Standing Orders

&

Financial Regulations

Document Control							
Valid from	Valid to	Version	Status	Author	Owner	Approval	Description of Change
2015	2018	3	Final	Head of Finance	Group Director of Finance	All Boards 22/09/15	Full policy review
2016	2019	4	Final	Head of Financial Accounting	Group Finance and Resources Director	FHG Board 25/5/17	Review of delegations, job titles, other minor changes
March 2021	March2 024	5	Final		Group Finance and Resources Director	Board March 2021	Changes to App B + other minor updates
May 2023	May 2025	6	Final		Group Finance and Resources Director	Board May 2023	New scheme of delegation and amended development parameters
Nov 2025	Nov 2028	7	Final	Director of Finance	Group Director of Finance & Growth	Exec Nov 2025 Board March 2026	Minor changes to job titles, processes and wording. Development delegation (section 31.5)

Distribution/Confidentiality:	Boards, Committees, Group Directors, all staff
Other Relevant Documents:	Anti-Fraud Policy Anti-Fraud & Money Laundering Response Plan Business Continuity Policy Code of Conduct - Board Director Code of Conduct - Team Member Data Protection Policy Data Retention Policy Development Manual Probity Policy Procurement Manual Procurement Policy Property Asset Disposals Policy Protocol for the Engagement of Consultants Treasury Policy Whistleblowing Policy NHF Code of Governance (2020)

APPENDICES

PART I: INTRODUCTION

1.1 These Standing Orders and Financial Regulations shall apply to Futures Housing Group Limited ("FHG" or "the Company") and to all its subsidiary companies ("the Subsidiaries"), collectively referred to as "the Group".

The Board of FHG is referred to as "the FHG Board" or "the Group Board".

The Board of FHG and each of its subsidiary companies are collectively referred to as "the Boards".

"The Secretary" refers to the Company Secretary and Deputy Company Secretaries of the relevant company.

1.2 Nothing in these Standing Orders and Financial Regulations shall override instructions or conditions imposed by the Regulator of Social Housing ('the Regulator'), the Financial Reporting Council, through Statute, or the Articles of Association ('the Articles') of the Group.

Nothing in any procedural guides will override the principles embodied in these Standing Orders and Financial Regulations.

1.3 The Articles, the Terms of Reference of the Boards and their Committees, and their Standing Orders outline how the Group will be governed and managed. The Financial Regulations, which form part of these Standing Orders, incorporate the Group's financial policies and set out the arrangements for the supervision and control of the financial affairs, assets and other resources of the Group. The separate Scheme of Delegations sets out the respective role and remit of the governing entities and executive in relation to approvals, monitoring and accountability.

1.4 The FHG Board is responsible for approving and amending the Standing Orders and Financial Regulations, which shall apply to the Group.

1.5 The Schedule of Authorities is part of the Financial Regulations and sets out the principal authority levels. The Schedule shall be kept under review by the Group Director of Finance & Growth, who will authorise any amendments to it.

1.6 In addition to the Financial Regulations, detailed financial procedures are maintained, including those prepared within the Group and those produced by external agencies (particularly the Regulator) with which the Group must comply.

PART II: STANDING ORDERS

1 GENERAL MEETINGS

1.1 The arrangements relating to the powers, convening and conduct of general meetings are contained in the Articles of each company. The following provisions are additional to or an amplification of the provisions of the Articles.

1.2 A General Meeting of any Group company may be called by the relevant Board or upon a written requisition to the Secretary in accordance with the Articles.

1.3 The Secretary shall issue notices convening the meeting in accordance with the arrangements and timescales set out in the relevant company's Articles.

1.4 The order of business at a General Meeting shall be:

(a) to elect a Chair of the meeting, if neither the Chair nor Vice Chair of the Group or relevant company is present;

(b) to approve the Minutes of any General Meeting held since the last General Meeting;

(c) to transact the business indicated in the notice calling the General Meeting.

2 BOARD MEETINGS

2.1 Each Board shall aim to meet at least once in every three month period at such times and places as it deems fit. At least 7 clear working days notice of the date and place of such meetings shall be given electronically or in writing to every Board Director by the Secretary, or as may otherwise be permitted by the Articles. It shall not be necessary to give notice to any Board Director who is absent from the United Kingdom. Where a Board Director is absent from the United Kingdom, notice shall be given by delivery to that Director's registered postal or email address.

2.2 Additional meetings of the Board may be called by the Secretary and shall be called if required by notice in writing given to them by the Chair of the Board or by a Board Director.

2.3 The order of business at ordinary Board meetings shall be:

(a) in the absence of the Chair and Vice Chair(s), to select one of their number to chair the meeting;

(b) to approve the Minutes of the last meeting, and of any other meetings where minutes have not previously been approved;

(c) to consider matters arising from those Minutes which are not on the Agenda for the meeting;

(d) to receive and review reports and recommendations of any Committees;

(e) to consider any other business shown on the Agenda;

(f) to deal with any urgent business either allowed by the Chair or approved by vote of a majority of Board Directors present.

2.4 Additional Board Meetings may only deal with the business indicated in the Notice of the Meeting.

3. CHAIR

3.1. The Chair and Vice Chair(s) shall be appointed by the Board and the process for selecting a Chair shall take into account the requirements of the Regulatory Framework and good practice set out in the Group's adopted code of governance.

3.2. Where there is no Chair or Vice Chair(s), the Board Directors may appoint one of their number to chair meetings and serve as Chair until a Chair is appointed.

4. QUORUM

4.1. The quorum for General Meetings and Board meetings is set out in each company's Articles.

4.2. The quorum for Committees and task and finish groups is set out in the respective Terms of Reference.

4.3. Any Board Director may participate in a Board Meeting or Committee Meeting by means of conference telephone or communications equipment and shall be deemed to be present in person and counted in the quorum (if appropriate) of that meeting; a Board Director will be present in person if they can see, or hear, vote and generally participate in the meeting.

4.4. If a meeting is not quorate, the meeting can either be:

- rearranged for a time and place when a quorum can be established; or
- the meeting can continue subject to any decisions being ratified either at a subsequent quorate meeting, or electronically by members not present after the meeting.

5. MINUTES

5.1. The Minutes of any General, Board, Committee or task and finish group meeting are to be confirmed at each subsequent corresponding meeting by an affirmative resolution of members or Board Directors present. The Minutes of any Committee or task and finish group meeting will be presented to a subsequent Board meeting for noting or ratification, as appropriate.

5.2. The approved Minutes are to be signed by the Chair of the subsequent meeting.

5.3. The Secretary shall arrange for the keeping and safe custody of Minutes so that their accuracy can be easily verified.

6. CONFIDENTIAL MATTERS

6.1. Any items for discussion at any meeting relating to the appointment, promotion, dismissal, salary, emoluments, and conditions of service or conduct of any employee of the Group must be undertaken in private.

6.2. The Board may determine any further matters that are subject to additional confidentiality, paying due regard to guidance contained in the Group's adopted code of governance.

7. CONDUCT OF MEETINGS

7.1. All meetings shall be conducted in accordance with the Articles and Standing Orders.

7.2. Voting at Board and Committee meetings will usually take place by a show of hands. The Chair shall be entitled to vote. Where there is an equality of votes the Chair shall be entitled to use a second or casting vote.

7.3. In relation to the conduct of the meeting, the ruling of the Chair shall be final.

8. EMERGENCY OR URGENT BOARD AND COMMITTEE DECISIONS

8.1. Where it is necessary to take emergency or urgent decisions and it is not practicable to convene a meeting of a Board or relevant Committee; such decisions should take into account any advice of the Group Chief Executive Officer and the views of the Board/Committee (if known) and may be taken by two persons, where possible excluding any Group Director appointed to the Board / Committee, in the order defined below:

a. The Chair of the Board or Committee plus:
   - a Vice Chair of the Board or Committee or
   - the Chair of a relevant Committee or
   - the Chair of a relevant Subsidiary or
   - another Board Director

or if the above cannot be applied:

b. A Vice Chair of the Board plus :
   - the Chair of a relevant Committee or the Chair of a relevant Subsidiary or
   - another Board Director

or if the above cannot be applied:

c. At least two Board Directors.

Any such action is to be reported to the next meeting of the relevant Board or Committee.

8.2. Any Standing Order may be suspended by the Group Chief Executive Officer with the prior written agreement of the Chair of FHG (or in their absence a Vice Chair of FHG) subject to the reasons for this suspension and the action taken in relation to this being reported to the next available meeting of the FHG Board.

9. BOARD DIRECTORS' AND MEMBERS' INTERESTS

9.1. Any Board Director who has an interest in any matter relevant to the affairs of the company shall immediately disclose such an interest through a declaration to the company or at a Board or Committee meeting where such matters are to be discussed. All such declarations shall be recorded in the Minutes of the meeting.

The arrangements for responding to conflicts or potential conflicts of interest are set out in each company's Articles.

9.2. No Board Director, by virtue of office or employment, may accept any fee or reward for work undertaken on behalf of the Group, apart from any remuneration package paid to the Board Director for their services as a Board Director or as otherwise permitted by the Articles.

9.3. The Group shall not conduct any business with a person or body which would be prohibited by Statute or prevailing Regulatory Guidance. The Secretary will be required to establish whether, following a declaration of interest by a Board Director, the Group can lawfully conduct the business intended to be discussed at the meeting.

9.4. The Secretary shall maintain a Register of Board Directors' interests and Board Directors shall declare annually in the Register any such interests that may relate to any matter concerning the company's affairs that could be discussed by the Boards or Committees. The Register will be open to inspection by any Member of the Group on request.

10. EMPLOYEES' INTERESTS

10.1. The Secretary shall keep a record of all declarations of interest of employees and this record is to be available at all reasonable times for inspection by any Member of the Group. A relevant interest in a contract or the like by an employee shall be declared to the Group Directors and/or Board before the acceptance of any tender or quotation.

10.2. Any candidate for a position in the employment of the Group who canvasses Board Directors directly or indirectly will be disqualified. Board Directors have a responsibility to report this to the Group Chief Executive Officer or Head of People & Development or equivalent.

10.3. No Board Director may recommend anyone for appointment or promotion, although, if requested, a written reference may be given.

10.4. Details of any relationship of any candidate for appointment with any Board Director or senior officer of the Group must be indicated either on their application or at interview. Any candidate who fails to make such a disclosure will be disqualified and, if appointed, will be dismissed.

10.5. Every Board Director and senior officer of the Group is required to disclose to the Group Chief Executive Officer or Head of People & Development or equivalent any relationship with any candidate for appointment. Such information shall be communicated to the Selection Panel before appointment and the Board Director/officer concerned will not participate in the selection.

11. THE BOARDS' RESPONSIBILITIES

11.1. The responsibilities of each Board shall be set out in its Terms of Reference, which shall be reviewed regularly in accordance with the Code of Governance.

11.2. Each Board may create standing and other Committees, Panels or Working Groups (e.g. task and finish) to which it may delegate or refer business for detailed consideration subject to the provisions contained within the Board's own Terms of Reference. The Board shall agree the composition and Terms of Reference of any such Committee, Panel or Working Group, and shall review the Terms of Reference regularly in accordance with the Group's adopted Code of Governance.

11.3. The relevant Board shall appoint the Chair (and Vice Chair if required) of each Committee, Panel or Working Group, and shall determine their responsibilities.

11.4. Each Board may delegate specific matters to two or more nominated members, where it is considered more practical for a smaller group to be responsible.

11.5. Any matter may be referred by any Board to a General Meeting of the relevant company.

12. DELEGATION TO STANDING COMMITTEES AND OFFICERS

12.1. The mechanisms governing the delegation of responsibilities to Committees shall be incorporated within the Terms of Reference of each Committee.

12.2. Where a responsibility has been delegated to a Committee or Officer, that Committee or Officer may further delegate the responsibility, if such delegation provides the most appropriate approach to the discharge of the responsibility, and, for example, during periods of absence when temporary deputising arrangements may be required.

13. DELEGATIONS TO THE GROUP CHIEF EXECUTIVE

13.1. The Group Chief Executive Officer is responsible for the operational management of the Group's affairs and must assist the Board in determining its strategic objectives and ensure the achievement of such objectives through the effective deployment of the Group's resources and relationships with external agencies.

13.2. Subject to the provisions of these Standing Orders and Financial Regulations, and in accordance with policies and decisions approved by the Board, the Group Chief Executive Officer shall act to ensure the efficient and effective management and administration of the Group's activities.

14. DELEGATIONS TO THE GROUP DIRECTORS

14.1. For the purposes of these Standing Orders, the Group Directors appointed by the Group are collectively referred to as The Group Directors.

14.2. The Group Directors are collectively responsible for advising on strategy, policy and ensuring implementation of decisions taken by the Boards and Committees. Each Group Director is responsible for the accountability and control of the staff and the security, custody and control of all other resources, including assets, equipment, and cash within their area of activity.

14.3. The Group Directors shall approve policies with reference to the Policy Management Framework set by the Board.

14.4. The Group Directors will meet at regular intervals, typically monthly, and will be chaired by the Group Chief Executive Officer or a nominee. Issues relevant to the Group's activities that cross company or directorate boundaries, or which may influence future policies, shall be brought to this forum for discussion and decision before being presented to the relevant Board(s) or to the appropriate Committee(s). The Group Directors and other staff involved are obliged to declare an interest in any issue being considered if a decision made could materially affect their personal or business circumstances.

14.5. The Group Directors may delegate responsibilities to other internal groups through setting Terms of Reference for such groups.

14.6. Each Group Director shall consult with the Group Chief Executive Officer or Group Director of Finance & Growth on any matter within their area of responsibility which is liable to adversely impact the finances of the Group, before it is reported to a Board or Committee.

14.7. Group Directors and all other staff shall be issued with an agreed role profile and related documentation, containing the principal regulations and procedures that relate to their area of work.

15. DELEGATIONS TO GROUP DIRECTORS

Under the direction of the Group Chief Executive Officer, the activities set out below shall be delegated to Group Directors; specific responsibilities will be set out in their respective role profiles:

15.1. Selection of tenants, letting of dwellings, management moves, garages and other buildings in accordance with the Group's approved policies and obligations.

15.2. Termination of tenancies, including the issue of appropriate legally required notices, in respect of all dwellings, garages or other accommodation and land and the repossession of properties for breach of tenancy conditions.

15.3. Subject to the Tenancy Agreement, approval of tenants' requests in respect of sub-tenants, changes of use, alterations and extensions and erection of other structures.

15.4. Application of rents in accordance with Board decisions, approved policies and schemes and with appropriate notification to tenants.

15.5. Conversion of tenures from social to affordable rent and Rent to Buy to Market Rent. Any other conversions or disposals will require approval in accordance with the Property Assets Disposal Policy. Group Directors have the delegated authority to sign any associated legal documentation to complete the conversions/disposals on behalf of the Boards.

15.6. Determination of applications for minor alterations to boundaries.

15.7. Legal action on the enforcement of covenants relating to all properties of the Group.

15.8. Institution of appropriate action to enforce conditions of sale.

15.9. Applications for planning permission and the invitation and acceptance of tenders for the design, construction, improvement, demolition and repair of properties subject to the provisions of Financial Regulations, Board approved parameters and within approved budgets.

15.10. Administration of the Market Rent, Open Market Sales, Rent to Buy, Right to Buy, Right to Acquire, Shared Ownership and other schemes and associated assets.

15.11. Negotiation of the acquisition and disposal of land and other assets and the authorisation of incidental expenditure in connection with this activity in accordance with Charity law and the Group's policies and procedures.

15.12. Determination of the use of land which is not immediately required for development.

15.13. Approval of terms for the following except where the disposal of charitable assets requires specific approval of the relevant Board:

- Deeds
- Licenses
- management agreements
- wayleaves
- easements
- heads of terms
- other legal documents; and
- minor amendments to contractual arrangements, except those that might create significant financial or other risk or which raise material issues of principle where Board approval is required.

15.14. Entering into contracts for goods and services in accordance with the Schedule of Authorities.

15.15. Authorisation of the affixing of the Group's seal, or an electronic equivalent, which should be counter-signed by two signatories as follows:

- Either one Group Director and the Company Secretary (or Deputy Company Secretary) or
- Two Group Directors

Group Directors are authorised to sign certificates and statements on behalf of the Board in connection with disposals.
The Group Director of Finance & Growth is responsible for ensuring appropriate segregation of duties between negotiation and authorisation.

15.16. Legal and other appropriate action in connection with the Group's property, land holdings and related finances.

15.17. Maintenance and alteration of and allocation of staff to, the Group's offices and other business premises within approved budgets.

15.18. The Group Director of Finance & Growth in conjunction with either the Group Chief Executive Officer or the Chair of the relevant Board shall be authorised to open bank accounts and investments in accordance with the Treasury Policy.

15.19. The Group Director of Finance & Growth shall be authorised to operate and close bank accounts and investments in other institutions in accordance with the Treasury Policy and Financial Regulations.

15.20. Any actions determined under Financial Regulations.

15.21. Determination of the number and grades of posts required to carry out the work of the Group within approved budgets.

15.22. Within approved policies, determination of terms and conditions of service, salaries, employee benefits and reward schemes, and other emoluments.

15.23. Within approved budgets, decisions on the following matters:

(a) staff recruitment, selection, retention and succession planning other than Group Directors);

(b) the authorisation of candidates' expenses and appointees' relocation expenses, accommodation and travelling allowances;

(b) extension of sick pay entitlements;

(c) staff welfare matters;

(d) operation of a performance appraisal scheme;

(e) authorisation of casual and temporary appointments and the determination of their rates of pay and allowances;

(f) informal and formal communications, consultations and negotiations with any approved employee representatives;

(g) leave of absence in excess of normal entitlement;

(h) staff training arrangements and attendance of staff on courses;

(i) extensions of service;

(j) determining ex-gratia payments to employees in cases of loss or damage to possessions in connection with the work of the Group;

(k) determining and implementing appropriate means to recognise and reward the exceptional work and/or achievements of staff members;

(l) conducting disciplinary hearings (except in the case of Group Directors);

(m) terminating the contracts of employment of members of staff and (where appropriate) entering into settlement agreements in accordance with the Group's policies and procedures and ensuring that any termination arrangements, including settlement agreements and redundancies are completed in accordance with Statute and current Regulatory Guidance.

15.24. In compliance with Group policies and procedures, termination of an employee's Contract of Employment:

(a) as a result of misconduct or incapacity or incapability

(b) with mutual agreement by way of a settlement agreement up to a cost to the Group of £30,000 (excluding the payment of contractual obligations)

(c) due to ill health (ill health retirement)

(d) due to redundancy

16. DELEGATIONS TO THE HOMES & GROWTH AND CUSTOMER EXPERIENCE GROUPS

16.1. The Group Directors may delegate matters to the Homes & Growth Group and / or the Customer Experience Group, which may include decision making and budget setting where appropriate.

17. CONTRACTS

17.1. Contracts for Goods, Works or Services may only be placed where appropriate procedures have been followed and in accordance with Financial Regulations.

17.2. Standard forms of contract appropriate to the type and value of Works and appropriate terms & conditions for Goods and Services being considered will be used in all cases except where suitably qualified independent consultants have recommended and justified a more appropriate alternative.

17.3. All contracts shall be executed in accordance with delegations set out in this document and authorised in accordance with the Schedule of Authorities, either using an appropriately certified electronic system or under the Group's seal where required.

18. INSURANCES

18.1. The Group Director of Finance & Growth shall maintain in the Group's name insurances in accordance with the provisions of Financial Regulations. Insurances shall cover all those risks, as determined by the Group Director of Finance & Growth, which apply to the Group's areas of activity that can be insured against at an appropriate premium.

19. GIFTS, HOSPITALITY AND CONFIDENTIALITY

19.1. Board Directors and staff should treat with extreme caution any offer, gift or favour of hospitality that is made to them personally as the person, persons or organisation making the offer may be seeking to gain business with the Group or otherwise take advantage of such offer, gift or favour of hospitality. If it is considered that the person making the offer is attempting to gain advantage then the offer must be refused.

19.2. Whilst there can be no definitive rules about the acceptance or refusal of tokens of goodwill, Board Directors and staff are bound by the Group's Probity Policy and Codes of Conduct and must take personal responsibility for all such decisions bearing in mind the potential for damage to public confidence in the Group. All offers and acceptances of gifts and acts of hospitality must be reported via the electronic Human Resources system. Group policies have been drawn up to comply with the Anti-Bribery and Corruption Act.

19.3. Board Directors and staff should, where possible, seek to avoid the personal use of consultants, contractors, suppliers or professional advisers who undertake work on behalf of the Group. If the use of such individuals or bodies cannot be reasonably avoided, special advantage must not be sought. Exceptions to this are where special arrangements have been made by the Group for employees' benefit e.g. boiler servicing or local discounts.

19.4. Board Directors and staff may from time to time acquire information which is not available to the general public, individuals or bodies who might have an interest in the Group's affairs. Such information might, for example, be in respect of individuals, companies, negotiations for the purchase of land or property. The disclosure of such information would constitute a betrayal of trust and it would be for the Board and Group Chief Executive Officer to decide upon the gravity of such a breach and to take appropriate action in line with the Group's policies.

20. CODES OF CONDUCT

20.1. The Group and its Board Directors, Committee Members, Involved Residents and staff shall at all times abide by the Group's Codes of Conduct. In the event of any inconsistency between the provisions of these Standing Orders and the Codes of Conduct, the provisions of Standing Orders shall take precedence.

21. PERFORMANCE STANDARDS

21.1. In seeking to achieve the highest standards, the Group shall comply with the Regulator's Framework and/or any document which replaces, amends or supplements the Regulatory Framework as its benchmark.

22. AMENDMENT AND REVOCATION

22.1. The Board may alter, rescind or add to any part or element of these Standing Orders by a simple majority vote of those present at the relevant Board Meeting at which they are discussed.

22.2. A copy of these Standing Orders and the Financial Regulations shall be available to all Board Directors, Committee Members, Involved Residents and staff.

23. INTERPRETATION

23.1. The ruling of the Chair of the Board as to the meaning or application of these Standing Orders shall be final.

24. MONITORING

24.1. The Group will review its Standing Orders every three years or sooner.

PART III: FINANCIAL REGULATIONS

25. BUSINESS PLAN

25.1. The Group will develop Business Plans relevant to Group companies, which will include a forecast of income and expenditure and a cash flow projection over an appropriate period up to 30 years (or over the anticipated life of any outstanding borrowings if longer), and a projected Statement of Financial Position. Business Plans will set the framework within which annual budgets are prepared.

25.2. The Group Business Plans will be revised annually or as required by the relevant Board. Each company business plan must be approved by its Board, any parent Board and ultimately the Group Board.

25.3. The Business Plan is to be prepared in accordance with the Group's requirements, taking into account the needs of funders and relevant regulators.

26. BUDGET PREPARATION, MONITORING AND VARIATION

26.1. The Group's financial year shall run from 1 April to 31 March.

26.2. The Boards of subsidiaries with housing stock and the Group Board will review and approve the level of rents, service charges and support charges for the forthcoming year. The process of establishing and approving the budgets will have regard to the Group's rent policies and to any relevant statutory and / or regulatory requirements in respect of rent setting.

26.3. Estimated projected income and expenditure on revenue accounts, estimated capital expenditure and associated grant income and cashflow shall be prepared annually in respect of the Group and each subsidiary by the Group Director of Finance & Growth in consultation with the Group Directors and budget holders.

26.4. This will form the annual budget, the format and content of which shall be presented for approval by its Board, any parent Board and ultimately the Group Board before the end of the preceding financial year. The Group Board will have ultimate authority to approve budgets in respect of subsidiaries.

26.5. The annual budget shall form the basis for authority to incur expenditure and for the monitoring of expenditure during the relevant financial year. The Group Director of Finance & Growth may adjust internal budget lines during the year within the overall approved annual budget for each Group company and any material adjustments will be reported to the respective Board.

26.6. Nothing in these Financial Regulations shall prevent any officer from incurring expenditure which is essential to meet the immediate needs of the Group created by an emergency, subject to such action being approved in advance by the Group Chief Executive Officer or the Group Director of Finance & Growth and any expenditure having a material effect on the budget being reported at the earliest opportunity to the relevant Board or Committee. In the absence of these two individuals, approval can be obtained from the other Group Directors, in consultation with the Director of Finance or Head of Financial Accounting.

26.7. Any new proposal to a Board or a Committee which would result in a material worsening of the Group's projected financial surplus or deficit during a period for which the Board has already approved an annual budget or a programme of capital expenditure shall be accompanied by a report which sets out the anticipated financial implications of the proposal, and shall require the approval by its Board, any parent Board and ultimately the Group Board.

26.8. The Group Director of Finance & Growth shall provide financial monitoring reports to the Group and Subsidiary Boards or a designated Committee on the state of the Group and Subsidiary finances at least four times a year. Such reports shall be presented within eight weeks of the relevant period end and will set out the Group and Subsidiary financial performance in relation to the annual budget. These reports will explain any material variances between the Group and Subsidiary actual and forecast financial performance and the budget. The Group Director, Finance & Growth shall also report on the accounts of each financial year within four months of the financial year-end and provide audited Accounts to the respective Boards within six months of the financial year-end.

26.9. The Finance Director shall provide each designated budget holder with monthly statements of income and expenditure under each relevant budget heading. The Finance Director shall also provide such other relevant financial information as may be determined by The Group Directors.

26.10. The Finance Director will be responsible for the preparation and circulation of appropriate financial information on all activities in respect of the Group and Subsidiaries to all managers and for the operation of control accounts and the undertaking of appropriate reconciliations to confirm the accuracy and integrity of these reports.

26.11. The Group Directors will review management reports and will be responsible for seeking explanations of variances from budgets and initiating appropriate management actions.

27. ACCOUNTING

27.1. The Group Director of Finance & Growth shall provide guidance on accounting principles to be applied and financial procedures to be used throughout the Group. The implementation of financial procedures and the compilation and maintenance of financial records of the Group shall be managed by the Group Director responsible for the relevant area of activity, in consultation with the Group Director of Finance & Growth and in accordance with relevant statutory requirements and regulatory guidance.

27.2. It will be the responsibility of the Group Director for the area of activity to ensure the accuracy of such records. The Group Director of Finance & Growth will co-ordinate the financial and accounting records for the Group as a whole.

27.3. The Group Director of Finance & Growth is responsible for ensuring appropriate recording and segregation of duties in relation to cash, banking, income, ordering and payment processes and the checking, reconciliation and reporting of these activities.

27.4. The Group Director of Finance & Growth will, at least annually, consider the quantum of any gift aid payments from trading subsidiaries to charitable subsidiaries in order to minimise tax liabilities. Any gift aid payments made must have taken into consideration the ongoing liquidity and financial viability of the relevant subsidiaries.

27.5. The following accounts and accounting records shall be kept as a minimum requirement:

asset and liabilities register
bank statements
cash book
fixed asset registers
loan register
nominal ledger
payroll records
purchase ledger and invoices
record of stocks and stores
rent ledger
sales ledger and invoices

27.6. The records shall be kept in a manner which complies with the requirements of HM Revenue and Customs and the Regulator, and in a manner consistent with prevailing statutory accounting regulations and good practice.

28. AUDIT AND ANNUAL ACCOUNTS

28.1. The Group shall appoint external auditors as required by statute, and in a manner consistent with the requirements of the current guidance issued by the Regulator.

28.2. The Group Chief Executive Officer and Group Director of Finance & Growth will arrange for the completion of the external audit for the Group. The audit timetable will ensure that Group draft accounts are considered by the Group Audit & Risk Committee and approved by the appropriate Boards before 30 September following the relevant year end. Final accounts will be submitted to the Regulator by 30 September annually following the relevant year end and to funders and other stakeholders in line with their requirements.

28.3. Upon receipt of the external auditor's management letter, if areas of concern are identified, the Group Chief Executive Officer will provide the letter to the Chairs of the relevant Boards, along with recommendations for improved efficiency and internal control. The auditor's management letter will be presented to the respective Boards together with any comments of the Group Audit & Risk Committee and The Group Directors.

28.4. The external auditors should be invited at least once each year to meet the respective Boards or Group Audit & Risk Committee without any officers being present, to discuss issues that may have arisen during their work, and/or to discuss areas of concern.

28.5. The Group shall maintain an internal audit function, under the independent direction of the Group Audit & Risk Committee. The internal audit function shall carry out a continuous examination of financial and other operations of the Group. A programme of work will be proposed by The Group Directors and agreed annually by the Group Audit & Risk Committee.

28.6. The internal auditor will report to the Group Audit & Risk Committee.

28.7. The external auditor and the internal auditor shall have authority to:

(a) enter at all reasonable times onto any of the Group's business premises or land. Access to residents' properties shall be by agreement with the resident;

(b) have access to all resources, documents and correspondence relating to any financial and other transactions of the Group;

(c) require and receive such explanations as are reasonably required concerning any matter under examination;

(d) require any staff of the Group to produce cash, stores or any other Group property under their control.

28.8. If any matter arises which involves or is reasonably believed to involve irregularities concerning cash or other property of the Group or any suspected irregularity in the exercise of the functions of the Group, the member of staff who becomes aware of it shall act in accordance with Group's policies and procedures.

28.9. The Group Chief Executive Officer shall take such steps as are considered necessary by way of investigation and action, and report to the Board. If a suspected irregularity potentially involves the Group Chief Executive Officer, then the Group Director who becomes aware of the potential irregularity shall consult the Chair and Vice Chair of the Board or Chair of Group Audit & Risk Committee who will take such action as they consider appropriate, taking into account the Group's policies and procedures.

28.10. All Board Directors, Committee Members and staff shall comply with the Financial Regulations and co-operate fully with any reviews or investigations by the Regulator.

29. PURCHASES OF GOODS, SERVICES AND WORKS (MAKING COMMITMENTS), CONTRACTS & CONSULTANCY SERVICES

29.1. All purchases of goods, services and works must be procured in accordance with the Procurement Policy, the Procurement Manual, the Scheme of Delegation and the Schedule of Authorities.

29.2. All purchases of goods, services and works must be procured by an official order or contract normally from the Group's supplier list, except for utility services and rates or unless an alternative procurement process has been authorised by the Group Director of Finance & Growth or where it is impractical to use a supplier from the list (e.g. for specialised or "one-off" purchases).

Direct housing management system orders	Other orders
Prior to committing any expenditure, an order must be raised and authorised within the housing management system by the person requiring the goods and services in line with their delegated limit. If the value of the order exceeds an individual's delegated limit, a secondary approval of the order is required by an individual with an appropriate limit.	Prior to committing to any expenditure, a purchase order requisition must be raised and completed by the person requiring the goods or services and approved by a second officer in line with the Schedule of Authorities. If the person requesting the goods is also the budget holder, the purchase order requisition must be authorised by their Line Manager.
Invoices	
Where invoices relate to a properly authorised official order, match the order value and where there is confirmation that the relevant goods / services have been received and are satisfactory, payment of the invoice may be made without the requirement for further authorisation. To ensure effective segregation of duties at least two officers must be involved in the ordering, receipt of goods/services and payment authorisation.	

29.3. All monetary amounts referred to in the Financial Regulations exclude VAT (where applicable). In addition any orders whose cost is not covered by an approved budget (but within the overall budget) must be approved in advance in writing by either the Group Chief Executive Officer or the Group Director of Finance & Growth.

29.4. Where a purchase order is not required in accordance with Financial Regulations (e.g. for utility services), then invoices require confirmation that the goods or services have been received and are satisfactory. Such invoices require approval by the relevant budget holder in accordance with the Schedule of Authorities.

29.5. Details of the levels of authority for individual officers are set out in the Schedule of Authorities.

29.6. Where it is necessary to pay for goods or services in advance, or to pay an initial deposit or to accept payment terms which are less than 30 days, this must be authorised by the Head of Financial Accounting or the Director of Finance.

Obtaining quotes

29.7. Where it is impractical to seek or impossible to obtain competitive quotations in accordance with Financial Regulations, and the following provisions are met:

- the Procurement Team has confirmed that there shall be no requirement to seek alternative quotations;
- either the Group Chief Executive Officer and/or the Group Director of Finance & Growth have confirmed in advance in writing their satisfaction that it is impractical to seek competitive quotations and that the agreed price represents value for money; and
- The Board has approved a waiver process for purchases in excess of £100,000 excluding VAT;

then a Waiver of the Financial Regulations may be granted. In all cases a referenced application for waiver will be obtained and signed under the delegated authority.

29.8. A waiver will not be applicable for above threshold values (currently £214,904 incl VAT for goods and services and £5,372,609 inlc VAT for works)

29.9. Where it is considered appropriate to accept a quotation which is not the lowest quotation received in accordance with Financial Regulations, an alternative quotation may be accepted, provided that the budget holder, after consulting with the Procurement Team, has made an application to the Group Chief Executive Officer or Group Director of Finance & Growth and they have confirmed in advance in writing their satisfaction that the proposed price represents the most economically advantageous quotation.

29.10. All quotations shall be in writing, and shall be retained by the Procurement Team to provide a record of compliance with this requirement.

29.11. Where work is procured outside of the Group's Procurement function, such as a development partnering or joint venture arrangement, the Group shall enter into an Agreement with the selected partner(s). The Agreement will set out the objectives and key performance indicators for the delivery of the works, and the mechanism which will be used to monitor the agreement. For each scheme of work allocated to the selected partner(s), there will be an appropriate form of contract, which shall be agreed by the Group Board or under the delegated authority of the Group Board.

30. TENDER PROCESS

30.1. As per the Group's Procurement Manual, contracts that exceed £50,000 and/or have a contract life in excess of three years are required to be procured through a tender process. The legal basis for all tenders exceeding £50,000 is the Procurement Act 2023. All tenders will be undertaken by fully electronic means, unless impractical to do so, using the Group's tendering portal Buying Station.

30.2. When contract limits for obtaining quotations exceed those defined in the Procurement Manual, the procurement of goods, services or contracts should be undertaken by means of a formal tender exercise. All tender exercises should be undertaken by or in conjunction with the Procurement Team.

30.3. In the event that external time constraints necessitate the need not to tender for contracts that are below the PA-23 threshold, as defined in the Procurement Manual, The Group Directors may decide not to procure via a formal tender. In the event of a single supplier tendering, the waiver process shall be followed.

30.4. Where the estimated value of a contract exceeds the relevant current thresholds, the Procurement Act 2023 must be adhered to, in addition to the provisions of these Financial Regulations. Group Directors are responsible for ensuring compliance with these regulations in respect of procurement within their areas of activity.

30.5. All contracts, agreements and frameworks shall be listed on the Group's Contract Manager Software and administered by the Procurement Team.

30.6. Tender opening procedure:
Opening of tenders will be undertaken using the Buying Station portal by Procurement.

All tender submissions and associated documentation received shall be retained for a period of 6 years, to provide a record of the decision-making process.

31. DEVELOPMENT OF NEW PROPERTIES FOR RENT OR SALE

31.1. The Asset Investment Committee will recommend parameters and guidelines for the development of new properties for rent or sale to the Group Board for approval. Financial projections relating to the development programme should be incorporated into the Group's Business Plans and annual budgets.

31.2. The development programme and associated budget must be approved by the respective Board, any parent Board and ultimately the Group Board, as part of the annual budget setting process.

31.3. The approved development programme should take account of (inter alia):

- anticipated capital expenditure in each budget year;
- anticipated amount of grant;
- number and type of units to be developed;
- the anticipated demand for the properties;
- assessment of the sustainability of the proposed development;
- financial appraisal of the proposed development and ongoing management;
- financial criteria for the acceptability of individual developments within the overall Business Plan;
- analysis of risks associated with the proposed development;
- private finance requirements.

31.4. All development schemes must have been subject to a full appraisal process prior to the Group entering into any contractual commitments. This process must satisfy all of the following requirements:

- a financial appraisal signed by the Director of Finance, or in their absence, the Head of Financial Accounting;
- an assessment of demand signed by the Group Director, Homes & Communities or in their absence, Director of Development & Asset Maximisation; and
- a scheme final sign off schedule, signed as authorised to proceed in line with the Schedule of Authorities. This requires sign off by two Group Directors, one of whom must be the Group Director of Finance & Growth or in their absence the Group Chief Executive Officer.

31.5. All schemes should be signed off in line with the scheme of delegation shown in the table below:

Board/Committee /Officer	Land purchase (with planning)	Land purchase (without planning)	Land sale	Build cost / purchase cost of a scheme	Negative cost scheme variances to approved appraisal	Disposals
FHG Board	> £6m	> £2m	> £5m	> £15m	> 15%	Above Board delegated authority
Asset Investment Committee	£2m to £6m	All acquisitions	£1m to £5m	£4m to £15m	11% < 14%	
Homes & Growth Group	< £2m	Requires Asset Investment Committee approval	< £1m	< £4m	< 10%	Up to Board delegated authority
Director of Development & Asset Maximisation and Director of Finance	N/A	N/A	N/A	N/A	< 3%	

Notes:

(1) Speculative land purchase without planning consent. The purchase cost includes VAT (where applicable) but excludes others fees included in scheme costs (e.g. solicitors, architect, site investigation fees etc). Every land purchase must be signed by the Group Director of Finance & Growth and the Group Chief Executive Officer, before being passed for Committee/Board approval.

(2) The Group cannot commit to more than £15m in outright sale units at any one time (i.e. no more than £15m commitment across the whole Group). 'Commitment' is defined as either a contractual commitment or where negotiations have progressed to such a point that it is highly likely a contract will be entered into within the following three months.

(3) In the event of sales or rent values decreasing significantly after the budget appraisal has been approved, a revised appraisal will be completed. Where financial parameters are no longer met, the variation will require approval in line with delegated authorities.

(4) Pipeline development schemes are opportunities being assessed by the Development Team for financial viability and housing demand. The Development Team are permitted to make indicative offers to developers based on their initial assessment. Indicative offers must be made subject to internal approval processes being completed. When pipeline schemes become more certain in terms of pricing and valuations, a final budget appraisal must be prepared and requires the formal development scheme approval process to be followed.

31.6. Schemes may only be undertaken within the resources contained within the Group's approved Business Plan, unless otherwise approved by its Board, any parent Board and ultimately the Group Board.

31.7. Schemes which fall outside of the approved financial parameters may be undertaken if recommended by the Asset Investment Committee and approved by the Board.

31.8. A report on all schemes must be presented to the relevant Board and/or Asset Investment Committee. Monitoring reports detailing expenditure against budget are required to be presented to the Asset Investment Committee, together with a report detailing the final costs of the scheme and the reason for any significant variations against the original budget.

32. PROJECT APPROVAL

32.1. All projects require a written business case which details the scope, deliverables, return on investment, desired outcomes and key project risks.

Any projects have to be initially considered by the Customer Experience Group and / or the Homes and Growth Group and then noted by The Group Directors prior to forming part of the annual budget setting process.

33. AUTHORISATION OF SPECIAL PAYMENTS

33.1. This section applies to payments where it is impossible or impractical to process an invoice through the purchase ledger prior to payment – for example where an immediate payment is required by a supplier.

33.2. In order to make such a payment a finance transaction form shall be completed, recording the reason for the payment and authorised, in accordance with the Authorities Schedule. The finance transaction form should be countersigned by the Head of Financial Accounting, or in their absence the Director of Finance

34. BANKING ARRANGEMENTS AND SIGNING OF CHEQUES

34.1 Payment processes including BACS, cheques and CHAPS or any other electronic means drawn on the Group's accounts, shall be authorised in accordance with the Schedule of Authorities.

34.2 Any changes to authorised bank signatories, shall be approved by the Board with the exception of where the authorised signatory leaves the organisation in which case the Group Director of Finance & Growth or Group Chief Executive Officer shall be authorised to notify the bank to remove them from the mandate.

35. CORPORATE CREDIT CARDS AND SUPPLIER PAYMENT CARDS

35.1. Corporate credit cards will only be issued to officers under the authorisation of the Director of Finance or the Group Director of Finance & Growth.

35.2. Credit card use should be kept to a minimum and should only be used where the normal procurement arrangements are not appropriate or other arrangements have been agreed by the Group Director of Finance & Growth.

35.3. Supplier payment cards may only be issued to contractors under the authorisation of the Director of Finance or the Group Director of Finance & Growth.

35.4. Corporate credit cards and supplier payment cards should be used for business use only and in line with the Group's relevant guidelines.

35.5. Card holders are responsible for the use and safe keeping of corporate cards.

36. ASSETS AND LIABILITIES

36.1. The Group shall maintain registers to record its property assets, fixed assets and other assets and liabilities. These registers shall contain sufficient detail to support:

- Financial accounting
- Housing management
- Asset maximisation
- Regulatory requirements.

37. PROPERTY ASSETS

37.1. As a minimum, a Property Assets Register shall record details of all properties owned or leased by the Group including their location, the original purchase cost and subsequent improvement costs.

37.2. The Secretary shall make arrangements to ensure the safe custody of all title deeds when not held by a lender, or when not provided as security for a borrowing facility.

37.3. All property asset disposals shall be managed in line with the Group's Asset Disposals Policy.

38. FIXED ASSETS

38.1. A fixed asset register and inventory shall be maintained, recording a description of furniture, fittings and equipment, plant and machinery and other capital equipment owned or leased by the Group. The form of the fixed asset register shall be determined by the Group Director of Finance & Growth.

38.2. Each Group Director is responsible for the safekeeping and management of fixed assets and shall notify the Head of Financial Accounting of any disposals. The Director of Finance will review the fixed asset register at least once every three years to ensure that the values are appropriate.

38.3. The Group's assets shall not be removed from the Group's premises other than in the ordinary course of the Group's business, or used other than for the Group's purposes, except in accordance with specific directions issued by any Group Director responsible for the property including guidelines for the use and security of mobile devices.

38.4. Group Directors, or nominated staff responsible for individual assets, shall ensure that property and equipment is maintained in good working order and (where appropriate) in accordance with the manufacturer's recommendations.

38.5. Any loss or damage to any asset shall be reported immediately to the appropriate Group Director and (where appropriate) consideration should be given to an insurance claim, following the provisions of these Regulations.

38.6. The Secretary shall keep securely deeds, share certificates, banking records and maintain a record of the location of each such document, which must be stored in a secure location(s).

38.7. All disposals of fixed assets (excluding housing properties) must be managed through the Procurement Team and authorised under the direction of the Director of Finance.

38.8. Disposals of housing properties are permitted if retaining them is not Value for Money for the Group in line with the Property Assets Disposal Policy which details any delegated authority provided by the Board.

38.9. The Group shall maintain an Assets and Liabilities Register to record all of its material assets and liabilities. This shall be maintained in accordance with Regulatory requirements.

39. PROTECTION OF PRIVATE PROPERTY

39.1. Group staff should ensure that their personal belongings are kept safe and secure at all times. The Group will not be responsible for losses.

40. INCOME

40.1. Income due in line with rental agreements shall be the responsibility of the Group Director, Customer Experience, who will provide the Group Director of Finance & Growth with such particulars as will enable proper accounting records to be maintained.

40.2. All staff are responsible for providing details to the Group Director of Finance & Growth of any non-rental income due to or received by the Group. This includes, for example, notification of money due to the Group and of contracts, leases and other agreements and arrangements entered into which involve the receipt of money by the Group. Each Group Director will ensure that income due to the Group is pursued promptly and that all reasonable efforts are made for full recovery.

40.3. Transfers of Group income between staff will be evidenced by the signature of both officers.

41. WRITE OFF OF RENT AND SUNDRY DEBTS

41.1. The write off of Rent and Sundry Debts up to a value of £3,000 must be authorised by the respective manager or team leader in accordance with the limits set out in the Schedule of Authorities and countersigned by the Group Customer Experience Director. Write-off of amounts over £3,000 must be authorised by the Group Director of Finance & Growth and reported to the relevant Board.

42. INSURANCES

42.1. Insurance arrangements and levels of cover will be reviewed annually by the Group Director of Finance & Growth to ensure the Group's assets and activities are properly insured in accordance with good practice.

42.2. Officers shall promptly notify the appropriate Group Director of all new risks, or of properties or activities which may require insurance, and of any alterations or events which materially affect risks or insurance requirements.

42.3. On becoming aware of a potential claim through loss, liability, damage or other cause, a member of staff shall, as soon as is practically possible, notify the Head of Financial Accounting who will submit a claim to the Group's insurance brokers or insurers, following agreed claim procedures.

42.4. Group Directors and other staff shall consult the Group Director of Finance & Growth and, if appropriate, the Group's solicitors, regarding the terms of any indemnity which the Group is requested to give.

43. INVESTMENTS, BORROWINGS AND GROUP FUNDS

43.1. The Group will maintain:

- a Treasury Policy, stating the aims and objectives of its treasury management activities.

- a suitable Treasury Management Strategy, setting out the manner in which the Group will seek to achieve those aims and objectives and prescribing how it will manage and control those activities.

43.2. The Group will report to the relevant Boards or Committees in line with the Treasury Policy.

43.3. The Board delegates responsibility for the implementation and monitoring of its Treasury Policy and practices to the Group Director of Finance & Growth who will implement and administer treasury management decisions.

43.4. The Group Board shall appoint a suitably qualified and experienced Treasury Management Advisor to provide advice in respect of the Treasury Policy and Strategy and material transactions.

43.5. All borrowings by the Group will be kept within any limits set out in the Articles and in accordance with the Group's approved Treasury Policy and Strategy. They shall be considered by the Board or designated Committee, and shall proceed only following agreement that it is necessary and acceptable to the Board or designated Committee. All amounts borrowed by Group companies will be in the name of the respective company and will be arranged by the Group Director of Finance & Growth.

43.6. For each approved loan facility, the Group Director of Finance & Growth will ensure adequate records are kept ensure that the conditions of the loan are met and that the Group does not default on the agreement. If a potential situation of default arises or is anticipated, the Group Director of Finance & Growth will immediately notify the Group Chief Executive Officer and the Board or designated Committee.

43.7. The Group Director of Finance & Growth will ensure that the Group has adequate liquidity to provide working capital consistent with the Treasury Policy.

43.8. The performance of investments made by or on behalf of the Group will be monitored by the Group Director of Finance & Growth and reported to the relevant Boards or delegated Committee, in accordance with the Board's requirements.

43.9. The Group Director of Finance & Growth will be responsible for the management of Group's cash balances, and particularly money market and capital market transactions. Such transactions shall be in accordance with the Treasury Policy.

43.10. The Group Director of Finance & Growth shall report to the Boards or designated Committee at least twice per annum on treasury activities.

43.11. All securities which are the property of the Group or its nominees shall be held in the custody of the Group's Bankers or Investment Brokers except where they are held by a lending authority as security. The location and other details regarding securities shall be recorded in the Assets and Liabilities Register.

43.12. Appropriate separation of duties will be maintained in relation to treasury transactions.

44. SALARIES, WAGES AND PENSIONS

44.1. A complete separation of duties between the People Services function and the Payroll function must be achieved as follows:

i) source documents relating to the payment of all salaries, wages, pensions, compensation and other benefits shall be authorised by People Services in accordance with the Schedule of Authorities;

ii) all arrangements for the payment of payroll related expenditure shall be made by the Group Director of Finance & Growth via the Officer(s) responsible for payroll within the Finance Team.

44.2. The Head of People & Development shall be responsible for ensuring that the Officer(s) responsible for payroll within the Finance Team is/are notified promptly and in an agreed form on all matters affecting the calculation and payment of such benefits – in particular:

a) appointments, resignations, dismissals, suspensions, secondments, transfers, and cost allocations;

b) absences from duty for sickness or other reason, apart from approved leave;

c) changes in remuneration including normal increments and pay awards and agreements of general application;

d) information necessary to maintain records of service for pension, income tax, national insurance etc.

44.3. With the exception of Group Directors, who are to be appointed by the Board, appointments of all staff shall be the responsibility of the relevant Group Director and the Head of People & Development in accordance with the agreed procedures of the Group and within the limits set by the budget.

44.4. Payroll documentation shall be in the form prescribed or approved by the Head of People & Development, who shall be responsible for the control and review of individual time records.

45. SECURITY

45.1. Each Group Director is responsible for maintaining proper security at all times for all buildings, stocks, stores, furniture, equipment, cash and any other valuable items under their control. They shall consult the Group Chief Executive Officer in any case where security is believed to be inadequate and cannot readily be improved to an acceptable level or where it is considered that special security arrangements may be needed.

45.2. In line with the Group's Data Protection Policy and legislation, the Group Chief Executive Officer and Group Director of Finance & Growth shall be responsible for maintaining property security and privacy of information held electronically and for ensuring that such information is not improperly disclosed.

45.3. The Group Director of Finance & Growth shall be responsible for ensuring that regular backups of computer data are made and that these are stored in a safe, secure location.

45.4. The Group Director of Finance & Growth shall ensure that arrangements are in place for back-up usage of computer facilities in the event of a serious malfunction in line with the Group's arrangements for business continuity.

46. STOCKS AND STORES

46.1. Any requirement for holding stocks should be kept to a minimum. Each Group Director shall be responsible for the care and custody of the stocks and stores under their control and for keeping comprehensive records in a form agreed with the Group Director of Finance & Growth.

46.2. Group Directors responsible for stocks and stores shall arrange for periodical test examinations of stocks by persons other than the stockkeepers and shall ensure that all stocks are verified at least once every year.

46.3. Each Group Director responsible for stocks and stores must provide to the Group Director of Finance & Growth such information that may be required in relation to stores for the accounting, costing and financial records.

46.4. Significant stock losses must be reported to the Group Chief Executive Officer who will then ensure that appropriate action is taken in accordance with approved procedures. If stock losses are material then the Group Chief Executive Officer should report the position to the Board as soon as possible.

47. TRAVELLING, SUBSISTENCE AND FINANCIAL LOSS ALLOWANCES

47.1. Payments to Board Directors and Committee Members, including co-opted members, who are entitled to claim travelling or other expenses, will be made by the Group Director of Finance & Growth on receipt of an authorised expenses claim through the online HR system. All claims must be authorised by a Group Director. Payments made to Board Directors will be disclosed in the Group's Annual Report & Financial Statements.

47.2. The respective Chair of the Board, or in their absence the Vice Chair, must counter-sign claims made by the Group Chief Executive Officer for expenses.

47.3. All claims by Group Directors must be approved by the Group Chief Executive Officer.

47.4. Claims by other staff must be authorised in accordance with the Schedule of Authorities.

47.5. Claims must only be approved when the certifying person is satisfied that the journeys were authorised, that the expenses were properly and necessarily incurred and that the allowances are properly payable by the Group.

48. GRANTS AND CERTIFICATION

48.1. The Group Director of Finance & Growth shall be responsible for ensuring adequate systems and records are maintained for ensuring compliance with Government funding conditions.

48.2. The relevant Group Director shall be responsible for ensuring adequate systems and records are maintained for ensuring compliance with the requirements of other funding bodies.

48.3. The Group Director of Finance & Growth shall be responsible for ensuring that adequate accounting systems are in place for grants, both received and issued, to enable the Group to comply with procedural conditions in connection with grants. The Group Chief Executive Officer or delegated Group Director will ensure that arrangements are in place to claim the full and appropriate grants.

48.4. Any Group Director is authorised to make grant certifications.

49. INSOLVENCY PROCEDURES

49.1. The Board is responsible for ensuring that the Group ceases to trade if there are reasonable grounds for believing the Group is insolvent. The Group Chief Executive Officer and Group Director of Finance & Growth shall provide appropriate information to the Board and the Regulator should they believe that the Group may be insolvent.

50. MONITORING

50.1. The FHG Board will review its Financial Regulations every three years or sooner.