of the Authority. This means that capital expenditure should form part of an investment strategy and should be carefully prioritised in order to maximise the benefit of scarce resources.

Key controls

- 1.45** The key controls for capital programmes are:
- (a)** Sufficient regard being given to the Capital Strategy adopted by the Full Council.
 - (b)** Specific approval by the Full Council for the programme of capital expenditure following recommendation by the Cabinet.
 - (c)** A scheme and estimate, including project plan, progress targets and associated revenue expenditure is prepared for each capital project, for approval by the CE & Executive Directors.
 - (d)** Proposals for improvements and alterations to buildings must be approved the CE or Deputy concerned.
 - (e)** Capital procurements should be in accordance with Contract Procedure Rules.
 - (f)** The development and implementation of asset management plans.

- (g) Accountability for each proposal is accepted by a named manager.
- (h) Monitoring of scheme progress in conjunction with expenditure and comparison with approved budget.

Responsibilities of the Chief Finance Officer

- 1.46 To prepare capital estimates jointly with the CE & Executive Directors and to report them to the Cabinet for approval. The Cabinet will make recommendations on the capital estimates and on any associated financing requirements to the Full Council.
- 1.47 To prepare and submit reports to the Cabinet on the projected income, expenditure and resources compared with the approved estimates.
- 1.48 To issue guidance concerning capital schemes and controls, for example, on project appraisal techniques. The definition of 'capital' will be determined by the Chief Finance Officer, having regard to government regulations and accounting requirements.

Responsibilities of the CE & Executive Directors

- 1.49 To comply with guidance concerning capital schemes and controls issued by the Chief Finance Officer.
- 1.50 To ensure that all capital proposals have undergone a project appraisal in accordance with guidance issued by the Chief Finance Officer.
- 1.51 To ensure that all capital procurements are added to the annual procurement plan.
- 1.52 To ensure that adequate records are maintained for all capital contracts.
- 1.53 To proceed with projects only when there is adequate provision in the capital programme and with the agreement of the Chief Finance Officer, where required.
- 1.54 To obtain authorisation from the Cabinet for individual schemes where the estimated expenditure exceeds the capital programme provision.
- 1.55 To prepare and submit reports, jointly with the Chief Finance Officer, to the Cabinet, of any variation in contract costs greater than the approved budget. The Cabinet may meet cost increases by virement from savings elsewhere within their capital programme, save that there can be no transfer of approved budgets between the General Fund and the Housing Revenue Account.
- 1.56 To ensure that credit arrangements, such as leasing agreements, are not entered into without the prior approval of the Chief Finance Officer and, if applicable, approval of the scheme through the capital programme.

Emergency and Urgent Expenditure (Council Procedure Rule 46)

- 1.57 Nothing in these Financial Procedure Rules shall prevent the Chief Executive, the Deputy Chief Executive, an Executive Director or Director from incurring expenditure outside of the budgetary framework which is essential to meet any immediate needs created by a sudden emergency, or which is referable to Section 138 of the Local Government Act 1972, or which is outside the Council's control (e.g. by order of the Courts or any other body with an equivalent power), or which has some other overriding urgency, subject to:
 - (a) It not being practical to convene a quorate meeting of the Full Council.
 - (b) The Chair of the relevant Scrutiny Committee, or in their absence the Mayor, or in their absence the Deputy Mayor, agreeing that the expenditure is a matter of urgency.
 - (c) The matter has first been discussed with the Head of Paid Service and the Chief Finance Officer.

- (d) The reasons why it was impractical to convene a quorate meeting of the Full Council under 1.57(a) and the consent under 1.57(b) being noted on the record of the decision.

1.58 Following the decision to incur expenditure outside of the budgetary framework on the grounds of urgency, the relevant Cabinet Member will provide a full report to the next available Full Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency. The report will also set out the level of expenditure incurred or likely to be incurred under the decision and proposals for the mitigation of the expenditure by the deferment of other expenditure where possible.

2. Maintenance of Reserves

Why is this important?

2.1 The Authority must decide the level of general reserves it wishes to maintain, based on the advice of the Chief Finance Officer, before it can decide the level of council tax. Reserves are maintained as a matter of prudence. They enable the Authority to provide for unexpected events and thereby protect it from overspending, should such events occur. Reserves for specific purposes may also be maintained, such as the purchase or renewal of capital items.

Key controls

2.2 To maintain reserves in accordance with the *Code of Practice on Local Authority Accounting in the United Kingdom* (CIPFA / LASAAC) and agreed accounting policies.

2.3 For each reserve established, the purpose, usage and basis of transactions should be clearly identified.

2.4 Authorisation of appropriation to and from reserves by the CE or Executive Director concerned in consultation and agreement with the Chief Finance Officer.

Responsibilities of the Chief Finance Officer

2.5 To advise the Cabinet and the Full Council on prudent levels of reserves for the Authority.

Responsibilities of the CE & Executive Directors

2.6 To ensure that resources are used only for the purposes for which they were intended.

3. Managing Expenditure

Scheme of Virement

Why is this important?

3.1 The scheme of virement is intended to enable the Cabinet, the CE & Executive Directors and their staff to manage budgets with a degree of flexibility within the overall policy framework determined by the Full Council, and therefore to optimise the use of resources.

3.2 The scheme of virement empowers the CE & Executive Directors to manage the resources under their control, and therefore to be accountable to the Cabinet and Full Council for their financial performance.

Key controls

3.3 Key controls for the scheme of virement are:

- (a)** it is administered by the Chief Finance Officer within guidelines set by the Full Council. Any variation from this scheme requires the approval of the Full Council.
- (b)** the overall budget is agreed by the Cabinet and approved by the Full Council. The CE & Executive Directors and their nominated Budget Holders are therefore authorised to incur expenditure in accordance with the estimates that make up the budget. The rules below cover virement; that is, switching revenue resources between approved portfolio service budgets or between pay and non-pay budget headings, or capital expenditure between approved capital projects. For the avoidance of doubt, the Chief Finance Officer will maintain a list of approved portfolio service headings and approved capital projects.
- (c)** virement does not create additional overall budget liability. The CE & Executive Directors are expected to exercise their discretion in managing their budgets responsibly and prudently. For example, they should aim to avoid supporting recurring expenditure from one-off sources of savings or additional income, or creating future commitments, including full-year effects of decisions made part way through a year, for which they have not identified future resources. The CE & Executive Directors must plan ahead to fund such commitments from within their own budgets.
- (d)** virement between budgets of the Housing Revenue Account and the General Fund, and between revenue and capital budgets is prohibited.

3.4 Where an approved budget is a lump-sum budget, earmarked reserve or contingency under the control of the Chief Finance Officer, intended for allocation during the year, its allocation will not be treated as a virement, provided that the amount is used in accordance with the purposes for which it has been established.

Responsibilities of the Chief Finance Officer

- 3.5** To prepare jointly with the CE & Executive Directors a report to the Cabinet where cumulative virements on any single approved portfolio service budget, between pay and non-pay budgets within any single approved portfolio service budget, or on any single approved capital project, in excess of £250,000 are proposed.
- 3.6** To maintain a list of approved portfolio service headings.
- 3.7** To maintain a list of approved capital projects.
- 3.8** To maintain a register of approved virements.
- 3.9** To monitor that any allocation of an approved budget that is a lump-sum budget or contingency intended for allocation during the year is in accordance with the purposes for which it was established and the Cabinet approved scheme for its release. Where any proposed allocation falls outside of these conditions, the allocation will be deemed to be a virement and treated accordingly.

Responsibilities of the CE & Executive Directors

- 3.10** The CE & Executive Directors may exercise virement on budgets under their control for amounts up to £100,000 following notification to the Chief Finance Officer.
- 3.11** The CE & Executive Directors may exercise virement on budgets under their control for amounts between £100,000 and up to £250,000 subject to the approval of the Chief Finance Officer.

Risk Management and Control of Resources

1. Risk Management

Why is this important?

- 1.1 All organisations, whether private or public sector, face risks to people, property and continued operations. Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. Risk management is the planned and systematic approach to the identification, evaluation and control of risk. Its objectives are to secure the assets of the organisation and to ensure the continued financial and organisational well-being of the organisation. In essence it is, therefore, an integral part of good business practice. Risk management is concerned with evaluating the measures an organisation already has in place to manage identified risks and then recommending the action the organisation needs to take to control these risks effectively.
- 1.2 It is the overall responsibility of the Cabinet to approve the Authority's risk management policy statement and strategy, and to promote a culture of risk management awareness throughout the Authority.

Key controls

- 1.3 The key controls for risk management are:
- (a) Procedures are in place to identify, assess, prevent or contain material known risks, and these procedures are operating effectively throughout the Authority.
 - (b) A monitoring process is in place to review regularly the effectiveness of risk reduction strategies and the operation of these controls. The risk management process should be conducted on a continuing basis.
 - (c) Managers know that they are responsible for managing relevant risks and are provided with relevant information on risk management initiatives.
 - (d) Provision is made for losses that might result from the risks that remain.
 - (e) Procedures are in place to investigate claims within required timescales.
 - (f) Acceptable levels of risk are determined and insured against where appropriate.
 - (g) The Authority has identified business continuity plans for implementation in the event of disaster that results in significant loss or damage to its resources.

Responsibilities of the Head of Paid Service (Chief Executive)

- 1.4 To promote the Authority's risk management policy statement and strategy.

Responsibilities of the Executive Director (Transformation)

- 1.5 To prepare the Authority's risk management policy statement and strategy in conjunction with the CE & Executive Director and the Chief Finance Officer.

Chief Finance Officer

- 1.6 To include all appropriate employees of the Authority in a suitable fidelity guarantee insurance.
- 1.7 To effect corporate insurance cover, through external insurance and internal funding, and periodically review the same.
- 1.8 To negotiate all claims in consultation with other officers, where necessary.

Responsibilities of the CE & Executive Director

- 1.9 To notify the Chief Finance Officer immediately of any loss, liability or damage that may lead to a claim against the Authority, together with any information or explanation required by the Chief Finance Officer or the Authority's insurers. Only the Chief Finance Officer may negotiate settlement of claims.
- 1.10 To take responsibility for risk management, having regard to advice from the Chief Finance Officer and other specialist officers (e.g. crime prevention, fire prevention, health and safety).
- 1.11 To ensure that there are regular reviews of risk within their service areas.
- 1.12 To notify the Chief Finance Officer promptly of all new risks, properties or vehicles that require insurance and of any alterations affecting existing insurances. In particular notice shall be given of the following:
 - (a) The acquisition of property or other assets whether by ownership, lease agreement, hiring or loan. The CE or Deputy concerned is responsible for maintaining current valuations.
 - (b) Any matters arising from the Council's position as an employer or enabler of voluntary labour.
 - (c) Any matters arising from the carrying out of the Council's functions and services or those in which the Council has an interest.
- 1.13 To consult the Chief Finance Officer and the Monitoring Officer on the terms of any indemnity that the Authority is requested to give.
- 1.14 To ensure that employees, or anyone covered by the Authority's insurances, do not admit liability or make any offer to pay compensation that may prejudice the assessment of liability in respect of any insurance claim.

Responsibilities of the Audit Committee

- 1.15 To assess and approve the corporate risk arrangements and monitor the effective development and operation of good practice risk management and corporate governance arrangements across the Council.

2. Internal Controls

Why is this important?

- 2.1 The Authority is complex and beyond the direct control of individuals. It therefore requires internal controls to manage and monitor progress towards strategic objectives.
- 2.2 The Authority has statutory obligations, and, therefore, requires internal controls to identify, meet and monitor compliance with these obligations.
- 2.3 The Authority faces a wide range of financial, administrative and commercial risks, both from internal and external factors, which threaten the achievement of its objectives. Internal controls are necessary to manage these risks.
- 2.4 The system of internal controls is established in order to provide measurable achievement of:

- (a) Efficient and effective operations.
- (b) Reliable financial information and reporting.
- (c) Compliance with laws and regulations.
- (d) Risk management.

Key controls

2.5 The key controls and control objectives for internal control systems are:

- (a) Key controls should be reviewed on a regular basis and the Authority should make a formal statement annually to the effect that it is satisfied that the systems of internal control are operating effectively.
- (b) Managerial control systems, including defining policies, setting objectives and plans, monitoring financial and other performance and taking appropriate anticipatory and remedial action. The key objective of these systems is to promote ownership of the control environment by defining roles and responsibilities.
- (c) Financial and operational control systems and procedures, which include physical safeguards for assets, segregation of duties, authorisation and approval procedures and information systems.
- (d) An effective internal audit function that is properly resourced. It should operate in accordance with the United Kingdom Public Sector Internal Audit Standards and with any other statutory obligations and regulations.

Responsibilities of the Chief Finance Officer

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

Responsibilities of the CE & Executive Directors

2.7 To manage processes to check that established controls are being adhered to and to evaluate their effectiveness, in order to be confident in the proper use of resources, achievement of objectives and management of risks.

2.8 To review existing controls in the light of changes affecting the Authority and to establish and implement new ones in line with guidance from the Chief Finance Officer. The CE & Executive Directors should also be responsible for removing controls that are unnecessary or not cost or risk effective – for example, because of duplication.

2.9 To ensure staff have a clear understanding of the consequences of lack of control.

3. Audit Requirements

Internal Audit

Why is this important?

- 3.1** The requirement for an internal audit function for local authorities is implied by section 151 of the Local Government Act 1972, which requires that authorities “make arrangements for the proper administration of their financial affairs”. The Accounts and Audit Regulations 2015, more specifically require that a “relevant Authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance”.
- 3.2** Accordingly, internal audit is an independent and objective appraisal function established by the Authority for reviewing the system of internal control. It examines, evaluates and reports on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources.

Key controls

- 3.3** The key controls for internal audit are:
- (a)** That it is independent in its planning and operation.
 - (b)** The Chief Internal Auditor has direct access to the Head of Paid Service, all levels of management and directly to Councillors.
 - (c)** The internal auditors comply with the United Kingdom Public Sector Internal Audit Standards.

Responsibilities of the Chief Finance Officer

- 3.4** To ensure that internal auditors have the Authority to:
- (a)** Access Authority premises at reasonable times.
 - (b)** Access all assets, records, documents, correspondence and control systems.
 - (c)** Receive any information and explanation considered necessary concerning any matter under consideration.
 - (d)** Require any employee of the Authority to immediately account for cash, stores or any other Authority asset under their control.
 - (e)** Access records belonging to third parties, such as contractors, when required.
 - (f)** Directly access the Head of Paid Service, the Cabinet and the Audit Committee.

Pursuant to this regulation, the same access rights apply to the Chief Finance Officer in relation to the internal control of the Council.

- 3.5** To approve the strategic and annual audit plans prepared by the Chief Internal Auditor, which take account of the characteristics and relative risks of the activities involved.
- 3.6** To ensure that effective procedures are in place to investigate promptly any fraud or irregularity.

Responsibilities of the Head of Internal Audit

- 3.7** Whenever appropriate, to consult with the CE or Deputy concerned on the timing and nature of audits to avoid unnecessary service disruption.

- 3.8 To consult with the CE & Executive Directors on the findings and recommendations of an audit relating to their Department or service area prior to publication.

Responsibilities of the CE & Executive Directors

- 3.9 To ensure that internal auditors are given access at all reasonable times to premises, personnel, documents and assets that the auditors consider necessary for the purposes of their work.
- 3.10 To ensure that auditors are provided with any information and explanations that they seek in the course of their work.
- 3.11 To consider and respond promptly to recommendations in audit reports.
- 3.12 To ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient fashion.
- 3.13 To notify the Chief Finance Officer immediately of any suspected fraud, theft, irregularity, improper use or misappropriation of the Authority's property or resources. Pending investigation and reporting, the CE or Deputy concerned should take all necessary steps to prevent further loss and to secure records and documentation against removal or alteration.
- 3.14 To ensure that new systems for maintaining financial records, or records of assets, or changes to such systems, are discussed with and agreed by the Head of Internal Audit prior to implementation.
- 3.15 To arrange for procedural and operational notes to be issued to all members of staff operating financial systems or procedures, such notes to be subject to the approval and retention of the Chief Finance Officer.
- 3.16 To ensure that the duty of providing information, calculating, checking and recording sums due to or from the Council shall be separated as completely as possible from the duty of collecting or disbursing those sums.

External Audit

Why is this important?

- 3.17 The external auditor has rights of access to all documents and information necessary for audit purposes.
- 3.18 The Local Audit and Accountability Act 2014 makes the Comptroller and Auditor General responsible for the preparation, publication and maintenance of the Code of Audit Practice. The Code sets out what local auditors are required to do to fulfil their statutory responsibilities under the Act.
- 3.19 The Authority's accounts are scrutinised by external auditors, who must be satisfied that the statement of accounts gives a 'true and fair view' of the financial position of the Authority and its income and expenditure for the year in question and complies with the legal requirements.

Key controls

- 3.20 External auditors are appointed by the Audit Commission (subsequently Public Sector Audit Appointments Limited), normally for a minimum period of five years. The Comptroller and Auditor General prepares a code of audit practice, which external auditors follow when carrying out their audits.

Responsibilities of the Chief Finance Officer

- 3.21 To ensure that external auditors are given access at all reasonable times to premises, personnel, documents and assets that the external auditors consider necessary for the purposes of their work, including records belonging to third parties, such as contractors, when required
- 3.22 To ensure there is effective liaison between external and internal audit.

- 3.23** To work with the external auditor and advise the Full Council, Cabinet, Audit Committee and the CE & Executive Directors on their responsibilities in relation to external audit.

Responsibilities of the CE & Executive Directors

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

4. Preventing Fraud and Corruption

Why is this important?

- 4.1** The Authority will not tolerate fraud and corruption in the administration of its responsibilities, whether from inside or outside the Authority.
- 4.2** The Authority's expectation of propriety and accountability is that Councillors and staff at all levels will lead by example in ensuring adherence to legal requirements, rules, procedures and practices.
- 4.3** The Authority also expects that individuals and organisations (e.g. suppliers, contractors, service providers) with whom it comes into contact will act towards the Authority with integrity and without thought or actions involving fraud and corruption.

Key controls

- 4.4** The key controls regarding the prevention of financial irregularities are that:
- (a)** The Authority has an effective anti-fraud and corruption policy and strategy, and maintains a culture that will not tolerate fraud or corruption.
 - (b)** The Authority has an effective anti-money laundering policy and strategy.
 - (c)** All Councillors and staff act with integrity and lead by example.
 - (d)** Senior managers are required to deal swiftly and firmly with those who defraud or attempt to defraud the Authority or who are corrupt.
 - (e)** High standards of conduct are promoted amongst Councillors and Co-opted Members by the Standards Committee.
 - (f)** The maintenance of a register of interests in which any hospitality or gifts accepted must be recorded.
 - (g)** Whistle blowing procedures are in place and operate effectively.

Responsibilities of the Chief Finance Officer

- 4.5** To develop and maintain an anti-fraud and anti-corruption policy.
- 4.6** To maintain adequate and effective internal control arrangements.
- 4.7** To ensure that all suspected irregularities are reported to the Head of Internal Audit, the Head of Paid Service, the Audit Committee and the Cabinet.

Responsibilities of the CE & Executive Directors

- 4.8** To actively apply the requirements of the Anti-Fraud & Corruption Policy and Strategy, the Anti-Money Laundering Policy and Strategy and Whistleblowing Policy.
- 4.9** To ensure that all suspected irregularities are reported to the Head of Internal Audit.
- 4.10** To instigate the Authority's disciplinary procedures where the outcome of an audit investigation indicates improper behaviour.
- 4.11** To ensure that where financial impropriety is discovered, the Chief Finance Officer is informed, and where sufficient evidence exists to believe that a criminal offence may have been committed, the police are called in to determine with the Crown Prosecution Service whether any prosecution will take place.
- 4.12** To maintain a departmental register of interests on Business World (the Hospitalities Book).

5. Assets

Security

Why is this important?

- 5.1** The Authority holds assets in the form of property, vehicles, equipment, furniture and other items worth many millions of pounds. It is important that assets are safeguarded and used efficiently in service delivery, and that there are arrangements for the security of both assets and information required for service operations. An up-to-date asset register is a prerequisite for proper fixed asset accounting and sound asset management.

Key controls

- 5.2** The key controls for the security of resources such as land, buildings, fixed plant machinery, equipment, software and information are:
 - (a)** Resources are used only for the purposes of the Authority and are properly accounted for.
 - (b)** Resources are available for use when required.
 - (c)** Resources no longer required are disposed of in accordance with the law and the Financial Procedure Rules of the Authority so as to maximise benefits.
 - (d)** An asset register is maintained for the Authority, assets are recorded when they are acquired by the Authority and this record is updated as changes occur with respect to the location and condition of the asset.
 - (e)** All staff are aware of their responsibilities with regard to safeguarding the Authority's assets and information, including the requirements of the Data Protection Act as set out in the Council's Data Protection Policy and software copyright legislation.
 - (f)** All staff are aware of their responsibilities with regard to safeguarding the security of the Authority's computer systems, including maintaining restricted access to the information held on them and compliance with the Authority's computer and Internet security policies.

Responsibilities of the Chief Finance Officer

- 5.3** To ensure that an asset register is maintained in accordance with good practice for all fixed assets. The function of the asset register is to provide the Authority with information about fixed assets so that they are:
 - (a)** Safeguarded.

(b) Used efficiently and effectively.

(c) Adequately maintained.

5.4 To receive the information required for accounting, costing and financial records from the CE & Executive Directors.

5.5 To ensure that assets are valued in accordance with the *Code of Practice on Local Authority Accounting in the United Kingdom* (CIPFA / LASAAC).

Responsibilities of the CE & Executive Directors

5.6 The CE & Executive Directors (and the Directors in their service areas) shall maintain a property database in a form approved by the Chief Finance Officer for all properties, plant and machinery and moveable assets currently owned or used by the Authority. Any use of property by a department or establishment other than for direct service delivery should be supported by documentation identifying terms, responsibilities and duration of use.

5.7 To ensure that lessees and other prospective occupiers of Council land are not allowed to take possession or enter the land until a lease or agreement, in a form approved by the CE or relevant Deputy in consultation with the Chief Finance Officer, has been established as appropriate.

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

5.9 Where land or buildings are surplus to requirements, a recommendation for sale should be the subject of a joint report by the CE or relevant Executive Director and the Chief Finance Officer.

5.10 To pass title deeds to the Executive Director (Legal and Democratic Services) who is responsible for custody of all title deeds.

5.11 To ensure that no Council asset is subject to personal use by an employee without proper Authority.

5.12 To ensure the safe custody of vehicles, equipment, furniture, stock, stores and other property belonging to the Authority.

5.13 To ensure that the department maintains a register of moveable assets in accordance with arrangements defined by the Chief Finance Officer.

5.14 To ensure that assets are identified, their location recorded and that they are appropriately marked and insured.

5.15 To consult the Chief Finance Officer in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

5.16 To ensure cash holdings on premises are kept to a minimum.

5.17 To ensure that keys to safes and similar receptacles are carried on the person of those responsible at all times; loss of any such keys must be reported to the Chief Finance Officer as soon as possible.

5.18 To record all disposal or part exchange of assets that should normally be by competitive tender or public auction, unless, following consultation with the Chief Finance Officer, the Cabinet agrees otherwise.

5.19 To ensure that all employees are aware that they have a personal responsibility with regard to the protection and confidentiality of information, whether held in manual or computerised records. Information may be sensitive or privileged, or may possess some intrinsic value, and its disclosure or loss could result in a cost to the Authority in some way.

Inventories

Responsibilities of the CE & Executive Director

- 5.20** To maintain inventories and record an adequate description of furniture, fittings, equipment, tools, plant and machinery above £500 in replacement value used by their service area.
- 5.21** To carry out an annual check of all items on the inventory in order to verify location, review condition and to take action in relation to surpluses or deficiencies, annotating the inventory accordingly. Any deficiencies identified must be notified to the Chief Finance Officer promptly, indicating where possible the reasons for such deficiency (e.g. theft, loss). Attractive and portable items such as computers, cameras and video recorders should be identified with security markings as belonging to the Authority.
- 5.22** To make sure that property is only used in the course of the Authority's business, unless the CE or Deputy concerned has given permission otherwise.

Stocks and Stores

Responsibilities of the CE & Executive Director

- 5.23** To make arrangements for the care and custody of stocks and stores in their service area, in consultation with the Chief Finance Officer.
- 5.24** To ensure stocks are maintained at reasonable levels and are subject to a regular independent physical check. All discrepancies should be investigated and pursued to the satisfaction of the Chief Finance Officer. Certified records of such stocktaking shall be maintained. The CE & Executive Directors shall certify and forward promptly to the Chief Finance Officer a statement of stockholding as at the 31 March of each year.
- 5.25** To investigate and remove from the Authority's records (i.e. write off) discrepancies as necessary, or to obtain Cabinet approval if they are in excess of a predetermined limit.
- 5.26** To authorise for write off and disposal of redundant stocks and equipment. Procedures for disposal of such stocks and equipment should be by competitive quotations or auction, unless, following consultation with the Chief Finance Officer, the Cabinet decides otherwise in a particular case. In all cases disposal should ensure that the best price is obtained, bearing in mind other factors, such as environmental issues
- 5.27** To seek Cabinet approval to the write-off of redundant stocks and equipment in excess of a predetermined sum.

Intellectual Property

Why is this important?

- 5.28** Intellectual property is a generic term that includes inventions and writing. If these are created by the employee during the course of employment, then, as a general rule, they belong to the employer, not the employee. Various acts of Parliament cover different types of intellectual property.
- 5.29** Certain activities undertaken within the Authority may give rise to items that may be patentable, for example, software development. These items are collectively known as intellectual property.

Key controls

- 5.30** In the event that the Authority decides to become involved in the commercial exploitation of inventions, the matter should proceed in accordance with the Authority's approved intellectual property procedures.

Responsibilities of the Chief Finance Officer

- 5.31** To develop and disseminate good practice through the Authority's intellectual property procedures.

Responsibilities of the CE & Executive Directors

- 5.32** To ensure that controls are in place to ensure that staff do not carry out private work in Council time and that staff are aware of an employer's rights with regard to intellectual property.

Moveable Asset Disposal

Why is this important?

- 5.33** It would be uneconomic and inefficient for the cost of assets to outweigh their benefits. Obsolete, non-repairable or unnecessary resources should be disposed of in accordance with the law and the Financial Procedure Rules of the Authority.

Key controls

- 5.34** Assets for disposal are identified and are disposed of at the most appropriate time, and only when it is in the best interests of the Authority, and best price is obtained, bearing in mind other factors, such as environmental issues. For items of significant value, disposal should be by competitive tender or public auction.
- 5.35** Procedures protect staff involved in the disposal from accusations of personal gain.

Responsibilities of the Chief Finance Officer

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

Responsibilities of the CE & Executive Directors

- 5.38** To seek advice from purchasing advisors on the disposal of surplus or obsolete materials, stores or equipment.
- 5.39** To ensure that income received for the disposal of an asset is properly banked and coded.

6. Staffing

Why is this important?

- 6.1** In order to provide the highest level of service, it is crucial that the Authority recruits and retains high calibre, knowledgeable staff, qualified to an appropriate level.

Key controls

- 6.2** The key controls for staffing are:
- (a)** An appropriate staffing strategy and policy exists, in which staffing requirements and budget allocation are matched.
 - (b)** Procedures are in place for forecasting staffing requirements and cost.
 - (c)** Controls are implemented that ensure that staff time is used efficiently and to the benefit of the Authority.
 - (d)** Checks are undertaken prior to employing new staff to ensure that they are appropriately qualified, experienced and trustworthy.

Responsibilities of the Chief Finance Officer

- 6.3** To ensure that budget provision exists for all existing and new employees.
- 6.4** To act as an advisor to the CE & Executive Directors on areas such as National Insurance and pension contributions, as appropriate.

Responsibilities of the CE & Executive Directors

- 6.5** To produce an annual staffing budget consistent with the approved staff establishment.
- 6.6** To ensure that the staffing budget is an accurate forecast of staffing levels and is equated to an appropriate revenue budget provision (including on-costs and overheads).
- 6.7** To monitor staff activity to ensure adequate control over such costs as sickness, overtime, training and temporary staff.
- 6.8** To ensure that the staffing budget is not exceeded without due Authority and that it is managed to enable the agreed level of service to be provided.
- 6.9** To ensure that the Chief Finance Officer is immediately informed if the staffing budget is likely to be materially over- or underspent.

Treasury Management and Bank Arrangements

1. Treasury Management

Why is this important?

- 1.1 Many millions of pounds pass through the Authority's books each year. This led to the establishment of codes of practice. These aim to provide assurances that the Authority's money is properly managed in a way that balances risk with return, but with the overriding consideration being given to the security of the Authority's capital sum.

Key controls

- 1.2 That the Authority's borrowings and investments comply with the CIPFA *Code of Practice on Treasury Management* and with the Authority's treasury policy statement.

Responsibilities of the Chief Finance Officer

- 1.3 To arrange the borrowing and investments of the Authority in such a manner as to comply with the CIPFA *Code of Practice on Treasury Management* and the Authority's treasury management policy statement and strategy.
- 1.4 To advise the CE & Executive Directors on the Treasury Management Policy Statement, the Treasury Management Strategy and the Annual Investment Strategy to be proposed to the Audit Committee for scrutiny before adoption by Full Council.
- 1.5 To advise the CE & Executive Directors on suitable Treasury Management Practices to be proposed to the Audit Committee for adoption.
- 1.6 To report four times a year on treasury management activities undertaken and results achieved to the Cabinet.
- 1.7 To ensure that all investments of money are made in the name of the Authority or in the name of nominees approved by the Full Council.
- 1.8 To ensure that all securities that are the property of the Authority or its nominees and the title deeds of all property in the Authority's ownership are held in safe custody.
- 1.9 To effect all borrowings in the name of the Authority and in accordance with the approved borrowing limits.
- 1.10 To act as the Authority's registrar of stocks, bonds and mortgages and to maintain records of all borrowing of money by the Authority.

Responsibilities of the CE & Executive Directors

- 1.11 To ensure that loans are not made to third parties and that interests are not acquired in companies, joint ventures or other enterprises without the approval of the Full Council, following consultation with the Chief Finance Officer.
- 1.12 To propose to the Audit Committee, on the advice of the Chief Finance Officer, the Treasury Management Policy Statement, The Treasury Management Strategy and the Annual Investment Strategy for scrutiny before adoption by Full Council before the commencement of each forthcoming years.
- 1.13 To propose to the Audit Committee, on the advice of the Chief Finance Officer, revisions to the Treasury Management Policy Statement, The Treasury Management Strategy and the Annual

Investment Strategy for scrutiny before adoption by Full Council from time to time as necessary during the financial year.

- 1.14 To propose to the Audit Committee for adoption, on the advice of the Chief Finance Officer, suitable Treasury Management Practices.
- 1.15 To propose, on the advice of the Chief Finance Officer, the Prudential Indicators in accordance with the Prudential Code, before the commencement of each forthcoming financial year.
- 1.16 To report annually to the Cabinet on treasury management activities undertaken and results achieved and the outturn Prudential Indicators in the preceding financial year.

2. Leasing and Other Financial Facilities or Credit Arrangements

Key Controls

- 2.1 The Chief Finance Officer and officers nominated by them are the only officers authorised to enter into an agreement for leasing and other financial facilities or credit arrangements.

Responsibilities of the Chief Finance Officer

- 2.2 To evaluate and arrange all leasing and other financial facilities, excluding the short term hiring of equipment for periods of less than one year.

Responsibilities of the CE & Executive Directors

- 2.3 To ensure that credit arrangements, such as leasing agreement, are not entered into without the prior approval of the Chief Finance Officer or their nominated officer and, if applicable, approval of the scheme through the capital programme.

3. Bank Accounts and Cheque Security

Key Controls

- 3.1 The key controls for bank accounts and cheque security are:
 - (a) The Chief Finance Officer and officers nominated by them are the only officers authorised to open, operate and close a bank account.
 - (b) The Chief Finance Officer and officers nominated by them are the only officers authorised to sign cheques and instigate or arrange other methods of payment.

Responsibilities of the Chief Finance Officer

- 3.2 To make arrangements for the opening, operation and closing of Bank, Building Society or other appropriate accounts in respect of Council monies.
- 3.3 To make arrangements for the ordering, safe custody and issue of all cheque stationery. All cheques issued shall be crossed "Account Payee" unless otherwise agreed by the Chief Finance Officer.
- 3.4 To make suitable arrangements for the electronic signature of all computer generated cheques.
- 3.5 To nominate officers responsible for the hand countersigning of any cheque over £100,000.

Responsibilities of the CE & Executive Directors

- 3.6** To follow the instructions on banking issued by the Chief Finance Officer.

4. Trust Funds and Unofficial Funds

Responsibilities of the CE & Executive Directors

- 4.1** To arrange for all trust funds to be held, wherever possible, in the name of the Authority. All officers acting as trustees by virtue of their official position shall deposit securities, etc relating to the trust with the Chief Finance Officer, unless the deed otherwise provides.
- 4.2** To ensure that trust funds are operated within any relevant legislation and the specific requirements for each trust.
- 4.3** To arrange, where funds are held on behalf of third parties, for their secure administration, approved by the Chief Finance Officer, and to maintain written records of all transactions.
- 4.4** Unofficial funds (for example contributions towards the Mayor's Charity) shall be accounted for and kept separately from all Council monies.
- 4.5** Bank accounts for unofficial funds shall be operated through the Chief Finance Officer.
- 4.6** Receipts shall be issued for all sums collected for any unofficial fund except where deemed unnecessary after consultation with the Chief Finance Officer.
- 4.7** The Chief Finance Officer may consult with the CE & Executive Directors on the form of records and the arrangements for the preparation of accounts for any unofficial fund and may carry out an audit thereon.
- 4.8** The Chief Finance Officer shall be consulted where there is doubt about the utilisation or operation of any unofficial fund.

Financial Systems and Procedures

1. General

Why is this important?

- 1.1 Service areas have many systems and procedures relating to the control of the Authority's assets, including purchasing, costing and management systems. Service areas are increasingly reliant on computers for their financial management information. The information must therefore be accurate and the systems and procedures sound and well administered. They should contain controls to ensure that transactions are properly processed and errors detected promptly.
- 1.2 The Chief Finance Officer has a professional responsibility to ensure that the Authority's financial systems are sound and should therefore be notified of any new developments or changes.

Key controls

- 1.3 The key controls for systems and procedures are:
- (a) Basic data exists to enable the Authority's objectives, targets, budgets and plans to be formulated.
 - (b) Performance is communicated to the appropriate managers on an accurate, complete and timely basis.
 - (c) Early warning is provided of deviations from target, plans and budgets that require management attention.
 - (d) Operating systems and procedures are secure.

Responsibilities of the Chief Finance Officer

- 1.4 To make arrangements for the proper administration of the Authority's financial affairs, including to:
- (a) Issue advice, guidance and procedures for officers and others acting on the Authority's behalf.
 - (b) Determine the accounting systems, form of accounts and supporting financial records.
 - (c) Establish arrangements for audit of the Authority's financial affairs.
 - (d) Approve any new financial systems to be introduced.
 - (e) Approve any changes to be made to existing financial systems.

Responsibilities of the CE & Executive Directors

- 1.5 To ensure that accounting records are properly maintained and held securely.
- 1.6 To ensure that vouchers and documents with financial implications are not destroyed, except in accordance with arrangements approved by the Chief Finance Officer.
- 1.7 To ensure that a complete management trail, allowing financial transactions to be traced from the accounting records to the original document, and vice versa, is maintained.

- 1.8** To incorporate appropriate controls to ensure that, where relevant:
- (a)** All input is genuine, complete, accurate, timely and not previously processed.
 - (b)** All processing is carried out in an accurate, complete and timely manner.
 - (c)** Output from the system is complete, accurate and timely.
- 1.9** To ensure that the organisational structure provides an appropriate segregation of duties to provide adequate internal controls and to minimise the risk of fraud or other malpractice.
- 1.10** To ensure there is a documented and tested disaster recovery plan to allow information system processing to resume quickly in the event of an interruption.
- 1.11** To ensure that systems are documented and staff trained in operations.
- 1.12** To consult with the Chief Finance Officer before changing any existing system or introducing new systems.
- 1.13** To establish a scheme of delegation identifying officers authorised to act on behalf of the CE or Deputy concerned in respect of payments, purchase orders, contracts and agreements, and showing the limits of their Authority, in accordance with the scheme of delegation table below:

Role	Chief Finance Officer <u>and</u> Head of Paid Service	Chief Finance Officer <u>or</u> Head of Paid Service	Deputy Chief Executive, Executive Director	Director	Assistant Director, Head of Service, Group Manager	Business Unit Manager	Line Manager
Limit	Unlimited	£10M	£1M	£500,000	£75,000	£25,000	£10,000

The business unit manager and line manager roles are to be determined by the CE or Deputy concerned or Executive Director / Director as appropriate.

- 1.14** To supply lists of authorised officers, with delegated limits, to the Chief Finance Officer, together with any subsequent variations.
- 1.15** Where a role is covered by the employment of an interim, that interim will be able to inherit the delegated Authority limits of the substantive post being covered, at the discretion of the CE or Deputy concerned.
- 1.16** To ensure that effective contingency arrangements, including back-up procedures, exist for computer systems. Wherever possible, back-up information should be securely retained in a fireproof location, preferably off site or at an alternative location within the building.
- 1.17** To ensure that, where appropriate, computer systems are registered in accordance with data protection legislation and that staff are aware of their responsibilities under the legislation and the Data Protection Policy.
- 1.18** To ensure that relevant standards and guidelines for computer systems are observed.
- 1.19** To ensure that computer equipment and software are protected from loss and damage through theft, vandalism, etc.
- 1.20** To comply with the copyright, designs and patents legislation and, in particular, to ensure that:
- (a)** Only software legally acquired and installed by the Authority is used on its computers.
 - (b)** Staff are aware of legislative provisions.
 - (c)** In developing systems, due regard is given to the issue of intellectual property rights.

2. Income

Why is this important?

- 2.1** Income can be a vulnerable asset and effective income collection systems are necessary to ensure that all income due is identified, collected, receipted and banked properly. It is preferable to obtain income in advance of supplying goods or services as this improves the Authority's cash flow and also avoids the time and cost of administering debts.

Key controls

- 2.2** The key controls for income are:

- (a)** All income due to the Authority is identified and charged correctly, in accordance with an approved charging policy, which is regularly reviewed.
- (b)** All income is collected from the correct person, at the right time, using the correct procedures and the appropriate stationery.
- (c)** The method(s) of payment for all systems is determined in conjunction with the Chief Finance Officer.
- (d)** All money received by an employee on behalf of the Authority is paid without delay to the Chief Finance Officer or if so directed, to the Authority's bank account(s), and properly recorded. The responsibility for cash collection should be separated from that for:
 - identifying the amount due
 - reconciling the amount due to the amount received
- (e)** Effective action is taken to pursue non-payment within defined timescales.
- (f)** Formal approval for debt write-off is obtained.
- (g)** Appropriate write-off action is taken within defined timescales.
- (h)** Appropriate accounting adjustments are made following write-off action.
- (i)** All appropriate income documents are retained and stored for the defined period in accordance with the document retention schedule.
- (j)** A person who is not involved in the collection or banking process reconciles money collected and deposited to the bank account.

Responsibilities of the Chief Finance Officer

General

- 2.3** To order and supply to service areas all receipt forms, books or tickets and similar items and to satisfy themselves regarding the arrangements for their control.

Billing

- 2.4** To ensure that all debts to be written off of £25,000 or over are approved by Cabinet.
- 2.5** To issue procedures for the write off of debts below £25,000, and to keep a record of all sums written off up to the approved limit.
- 2.6** To ensure that appropriate accounting adjustments are made following write-off action.

Income Collection

- 2.7 To agree arrangements for the collection of all income due to the Authority and to approve the procedures, systems and documentation for its collection.

Banking

- 2.8 To arrange facilities for the banking and / or collection by a security courier of income as is deemed necessary. Money deposited and collected must be reconciled to the bank account on a regular basis.

Responsibilities of the CE & Executive Directors

- 2.9 To establish a charging policy for the supply of goods or services in consultation with the Chief Finance Officer, including the appropriate charging of VAT, and to review it regularly, in line with corporate policies.
- 2.10 To ensure that only Council employees, or where appropriate agents working to a formal contract, are authorised to bill, collect, bank or otherwise handle council monies, unless prior agreement is obtained from the Chief Finance Officer. Each authorised officer or agent shall use such systems, make such returns and keep such records as the Chief Finance Officer requires or approves.
- 2.11 To separate the responsibility for identifying amounts due and the responsibility for collection, as far as is practicable.

Billing

- 2.12 To raise accounts for any sums due as soon as possible unless otherwise agreed with the Chief Finance Officer.
- 2.13 To notify the Chief Finance Officer promptly of all monies due to the Council and of contracts, leases and other agreements and arrangements entered into which involve the receipt of monies by the Council.
- 2.14 To establish and initiate appropriate recovery procedures, including legal action where necessary, for debts that are not paid promptly. In circumstances in which legal action for recovery is necessary the matter shall be referred to the Executive Director (Legal and Democratic Services) for appropriate action. The CE & Executive Directors have a responsibility to assist the Chief Finance Officer and the Executive Director (Legal and Democratic Services) in collecting debts that they have originated, by providing promptly any evidence required for the recovery process to proceed. The CE & Executive Directors similarly should not unreasonably withhold any further information requested by the debtor.
- 2.15 To recommend to the Chief Finance Officer all debts to be written off and to keep a record of all sums written off up to the approved limit. Once raised, no bona fide debt may be cancelled, except by full payment or by its formal writing off. An adjustment to a debt can only be made to correct a factual inaccuracy or administrative error in the calculation and / or billing of the original debt.
- 2.16 To notify the Chief Finance Officer of outstanding income relating to the previous financial year as soon as possible after 31 March in line with the timetable determined by the Chief Finance Officer.

Income Collection

- 2.17 To issue official receipts or to maintain other documentation for all income collection. In no circumstances must any form of receipt be used which has not been approved by the Chief Finance Officer.
- 2.18 To ensure that at least two employees are present when post is opened so that money received by post is properly identified, recorded and banked. The form of these systems is to be agreed with the Chief Finance Officer.

- 2.19 To ensure that no unsolicited business cheques (excepting those from financial institutions) are accepted for personal debts unless there is prior individual agreement with the Chief Finance Officer.
- 2.20 To hold securely receipts, tickets and other records of income for the appropriate period.
- 2.21 To lock away all income to safeguard against loss or theft, and to ensure the security of cash handling. Only up to approved levels of cash can be held on the premises.
- 2.22 To ensure income is not used to cash personal cheques or make any other payments.
- 2.23 To ensure the separation of all monies collected from the collecting officer's personal monies and from other official funds.

Banking

- 2.24 To ensure that each authorised officer or agent who prepares money for banking to the credit of the Council's account shall enter on the paying-in slip particulars of such payments including, in the case of each cheque paid in, the amount of the cheque and suitable reference to identify the payee and the account for which the cheque was received. The name of the receiving establishment shall be recorded on the back of each cheque received.
- 2.25 Unless otherwise authorised by the Chief Finance Officer, collecting officers or agents shall bank, pass to an authorised security courier or pay over to the Chief Finance Officer at agreed intervals, all monies collected to the time of banking, collection or payment over.
- 2.26 To keep a record of every transfer of money between employees of the Authority and / or any security courier. The receiving officer must sign for the transfer and the transferor must retain a copy.

3. Expenditure

Ordering and Paying for Work, Goods and Services

Why is this important?

- 3.1 Public money should be spent with demonstrable probity and in accordance with the Authority's policies. Authorities have a statutory duty to achieve best value in part through economy and efficiency. The Authority's procedures should help to ensure that services obtain value for money from their purchasing arrangements. These procedures should be read in conjunction with the Authority's Contract Procedure Rules.

General

- 3.2 Every officer and Councillor has a responsibility to declare any links or personal interests that they may have with purchasers, suppliers and / or contractors if they are engaged in contractual or purchasing decisions on behalf of the Authority, in accordance with appropriate codes of conduct.
- 3.3 Official orders must be in a form approved by the Chief Finance Officer. Official orders must be issued for all work, goods or services to be supplied to the Authority, except for payment types specified by the Chief Finance Officer as listed in section 8.6 (Payment without Purchase Order) of the Contract Procurement Rules. Where due to an emergency situation goods are supplied or works are executed without the Authority of an official order, a confirmatory order shall be issued as soon as is practical after the verbal order.
- 3.4 Where items of similar work require to be undertaken, similar goods to be purchased or similar services to be provided, individual elements may not be placed by the issue of orders without consideration of the total sum with reference to Contract Procedure Rules.
- 3.5 Apart from petty cash and schools' own bank accounts the normal method of payment from the Authority shall be by electronic transfer or other instrument or approved method, drawn on the

Authority's bank account by the Chief Finance Officer. The use of direct debit shall require the prior agreement of the Chief Finance Officer.

- 3.6** The use of Corporate procurement cards shall be in accordance with the guidance and rules issued by the Chief Finance Officer.
- 3.7** Official orders must not be raised for any personal or private purchases, nor must personal or private use be made of Authority contracts.

Key controls

- 3.8** The key controls for ordering and paying for work, goods and services are:
- (a)** All goods and services are ordered only by appropriate persons and are correctly recorded.
 - (b)** All goods and services shall be ordered in accordance with the Authority's Contract Procedure Rules.
 - (c)** Except in the case of emergency or extreme urgency, orders will only be made where there is sufficient uncommitted budgetary provision to fund the proposed purchase.
 - (d)** Goods and services received are checked to ensure they are in accordance with the order. Goods should not be received by the person who placed the order.
 - (e)** Payments are not made unless goods have been received by the Authority to the correct price, quantity and quality standards.
 - (f)** All payments are made to the correct person, for the correct amount and are properly recorded, regardless of the payment method.
 - (g)** All appropriate evidence of the transaction and payment documents are retained and stored for the defined period, in accordance with the document retention schedule.
 - (h)** All expenditure, including VAT, is accurately recorded against the right budget and any exceptions are corrected.
 - (i)** In addition, the effect of e-business / e-commerce and electronic purchasing requires that processes are in place to maintain the security and integrity of data for transacting business electronically.

Responsibilities of the Chief Finance Officer

- 3.9** To approve the form of official orders and associated terms and conditions.
- 3.10** To make payments from the Authority's funds on the authorisation of the CE or Deputy concerned that the expenditure has been duly incurred in accordance with Financial Procedure Rules.
- 3.11** To make payments, whether or not provision exists within the estimates, where the payment is specifically required by statute or is made under a court order.
- 3.12** To make payments to contractors on the certificate of the CE or Deputy concerned, which must include details of the value of work, retention money, amounts previously certified and amounts now certified.
- 3.13** To provide advice and encouragement on making payments by the most economical means.
- 3.14** To ensure that a budgetary control system is established that enables commitments incurred by placing orders to be shown against the appropriate budget allocation so that they can be taken into account in budget monitoring reports.
- 3.15** To ensure that all the Authority's financial systems and procedures are sound and properly administered.

- 3.16 To approve any changes to existing financial systems and to approve any new financial systems before they are introduced.
- 3.17 To issue and maintain guidance and rules in relation to the use of Corporate Procurement Cards.

Responsibilities of the CE & Executive Directors

- 3.18 To ensure that all expenditure incurred and committed is in accordance with the Council's standing orders, Contract Procedure Rules and these Financial Procedure Rules.
- 3.19 To ensure that official orders as approved by the Chief Finance Officer are used for all goods and services, other than the exceptions specified in 3.3.
- 3.20 To ensure that orders are only used for goods and services provided to the department. Individuals must not use official orders to obtain goods or services for their private use.
- 3.21 To ensure that only those staff designated by them authorise orders. The authoriser of the order should be satisfied that the goods and services ordered are appropriate and needed, that there is adequate budgetary provision and the order is correctly coded, and that quotations or tenders have been obtained if necessary. Best value principles should underpin the Authority's approach to procurement. Value for money should always be achieved.
- 3.22 To ensure that goods and services are checked on receipt to verify that they are in accordance with the order. A different officer from the person who authorised the order should where possible, carry out this check.
- 3.23 To ensure that payment is not made unless a proper VAT invoice has been received, checked, coded and certified for payment, confirming:
 - (a) Receipt of goods or services.
 - (b) That the invoice has not previously been paid.
 - (c) That the invoice has been prepared by the supplier and not by any employee of the Council.
 - (d) That the invoice shall not be altered in any way, such as handwriting of PO number or cost centre.
 - (e) That discounts have been taken where available.
- 3.24 Where any invoice is received directly in departments, to ensure that it is passed for payment to the Chief Finance Officer in a timely fashion.
- 3.25 To ensure that two authorised members of staff are involved in the ordering, receiving and payment process. A different officer from the person who authorised the order shall goods receive against the order.
- 3.26 For payments, other than for goods, services and work, for which an invoice is not available (for instance the payment of grant aid) an expenditure voucher form shall be duly completed and certified and dealt with as an invoice under these Financial Procedure Rules.
- 3.27 To encourage suppliers of goods and services to receive payment by the most economical means for the Authority. It is essential, however, that payments made by direct debit have the prior approval of the Chief Finance Officer.
- 3.28 To ensure that the department obtains best value from purchases by taking appropriate steps to obtain competitive prices for goods and services of the appropriate quality, with regard to the best practice guidelines contained in the Authority's Contract Procedure Rules.
- 3.29 To ensure that loans, leasing or rental arrangements are not entered into without prior agreement from the Chief Finance Officer. This is because of the potential impact on the Authority's borrowing

powers, to protect the Authority against entering into unapproved credit arrangements and to ensure that value for money is being obtained.

- 3.30** To notify the Chief Finance Officer of outstanding expenditure relating to the previous financial year as soon as possible after 31 March in line with the timetable determined by the Chief Finance Officer.
- 3.31** To arrange for any supplier that falls within the “Construction Industry Scheme” (CIS) to be set up on the financial system as a CIS supplier with their Unique Tax Reference (UTR). To arrange for all requisitions to CIS suppliers to include the appropriate split of labour and materials. The Chief Finance Officer shall arrange for the UTRs to be verified by HM Revenue & Customs and for the appropriate CIS returns and payments to be made.
- 3.32** To ensure that all appropriate payment records are retained and stored for the defined period, in accordance with the document retention schedule.

Contract Payments

- 3.33** Contracts within the scope of this section are defined as those that require completion of formal contract documentation to enable compliance with Contract Procedure Rules. This section should be read in conjunction with those rules. This includes work under a schedule of rates and those instances where individual items of work or services placed by orders require a formal contract for the totality of the services or works. Excluded are instances where the Council is the contractor.

Responsibilities of the Chief Finance Officer

- 3.34** To keep a register of contracts entered into by the Council and of payments made under such contracts.
- 3.35** To comment on the financial viability of the potential contractor and recommend if appropriate contract and / or annual limits, unless otherwise determined by some other method adopted by the Council.
- 3.36** To issue appropriate guidelines concerning the calculation of bonds and liquidated damages.

Responsibilities of the CE & Executive Directors

- 3.37** To comply with the requirements of the Contract Procurement Rules.
- 3.38** To adhere to any guidelines issued by the Chief Finance Officer concerning the calculation of bonds and liquidated damages.
- 3.39** To inform the Chief Finance Officer without delay, and in any case before the first payment of monies becomes due, of every contract entered into.

4. Petty Cash Accounts and Cash Floats

Why is this important?

- 4.1** There are a number of petty cash accounts and cash floats used throughout the Council that facilitate the smooth operation of services and enable the local collection of cash. These accounts and floats must have proper controls to prevent loss.

Key Controls

- 4.2** The Key controls for petty cash accounts and cash floats are:
- (a)** Defined procedures are in place for the operation and reconciliation of petty cash accounts and cash floats.
 - (b)** Only designation employees will hold and operate petty cash accounts.
 - (c)** Cash floats are only provided to designated cash collection points.

Responsibilities of the Chief Finance Officer

- 4.3** To issue defined procedures for the operation and reconciliation of petty cash accounts and cash floats.
- 4.4** To provide designated employees of the Authority with petty cash accounts to meet minor expenditure on behalf of the Authority and to prescribe rules for operating these accounts. Minor items of expenditure should not exceed the prescribed amount.
- 4.5** To determine the petty cash limit and to maintain a record of all transactions and petty cash advances made, and periodically to review the arrangements for the safe custody and control of these advances.
- 4.6** To reimburse petty cash account holders as often as necessary to restore the account, but normally not more than monthly.
- 4.7** To provide cash floats to designated cash collection points.

Responsibilities of the CE & Executive Directors

- 4.8** To designate the employees within their service who will hold and operate each petty cash account and cash float.
- 4.9** Follow the defined procedures for the operation of petty cash accounts and cash floats as issued by the Chief Finance Officer
- 4.10** To ensure that designated employees operating a petty cash account:
- (a)** Obtain and retain vouchers to support each payment from the petty cash account. Where appropriate, an official receipted VAT invoice must be obtained.
 - (b)** Make adequate arrangements for the safe custody of the account.
 - (c)** Produce upon demand by the Chief Finance Officer cash and all vouchers to the total value of the petty cash amount.
 - (d)** Record transactions promptly.
 - (e)** Reconcile and balance the account at least monthly; reconciliation sheets to be signed and retained by the petty cash account holder.

- (f) Provide the Chief Finance Officer with a certificate of the value of the account held at 31 March each year.
- (g) Ensure that the petty cash account is never used to cash personal cheques or to make personal loans and that the only payments into the account are the reimbursement of the account and change relating to purchases where an advance has been made.
- (h) On leaving the Authority's employment or otherwise ceasing to be entitled to hold a petty cash account, an employee shall account to the Chief Finance Officer for the amount advanced to them.

5. Payments to Employees and Councillors

Why is this important?

- 5.1** Staff costs are the largest item of expenditure for most Authority services. It is therefore important that payments are accurate, timely, made only where they are due for services to the Authority and that payments accord with individuals' conditions of employment. It is also important that all payments are accurately and completely recorded and accounted for and that Councillors' allowances are authorised in accordance with the scheme adopted by the Full Council.

Key controls

- 5.2** The key controls for payments to employees and Councillors are:

- (a) Proper authorisation procedures are in place and that there is adherence to corporate timetables in relation to starters, leavers, variations and enhancements and that where appropriate payments are made on the basis of timesheets or claims.
- (b) Frequent reconciliation of payroll expenditure against approved budget and bank account.
- (c) All appropriate payroll documents are retained and stored for the defined period in accordance with the document retention schedule.
- (d) That Inland Revenue regulations are complied with.

Responsibilities of the Chief Finance Officer

- 5.3** To arrange and control secure and reliable payment of salaries, wages, compensation or other emoluments to existing and former employees, in accordance with procedures prescribed by them, on the due date.
- 5.4** To record and make arrangements for the accurate and timely payment of tax, pension and other deductions.
- 5.5** To make arrangements for payment of all travel and subsistence claims.
- 5.6** To make arrangements for paying Councillors travel or other allowances upon receiving the prescribed form, duly completed and authorised.
- 5.7** To ensure that there are adequate arrangements for administering pension matters on a day-to-day basis.

Responsibilities of the CE & Executive Directors

- 5.8** To ensure appointments are made in accordance with the regulations of the Authority and approved establishments, grades and scale of pay and that adequate budget provision is available.

- 5.9** To notify the Executive Director (Transformation) promptly, in the form and to the timescale required, of:
- (a)** All appointments, resignations, dismissals and suspensions.
 - (b)** Absences from duty for sickness or any other reason.
 - (c)** Changes in remuneration other than normal increments and pay awards and agreements of general application.
 - (d)** Information necessary to maintain records of services and benefits for Income Tax, National Insurance, etc.

which may affect the pay or pension of a Councillor, an employee or a former employee

- 5.10** To ensure that adequate and effective systems and procedures are operated, so that:
- (a)** Payments are only authorised to bona fide employees.
 - (b)** Payments are only made where there is a valid entitlement.
 - (c)** Conditions and contracts of employment are correctly applied.
 - (d)** Employees' names listed on the payroll are checked at regular intervals to verify accuracy and completeness.
- 5.11** To send an up-to-date list of the names of officers authorised to sign records, timesheets and claims to the Executive Director (Transformation), together with specimen signatures.
- 5.12** To ensure that payroll transactions are processed only through the payroll system. The CE & Executive Directors should give careful consideration to the employment status of individuals employed on a self-employed consultant or subcontract basis. The Inland Revenue applies a tight definition for employee status, and in all cases, advice should be sought from the Chief Finance Officer.
- 5.13** To certify travel and subsistence claims and other allowances and expenses. Certification is taken to mean that journeys were authorised and expenses properly and necessarily incurred, and that allowances are properly payable by the Authority, ensuring that cost-effective use of travel arrangements is achieved. Due consideration should be given to tax implications and that the Chief Finance Officer is informed where appropriate.
- 5.14** To ensure that the Executive Director (Transformation) is notified of the details of any employee benefits in kind, to enable full and complete reporting within the income tax self-assessment system.
- 5.15** To ensure that all appropriate payroll documents are retained and stored for the defined period in accordance with the document retention schedule.

Responsibilities of Members

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

6. Taxation

Why is this important?

- 6.1** Like all organisations, the Authority is responsible for ensuring its tax affairs are in order. Tax issues are often very complex and the penalties for incorrectly accounting for tax are severe. It is therefore very important for all officers to be aware of their role.

Key controls

6.2 The key controls for taxation are:

- (a)** Budget managers are provided with relevant information and kept up to date on tax issues.
- (b)** Budget managers are instructed on required record keeping.
- (c)** All taxable transactions are identified, properly carried out and accounted for within stipulated timescales.
- (d)** Records are maintained in accordance with instructions.
- (e)** Returns are made to the appropriate authorities within the stipulated timescale.

Responsibilities of the Chief Finance Officer

- 6.3** To complete a monthly return of VAT inputs and outputs to HM Revenue and Customs.
- 6.4** To provide details to the Inland Revenue regarding the construction industry tax deduction scheme.
- 6.5** To maintain up-to-date guidance for Authority's officers on taxation issues in the accounting manual and the tax manual.
- 6.6** To ensure that the correct VAT liability is attached to all income due and that all VAT recoverable on purchases complies with HM Revenue and Customs regulations.
- 6.7** To ensure that, where construction and maintenance works are undertaken, the contractor fulfils the necessary construction industry tax deduction requirements.

Responsibilities of Executive Director (Transformation)

- 6.8** To complete all Inland Revenue returns regarding PAYE.
- 6.9** To ensure that all persons employed by the Authority are added to the Authority's payroll and tax deducted from any payments, except where the individuals are bona fide self-employed or are employed by a recognised staff agency.

Responsibilities of the CE & Executive Directors

- 6.10** To follow the guidance on taxation issued by the Chief Finance Officer in the Authority's accounting manual and VAT manual.

7. Trading Accounts, Business Units and Local Authority Trading Companies

Why is this important?

- 7.1** Trading accounts, business units and Local Authority Trading Companies have become more important as local authorities have developed a more commercial culture.

Responsibilities of the Chief Finance Officer

- 7.2** To advise on the establishment and operation of proper financial arrangements for trading accounts, business units and Local Authority Trading Companies.

External Arrangements

1. Partnerships

Why is this important?

- 1.1 Partnerships are likely to play a key role in delivering community strategies and in helping to promote and improve the well-being of the area. Local authorities are working in partnership with others – public agencies, private companies, community groups and voluntary organisations. Local authorities still deliver some services, but their distinctive leadership role is to bring together the contributions of the various stakeholders. They therefore need to deliver a shared vision of services based on user wishes.
- 1.2 Local authorities will mobilise investment, bid for funds, champion the needs of their areas and harness the energies of local people and community organisations. Local authorities will be measured by what they achieve in partnership with others.

General

- 1.3 The main reasons for entering into a partnership are:
- (a) the desire to find new ways to share risk.
 - (b) the ability to access new resources.
 - (c) to provide new and better ways of delivering services.
 - (d) to forge new relationships.
- 1.4 A partner is defined as either:
- (a) an organisation (private or public) undertaking, part funding or participating as a beneficiary in a project, or
 - (b) a body whose nature or status give it a right or obligation to support the project.
- 1.5 Partners participate in projects by:
- (a) acting as a project deliverer or sponsor, solely or in concert with others.
 - (b) acting as a project funder or part funder.
 - (c) being the beneficiary group of the activity undertaken in a project.
- 1.6 Partners have common responsibilities:
- (a) to be willing to take on a role in the broader programme appropriate to the skills and resources of the partner organisation.
 - (b) to act in good faith at all times and in the best interests of the partnership's aims and objectives.
 - (c) be open about any conflict of interests that might arise.

- (d) to encourage joint working and promote the sharing of information, resources and skills between public, private and community sectors.
- (e) to hold confidentially any information received as a result of partnership activities or duties that is of a confidential or commercially sensitive nature.
- (f) to act wherever possible as ambassadors for the project.

Key controls

1.7 The key controls for Authority partners are:

- (a) if appropriate, to be aware of their responsibilities under the Authority's Financial Procedure Rules and the code of practice on tenders and contracts.
- (b) to ensure that risk management processes are in place to identify and assess all known risks.
- (c) to ensure that project appraisal processes are in place to assess the viability of the project in terms of resources, staffing and expertise.
- (d) to agree and accept formally the roles and responsibilities of each of the partners involved in the project before the project commences.
- (e) to communicate regularly with other partners throughout the project so that problems can be identified and shared to achieve their successful resolution.

Responsibilities of the Chief Finance Officer

1.8 To advise on effective controls that will ensure that resources are not wasted.

1.9 To advise on the key elements of funding a project. They include:

- (a) a scheme appraisal for financial viability in both the current and future years.
- (b) risk appraisal and management.
- (c) resourcing, including taxation issues.
- (d) audit, security and control requirements.
- (e) carry-forward arrangements.

1.10 To ensure that the accounting arrangements are satisfactory.

Responsibilities of the CE & Executive Directors

1.11 To maintain a register of all contracts entered into with external bodies in accordance with procedures specified in Contract Standing Orders.

1.12 To ensure that, before entering into agreements with external bodies, a risk management appraisal has been prepared.

1.13 To ensure that such agreements and arrangements do not impact adversely upon the services provided by the Authority.

- 1.14 To ensure that all agreements and arrangements are properly documented.
- 1.15 To provide appropriate information to the Chief Finance Officer to enable a note to be entered into the Authority's statement of accounts concerning material items.

2. External Funding

Why is this important?

- 2.1 External funding is potentially a very important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the Authority. Local authorities are increasingly encouraged to provide seamless service delivery through working closely with other agencies and private service providers. Funds from external agencies such as the National Lottery and Government departments provide additional resources to enable the Authority to deliver services to the local community. However, in some instances, although the scope for external funding has increased, such funding is linked to tight specifications and may not be flexible enough to link to the Authority's overall plan.

Key controls

- 2.2 The key controls for external funding are:
- (a) to ensure that key conditions of funding and any statutory requirements are complied with and that the responsibilities of the accountable body are clearly understood.
 - (b) to ensure that funds are acquired only to meet the priorities approved in the policy framework by the Full Council.
 - (c) to ensure that any match-funding requirements are given due consideration prior to entering into long-term agreements and that future revenue budgets reflect these requirements.

Responsibilities of the Chief Finance Officer

- 2.3 To ensure that all funding notified by external bodies is received and properly recorded in the Authority's accounts.
- 2.4 To ensure that the match-funding requirements are considered prior to entering into the agreements and that future revenue budgets reflect these requirements.
- 2.5 To ensure that audit requirements are met.

Responsibilities of the CE & Executive Directors

- 2.6 To ensure that all claims for funds are made by the due date.
- 2.7 To ensure that the project progresses in accordance with the agreed project and that all expenditure is properly incurred and recorded.

3. Work for Third Parties

Why is this important?

- 3.1 Current legislation enables the Authority to provide a range of services to other bodies. Such work may enable a unit to maintain economies of scale and existing expertise. Arrangements should be in place to ensure that any risks associated with this work is minimised and that such work is intra vires.

Key controls

- 3.2** The key controls for working with third parties are:
- (a)** to ensure that proposals are costed properly in accordance with guidance provided by the Chief Finance Officer.
 - (b)** to ensure that contracts are drawn up using guidance provided by the Chief Finance Officer and that the formal approvals process is adhered to.
 - (c)** to issue guidance with regard to the financial aspects of third party contracts and the maintenance of the contract register.

Responsibility of the Chief Finance Officer

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

Responsibilities of the CE & Executive Directors

- 3.4** To ensure that the approval of the Cabinet is obtained before any negotiations are concluded for any material work for third parties.
- 3.5** To maintain a register of all contracts entered into with third parties in accordance with procedures specified by the Chief Finance Officer.
- 3.6** To ensure that appropriate insurance arrangements are made.
- 3.7** To ensure that the Authority is not put at risk from any bad debts.
- 3.8** To ensure that no contract is subsidised by the Authority.
- 3.9** To ensure that, wherever possible, payment is received in advance of the delivery of the service.
- 3.10** To ensure that the department / unit has the appropriate expertise to undertake the contract.
- 3.11** To ensure that such contracts do not impact adversely upon the services provided for the Authority.
- 3.12** To ensure that all contracts are properly documented.
- 3.13** To provide appropriate information to the Chief Finance Officer to enable appropriate disclosures to be included in the statement of accounts.

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