



Financial Regulations

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1. Introduction

1.1 Overview

Financial Regulations set out the regulatory framework within which the financial affairs of the Authority operate; they apply to all of the Authority's activities. The Regulations identify responsibilities in full but can be summarised as follows:

- Major financial decisions, including setting the annual revenue and capital budgets, must be taken by the Members of the Authority, as advised by the Chief Finance Officer.
- The Authority requires the Chief Fire Officer / Chief Executive and their staff to take day-to-day responsibility for financial management of the Service. Expenditure must be regularly monitored to ensure that it stays within approved budgets.
- The Chief Finance Officer and the Monitoring Officer have statutory responsibilities and should be consulted on significant issues or where Members or Officers have any doubt about the correctness of a possible action.
- Members, as advised by the Chief Finance Officer, Monitoring Officer and Chief Fire Officer / Chief Executive, are responsible for reviewing significant risks to the Authority and for ensuring strategies are in place to deal with them.
- Payments, including to staff, can only be made through arrangements approved by the Chief Finance Officer.
- All partnership arrangements must take account of appropriate financial and legal matters.

1.2 The Scope of the Financial Regulations

The regulations and procedures apply to all staff (including temporary staff) and Members of the Authority. They identify the financial responsibilities of Members, the Chief Fire Officer / Chief Executive, the Monitoring Officer, the Chief Finance Officer and other Officers with financial responsibility.

Members and Officers should maintain a written record of any decision-making that has been delegated to members of staff, including seconded staff. When decisions have been delegated or have been devolved to other bodies or responsible officers, references to Members or Officers in the Regulations should be read as referring to them.

1.3 The Purpose of Financial Regulations

Financial Regulations control the way the Fire Authority manages its business. They clarify responsibilities and provide a framework for decision-making. Where there are specific statutory powers and duties, the Financial Regulations seek to ensure that these are duly complied with as well as setting out best professional practices and processes for all activities and decisions of the Fire Authority, its Committees and staff.

Rather than acting as a barrier to action they should be viewed as providing the framework within which action can be taken, setting out best practice throughout the Authority and ensuring a high quality of financial information, enabling better decision making and improved service delivery.

1.4 Awareness of Financial Regulations

The Chief Fire Officer / Chief Executive is responsible for ensuring that all staff with financial responsibilities are made aware of and have access to these Regulations.

Managers are responsible for ensuring that all staff in their departments are aware of the existence and content of the Authority's Financial Regulations and other internal regulatory documents and that they comply with them.

All members and staff have a general responsibility for taking 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.

The Chief Finance Officer is responsible for issuing advice and guidance to underpin the Financial Regulations that Members, Officers and others acting on behalf of the Authority are required to follow.

1.5 Non-compliance with Financial Regulations

Failure to comply with these Regulations and any accompanying financial instructions may have the following consequences:

- For staff, these Regulations supplement the code of conduct for employees, so a breach will normally be considered a disciplinary offence that will invoke disciplinary procedures (and can lead to dismissal).
- For Members, these Regulations supplement the code of conduct for Members, so a breach may be reported to the Monitoring Officer, which may lead to sanctions being imposed upon the Member.
- For the Authority, there is an overriding duty to secure value for money by conducting its business in an economic, efficient and effective manner. Failing to comply with the Regulations will have wider implications which could result in the misuse or waste of funds received from taxpayers and the Government.

These Regulations provide clarity about the financial accountabilities of everyone acting on behalf of the Authority, individually or as a whole. To conduct its business efficiently, the Authority needs to ensure that it has sound financial management policies in place and that they are strictly adhered to.

1.6 Review and Amendment of the Financial Regulations

The Chief Finance Officer is responsible for reviewing the Financial Regulations and their amendment from time to time and will submit any additions or changes necessary to the Audit and Governance Committee for approval. The Audit and Governance Committee will

then recommend such amendments to the Fire Authority for adoption. The Chief Finance Officer is also responsible for reporting, where appropriate, breaches of the Financial Regulations to the Authority.

2. Financial Accountability and Management

2.1 Overview

Financial management covers all financial accountability in relation to the running of the Service, including the policy framework and budget.

2.2 The Fire Authority and its Committees

The roles of the Fire Authority and its Committees are set out in their [Terms of Reference](#)

2.3 Statutory Officers

There are certain duties for which the Authority is required to appoint 'Statutory Officers' and assign responsibilities to those individuals. Their responsibilities are set out in legislation:

- the Chief Fire Officer / Chief Executive – as set out in the Local Government and Housing Act 1989 (s4) and listed in RBFA [Scheme of Delegation](#);
- the Monitoring Officer – as set out in the Local Government and Housing Act 1989 (s5) and listed in RBFA [Scheme of Delegation](#) and
- the Chief Finance Officer – as set out in the Local Government Finance Act 1988 (s112) and listed in [RBFA Scheme of Delegation](#).

2.4 Senior Leadership Team (SLT)

Members of SLT are responsible for ensuring that Authority Members are advised of the financial implications of all proposals and that the financial implications have been agreed by the Chief Finance Officer.

It is the responsibility of SLT members to consult with the Chief Finance Officer and seek approval on any matter liable to affect the Authority's finances before any commitments are incurred.

2.5 All Managers and Officers with Financial Responsibilities

All managers are responsible for complying with the Financial Regulations within their service area and for the training of staff to enable them to comply with these Regulations.

Managers are individually responsible for the proper financial management of resources allocated to their service area through the budget making process and for the identification of income arising from activities within their operational areas. Good financial management requires managers to be responsible for the control of staff and the security, custody and management of assets including plant, equipment, buildings, materials, cash and stores. Officers who have been issued with fuel cards or procurement cards must use these in line with policy and failure to do so will be viewed as a disciplinary matter.

Managers, in consultation with the Chief Finance Officer, may delegate responsibilities to their staff. These shall be clearly documented and reviewed. The manager will be responsible for ensuring that all staff are adequately trained prior to delegation, to carry out these roles. The competence of staff in these matters should be assessed as part of the Authority's performance management framework.

2.6 Other financial accountabilities

i Budget Virements

The Chief Finance Officer is responsible for agreeing procedures for virements of expenditure between budget headings.

Directors and Heads of Service are responsible for agreeing in-year virements within delegated limits with the Chief Finance Officer or Deputy.

ii Reserves

The Chief Finance Officer is responsible for the management and reporting of the reserves position and movements in year-end balances.

iii Accounting Policies, Records and Returns

The Chief Finance Officer is responsible for selecting accounting policies and ensuring that they are applied consistently. In addition, the Chief Finance Officer shall determine the accounting procedures and records for the Authority. Accounting and other related records must be retained for periods which comply with relevant legislation.

iv Annual Statement of Accounts

The Chief Finance Officer is responsible for ensuring that the annual Statement of Accounts is prepared and certified in accordance with the Chartered Institute of Public Finance and Accountancy's *Code of Practice on Local Authority Accounting*.

v Grants and Other External Contributions

The Fire Authority is responsible for agreeing additional budgets over and above the approved budget for the year. Directors have delegated responsibility for ensuring that any funding conditions are compatible with the aims and objectives of the Authority prior to acceptance of the grant. Directors have delegated responsibility for agreeing additional expenditure budgets with grant funding in consultation with the Chief Finance Officer and the Monitoring Officer. The Chief Finance Officer or Deputy must sign off all grant applications.

The Chief Finance Officer or Deputy must examine and certify where required any submission, estimate or claim for payment of a grant by a Government Department or funding from any other body. Officers responsible for the administration of such grants, funds and spending associated with them must ensure compliance with the conditions of the grant/funding.

The Chief Finance Officer or Deputy must examine and certify all financial returns to government departments or other bodies.

vi Pensions

It is the responsibility of Officers preparing to outsource or insource activities of the Fire Authority that involve the transfer of pension rights and liabilities to notify the Chief Finance Officer of any proposal prior to substantive negotiations taking place with third parties.

In consultation with the Chief Finance Officer the full cost and implication of the transfer of pension rights and liabilities must be disclosed in the financial appraisal that is prepared in relation to the outsourcing proposal.

The Chief Finance Officer must be consulted about and approve revised pension arrangements before formal agreements are made.

vii Disposals and Capital Receipts

All receipts from the sale of assets which were originally purchased from capital financing will be treated as capital receipts and must be notified to the Chief Finance Officer or Deputy. The Chief Finance Officer or Deputy must be notified of all proposed disposals of assets. All assets with a value over £3,000 must be disposed of by competitive quotations, by auction or by other means, such as land swaps, that have been approved by the Chief Finance Officer and demonstrate value for money. The three Statutory Officers must approve and oversee the process that will be used to dispose of land and buildings.

3. Financial Planning

3.1 Overview

The Authority is responsible for approving its policy framework and budget. In terms of financial planning the key elements are:

- Annual Revenue Budget
- Medium-Term Financial Plan
- Strategic Asset Investment Framework
- Efficiency and Productivity Plan
- Treasury Management Strategy and Prudential Borrowing Limits
- Reserves Strategy

3.2 Policy Framework

The policy framework comprises the following documents of the Authority:

- Corporate Plan and Community Risk Management Plan (CRMP)
- Strategic Risk Register
- Medium-Term Financial Plan
- Strategic Asset Investment Framework
- Efficiency and Productivity Plan
- Treasury Management Strategy and Prudential Borrowing Limits
- Reserves Strategy

These documents are underpinned by supplementary strategies:

- Property Strategy
- Fleet Strategy
- ICT Strategy
- Information Governance Strategy
- Equipment Strategy
- People Strategy
- Sustainability Strategy

They are also supplemented by other policies with financial implications:

- Anti-fraud, Bribery and Corruption Policy
- Whistle blowing Policy

- Contract Standing Orders
- Procurement Card Policy
- Code of Conduct

In addition, there are procedure notes supporting the correct usage of the Financial System and financial training is available from the Finance and Procurement Department.

3.3 Corporate Plan and Community Risk Management Plan (CRMP)

These plans must be consistent with the Authority's Medium-Term Financial Plan and Strategic Asset Investment Framework.

3.4 Medium Term Financial Plan and Strategic Asset Investment Framework

The Chief Finance Officer is responsible for producing the Medium-Term Financial Plan and Strategic Asset Investment Framework each year in consultation with the Lead Member for Finance before being presented to the Authority for approval. Both documents should be clearly linked to the Corporate Plan and the Community Risk Management Plan and be consistent with the Treasury Management Strategy and Reserves Strategy. The Audit and Governance Committee may wish to review the assumptions underpinning the Medium-Term Financial Plan and Strategic Asset Investment Framework to provide assurance to the Fire Authority concerning the robustness of the Authority's financial plans.

3.5 Budget Setting

i Budget Format

The Chief Finance Officer will determine the general format of the Medium-Term Financial Plan and the Annual Budget. These documents should include planning assumptions, an identification of major financial risks to the Authority and proposed taxation levels (precept) as well as the nature and level of contingency funds and reserves.

The Annual Revenue Budget presented to the Fire Authority (including the use of reserves where appropriate) must balance to ensure the Authority does not commit to expenditure that it cannot fund.

The precept must be notified to the collecting authorities by the end of February in respect of the ensuing financial year.

ii Guidelines

The Chief Finance Officer will issue guidelines for the preparation of the annual Revenue Budget and Strategic Asset Investment Framework. These will take account of:

- legal requirements;
- the Community Risk Management Plan (CRMP);
- medium-term financial planning prospects;
- available resources;
- spending pressures;
- best value, efficiency savings and relevant government guidelines;
- other internal policy documents.

iii Revenue Budget Preparation

It is the responsibility of the Senior Leadership Team and other budget holders to provide relevant information to the Finance team to ensure budget estimates reflect agreed Service Plans.

iv Capital Budget Preparation

The Chief Finance Officer is responsible for setting out the Authority's capital requirements and associated costs. Provision for capital expenditure is shown in the Authority's Strategic Asset Investment Framework which is refreshed on an annual basis in consultation with the Lead Member for Strategic Assets and Sustainability for subsequent approval by the Authority. This will include advice to the Authority in setting an affordable borrowing limit and an assessment of the impact of capital expenditure on the Prudential Indicators as required by the Prudential Code (the CIPFA professional code of practice for local authorities in taking investment and borrowing decisions).

Financial provision in the Strategic Asset Investment Framework does not give authority to spend on capital projects. Provision is only converted into a capital budget once a business case has been approved by Management Committee.

3.6 Budget Monitoring and Control

i Monitoring and Reporting

It is the responsibility of Heads of Service and cost centre managers to control and monitor income and expenditure within their area. They should also take any action necessary to avoid exceeding their budget allocation. The Chief Finance Officer is responsible for providing appropriate financial tools to enable budgets to be monitored effectively.

Each month, in accordance with the budget monitoring timescales set out by the Chief Finance Officer, cost centre managers must provide the Chief Finance Officer with budget monitoring information. This will include proposed actions to address any variances against budget together with a forecast of projected outturn at the year end.

The Chief Finance Officer is responsible for submitting quarterly reports to the Management Committee on the budget position for both revenue and capital expenditure. Financial performance information will also be provided to the Audit and Governance Committee as part of the Quarterly Performance Report.

ii Virements

A virement does not create additional overall budget liability. It is a transfer of budget provision either within or between budget headings and can be used as an effective tool to assist in managing budgets effectively within a cash limit.

Directors or Heads of Service and the Chief Finance Officer are responsible for agreeing in-year virements. The Chief Finance Officer or deputy and the Head of Service must sign-off all virements.

The Management Committee is required to approve a virement if:

- it involves a change in policy;
- it results in expenditure on new capital projects;
- the Chief Finance Officer requires it.

3.7 Maintenance of General Fund Balance and Reserves

It is the responsibility of the Chief Finance Officer to advise the Authority on prudent levels of reserves.

It is incumbent on the Authority to review the level of reserves each year before deciding 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.

The Chief Finance Officer will provide Management Committee with a year-end reserves position to show movements to and from earmarked reserves and the General Reserve.

4. Risk Management and Control of Resources

4.1 Overview

It is essential that robust, integrated systems are in place and maintained for identifying and evaluating all significant operational and corporate risks to the Authority. This should include the proactive participation of all those associated with planning and delivering services.

4.2 Risk Management

The Management Committee is responsible for approving a Corporate Risk Management Policy statement and strategy and for reviewing the effectiveness of risk management, after considering recommendations from the Audit and Governance Committee.

The Chief Fire Officer / Chief Executive is responsible for preparing the Authority's Corporate Risk Management Policy and for promoting it throughout the Authority. The Chief Fire Officer / Chief Executive is responsible for maintaining the Corporate Risk Register, which will be reviewed by the Audit and Governance Committee.

The Senior Leadership Team is responsible for identifying and reporting corporate risks of the Authority to the Management Committee and for monitoring and reviewing corporate risks on a regular basis. The Audit and Governance Committee is responsible for reviewing the Corporate Risk Management Policy and is also responsible for providing assurance on the robustness of the governance processes around risk management.

All managers are responsible for identifying and reporting to the Chief Fire Officer / Chief Executive risks in their area which need to be included on the Corporate Risk Register and for risk management within their areas of responsibility.

The Chief Finance Officer is responsible for advising the Authority on insurance matters and for ensuring that proper insurance cover exists.

4.3 Internal Control

Internal Control refers to the systems of control implemented by management to help ensure achievement of the Authority's objectives in a way that promotes economic, efficient and effective use of resources. In addition, the systems of control ensure that the Authority's assets are kept secure, and interests are protected.

The Chief Finance Officer is responsible for advising on effective systems of internal control. These arrangements must ensure compliance with all relevant 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 statute.

It is the responsibility of Directors and Heads of Service 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.

4.4 Audit Requirements

The Accounts and Audit Regulations 2015 require the Authority to undertake an adequate and effective internal audit of controls. A review of the effectiveness of the system of internal audit should be conducted at least once a year and the findings considered as part of the consideration of the system of internal control, referred to above.

The Authority must also publish an approved Annual Governance Statement, prepared in accordance with proper practices, with its Statement of Accounts.

The Internal Audit function is outsourced. The Internal Auditors comply with all of the relevant codes and standards.

The Internal Auditors have the authority to enter land or any premises used by the Authority at any time and have access to all Authority correspondence, systems, documents, books, property or other records related to the Authority's business. The Chief Finance Officer shall be entitled to receive an explanation to establish the correctness of any matter under examination.

The external auditor audits and certifies the Statement of Accounts and provides a value for money judgment.

The Authority may be subject to audit, inspection or investigation by external bodies who have statutory rights of access.

The Chief Finance Officer should be notified immediately of any financial irregularities or suspected irregularities, or any circumstances which may suggest the possibility of irregularities in any of the Authority's functions. Any investigation should be undertaken in accordance with the Authority's Anti-Fraud, Bribery and Corruption Policy and Whistleblowing Policy.

4.5 Prevention of Fraud and Corruption

The Chief Finance Officer is responsible for the development and maintenance of the Authority's Anti-Fraud, Bribery and Corruption Policy. The Deputy Chief Executive / Director of Support Services is responsible for the Authority's Whistleblowing policy.

Directors and Heads of Service are responsible for establishing and implementing effective controls to help prevent and/or detect incidents of fraud or corruption, for addressing key business risks, for ensuring that staff are aware of their responsibilities and that they comply with the Authority's Anti-Fraud, Bribery and Corruption Policy, and for creating an environment where all staff feel able to raise any concerns they may have.

4.6 Separation of Duties

Financial procedures must be established whenever possible to ensure separation of duties. This means different members of staff should undertake different parts of a sequence of activities in order to ensure that no one individual authorises an entire series of transactions.

4.7 Assets

Directors and Heads of Service should ensure that records and assets are properly maintained and securely held by a method approved by the Chief Finance Officer. 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.

All vehicles and any other assets (purchased individually or as a group) that have a value over £7,000 should be capitalised and entered onto the fixed asset register.

4.8 Investments and Treasury Management

The Chief Finance Officer is responsible for the arrangements for managing the Authority's cash flow, its borrowing activities and its lending activities, in accordance with policies agreed by the Authority.

The Chief Finance Officer shall undertake Treasury Management activities in accordance with the CIPFA Code of Practice on Treasury Management in the Public Services.

Before the start of each financial year the Chief Finance Officer will prepare a report on the Treasury Management Strategy for approval by the Authority. The Chief Finance Officer will also report to the Authority on the performance of the Treasury Management function.

The Chief Finance Officer will maintain the Treasury Management Policy Statement setting out the framework for Treasury Management within the Authority.

4.9 Staff

The Senior Leadership Team is responsible for controlling staffing levels by:

- advising the Authority on the budget necessary in any given year to cover estimated staffing levels;
- adjusting staffing to a level which can be funded within approved budget provision and varying the level as necessary within that budget constraint in order to meet changing operational needs;
- the proper use of agreed recruitment procedures.

5. Systems and Procedures

5.1 Overview

Sound systems and procedures are essential to an effective framework of accountability and control.

5.2 Systems

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 Directors and Officers to the existing financial systems or the implementation of new systems must be approved by the Chief Finance Officer prior to any new developments or changes.

Directors and Heads of Service are responsible for the proper operation of financial processes in their own departments. Any changes to agreed financial procedures by Directors and Officers to meet their own specific service needs must be agreed in advance with the Chief Finance Officer.

Directors and Heads of Service should ensure that their staff receive relevant financial training that has been approved by the Chief Finance Officer.

5.3 Devolved Budget arrangements

The Chief Finance Officer will agree standards, systems and procedures for all budget-holding officers within the Service and the Chief Fire Officer / Chief Executive will ensure that all budget-holding officers are accountable to the Chief Finance Officer on all financial matters.

5.4 Procurement

Directors, Heads of Service and cost centre managers must ensure that the Authority obtains value for money from procurement and that all procurement is in compliance with the Authority's Contract Standing Orders.

5.5 Income, Expenditure and Debt Recovery

The Chief Finance Officer is responsible for the payment of all accounts.

As part of the overall control framework of accountability and control, the Chief Finance Officer is responsible for specifying procedures for ordering, making payments and for collecting income.

Directors, Heads of Service and cost centre managers must ensure that all income due to the Authority is identified and charged correctly in accordance with the Authority's current charging policy. They must also ensure that all income due to the Authority is collected in a timely manner. It must also be receipted properly and banked.

Directors and Heads of Service are responsible for ensuring compliance with procedures set out by the Chief Finance Officer on ordering, making payments and for collecting income.

The Chief Fire Officer / Chief Executive in consultation with the Chief Finance Officer has delegated authority to write off debts of up to 0.05% of the annual Authority revenue budget where there is no prospect of recovery. Debt write-offs of up to 0.1% of the budget can be authorised by the Chief Fire Officer / Chief Executive in consultation with the Chief Finance Officer and the Monitoring Officer. All write-offs must be logged and will be subject to scrutiny by both internal and external audit. Debt write-offs above these levels must be approved by Management Committee.

5.6 Payroll

The Deputy Chief Executive / Director of Support Services and Chief Finance Officer or Deputy are responsible for accurately notifying the payroll bureau of all salary payments,

including payments for overtime, allowances to members and pensions. The Chief Finance Officer is responsible for ensuring that robust controls are in place.

5.7 Taxation

The Chief Finance Officer is responsible for advising the Senior Leadership Team and officers with financial responsibilities on all taxation issues that affect the Authority in the light of guidance issued by appropriate bodies and relevant legislation.

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 the due date as appropriate.

5.8 Stocks, stores and inventories

Inventories shall be kept by the relevant Heads of Service of:

- items of operational equipment
- stock items of non-operational equipment or clothing

The Chief Finance Officer is responsible for maintaining proper security of stock items and should aim to achieve the maximum utilisation of such assets in the provision of services.

The advice of the Chief Finance Officer or Deputy must be sought for the disposal of stock items.

5.9 Leases

Any cost centre manager seeking to put in place lease arrangements must seek the advice of the Chief Finance Officer or Deputy. All leases must comply with the Authority's Contract Regulations.

5.10 Information technology systems

Directors and Heads of Service must ensure that, where appropriate, IT and other systems are registered in compliance with data protection legislation. Directors and Heads of Service must also ensure that staff are aware of their responsibilities under any access to information legislation.

The Chief Fire Officer / Chief Executive must ensure there is a corporate approach to systems development in line with the IT and e-government strategy.

6. External Arrangements

6.1 Overview

There are and will continue to be requirements to work collaboratively to increase the efficiency of the Authority's activities. The Authority provides a distinctive leadership role for the community and brings together the contributions of the various stakeholders.

6.2 Partnerships

The Management Committee is responsible for approving partnership arrangements and joint working initiatives with other local public, private, voluntary and community sector organisations to address local needs.

The Monitoring Officer and Chief Finance Officer are responsible for promoting and maintaining the same high standards of conduct with regard to financial administration in partnerships that apply throughout the Authority. They must also consider the overall corporate governance arrangements and legal issues when contracts are being arranged with external bodies.

The Chief Finance Officer must ensure that the accounting arrangements to be adopted relating to partnerships and joint ventures are satisfactory and that the risks have been fully appraised before agreements are entered into with external bodies.

The Senior Leadership Team members are responsible for:

- ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies;
- ensuring all partnerships entered into are evaluated and contribute to the achievement of the Authority's objectives;
- ensuring that appropriate insurance arrangements are in place;
- ensuring that such agreements and arrangements do not impact adversely upon the services provided by the Authority;
- ensuring that all arrangements comply with any prevailing partnership policy;
- ensuring that such agreements and arrangements have been properly risk-assessed and linked to the Risk Register.

6.3 External Funding

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.

The Chief Finance Officer must be consulted on the financial and probity implications of all projects involving funding from external sources.

In promoting or committing the Authority to any projects which will receive some external funding Directors must consult with the Chief Finance Officer, where:

- the acceptance of that new grant or contribution would result in costs being incurred prior to receipt; and/or
- the additional cost commitment exceeds the approved budget for the current or future years.

All funding received from external bodies or associated parties must be properly recorded in the Authority's accounts. Key conditions of funding and any statutory requirements must be understood and followed. Any match-funding requirements must be given due consideration prior to entering into long-term agreements and future revenue budgets must reflect those requirements.

6.4 Work for Third Parties

The Senior Leadership Team is responsible for approving the arrangements for any officer wishing to work for third parties or external bodies that derives from the position they hold in RBFRS, subject to any advice provided by the Chief Finance Officer and the Monitoring Officer. In the case of Directors working for third parties or external bodies, approval should be sought from the Chair of the Audit and Governance Committee.

6.5 Local Authority Companies and Community Interest Companies

Prior to the Authority, or any Officer on behalf of the Authority, taking an interest (e.g. membership, shareholding or directorship) in a company, advice should be sought from the Monitoring Officer and the Chief Finance Officer.

Any clauses required by the Chief Finance Officer and/or the Monitoring Officer to safeguard the Authority's position must be included in the company's constitutional documents.

6.6 Sponsorship and Advertising

Prior to entering into any sponsorship arrangements, formal approval should be sought from the Senior Leadership Team which in turn has sought advice from the Chief Finance Officer and the Monitoring Officer. This advice should also be sought for services in-kind arrangements where no or little money changes hands.