

**RAUNDS TOWN COUNCIL**

**POLICY AND RESOURCES COMMITTEE**

Minutes: 7 February 2018: Start Time 7.00pm.

**PRESENT**

Cllr R Beattie (Chair Items 542.17-550.17), Cllr D Hughes (Chair items 551.17 to 553.17), Cllr H Howell, Cllr B Tirebuck, Cllr R Levell.

**IN ATTENDANCE**

Ms Kate Houlihan, Town Clerk (Minutes)  
Miss Joanne Coduri, Assistant to the Clerk

**542.17 To Receive Apologies For Absence.**

Apologies were received from Cllr N Beck.

**RESOLVED to note the apology**

**543.17 Notification of requests from members of the public to address the meeting in compliance with adopted protocol.**

None received

**544.17 Notification of members questions in compliance with the council's standing orders.**

None received

**545.17 Declarations of Interest.**

COUNCILLORS ARE REMINDED THAT IF THEY HAVE EITHER A DISCLOSABLE PECUNIARY INTEREST OR OTHER INTEREST IN ANY ITEM THEN THEY SHOULD DECLARE THE INTEREST AND LEAVE THE MEETING FOR THAT ITEM  
None received

**546.17 Minutes:** confirm the minutes of the Policy and Resources Committee meeting held 2 October 2017.

**RESOLVED that the minutes of the Policy and Resources Committee meeting held on 2 October 2017 be confirmed as a true record.**

**547.17 Internal Control:** To receive a verbal report on the work carried out by the internal control councillor (Chairman of the Finance Committee)

Cllr Levell reported on the activity of the Internal Control Councillors. He explained that checks were carried out in accordance with the council's policy on Financial (Internal) control.

He explained that all bank reconciliations were verified and checked for accuracy. No discrepancies had been found.

100% of payments were checked to verify that the correct authorisations were in place. No discrepancies had been found.

A sample month of salaries had been checked to verify that all overtime payments had been authorised and that all staff were paid the correct salary in accordance with their scale point. No discrepancies had been found.

Petty cash payments were checked and the petty cash was reconciled with no discrepancies found.

All payments from the council's procurement card were verified to ensure they were supported by a valid receipt or invoice, no discrepancies had been found.

In addition to the standard checks the following work would also be completed prior to the year end:

- The clerk's gross salary would be checked each month.
- A further month of salaries would be checked in detail.
- A sample of bookings and receipts will be tested to verify that all payment are received and promptly banked.

Members thanked Cllrs Levell, Tyman and Tirebuck for their work and it was.....

**RESOLVED to note the report.**

**548.17 Communication Strategy:** To review the revised communication strategy and communication plan

The Clerk explained that over the autumn the staff had worked with a PR specialist to improve the strategy.

Members reviewed the communication strategy as shown in appendix 1 and commented that the document was much improved.

It was agreed that a working party should be set up to prepare the E-newsletter and that prior to this the Full Council should agree guidelines for the content.

A number of minor amendments were made and it was....

**RESOLVED to recommend to the Full Council that the Communication Strategy be adopted as shown in Appendix 1.**

**549.17 The Hall, Thorpe Street:** To consider a report on planned maintenance and improvement works to The Hall, Thorpe Street.

Members considered the report of the Clerk as shown in appendix 2.

In addition to the items detailed in the report it was agreed that consideration should be given to investing better use of the meeting room and to possibly create a storage room/area.

**RESOLVED** that the Clerk should arrange for the following works to be carried out:

- a) Redecoration of administration office: Estimate £750
- b) Redecoration of corridors throughout the building Estimate £2500
- c) New carpet is required on the 1<sup>st</sup> floor £3,000
- d) New carpet for council offices: Estimate £1,000
- e) Repairs are needed to the roof (replacement of lead sheet) Estimate £1,500

And that the Clerk will investigate the following items and present a report and estimates to a future meeting of the Policy and Resources Committee.

- f) improving the kitchen facilities on the ground floor (to enable some catering for weddings to take place)
- g) removing the storage heaters from certain offices and providing a more cost effective and efficient solution.
- h) Investigate use more effective use of the waiting room.

**550.17 Committee Structure:** To consider recommending to the Full Council that the Finance Committee merges with the Policy and Resources Committee from May 2018.

Members considered the proposal to merge the Finance and the Policy and Resources Committees. Following discussion it was....

**RESOLVED** to recommend to the Full Council that the Finance and the Policy and Resources Committees form a single committee from May 2018.

**551.17 Mayors Charity Account:** To consider arrangements for the Mayors Charity Account.

Members considered whether each Mayor should set up their own bank account to manage their charity fundraising or whether this should be through an account run by the council offices.

Following detailed discussion and having considered the advice of the internal auditor and information from East Northamptonshire Council it was agreed that an account run through the office would have an increased level of transparency.

**RESOLVED** that the office open an account that can be administered through the local post office with the Clerk and Assistants to the Clerk acting as signatories to the account.

**552.17 Policies:** To review the following council policies:

**How to have your say policy**

Members reviewed the “How to have your say policy”.

It was agreed that copies should always be made available at council meetings. No amendments were made.

It was...

**RESOLVED to recommend to the Full Council that the How to have your say policy be reaffirmed as shown in Appendix 3.**

**Investment Policy**

Members reviewed the “Investment Policy”.

The only amendment made was to rename the policy the “Investment and Borrowing Policy”

It was...

**RESOLVED to recommend to the Full Council that the Investment and Borrowing policy be approved as shown in Appendix 4.**

**Money Handling**

Members reviewed the “Money Handling policy”

A number of minor investments were made.

It was...

**RESOLVED to recommend to the Full Council that the Money Handling policy be approved as shown in Appendix 5.**

**553.17 Council Land:**

- a. To consider a request from a resident to sell a strip of land adjacent to Oakleigh Close, Raunds.

**Members reviewed the correspondence and following discussion it was resolved that a site visit would be made prior to making any recommendation.**

- b. To consider a request to sell a strip of land adjacent to Keston Way Raunds.

Members reviewed the information and following discussion it was noted that prior to selling the land the council must follow the procedure for the disposal of public open space. Including a formal valuation of the land and a public notice. The costs of this will be £1,000 approx.

The resident will be asked to confirm that the costs are acceptable before the council can proceed to value the land and make a decision in principle to sell the land.

**RESOLVED that the Clerk will contact the resident to explain the procedure for the sale and will proceed to value the land subject to the resident meeting the costs of the valuation.**

There being no further business the meeting concluded at 20:25

Approved: ..... (Town Mayor)

Meeting Date.....13 February 2018..... (Council)

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Confirmed: ..... (Chairman)

Meeting date: ..... (Committee)

## Appendix 1 – Communication Strategy

# Raunds Town Council Communication Strategy 2017-2019

### 1.0: Introduction

Raunds Town Council, as stated in its Business Plan, has undertaken to ‘ensure effective communication with the town’<sup>1</sup>, and as such it has a duty to engage effectively with its residents, employees, partners and stakeholders.

This strategy details the Council’s communications plans and priorities and explores ways in which the Council can broaden, target and fine-tune its methods to ensure it communicates well and effectively with all its target audiences.

This strategy takes the Council’s strategic objectives (as laid out in its Business Plan) and assigns the key messages that need communicating in order to support each objective. Please note, a supplementary Communications Planner will be prepared and regularly updated by the Council’s communications team. This will detail the methods and means by which the messages will be communicated to the Council’s stakeholders.

### 2.0: Why is communication so important?

Good communication is essential to enable the Council to achieve its aims and objectives and was identified as an important aspiration in the Vision for Raunds Community Plan, adopted in 2014.

Research from the Local Government Association has shown that improved communication leads to recognition and respect and an enhanced reputation. The more people know about the Council, the more engaged they will become and the more likely they are to value and rate the Council highly.

By communicating about what the Council stands for and how the Council delivers on its priorities and policies, the Council can successfully build on its organisational reputation. This strategy embraces the advances made in information technology and social media, which present exciting challenges to the Council. As such, a solid online and social media presence is an integral part of this strategy.

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<sup>1</sup> SO1 “to provide a strong and independent voice for Raunds” Business Plan March 2017.

### 3.0: Strategic objectives and the key messages to communicate and focus on

#### **Objective 1: To provide a strong and independent voice for Raunds**

Communication messages/ priorities:

- The Council's Neighbourhood Plan
- Excellent standards of governance: for example, the Council has maintained its gold standard in the Local Council Award Scheme, achieved in March 2017
- Council staff excellence: to include training and staff achievements
- The expertise and dedication of the Council's 12 councillors: to include the promotion of the Council's six committees (Policy and Resources, Finance, Planning, Environment, Leisure & Recreation, Events and Personnel)

#### **Objective 2: To preserve and enhance the traditions, character and identity of Raunds**

Communication messages/ priorities:

- The diversity of the area's excellent leisure areas and green spaces
- Excellent and improving links to Stanwick Lakes – signage will be in place at the end of Meadow Lane by Summer 2018
- The diverse range of protected local heritage sites – and a focus on Raunds History Society
- The Mayor of Raunds – the role, key events and the historical significance of this key role
- The calendar of events for residents of Raunds and/or to promote Raunds to other stakeholders

#### **Objective 3: To promote Raunds as a clean, safe, welcoming and prosperous town for all**

Communication messages/ priorities:

- The Raunds Business Forum
- JAG (Joint Action Group) - which looks at local issues such as anti-social behaviour, speeding, policing to ensure town continues to be a safe place to live
- Support for and participation in Speedwatch
- Groups, clubs and classes that meet at council-owned premises
- Green dog club, dog park and bid to reduce dog fouling
- Cycleways and footpaths in and around the town

#### **Objective 4: To provide high standard sustainable facilities**

Communication messages/ priorities:

- Saxon Hall – with a focus on improving/ expanding use and boosting awareness and reputation (to include the hall as a wedding venue)

**Objective 5: To work in partnership with others to improve the health education and well-being of its residents**

Key partners to engage and communicate with:

- JAG
- Speedwatch
- Police
- Adult social care, local providers (as part of the Council's commitment to tackling social isolation)
- Community groups and health care providers (to promote healthy life choices)
- NCC, East Northamptonshire Council and neighbouring town councils (to promote the importance of and to lobby for good public transport links)
- NCC – to promote adult education
- NCC and East Northamptonshire Council - to promote footpaths, the Greenway and cycle ways

**4.1: Our stakeholders – the people and organisations we should be communicating with and to?**

The Council's audiences include:

- Residents and the electorate
- Public sector partners, to include East Northamptonshire Council, Northamptonshire County Council, South East Midlands Local Enterprise Partnership (SEMLEP), Northamptonshire Police, Northamptonshire Highways
- MPs and district councillors
- Businesses in Raunds and the surrounding area
- Voluntary and community groups
- Schools and play groups
- The Raunds Town Council team – councillors, staff and volunteers

**4.2: Communication methods**

Our strategic approach is to focus on both strengthening current communications – in terms of content, delivery and frequency – and introducing new methods of communication\* We will also monitor performance and evaluate the effectiveness of each method of communication, taking baseline measurements (as of November 2017) and setting communication targets.



Method	Aims	Baseline measurements (as at October 2017)		Targets/ evaluation of success																											
Council website	<p>Continue to ensure the website is up to date and increase the number of news and event stories added to the site.</p> <p>Add an 'opt-in' e-newsletter subscription to the home and contact pages.</p> <p>Seek to improve the social media streams on the home page – to enable photography and video footage to be easily viewed at a glance.</p>	<table border="1"> <thead> <tr> <th data-bbox="1485 336 1644 405">Month</th> <th data-bbox="1644 336 1805 405">Unique visitors</th> </tr> </thead> <tbody> <tr><td data-bbox="1485 405 1644 440">Jan 2017</td><td data-bbox="1644 405 1805 440">3,036</td></tr> <tr><td data-bbox="1485 440 1644 475">Feb 2017</td><td data-bbox="1644 440 1805 475">3,203</td></tr> <tr><td data-bbox="1485 475 1644 510">Mar 2017</td><td data-bbox="1644 475 1805 510">3,531</td></tr> <tr><td data-bbox="1485 510 1644 545">Apr 2017</td><td data-bbox="1644 510 1805 545">3,966</td></tr> <tr><td data-bbox="1485 545 1644 580">May 2017</td><td data-bbox="1644 545 1805 580">4,258</td></tr> <tr><td data-bbox="1485 580 1644 616">Jun 2017</td><td data-bbox="1644 580 1805 616">2,915</td></tr> <tr><td data-bbox="1485 616 1644 651">Jul 2017</td><td data-bbox="1644 616 1805 651">3,464</td></tr> <tr><td data-bbox="1485 651 1644 686">Aug 2017</td><td data-bbox="1644 651 1805 686">2,029</td></tr> <tr><td data-bbox="1485 686 1644 721">Sep 2017</td><td data-bbox="1644 686 1805 721">2,681</td></tr> <tr><td data-bbox="1485 721 1644 756">Oct 2017</td><td data-bbox="1644 721 1805 756">3,033</td></tr> <tr><td data-bbox="1485 756 1644 791">Nov 2017</td><td data-bbox="1644 756 1805 791">3,660</td></tr> <tr><td data-bbox="1485 791 1644 826">Dec 2017</td><td data-bbox="1644 791 1805 826">2,572</td></tr> <tr><td data-bbox="1485 826 1644 861">Total</td><td data-bbox="1644 826 1805 861">38,348</td></tr> </tbody> </table>	Month	Unique visitors	Jan 2017	3,036	Feb 2017	3,203	Mar 2017	3,531	Apr 2017	3,966	May 2017	4,258	Jun 2017	2,915	Jul 2017	3,464	Aug 2017	2,029	Sep 2017	2,681	Oct 2017	3,033	Nov 2017	3,660	Dec 2017	2,572	Total	38,348	To increase website traffic and page views by 10% year on year.
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Noticeboards and E noticeboards	<p>Continue to use noticeboards as the primary means of communicating statutory information.</p> <p>Introduce the e-noticeboards as a means of communicating and promoting council events.</p>																														
Press and media	<p>Build on existing relationships with regional journalists to update the media database.</p> <p>Develop a new press release template – to ensure consistency of brand and style.</p> <p>Generate at least one newsworthy press release per month.</p> <p>Gather all press cuttings into a media file (to be printed as well as stored electronically).</p>	2 printed paper cuttings + 6 online stories	<p>4 printed paper cuttings and 10-12 online</p> <p>Plus one broadcast slot (radio or TV).</p>																												

Social Media	<p>Increase our content for both Twitter and Facebook, with an increased use of photography and, in particular, video. To include regular albums in Facebook and digital photo carousels.</p> <p>Ensure social media links to all the Council's positive press coverage and news stories.</p> <p>*Utilise a social media scheduling platform to enable pre- planned messages to be scheduled for Twitter and Facebook.</p> <p>*Assign a modest budget (£150/year) to Facebook paid for campaigns – in particular to promote public events, to boost attendance and to boost FB follower numbers.</p>	<p>Twitter: 586 followers, 114 likes Facebook: 253 followers</p>	<p>Twitter: To increase followers by 20% and increase 'likes' by 30% Facebook: boost followers by 75%</p>
E-newsletters*	<p>Introduce a bi-monthly e-newsletter for the Council's database, with clear links to the Council's website and social media channels.</p> <p>Aim to store these in the news pages of the Council's website</p> <p>Invest time into developing and cleansing the Council's Database, <i>ensuring compliance with the new 2018 General Data Protection Regulation (GDPR)</i>. The current database is largely businesses, rather than residents or other stakeholders.</p>	<p>NA</p> <p>Database: circa 200</p>	<p>Secure an above average open rate of 28% (<i>average is 24.8%</i>) in year 1.</p> <p>Increase database by 100%</p>
Printed materials	<p>Ensure printed materials, where and if necessary, are available for key Council events – and for those without access to the internet.</p> <p>All printed materials should include a section "How to contact the Council" this will include details of phone, face to face, email, website and social media accounts.</p>	NA	<p>Create weddings brochure</p> <p>Create style sheet</p>
Events	<p>Continue to organise a calendar of events, designed to engage with our stakeholders. To include the mayor's civic engagements, Annual Town Assembly, public consultations and other Council events.</p>	No baseline available	
Council agendas and papers	<p>Ensure these are consistent in brand, on the Council's website and linked to via social media.</p>	NA	NA
Public consultation	<p>Public consultations will be arranged on an ad-hoc basis as required. They will be made via the most effective means, which could be a survey, leaflet or public meeting.</p>		

Annual Report	Lead on the development of the Council's Annual Report. Delivered to all homes	2017 Annual Report had a delayed delivery	Ensure we deliver 2018's on time, to all homes
Welcome Postcard – message from Mayor	Postcard sized		
Heritage Sites Leaflet*	Design and print a new leaflet – and ensure it is available electronically	NA	Produce and deliver by Spring 2018

## Appendix 2 – The Hall, Thorpe Street

<b>Summary:</b> To note improvements required to The Thorpe Street.	
<b>Attachments:</b> NONE	
1.0	<p><b>Background.</b> A number of improvements/remedial works are required at The Hall.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>i) Redecoration of administration office: Estimate £750</li> <li>j) Redecoration of corridors throughout the building Estimate £2500</li> <li>k) New carpet is required on the 1<sup>st</sup> floor £3,000</li> <li>l) New carpet for council offices: Estimate £1,000</li> <li>m) Repairs are needed to the roof (replacement of lead sheet) Estimate £1,500</li> </ul> <p>In addition it may be worth considering:</p> <ul style="list-style-type: none"> <li>n) improving the kitchen facilities on the ground floor (to enable some catering for weddings to take place)</li> <li>o) removing the storage heaters from certain offices and providing a more cost effective and efficient solution</li> </ul>
2.0	<p><b>Finance</b> A reserve of £10,000 is available for refurbishment work at the Hall.</p> <p>The Clerk has delegated authority to authorise expenditure of up to £1,000 on any item, subject to budgetary provision and up to £3,000 in the case of urgent repairs. Therefore the majority of the works required can be carried out within the Clerks delegated authority</p>
3.0	<p><b>Recommendation</b> That it be delegated to the clerk to carry out the works detailed in items a-e. That the clerk obtain quotations for items f and g and present these to a future meeting of the P&amp;R committee for consideration.</p>

## Appendix 3 – How to Have Your Say Policy

This form explains what to do if you want to speak about an item or present a petition at a Town Council or committee meeting.

Raunds Town Council makes its decisions at Council and Committee meetings. These meetings are open to the public although you may sometimes be excluded if anything confidential is being discussed.

### Who can speak?

A period of not more than 2-minutes will be allowed at Council meetings (except the Annual Town Assembly), and Committee meetings (except Sub Committees), to give people the chance to speak about an item at the meeting, present a petition or ask a question. Where several people want to speak on the same issue, they will be asked to choose one spokesperson to represent their position on the issue. Requests will otherwise be dealt with on a "first to ask, first served" basis.

### How do I arrange to speak?

To speak at a meeting you must tell the Town Council before the meeting. Requests to speak at a meeting must be received in writing by the Clerk to the Council's Office not less than 2 working days before the meeting is due to take place. You can send us a letter, or you can

use the form on this leaflet. You can also ring the Council's Office on 01933-622087 or e-mail info@raunds-tc.gov.uk.

An item may be discussed at other meetings before a decision is made. Usually, you will only need to speak at one of these meetings.

**At the meeting:**

You may speak for up to 2 minutes, after which you will be asked to stop by the Chairman. All debate and decisions are made by Councillors only. You may not take part in Council or Committee debate, or vote on issues.

**We ask you not to:**

- Ask individual Councillors or council staff direct questions.
- Disclose any confidential or exempt information.
- Be abusive.
- Make statements of a personal or defamatory nature (which could result in legal action against you).
- Interrupt other speakers or the Council debate.

**Adopted June 2008**

**Re-affirmed September 2010**

**Amended January 2015, To Be reviewed Bi-Annually**

**Re-affirmed February 2018**

Speaking at Town Council Meetings.

You can use this form to ask to speak about an item or present a petition at a Town Council or committee meeting; present a petition or ask a question.

I wish to speak /present a petition at a Town Council/Committee meeting:

Name of Meeting..... on (date).....

I want to speak about/my petition is about:

.....  
.....

Name (please print) .....

Address .....

.....

Tel. No.....

Date of submission.....

This request must reach us before 4pm at least 2 working days before the meeting at which you wish to speak.

**Send this form to:**

The Office of the Clerk to the Council, Raunds Town Council, Council Offices, Thorpe Street, Raunds, Northants. NN9 6LT.

**Other Information**

Meetings are held in the Council Chamber, Council Offices, Thorpe Street, Raunds, Northants. NN9 6LT. A calendar of council and committee meetings is available on request from the Council's Office on 01933-622087 or e-mail [info@raunds-tc.gov.uk](mailto:info@raunds-tc.gov.uk).

*Nothing in these arrangements shall supersede the council's procedure rules for the proper conduct of the meeting.*

**The Chairman's authority at a meeting is final.**

If English is not your first language and you would like help with interpretation or translation at the meeting please contact the Council's Office on 01933-622087 or e-mail [info@raunds-tc.gov.uk](mailto:info@raunds-tc.gov.uk).

**Appendix 4 – Investment Policy**

The Council Investment Policy, shall be in accordance with the Trustee Act 2000, and shall be reviewed bi-annually

The Council will have regard to all appropriate guidance on Local Government Investments including that from Internal and External Auditors, the LGA, CIPFA's and Treasury Management in Public Services Code of Practice and CLG Guidance

The Council shall invest only funds that are surplus to their operational financial requirements The Council shall invest only in low-risk, short term, accessible investments, at best available interest at the time of investment, whilst also considering ethical standards.

The Council shall not make any investment in foreign currencies, foreign countries, and nor any with low credit quality bodies, nor any that are defined as capital expenditure by legislation (such as company shares or corporate bonds)

All loans and investments shall be negotiated in the name of the Council and shall be for a set period in accordance with Council policy.

All investments of money under the control of the Council shall be in the name of the Council

All borrowings shall be effected in the name of the Council, after obtaining any necessary borrowing approval. Any application for borrowing approval shall be approved by Council as to terms and purpose

All investment certificates and other documents relating thereto shall be retained in the custody of the Council Offices under direction of the Clerk to the Council / RFO.

**Adopted 14 September 2010 at Full Council. Reaffirmed June 2012 at Full Council. Reaffirmed January 2015 at Full Council. Reaffirmed January 2016 at Full Council. To be reviewed bi-annually.**

## Appendix 5 – Money Handling Policy

To ensure proper and consistent cash handling procedures, all employees who handle cash must be aware of, and show a strong commitment to controls over cash funds. Controls are required to safeguard against loss and to protect employees by defining responsibilities in the handling of cash. Money may be comprised of “Cash”: coin and currency, cheques, money orders, and electronic funds transfers.

### **GENERAL GUIDELINES:**

1. Money must not be left unattended.
2. Cash funds must be stored immediately in the safe, to which access is restricted to office staff and The Clerk.
3. Cash may only be received at The Hall reception.
4. All monies received must be recorded in the relevant receipt book, and a copy receipt given to the payee. The monies should be kept in the safe.
5. The amount stored on the premises should not normally exceed £200.
6. Banking should be carried out whenever the amount stored on the premises reaches £200 or at least a minimum of once per fortnight.
7. Staff are not expected to put themselves at risk in the event of robbery – there should be no resistance, focus should be upon observing attacker(s) and memorising detail to assist with any police investigation.
8. Any concerns regarding money handling should be reported to The Clerk at the earliest opportunity.

### **GUIDELINES FOR PETTY CASH FUNDS:**

1. It is the responsibility of all staff who maintain petty cash funds to adhere to this policy.
2. A petty cash float may be increased ~~completing a cheque accompanied by a payment voucher which must be signed and approved by two Councillors.~~ **by** withdrawing cash using the procurement card. All transactions from the procurement card are monitored by the relevant **ICC**.
3. The petty cash fund must be kept in a safe or locked cabinet under the control of the responsible staff. Only responsible staff may have access to the petty cash fund.
4. The petty cash fund **must not** be used for personal loans, cashing cheques, or for salaries.
5. The person responsible for the petty cash fund should **follow financial regulations to** establish a maximum size for the petty cash fund.
6. Petty cash should be used as a convenient method to pay small claims, and is not intended for larger or frequent payments.
7. Funds received from any other source must not be added to the petty cash fund.
8. When petty cash reimbursements are made, **they should normally** only be made on production of a receipt from the payee.
9. If, in exceptional circumstances, petty cash is given prior to purchase, a note should be made of the amount and payee, a receipt should be presented at the earliest possible opportunity.
10. Petty cash transactions must be recorded in the petty cash book with details of the payee, amount, item(s) purchased, initial of member crediting, amount paid, balance after payment (checked).

**Updated September 2010.**

**Revised June 2012.**

**Re-affirmed October 2014.**

**Revised October 2015**

**Revised October 2016**

**Revised February 2018**

**To be reviewed annually.**