

Highland and Western Isles Valuation Joint Board

Financial Regulations

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Scope and Observance

These regulations shall be known as "The Highland and Western Isles Valuation Joint Board Financial Regulations".

It shall be the duty of the Assessor to ensure that these Regulations are made known to the appropriate persons within the Service.

It shall be the duty of all employees to adhere to these Regulations.

Any breach or non-compliance with these Regulations must on discovery be reported immediately to the Treasurer who may discuss the matter with the Assessor in order to determine the proper action to be taken.

1. Financial Reporting

- 1.1 The accounting procedures, records of the Board and accounting records will be prepared in accordance with directions provided by the Treasurer.
- 1.2 The Annual Accounts will be prepared in accordance with the proper accounting practice, reporting the Boards financial performance to the 31st March each year.
- 1.3 The Assessor will ensure that any information necessary for the closure of the Accounts, within prescribed timescales, is provided.
- 1.4 The Treasurer will arrange the presentation of all External Audit reports to the Board.
- 1.5 The Treasurer will make appropriate arrangements for the public inspection of the Board's Accounts.
- 1.6 Any unbudgeted matter, which is liable to have a material effect on the Board's finances, must be discussed with the Treasurer before any provisional or other commitment is incurred. This includes the submission of draft reports.
- 1.7 Reports to the Board must detail financial implications and must be reviewed by the Treasurer before being placed on an agenda.

2. Capital Plans

- 2.1 The Board does not currently have a capital budget. In the event that there is a requirement to incur capital expenditure, the Board will approve a Capital Programme (containing the estimated capital expenditure for each project) covering five financial years with regard to:
 - a) the Board's corporate values and priorities, and
 - b) the availability of resources
- 2.2 Once the Capital Programme has been approved, the Assessor will ensure that all statutory and non-statutory approvals and permissions will be obtained.
- 2.3 Approval of the Capital Programme shall constitute authority to incur such expenditure.
- 2.4 Nothing in these regulations shall prevent the Assessor incurring relevant expenditure in the event of an emergency. All expenditure so incurred shall be reported to the next meeting of the Board.

3. Control of Capital Expenditure

- 3.1 The Board will monitor and regulate the financial performance of the Capital Programme.
- 3.2 Except in the case of emergencies, capital expenditure will only be incurred on projects included in the Capital Programme.
- 3.3 The Assessor, after consultation with the Treasurer, may alter the programme:
- by accelerating the progress on a project by deferring the start of other projects within the programme.
 - by spending on a project programmed to start at a later date in the year where delays are occurring generally in the Programme.

Such alterations must be reported to the next available Board meeting.

- 3.4 The Assessor, in consultation with the Treasurer, will provide regular budget monitoring statements comparing estimated with actual financial performance.

4. Revenue Estimates

- 4.1 The Treasurer will determine the format of the Revenue Estimates.
- 4.2 The Assessor, in consultation with the Treasurer will annually prepare estimates of income and expenditure for the forthcoming year. In addition, revenue estimates may be prepared on a cycle that reflects the government's three-year settlement periods.
- 4.3 The Board will review and approve the Revenue Estimates, with any revisions necessary.
- 4.4 Approval of the Revenue Estimates gives the Assessor authority to incur expenditure in accordance with those estimates. The Assessor cannot incur expenditure on items rejected or deferred by the Board.

5. Control of Revenue Expenditure

- 5.1 It will be the duty of the Assessor to monitor and control Revenue Budgets and if necessary submit requests for supplementary estimates to the Board. In particular the Assessor will ensure that an accountable budget holder is identified for each item of income and expenditure.
- 5.2 The Treasurer will ensure that an appropriate framework for budget management and control is in place, and that regular monitoring statements are produced in an appropriate format for monitoring purposes.
- 5.3 The Assessor in consultation with the Treasurer will produce summarised monitoring reports for each Board meeting. These reports will include details of significant variances between known or perceived actual areas of expenditure and income and the revenue budget, and recommend remedial action.
- 5.4 Nothing in these regulations shall prevent the Assessor incurring relevant expenditure in the event of an emergency. All expenditure so incurred shall be reported to the next meeting of the Board.

- 5.5 Virement is a budget holder's responsibility, to be used in ensuring the proper management of the budget and containing overspending.

The Assessor may vire between budget heads, provided the total budget is not overspent or expected to be overspent. The Board's approval is necessary before virement is effected that would incur material continuing liabilities or changes to the Board's policy.

6. Banking Arrangements

- 6.1 The Treasurer will be responsible for the Board's banking arrangements.
- 6.2 The creation or closure of any account on behalf of the Board will be on the authorisation of the Treasurer.
- 6.3 All cheques will be ordered on the authority of the Treasurer who will make the necessary arrangements for their safe custody.
- 6.4 All income received will be promptly paid intact into the bank accounts in accordance with arrangements approved by the Treasurer.
- 6.5 The Treasurer will make all necessary arrangements to enable appropriate payments to be made through the Bankers Automated Clearing System (BACS) and the Clearing House Automated Payments System (CHAPS).

7. Contracts for Building Engineering and Associated Works

- 7.1 Where contracts provide for payments to be made by instalments, the Assessor shall maintain appropriate Contract Registers to show the state of account between the Board and the contractor, together with any other payments and related professional fees.

At the conclusion of each financial year such information should be reconciled to financial information held on the Board's financial ledger.

- 7.2 Payment to contractors on account of contracts will be made only on a certificate issued by a signatory authorised by the Board for such a purpose.
- 7.3 Subject to the provisions of the contract in each case, every extra or variation will be authorised in writing issued by a signatory authorised by the Board for such a purpose.
- 7.4 Where factors arise during the course of a contract which materially alter the contract, or may result in a significant overspend, then the Assessor should report this information to the next Board meeting.

In any event, where any significant additional expenditures are identified, the estimated cost shall be reported to the Treasurer, and

- Where the expenditure exceeds 5% of the approved net estimated cost, to the Convener or Vice-Convener of the Board.
 - Where the expenditure exceeds 10% of approved net estimated cost, to the Board.
- 7.5 Claims from contractors decided by the duly authorised person to be outside the scope of the contract shall be referred to the Clerk for consideration of the Board's

legal position and where necessary to the Treasurer for financial consideration. A report on the position will be submitted to the next meeting of the Board.

- 7.6 No contract for capital works shall be awarded without first obtaining clearance from the Treasurer as to the financial standing of the prospective contractor.

8. Data Protection

- 8.1 The Assessor will be responsible for ensuring that all systems are appropriately registered and comply with Data Protection legislation and observe the following principles.
- 8.1.1 Personal data shall be processed fairly and lawfully and in particular shall not be processed unless:
- at least one of the conditions in Schedule 2 of the 1998 Act is met; and
 - in the case of sensitive personal data, at least one of the conditions in Schedule 3 of the Act is also met.
- 8.1.2 Personal data shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes.
- 8.1.3 Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.
- 8.1.4 Personal data shall be accurate and, where necessary, kept up to date.
- 8.1.5 Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes.
- 8.1.6 Personal data shall be processed in accordance with the rights of data subjects under this Act.
- 8.1.7 Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.
- 8.1.8 Personal data shall not be transferred to a country or territory outside the EEC unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.
- 8.2 The Assessor will be responsible for ensuring that all staff are aware of, and comply with the Section covering Data Protection in Highland Council's Information Systems Security Policy.
- ## **9. Income**
- 9.1 As part of the annual budgetary process the Assessor will review charges or tariffs relating to the Service and report thereon to the Board.
- 9.2 The Treasurer will define arrangements to ensure the appropriate recording of all income due and the proper collection, control and banking of all income due to the Board.

- 9.3 The Treasurer will approve the format of all receipts, books, tickets and other such items and ensure that appropriate arrangements are in place for all ordering, supply and control.
- 9.4 All income received on behalf of the Board will be promptly deposited intact.
- 9.5 Personal cheques must not be cashed from income held on behalf of the Board.
- 9.6 Transfers of income between employees must be evidenced in Board records, including a signature for its receipt.
- 9.7 All grants must be paid to the Treasurer. The Treasurer will be advised timeously of all information required to enable the certification of applications for grants. The Assessor must maintain procedures to ensure timeous submission of grant claims and by way of regular review confirm receipt of such monies. Where grant awards are restricted, pending the provision of further information, the Assessor will ensure appropriate and timeous explanations are provided to the Treasurer for the removal of such restrictions.
- 9.8 Income arising from work done, goods supplied or services rendered should where possible be paid for at the time of delivery. If not the Assessor must ensure that debtor accounts are rendered within 14 days from the date of service. An appropriate authorised officer may only cancel debtor accounts, once raised, where it has been raised in error.
- 9.9 The Assessor will provide the Treasurer with details of staff permitted to enter and approve debtor invoices in Accounts Receivable, on the prescribed form.
- 9.10 The Treasurer will lodge claims with the appropriate person (including Liquidators and Trustees in Sequestration) in relation to sums due to the Board.

10. Insurance and Risk Management

- 10.1 The Treasurer may appoint Insurance Brokers, Advisers, Insurers/Underwriters and Claims Handlers, to advise on all aspects of insurance and risk management.
- 10.2 The Assessor will notify the Treasurer of any asset which requires to be insured, or which may affect the Board's existing insurance arrangements.
- 10.3 The Treasurer will take out the necessary insurances to protect the interests of the Board and will review the terms and conditions of such insurances as required.
- 10.4 The Clerk in conjunction with the Treasurer and Assessor may decide to make ex-gratia payments, subject to a prescribed maximum limit, in terms of Board policy.
- 10.5 The Assessor will arrange to identify all the various risks faced by the Service and establish a monitoring process which will regularly review the risks and the effectiveness and operation of any controls.
- 10.6 The Assessor will immediately notify the Treasurer of all loss of property and all incidents or potential liability which may or may not result in a claim being made against the Board.
- 10.7 At no time will liability be admitted or any indication given that an offer of settlement will be made to a claimant or potential claimant.
- 10.8 The Treasurer will be responsible for the administration, negotiation and settlement of all insurance claims made by or against the Board.

10.9 The Assessor will review the Service's internal claims performance with the Treasurer, agree the action to be taken and report to the Board thereon.

11. Internal Audit

11.1 A continuous independent internal audit, under the control and direction of the Treasurer, shall be arranged to carry out an examination of accounting, financial and associated operations of the Board. In order that the interests of the Board are protected, continuous examination of accounting, financial and other operations of the Board will be undertaken through the Internal Audit Section of Highland Council. The Section will conduct its activities in accordance with the "CIPFA Code of Practice for Internal Audit in Local Government" thus ensuring operational independence.

11.2 The Head of Internal Audit (Highland Council) shall review, appraise and report on:

- the adequacy of internal control as a matter of probity and as a contribution to the economic, efficient and effective use of resources;
- compliance with approved Board policies, plans and security procedures;
- whether the Board's assets are properly accounted for and safeguarded from losses arising from theft, fraud, waste, inefficient administration or poor value for money;
- the suitability and reliability of management data produced within the Board; and
- how effectively the Service achieves value for money.

11.3 The Treasurer or any authorised Internal Audit representative, on production of identification, will have authority to:

- enter all Board offices, establishments, or land, at any time;
- have access to all records, documents and correspondence, including any data held on electronic media, relating to the operation, administration and financial transactions of the Board;
- require and receive explanations as necessary relating to areas under review;
- require any employee of the Board to produce cash, stores or any other Board property under their control;
- recommend changes to documentation and procedures, as appropriate; and
- employ other professionals or specialists to assist in any review or investigation.

11.4 Whenever any matter arises which involves, or is thought to involve, irregularities concerning finance, assets or property of the Board or any suspected irregularity in the exercise of the functions of the Board, the Assessor shall immediately notify the Treasurer who shall take such steps as he considers necessary. Action taken by the Treasurer will comply with the Board's Fraud and Corruption policy.

11.5 In terms of the Board's Whistleblowing Policy, any complaint once demonstrated to contain sufficient grounds for concern would be referred to the Treasurer for further investigation and appropriate action.

- 11.6 The Head of Internal Audit (Highland Council) and the senior member of the External Audit team have the right of free and confidential access to the Convener of the Board.

12. Internal Control and Authorisation

- 12.1 The Board endorses CIPFA's control objectives for all major systems and as a minimum requires three types of control to be in operation:
- Segregation of Duties
 - Internal Check
 - Management Review
- 12.1.1 Segregation of duties will be introduced so those individuals cannot influence financial transactions from start to finish. Therefore transactions will be progressed in stages by different people. Alternative arrangements, for example, where only a small number of employees are available, must be agreed with the Treasurer.
- 12.1.2 All financial transactions must be subject to internal check at every stage. Checks must be evidenced by signature of both the people undertaking the work and the person checking it.
- 12.1.3 Management will also regularly review financial transactions, through the use of regular reports, management returns etc.
- 12.2 When internal control is performed by way of a computerised system and access rights are password controlled, authorisation must be made in the manner specified for the application. Passwords must not be disclosed under any circumstances.
- 12.3 The Board will only enter into transactions that are required for the essential conduct of its business; therefore, all financial transactions must be authorised before being effected.
- 12.3.1 A register of authorised signatories and users for both computerised and manual systems will be maintained and a duplicate register will be provided to the Treasurer. Any amendments to this register will be immediately notified to the Treasurer.
- 12.3.2 By authorising financial transactions, officers are accepting responsibility for them, confirming that they are satisfied the following are true.
- That goods or services ordered are relevant to the Board's needs, in type and quantity; are being procured at an appropriate price and quality from an approved source; and that there are sufficient uncommitted funds available from the relevant budget to meet the cost.
 - That hours stated on timesheets and overtime claims were actually worked, have not been paid previously and are in accordance with entitlements within the contract of employment.
 - That expense claims have been approved in advance, duties have been performed in the manner stated and the activity was necessary to the business of the Board. The claim conforms to relevant rates,

scales or entitlements, is not excessive and has not previously been paid.

- That claims for petty cash re-imburement represent expenditure on items of a minor nature (less than £20); are fully supported by reliable evidence; are allocated to a valid code; and the imprest account has been inspected and cash in hand checked in accordance with correct procedures.
- That invoices are paid only when goods or services have been received by the Board in good condition and meet the required quality standard; the liability is the Board's and is a legitimate expense; the price paid is consistent with order details or other contractual arrangement with the supplier; the invoice has not been previously paid; and the costs have been allocated to appropriate codes in the Board's accounting records.
- That accounts receivable invoices issued represent the amount due for services or supplies rendered for a statutory fee, or an undischarged debt, are for the maximum amount obtainable under the current scale of charges, are correctly calculated and payment has not previously been rendered.

- 12.4 Officers must only authorise a transaction when they are aware of its circumstances; are given access to documents supporting it; and are in a position to challenge it.
- 12.5 Officers will not authorise transactions in which they have a personal interest.
- 12.6 When officers authorise manual transactions they must sign their name in full – the use of initials alone or ink stamp is not acceptable.
- 12.7 The Assessor is responsible for determining the numbers and distribution of authorised signatories and authorised users to meet the demands of the management structure.
- 12.8 An annual review of all such authorisations must be carried out by the Assessor to ensure that any list submitted to or held by the Treasurer is current and complete.

13. Inventories, Stores and Costing

- 13.1 An up to date inventory including detailed descriptions of all items shall be maintained. The Service will comply with guidance notes on inventory procedures issued by the Treasurer.
- 13.2 The Assessor will ensure the maintenance and performance of annual checks of inventories. Any unresolved discrepancies will be reported to the Treasurer.
- 13.3 The Assessor will implement stock stores and costing systems, subject to approval of the Treasurer. Officers will comply with guidance notes on Stocktaking and Annual Reporting issued by the Treasurer.
- 13.4 The maintenance of stores will be the responsibility of the Assessor, who will ensure that stocktaking is carried out at regular intervals. Supervision of stocktaking checks will be agreed in advance with the Treasurer and will not involve staff directly involved in stores activity.
- 13.5 Adjustments for the write-off of shortages, obsolete, slow moving or excess stocks with an estimated value in excess of £2000 will be authorised by the Board.

- 13.6 Except in specific circumstances, stocks and stores held will not be in excess of operational requirements.
- 13.7 Board property will only be removed or used in accordance with the ordinary course of the Board's business, except in accordance with specific directions issued by the Assessor and subject to maintenance of appropriate records.
- 13.8 The Assessor will provide the Treasurer with records of stocks and stores held at 31st March each year (or other date as requested by the Treasurer), by the date requested by the Treasurer.

14. Trust Funds

- 14.1 The Treasurer shall ensure the proper and safe custody and control of all funds relating to the Board and the operation of any fund is in accordance with the conditions of the fund.

15. Members Expenses.

- 15.1 Payment of Members Expenses will be in accordance with the Scheme adopted by Highland Council and modified by the Board.
- 15.2 Members are entitled payment of travel and subsistence expenses relating to approved duties. Members are required to submit claims on official claim forms and provide receipts in support of any expenses or allowances claimed. Details of the timetable for submission and rates applicable are available from the Treasurer.
- 15.3 The Treasurer will maintain records of all Allowances and Expenses paid, detailing the name, amount and nature of payment. These will be available for inspection by 1st June each year.

16. Orders for Work, Goods and Services

- 16.1 All goods, materials or services supplied to the Board will be the subject of an authorised official order (except petty cash purchases, utility payments, contract payments and purchase card payments). This order should be in a form approved by the Treasurer.
- 16.2 Orders will be approved/authorised by the Budget Holder whose budget will be charged as a result of the order, unless absent, in which case it will be approved by another Budget Holder in an appropriate Approval Group. The Budget Holder, before authorising any order, should ensure that appropriate budgetary provision is in place and that the expenditure is within the Board's legal powers.
- 16.3 A current list of authorised users, including specimen signatures, will be maintained by the service and will be provided to the Treasurer on the prescribed form.
- 16.4 Orders must be priced and should be given to the supplier in advance of any work, goods or services being provided to the Board. In emergency situations outwith the control of the Board verbal orders can be given. Confirmation of the order must be given as soon as possible thereafter.

17. Payroll, Travel & Subsistence and Pensions

- 17.1 The Assessor with the assistance where required of the Treasures and the Board's Personnel Advisors will pay employee salaries, wages, pensions, compensation, expenses subsistence claims and other emoluments.
- 17.2 The Assessor will ensure that all matters affecting emoluments are notified to the Treasurer, in particular:
- 17.2.1 appointments, resignations, dismissals, suspensions, secondments and transfers;
 - 17.2.2 changes in remuneration, other than normal increments, pay awards and agreements of general application;
 - 17.2.3 absences from duty for sickness or other reasons other than approved annual/flexi leave; and
 - 17.2.4 information required to maintain records for pensions, income tax and social security purposes.
- 17.3 The Assessor is responsible for ensuring that appointments are made in accordance with staff structures approved by the Board.
- 17.4 The Assessor will provide the Treasurer with details of all authorised signatories including specimen signatures.
- 17.5 All payroll and pension documents must be in a form approved by the Treasurer. Where appropriate these forms should be signed by the claimant prior to being signed by an authorised person.
- 17.6 Certified claims for car allowances, subsistence allowances, travelling and incidental expenses will be submitted in a format approved by the Treasurer by agreed dates.
- 17.7 Certification of any claim by the Assessor indicates satisfaction as to the accuracy of the claim and that it complies with all terms of the Code of Conduct for Travel and Subsistence.
- 17.8 The Assessor will ensure that the Treasurer provides any details required for the annual return of taxable emoluments to the appropriate body.

18. Payment of Accounts, Grants, Contributions & Subscriptions

- 18.1 Payments from the Board will be via BACS, cheque, CHAPS or other mechanism in accordance with the banking arrangements made by the Treasurer or authorised signatory (except for petty cash or imprest payments). Alternative arrangements including the use of credit cards etc will be acceptable only in accordance with arrangements approved by the Treasurer.
- 18.2 The Assessor will ensure that segregation of duties prevents officers responsible for the ordering process being involved in the invoice certification process unless alternative arrangements have been agreed in advance with the Treasurer.
- 18.3 The Assessor will arrange timeous processing of invoices for payment and internal recharges after ensuring that;
- i. expenditure is on items or services which it is within the Board's legal powers to incur;

- ii. goods, materials or services to which the invoice relates have been received, and match the order;
 - iii. prices, extensions, calculations, trade discounts, other allowances, credits and tax are correct;
 - iv. expenditure has been properly incurred and is within the relevant estimate provision;
 - v. appropriate entries have been made in inventories, stores or stock records as required;
 - vi. invoices have been made out by the supplier of the goods, services etc not an officer of the Board; and
 - vii. where internal charges are processed prior to certification the relevant parties will agree the charge as soon as possible after processing.
- 18.4 Payments will only be made on duplicate or photocopied invoices where the Budget Holder has undertaken sufficient checks to ensure that the original invoice has not been processed. The invoice should agree to an existing unmatched purchase order. The inability to match a copy invoice should alert the Budget Holder to the possibility of a duplicate invoice.
- 18.5 Where the sum invoiced by a supplier is incorrect, the invoice should be returned to the supplier for alteration. Alternatively, the supplier may issue a credit note.
- 18.6 The Treasurer will annually issue instructions on the procedure to be followed regarding invoices unpaid at the end of the Financial Year.

19. Performance Indicators

- 19.1 The Assessor will ensure that officials have been allocated responsibility for preparing the indicators and ensuring compliance with statutory requirements.
- 19.2 The Assessor will:
- establish systems and procedures to ensure that the required information is gathered;
 - ensure that all working papers and relevant documents which may be examined by external auditors will be available on request;
 - gather information which is accurate and complete;
 - ensure that annual direction and guidance is available to all officers involved in the process; and
 - publish the data required in the correct format by the prescribed date.
- 19.3 The Assessor will establish and document procedures for ensuring the completeness and accuracy of performance information. These will include: audit trails, internal checks, reconciliations, independent reviews, reasonableness tests, variance analyses etc.
- 19.4 The Assessor shall report the statutory performance indicators to the Board on an annual basis.

20. Petty Cash (Imprests)

- 20.1 The Treasurer will provide advances for petty cash, cash floats, and other expenses as appropriate, to staff authorised for this purpose by the Assessor.
- 20.2 Bank Accounts for the use by imprest holders will only be opened by the Treasurer and under no circumstances will these accounts be overdrawn. Any bank interest accrued must be remitted separately and timeously to the Treasurer.
- 20.3 Income received on behalf of the Board will not be paid into Imprest accounts.
- 20.4 Payments from Imprest accounts will be limited to minor items of expenditure only. The Treasurer may review imprest levels and a maximum limit for individual items may also be set. All payments must be backed up with receipted vouchers. Suppliers' invoices must not be paid from Imprest accounts.
- 20.5 The Treasurer's guidance note on the operation of petty cash imprest must be complied with.
- 20.6 At 31st March each year, and at any time requested, authorised petty cash holders will provide the Treasurer with a certificate detailing the funds advanced for this purpose.
- 20.7 On leaving the employment of the Board, or when ceasing to be entitled to hold an Imprest, officers will account for any amounts advanced, inline with instructions contained in the guidance note.

21. Prevention and Detection of Fraud and Corruption

- 21.1 The Board has an established policy relating to the Prevention and Detection of Fraud and Corruption.
- 21.2 Whenever any matter arises which involves, or is thought to involve, irregularities concerning finance, assets or property of the Board or any suspected irregularities in the exercise of the functions of the Board, the Assessor will immediately notify the Treasurer and Head of Audit (Highland Council). The Treasurer in consultation with the Assessor and Head of Audit (Highland Council) will take such steps as are considered necessary by way of investigation.
- 21.3 Where investigations indicate that a criminal offence may have been committed, the Assessor with the agreement of the Treasurer may bring the matter to the attention of the Procurator Fiscal.

22. Property and Security

- 22.1 The Clerk will maintain a register of all properties owned and leased by the Board.

This register shall include the following information:

- a. Location and Plan Register
- b. Property Address
- c. Tenure
- d. Description
- e. Occupier

- f. Current Valuation
 - g. Date of Valuation
 - h. Basis of Valuation
 - i. Purchase Details
 - j. Estimate of Remaining life
 - k. Rents Payable
 - l. Tenancies Granted
- 22.2 The above information should be made available to the Treasurer to support Capital Accounting requirements.
- 22.3 The Assessor is responsible for proper security at all times of property, cash, stock, stores, furniture, equipment etc under his control. The Treasurer will be consulted in cases where security is thought to be defective or inadequate or where special security arrangements may be required.
- 22.4 All heritable securities, which are the property of or in the name of the Board, or its nominees, and the title deeds of all property in its ownership, will be held in the custody of the Clerk.
- 22.5 The Assessor will advise the Treasurer of all circumstances where cash is held or otherwise under the control of employees. Maximum limits for cash holdings will be agreed with the Treasurer and must not be exceeded without his approval.
- 22.6 The following procedures should be followed in order to account for and control the use of keys:
- keys to safes and similar security receptacles must be carried on the persons of those responsible or held in a secure place if this practice is inconvenient. The loss of any keys must be reported immediately to the Assessor;
 - on no account should safe keys be left in unattended premises which house the safe;
 - duplicate keys should be retained in terms of instructions issued by the Treasurer; and
 - a register of keyholders must be kept in each location.
- 22.7 All employees who may be required to receive or hold cash, valuables or property on behalf of the Board should produce their identity card on request to any person having reasonable grounds to know the identity of the holder.
- 22.8 The Treasurer will be responsible for ensuring that secure arrangements are in place for the preparation and storing of pre-printed/pre-signed cheques, stock certificates, bonds and other financial documents.
- 22.9 The Assessor will be responsible for the security, custody and control of all service documents. The Treasurer in consultation with the Clerk will determine the retention period for all financially related books and records.
- 22.10 The Assessor shall arrange adequate security measures to cover pay advice notes and cheques from the time of receipt until they are handed over to individual

employees. Cheques which, for a valid reason, cannot be distributed within seven days, shall be returned to the Treasurer with a written explanation of the circumstances.

23. Write-offs

- 23.1 The Assessor is required to review at least annually outstanding debt and identify debts where all possible methods of recovery have been exhausted and consequently it is clear that an amount will not be recovered. Following such reviews a list of any balances which are considered to be irrecoverable will be submitted to the Treasurer requesting they be written off.
- 23.2 The Assessor is required to indicate from the list below the appropriate justification for each account written-off:
- (i) Gone away (No trace /forwarding address)
 - (ii) Bankrupt/Sequestered
 - (iii) Uneconomic to pursue
 - (iv) No realistic prospect of recovery
 - (v) Debt prescribed
- 23.3 Outstanding amounts due to the Board may only be approved for write-off by a resolution of the Board, except that the Treasurer may authorise write-off where:
- (i) there are good and sufficient reasons for doing so; and
 - (ii) the total outstanding for each debtor is less than the sum prescribed by the Board.
- 23.4 The Treasurer will lodge claims with the appropriate person (including liquidators and trustees in sequestration) in relation to sums due to the Board.