

SCHEME OF GOVERNANCE AND CONSENT

**Chief Executive
(Revised) May 2021**

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1.0 INTRODUCTION, OUTLINE OF LEGISLATIVE BACKGROUND AND GENERAL PRINCIPLES

1.1 General

- 1.1.1 The Financial Management Code of Practice for the Police Forces of England and Wales published by the Home Office in October 2013 provides that a Scheme of Governance should be prepared by the Police and Crime Commissioner (PCC). In doing so he should be advised by the Chief Finance Officer of the PCC in consultation with the Chief Executive, the Chief Constable and the Police Force Chief Finance Officer. Accordingly, this document has been prepared to govern the interrelationship between the PCC and Chief Constable and to set out those powers which may be exercised by either the PCC or the Chief Constable or others acting on their behalf. It also sets out the constraints on those powers.
- 1.1.2 This Scheme of Governance and Consent comprises a number of key elements including Financial Regulations, Contract Standing Orders and the Scheme of Delegation. There is no separate Scheme of Consent; rather the consents granted to the Chief Constable appear as appropriate throughout the document. They relate in particular to the extent of, and any conditions attaching to, the PCC's consent to the Chief Constable and others to exercise powers to enter into contracts and acquire or dispose of property.
- 1.1.3 The Scheme will be regularly reviewed and amended as appropriate in consultation with and on the advice of those officers identified above at paragraph 1.1.1.
- 1.1.4 Whilst this Scheme of Governance and Consent has been adopted by the PCC, delegations by the Chief Constable have also been included within it. In view of the close collaboration with the Suffolk police area, the Scheme adopted in Suffolk is very similar and, in some instances, identical where that is necessary for the effective working of joint departments. Further, the Contract Standing Orders contained within the scheme are, by virtue of collaboration between the police areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk, common to all the seven police areas.

1.2 Legislative Background

- 1.2.1 The role of the PCC was established by the Police Reform and Social Responsibility Act 2011 (the 2011 Act). The role has been established as a "corporation sole" meaning that the PCC is a separate legal entity. As a separate corporate entity created by legislation the PCC has those powers that are expressly provided for in legislation, that are required for carrying out the purposes of their incorporation and that may reasonably be regarded as incidental to, or consequential to those matters provided for by legislation.
- 1.2.2 The 2011 Act has also established the Chief Constable as a corporation sole.
- 1.2.3 The 2011 Act has conferred wide powers upon the PCC and Chief Constable. A PCC may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of his functions. This includes entering into contracts and other agreements (whether legally binding or not), acquiring and disposing of property (including land), and borrowing money.
- 1.2.4 A Chief Constable may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of his or her functions. This includes entering into contracts and other agreements (whether legally binding or not), and acquiring and disposing of property (apart from land). However, the Chief Constable may only enter into contracts or agreements or acquire or dispose of property with the consent of the PCC. This restriction does not apply to contracts or agreements in relation to the employment of police staff.

- 1.2.5 These are two key powers. They have been drawn upon, amongst other things, to establish the general principles (see below) upon which this Scheme of Governance and Consent is founded.
- 1.2.6 The explanatory notes to section 18 of the 2011 Act state that the intention is that any exercise of a PCC's functions by another PCC should be under a collaboration agreement. Section 22 of the Police Act 1996 (as amended by the 2011 Act) expressly provides that a collaboration agreement may be made by two or more policing bodies. This power enables one PCC to act in collaboration with another. Therefore, for example, one PCC would be able to enter into a contract on behalf of another PCC if they so agreed in a collaboration agreement executed between them. This power has been drawn upon to agree the Contract Standing Orders across the seven police areas and referred to at paragraph 1.1.4 above.
- 1.2.7 Whilst the 2011 Act is the key piece of legislation that establishes the role of PCC there is also other primary and secondary legislation which impacts upon the role. This Scheme of Governance and Consent must be read in conjunction with the requirements expressed by this legislation. In particular, specific attention is drawn to the provisions of the Policing Protocol. Additionally, the Financial Management Code of Practice and the Strategic Policing Requirement are key reference documents.

1.3 General Principles

- 1.3.1 This Scheme of Governance and Consent is, amongst other things, founded upon a number of key elements and which are reflected through the Scheme. They relate to financial management, property management, contracts and procurement.

1.3.2 Financial Management

The PCC has established a set of Financial Regulations (see below) which govern the relationship between the PCC and the Chief Constable in relation to financial matters. These Regulations are joint Regulations with Suffolk such that the Norfolk and Suffolk police areas operate the same Financial Regulations.

- 1.3.3 To ensure the effective delivery of policing services and to enable the Chief Constable to have impartial direction and control of the Force, the Chief Constable has day to day responsibility for financial management of the Force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC. These levels of authorisation are found in this Scheme and the Financial Regulations and Contract Standing Orders thereto.

- 1.3.4 It is the responsibility of the Chief Constable to ensure that the financial management of their allocated budget remains within the objectives and conditions that have been set by the PCC in making his budget decisions as well as this Scheme, Financial Regulations and Contract Standing Orders.

1.3.5 Property Management

The PCC owns all police assets in Norfolk both real estate and personal property regardless of whether they are used by the PCC, the Force or both.

- 1.3.6 The acquisition and disposal of land and/or buildings requires the approval of the PCC in all instances.

- 1.3.7 The acquisition and disposal of property by the Chief Constable other than land or buildings may be undertaken subject to the provisions of the Financial Regulations and Contract Standing Orders below. Property so acquired is and will be owned by the PCC.

- 1.3.8 The Chief Constable is responsible for the direction and control of the Force and has management of all assets used by the Force, both real and personal.
- 1.3.9 Safeguarding and managing the Police estate and property inventory is regarded as a function of the Chief Constable, which his staff carries out on the Chief Constable's behalf.
- 1.3.10 Contracts and Procurement

The PCC has overall responsibility for property and contracts in the police area of Norfolk. The PCC through this Scheme of Governance and Consent has granted consent to the Chief Constable for the daily administration of property. No general consent is granted for contracts relating to property or as covered by the Contract Standing Orders to be entered into other than in the name of PCC or as provided for as appropriate by the Contract Standing Orders.

- 1.3.11 The Contract Standing Orders cover the procedures for procurement, tenders and contracts. They contain the tender thresholds and levels of authorisation. All procurements and contracts must comply with statutory requirements including EU procurement rules, the statutory regulations for the provision of equipment and services for police purposes, and value for money requirements.
- 1.3.12 The Contract Standing Orders are joint Standing Orders for the police areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.
- 1.3.13 The Chief Constable is able to enter into agreements, memoranda of understanding or such other instruments, not covered by clauses 1.3.10 to 1.3.12 above, and which relate to the performance of the Chief Constable's functions. Further the Chief Constable is able to enter into any agreement where specifically provided for by legislation.

1.3.14 Policy Framework

The OPCCN will adopt where appropriate the Constabularies Joint Policy Framework; however, any variations will be subject to the approval of the Chief Executive.

1.3.15 Information Sharing

Section 36 of the Police Reform and Social Responsibility Act 2011 provides that the Chief Constable must give the PCC such information on policing matters that the PCC may require. The PCC requires that all reasonable information requests made by him or on his behalf are responded to promptly. This includes his statutory officers having full access to information, including all relevant financial information, to enable them to discharge their statutory roles.

2.0 KEY ROLES OF THE PCC AND CHIEF CONSTABLE

2.1 General

- 2.1.1 The responsibilities and requirements upon the PCC are established by legislation. They are helpfully summarised in The Policing Protocol Order 2011 which also describes the roles of the Chief Constable, Police and Crime Panel and Home Secretary. This Scheme does not identify all of the statutory functions of the PCC as they are set out in specific legislation. However, the key requirements of the PCC role and that of the Chief Constable are set out below.

2.2 Police and Crime Commissioner

2.2.1 The key roles of the PCC are to:

- secure the maintenance of an efficient and effective police force for the area;

- set the budget, determine the level of precept and allocate funds and assets to the Chief Constable;
- appoint, suspend and, if necessary remove the Chief Constable;
- hold the Chief Constable to account for the exercise of the functions of the Chief Constable and those exercising functions under his direction and control;
- issue a Police and Crime Plan which amongst other things, sets out the Police and Crime objectives for the policing of the area;
- make Crime and Disorder reduction grants;
- produce an annual report;
- commission Victims' Services;
- Local Policing Review Body for police complaints.

2.2.2 The PCC receives all funding, including the government grant and precept, and other sources of income, related to policing, crime reduction and the provision of victims' services. The allocation of this funding is for the PCC to determine in consultation with the Chief Constable, and where appropriate in compliance with any grant terms.

2.2.3 The Police and Crime Panel have a statutory role to scrutinise the decisions and actions taken by the PCC in discharging his functions.

2.3 Chief Constable

2.3.1 The Chief Constable is responsible for maintaining the Queen's Peace and has direction and control over the Force's officers and staff. The Chief Constable is accountable to the law for the exercise of police powers, and to the PCC for the delivery of efficient and effective policing, and the management of resources and expenditure by the Force. At all times the Chief Constable, their constables and staff, remain operationally independent in the service of the communities that they serve. The Chief Constable is required to discharge their functions according to the 2011 Act and the Policing Protocol as well as in accordance with all other relevant legislation and the common law. In addition to the statutory responsibilities and obligations imposed upon the Chief Constable, the Chief Constable will undertake all those matters necessary for the management and operational control of the Force.

2.3.2 The key roles of the Chief Constable are:

- to lead the Force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts impartially;
- to appoint the Force's officers and staff (after consultation with the PCC, in the case of officers above the rank of Chief Superintendent and police staff equivalents);
- to support the PCC in the delivery of the strategy and police and crime objectives set out in the Police and Crime Plan;
- to provide the PCC with access to information, officers and staff as required;
- to have regard to the Strategic Policing Requirement when exercising and planning their policing functions in respect of their Force's national and international policing responsibilities;
- to notify and brief the PCC upon any matter or investigation which they may need to provide public assurance either alone or with the PCC;
- to be the operational voice of policing in the Force area, and to regularly explain to the public the operational actions of officers and staff under their command;
- to enter into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing, subject to the agreement of the PCC;
- to remain politically independent of the PCC;
- to manage all complaints against the Force, its officers and staff, except in relation to the Chief Constable, and to ensure that the PCC is kept informed to enable them to discharge their statutory obligations in relation to complaints in a regular,

meaningful and timely fashion. Serious complaints and conduct matters must be passed to the Independent Office for Police Conduct (IOPC);

- to exercise the power of direction and control in such a way as is reasonable to enable the PCC to have access to all necessary information and staff within the Force;
- to have responsibility for financial management of the Force within the framework of the agreed budget allocation and authorisation levels.

3.0 DELEGATIONS BY THE PCC

3.1 General

- 3.1.1 Notwithstanding the delegations made by the PCC, he reserves the right to require that a specific matter is referred to him for decision and not dealt with under powers of delegation.
- 3.1.2 The PCC must be advised of any policing and crime matter which may have a significant impact on the people of Norfolk.
- 3.1.3 Delegation to officers as below does not prevent an officer from referring the matter to the PCC for a decision if the officer considers this appropriate. This may for example be because of the sensitive nature of an issue or because the matter may have a significant financial implication.
- 3.1.4 When an officer is considering a matter that is within another professional officer's area of competence, they should consider whether it would be appropriate to consult the other professional officer before authorising any action.
- 3.1.5 All decisions made by officers that are of significant public interest and which are made under powers conferred on them by the PCC must be recorded and available for inspection as required by the provisions of this Scheme regarding decision-making below.
- 3.1.6 References made to the professional officers, or to the Chief Executive and the PCC's Chief Finance Officer, include officers authorised by them to act on their behalf and provided that such further delegation is documented in writing.
- 3.1.7 The professional officers are responsible for making sure that members of staff they supervise know about the provisions and obligations of this Scheme.
- 3.1.8 The persons appointed as the Chief Executive (who is the Head of Paid Service and the Monitoring Officer) and the PCC's Chief Finance Officer have powers and duties deriving from their statutory roles. The delegations set out within this Scheme are without prejudice to their ability to discharge those statutory roles.
- 3.1.9 The Scheme provides the professional officers with the authority to discharge the duties of the PCC where permissible by legislation. In undertaking such duties, they must comply with all relevant requirements as appropriate including the:
- Police Reform and Social Responsibility Act 2011;
 - Contract Standing Orders;
 - Financial Regulations;
 - Requirements relating to decision-making within this Scheme;
 - Financial Management Code of Practice published by the Home Office (October 2013);
 - CIPFA Statement on the role of the Chief Finance Officer of the PCC and the Chief Finance Officer of the Chief Constable;
 - Data Protection Act 2018 (including General Data Protection Regulation (GDPR) and Freedom of Information Act 2000 legislation and associated instruments;
 - Health and Safety at Work legislation and associated instruments;

- Equality Act 2010.
- Policing & Crime Act 2017 (phased enactment)

3.1.10 The PCC may delegate the performance of his functions under section 18 of the 2011 Act, with the exception of those noted below and as provided at paragraph 3.1.13:

- issuing the Police and Crime Plan;
- determining the police and crime objectives for the Police and Crime Plan;
- calculation of the budget requirement for the purpose of issuing a precept;
- appointing, suspending and removing the Chief Constable;
- attendance at the Police and Crime Panel for specified duties;
- preparing the Annual Report.

3.1.11 The PCC may not delegate the performance of a function to:

- a constable;
- another PCC;
- the Mayor's Office for Policing and Crime;
- the Deputy Mayor for Policing and Crime;
- the Mayor of London;
- the Common Council of the City of London;
- any body which maintains a police force;
- a member of staff of the above.

A PCC may however arrange for a function to be exercised by another PCC under a collaboration agreement rather than be delegation (see paragraph 1.2.6 above).

3.1.12 The PCC must not restrict the operational independence of the Chief Constable and the force over which they have direction and control.

3.1.13 The PCC may appoint a deputy to exercise their functions except for those which cannot be delegated. The PCC cannot give consent to such deputy to carry out the following:

- issuing the Police and Crime Plan;
- appointing, suspending or removing the Chief Constable;
- calculating the budget requirement for the purpose of issuing a precept.

3.1.14 Where a deputy is appointed they are authorised to exercise or perform any or all of the functions of the PCC with the exception of those listed at paragraph 3.1.13, during any period when the PCC is unavailable through leave or illness to exercise the functions or at any other time with the consent of the PCC.

3.2 Functions designated/delegated to the Chief Executive of the Office of the PCC.

3.2.1 The Chief Executive is the Head of Paid Service and is also the Monitoring Officer for the PCC. These are statutory roles. The Chief Executive is also the Data Protection Officer for the PCC for the purposes of the General Data Protection Regulation (GDPR).

3.2.2 The Chief Executive is the primary advisor on strategic issues that arise from the PCC's legal duties. The Chief Executive discharges their statutory roles as Chief Executive, Head of Paid Service and Monitoring Officer in accordance with the relevant statutory requirements, the Association of PCC Chief Executives' Statement on the role of the Chief Executive and Monitoring Officer of the PCC, and Home Office Guidance.¹

¹ See "Have you got what it takes. Delivering through your Chief Executive and Monitoring Officer", Home Office, 2012]

- 3.2.3 Without prejudice to the performance of the statutory roles of the Chief Executive, Head of Paid Service and Monitoring Officer the PCC grants the following delegations to the Chief Executive:
- 3.2.4 To take action to discharge the functions of the PCC (unless specifically prohibited by legislation) for and on behalf of the PCC.
- 3.2.5 To take such day to day action as is required for the efficient and effective administration and management of the Office of the PCC and to give effect to the decisions and direction of the PCC.
- 3.2.6 To execute all contracts, agreements and other legal instruments either in writing or by affixing and attesting the Common Seal of the PCC, on behalf of the PCC in accordance with any decisions made by or on behalf of the PCC.
- 3.2.7 To manage the PCC's corporate budget in accordance with Financial Regulations.
- 3.2.8 To discharge the functions of the PCC in respect of the initial handling and recording of complaints against the Chief Constable under the police complaints system in accordance with the OPCCN Complaints Policy.
- 3.2.9 In addition, the Police and Crime Panel has delegated to the Chief Executive the responsibility for the receipt, initial handling and recording of complaints in respect of the PCC in accordance with Part 2 of the Elected policing Bodies (Complaints and Misconduct) Regulations 2012.
- 3.2.10 To fix fees for copies of documents and extracts of documents requested under the Freedom of Information Act 2000 or Data Protection legislation or otherwise.
- 3.2.11 To manage the staff of the Office of the PCC including the appointment and dismissal of members of the PCC's staff.
- 3.2.12 To make recommendations to the PCC with regard to staff terms and conditions of service in respect of the PCC's staff in consultation with the PCC's Chief Finance Officer.
- 3.2.13 To administer the Independent Custody Visitors Scheme and any other volunteer schemes including the appointment, suspension and removal of custody visitors and other volunteers.
- 3.2.14 To obtain legal or other expert advice. To commence, defend, withdraw or settle any claim or legal proceedings where required, on the PCC's behalf, in consultation with the Chief Finance Officer.
- 3.2.15 To consider the provision of financial assistance to police officers (and, if considered appropriate, members of the Special Constabulary and Police Staff) in legal proceedings taken by or against them, as long as they act in good faith and exercise reasonable judgement in performing their police duties. This action is to be taken in line with Home Office advice and after consulting with the Chief Constable and PCC's Chief Finance Officer.
- 3.2.16 To exercise the PCC's discretions under the Local Government Pension Scheme where those discretions relate to staff employed in the Office of the PCC and in consultation with the PCC's Chief Finance Officer.
- 3.2.17 To ensure that there are processes in place in line with the Occupational Pension Scheme (Internal Dispute Resolution Procedures Consequential and Miscellaneous Amendments) Regulations 2008 in connection with the Local Government Pension Scheme.

3.3. Functions designated/delegated to the Chief Finance Officer of the Office of the PCC.

- 3.3.1 The Chief Finance Officer of the PCC has a personal fiduciary duty by virtue of their appointment as the person responsible for proper financial administration under the 2011 Act. This includes requirements and formal powers to safeguard lawfulness and propriety in expenditure (section 114 of the Local Government Finance Act 1988, as amended by paragraph 188 of Schedule 16 to the 2011 Act).
- 3.3.2 The Chief Finance Officer of the PCC will discharge their statutory role in accordance with statutory requirements, their job description, the CIPFA Statement on the Role of the Chief Finance Officer of the PCC and the Chief Finance Officer of the Chief Constable, the Financial Management Code of Practice and other relevant guidance and best practice.
- 3.3.3 The Chief Finance Officer of the PCC is the PCC's professional adviser on financial matters. To enable them to fulfil these duties and to ensure the PCC is provided with adequate financial advice, the Chief Finance Officer of the PCC:
- Must be a key member of the PCC's Leadership Team, working closely with the Chief Executive, helping the team to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest;
 - Must be actively involved in, and able to bring influence to bear on, all strategic business decisions of the PCC, to ensure that the financial aspects of immediate and longer-term implications, opportunities and risks are fully considered, and align with the PCC's financial strategy;
 - Must lead the promotion and delivery by the PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and
 - Must ensure that the finance function is resourced to be fit for purpose.
- 3.3.4 The delegations listed below are those granted to the Chief Finance Officer of the PCC by the PCC.
- 3.3.5 To take such action as is necessary to discharge the role of the Chief Finance Officer of the PCC
- 3.3.6 To ensure that all the financial affairs of the PCC are properly administered and that financial regulations are observed and kept up to date.
- 3.3.7 To ensure regularity, propriety and Value for Money (VFM) in the use of public funds.
- 3.3.8 To ensure that the funding required to finance agreed programmes is available from Central Government funding, precept, other contributions and recharges.
- 3.3.9 To report to the PCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC and others exercising functions on their behalf.
- 3.3.10 To report to the PCC, the Police and Crime Panel and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure.
- 3.3.11 To advise the PCC on the robustness of the budget and adequacy of financial reserves.
- 3.3.12 To arrange for the determination, issues and transfer of the precept.

- 3.3.13 To ensure an effective internal audit function is resourced and maintained.
- 3.3.14 To ensure the production of the statements of accounts of the PCC
- 3.3.15 To ensure receipt and scrutiny of the statements of accounts of the Chief Constable and production of the group accounts.
- 3.3.16 To liaise with the external auditor.
- 3.3.17 To advise the PCC on the application of VFM principles by the police force to support the PCC in holding the Chief Constable to account for efficient and effective financial management.
- 3.3.18 To advise, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.
- 3.3.19 To act as “Money Laundering Reporting Officer” under the Proceeds of Crime Act 2002 and Money Laundering Regulations 2003.
- 3.3.20 To ensure the maintenance of a register of all property and capitalised assets owned by the PCC.
- 3.3.21 To ensure the delivery of the Financial and Management Accounting, Treasury Management, Payroll and Pensions and insurance functions.

3.4 Matters designated/delegated to other staff of the Office of the PCC.

- 3.4.1 The Director for Performance and Scrutiny for the Office of the PCC is authorised as Deputy Monitoring Officer to undertake the roles of and obligations of the Chief Executive when for reasons of absence or illness the Chief Executive is unable to discharge such roles and obligations including the various delegations to the Chief Executive contained within the Scheme of Governance and Consent.
- 3.4.3 Any member of the PCC’s staff who is authorised by the Chief Executive to act, and provided such further delegation and the terms thereof is documented in writing, may act on behalf of the Chief Executive and with particular reference to the execution of all contracts, agreements and other legal instruments either in writing or by affixing the common seal of the PCC, on behalf of the PCC in accordance with any decisions made by or on behalf of the PCC.

4.0 DELEGATIONS BY THE CHIEF CONSTABLE

4.1 General

- 4.1.1 These delegations set out the authorities delegated by the Chief Constable to the Deputy Chief Constable, Assistant Chief Constables and Assistant Chief Officers, as well as any other officer and members of police staff as appropriate to discharge functions on behalf of the Chief Constable.
- 4.1.2 These delegations should be read in conjunction with other documents in the Scheme of Governance and Consent as well as any relevant collaboration agreement.
- 4.1.3 The legislation relevant to the delegation includes the Police Reform and Social Responsibility Act 2011. Other relevant instruments including the Policing Protocol, the Financial Management Code of Practice and the Strategic Policing Requirement.

4.2 Functions designated to the Chief Finance Officer of the Chief Constable

- 4.2.1 The Chief Finance Officer of the Chief Constable has a personal fiduciary duty by virtue of their appointment as the person responsible for proper financial administration under the Police Reform and Social Responsibility Act 2011. This includes requirements and formal powers to safeguard lawfulness and propriety in expenditure (section 114 of the Local Government Finance Act 1988, as amended by paragraph 188 of Schedule 16 to the Police Reform and Social Responsibility Act 2011).
- 4.2.2 The Chief Finance Officer will discharge their statutory role in accordance with statutory requirements, their job description, the CIPFA Statement on the Role of the Chief Finance Officer of the Chief Constable, the Home Office Financial Management Code of Practice and other relevant guidance and best practice.
- 4.3 Functions delegated to the Chief Finance Officer of the Chief Constable by the Chief Constable.**
- 4.3.1 The responsibilities of the Chief Finance Officer are set out in Financial Regulations at Section 5 and Appendix D below.
- 4.3.2 To exercise the Chief Constable's discretions under the Local Government Pension Scheme in relation to staff employed by the Chief Constable.
- 4.3.3 To ensure that there are processes in place in line with the Occupational Pension Schemes (Internal Dispute Resolution Procedures Consequential and Miscellaneous Amendments) Regulations 2008 in connection with the Local Government Pension Scheme.
- 4.4 Functions Delegated to the Director of Human Resources by the Chief Constable**
- 4.4.1 To undertake the day to day management of the human resources function in respect of police officers and police staff under the direction and control of the Chief Constable.
- 4.5 Delegation of functions to Chief Officers by the Chief Constable**
- 4.5.1 The Chief Constable may delegate responsibility to any member of the Chief Officer Team as operational necessity requires.
- 4.5.2 The Chief Constable may delegate responsibility to officers employed external to the force giving them authority to undertake functions within the force where such authority derives from collaboration agreements made under the Police Act 1996.
- 5.0 FINANCIAL REGULATIONS**
- 5.1 General**
- 5.1.1 The Financial Regulations govern the relationship between the PCC and the Chief Constable in relation to financial matters. These Regulations are joint Regulations with Suffolk such that the Norfolk and Suffolk police areas operate under the same Financial Regulations.
- 5.1.2 The Financial Regulations are found at Appendix D to this Scheme.
- 6.0 CONTRACT STANDING ORDERS**
- 6.1 General**
- 6.1.1 The Contract Standing Orders govern the relationship between the PCC, Chief Constable and others in relation to the entering into of contracts. The PCC and Chief Constable have entered into a collaboration agreement with their counterparts for the police areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent and Suffolk in relation to

procurement. In this agreement a common set of Contract Standing Orders have been agreed for the seven police areas. They are called the Seven Force Procurement Contract Standing Orders.

- 6.1.2 The Seven Force Contract Standing Orders are found at Appendix E to this Scheme.

7.0 DECISION-MAKING AND ACCOUNTABILITY FRAMEWORK

7.1 General

- 7.1.1 The Police Reform and Social Responsibility Act 2011 sets out the functions and responsibilities of the PCC. This decision-making and accountability framework detail the arrangements to enable the PCC to make robust, well-informed and transparent decisions and hold the chief constable to account and are set out in detail within the PCCs Policy Statement on Decision Making which can be found at Appendix A.

- 7.1.2 The framework includes arrangements for providing information to assist the Police and Crime Panel in its role to scrutinise the decisions and actions of the PCC. The framework applies to decision-making by the PCC and those exercising delegated authority on behalf of the PCC.

7.2 Meetings Structure

- 7.2.1 The PCC is able to make decisions at any time. Decisions made by the PCC and those exercising delegated authority on behalf of the PCC must comply with the formalities set out below. In order to transact business transparently and effectively, the following distinct types of meeting will take place.

7.2.2 PCC and Chief Constable (Strategic Governance Board - not in public)

Purpose: Regular briefings and discussions. The meetings enable the PCC to exercise his statutory functions, making decisions relating to strategic direction, policy issues and medium/long-term planning. It also provides a regular structured opportunity for the PCC and Chief Constable to brief one another and discuss any pertinent issues.

Frequency: Monthly

Records and publication: Meetings will not be minuted unless there is an issue of significant public interest. Where any decisions require it they will be recorded and published.

7.2.3 PCC and Chief Constable (Estates Governance Board – not in public)

Purpose: Regular briefings and discussions. The meetings provide overall strategy, direction, control and co-ordination of the development of the Police Estate to best deliver future policing services across the County to time, cost and quality.

Frequency: Quarterly

Records and publication: Meetings will not be minuted unless there is an issue of significant public interest. Where any decisions require it they will be recorded and published.

7.2.4 Meetings (held in public)

Purpose: To hold the Chief Constable to account and to enable issues to be discussed, and decisions made, in public.

Frequency: To be decided by the PCC.

Records and Publication: Minutes, agendas and reports for meetings held in public will be published along with any decisions taken.

Meetings established under this provision are set out below.

7.2.5 **Public Engagement**

Purpose: To enable engagement with the public around the county.

Frequency: To be decided by the PCC.

Method: To be decided by the PCC, to include surgeries, webcasts and public events.

Location: To be decided but should enable engagement across the county and ideally with the public in each Local Policing Command area.

- 7.2.6 Attendance of advisers at the above meetings will be at the discretion of the PCC, in consultation with the Chief Constable, having regard to the matters to be discussed. Other individuals e.g. from partner organisations may be invited at the discretion of the PCC.

7.3 **Decision-Making Process**

- 7.3.1 A good decision-making process is fundamental to effective governance arrangements and is likely to produce more consistent, reliable and objectively sustainable decisions, which should result in taking the right decision, for the right reason, at the right time.

7.3.2 **Template**

The decision-making template (Appendix B) will be used for the submission of information to support decision-making. This will enable decisions (including urgent decisions) of significant public interest to be properly recorded and published.

- 7.3.3 Decisions made under delegated authority from the PCC (See Delegations by the PCC) will be subject to the submission and recording process.

- 7.3.4 Submissions to the PCC and Deputy PCC will be made via the Chief Executive in order to verify that appropriate information and advice has been included and that the request is being made to the appropriate person. Those officers exercising delegated authority on behalf of the PCC should satisfy themselves that all relevant factors have been considered and that relevant advice has been considered in the preparation of the report upon which action is required.

7.3.5 **Confidentiality**

In order to ensure that material is properly protected and managed, the Government Security Classification (GSC) Scheme must be used to mark submissions. Items that are marked 'Not Protectively Marked' will mean they are suitable for publication.

- 7.3.6 Where there is a need to share information which is marked other than 'Not Protectively Marked', (Appendix C) the Chief Executive, in discussion with others as appropriate, will decide on what basis that information is made available. These arrangements will include how such information is made available to the Police and Crime Panel to undertake its role in scrutinising the PCC.

7.3.7 **Decisions**

All decisions of significant public interest will be recorded via the template, signed as appropriate by the PCC and those exercising delegated authority. All such decisions will,

except as provided below, be published on the website of the Office of the Police and Crime Commissioner (OPCC) as soon as practicable after the decision is made. Each decision will be given a unique reference number and details recorded in an electronic register. Decisions of significant public interest taken under delegated authority will be similarly handled. Where decisions contain information that is other than not protectively marked the fact of the decision rather than the decision itself will be published.

- 7.3.8 This process of transparent recording of decisions will enable the Police and Crime Panel to access information. For information not available via the OPCC website, the Chief Executive will make arrangements for information (including confidential information where appropriate) to be provided to the Police and Crime Panel to enable it to discharge its statutory functions.

7.4 Recording and publication of decisions and specified information

- 7.4.1 Secondary legislation outlines the information that must be recorded and published. This includes decisions, agendas, meeting dates, times and places of meetings, reports and minutes. This information will be published on the OPCC website www.norfolk-pcc.gov.uk.

7.5 Meeting dates, times and places

- 7.5.1 A programme of meetings will be maintained and published which will include the dates, times and venues of meetings (to be held in public) and engagement events.
- 7.5.2 Wherever possible the PCC will provide the opportunity for the public to ask questions at meetings held in public. The PCC will decide the arrangements for dealing with public questions.

7.6 Agendas and papers

- 7.6.1 Agendas and papers for meetings that are held in public will be available through the OPCC website at least 5 working days prior to the meeting.

7.7 Minutes

- 7.7.1 Minutes of meetings held in public (or meetings not held in public where matters of significant public interest are discussed) will be published as soon as practicable after the meeting has taken place.

7.8 Meetings held in Public

- 7.8.1 *Due to the current Covid-19 restrictions, the OPCCN will ensure that meetings normally held in public will be recorded and published on the OPCCN website.

7.8.2 Police Accountability Forum (PAF)

Purpose: To hold the Chief Constable to account and to enable issues to be discussed and where appropriate make decisions in public. This will include holding the Chief Constable to account for the management of the funds provided to the Chief Constable for the purpose of policing and the delivery of the strategy and objectives set out in the Police and Crime Plan.

Frequency: 6 meetings per year.

Open/Closed: The meetings will be held in public unless the nature of the business to be transacted (or part thereof) requires to be considered in closed session. This will be determined by reference to the Government's Security Classification Scheme.

<i>Attendances:</i>	PCC (and members of staff from their Staff Team). Chief Constable and members of the Chief Officer Team and Senior Staff as appropriate to the business under discussion.
<i>*Venue:</i>	To be held at Norfolk Police Headquarters or elsewhere in the county of Norfolk as determined by the PCC. In such cases where public gatherings are restricted, such as in the case of the Covid19 pandemic, then the PCC can choose to hold these meetings virtually.
<i>Records and Publication:</i>	There will be agendas, reports and minutes produced and published (having regard to the publication of material in the light of the Government Security Classification Scheme) in respect of all meetings and where appropriate published via the PCC's website.
<i>Business:</i>	The Panel will be the principal vehicle for holding the Chief Constable to account upon the delivery of those elements of the Police and Crime Plan that fall to the Chief Constable. Accordingly, delivery against the Plan will be considered where appropriate at each meeting. The further business to be transacted including financial reporting will be specified in a Schedule of Future Business. The requirements for the provision of written reports to the Panel will be specified by the PCC.

7.8.2 **Audit Committee**

Terms of Reference

The Audit Committee is independent of the Police and Crime Commissioner (PCC) and Norfolk Constabulary. The Committee is established based on relevant Home Office and Chartered Institute of Finance and Accountancy (CIPFA) guidance. It will discharge the functions of an Audit Committee as identified by CIPFA guidance.

1.0 Statement of Purpose

- The Audit Committee is a key component of the corporate governance arrangements of the PCC for Norfolk and the Chief Constable of Norfolk. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
- The purpose of the Audit Committee is to provide independent advice and recommendation to the PCC and the Chief Constable on the adequacy of the governance and risk management frameworks, the internal control environment, and financial reporting, thereby helping to ensure efficient and effective assurance arrangements are in place. To this end the Committee is enabled and required to have oversight of, and to provide independent review of, the effectiveness of the OPCC and Norfolk Constabulary governance, risk management and control frameworks, financial reporting and annual governance processes, and internal audit and external audit.
- These terms of reference will summarise the core functions of the committee in relation to the Office of the Police and Crime Commissioner (OPCC) and to the Constabulary and describe the protocols in place to enable it to operate independently, robustly and effectively.
- The committee will support effective relationships between external audit and internal inspection agencies and other relevant bodies and further encourage the active promotion of the value of the audit process.

2.0 Governance, Risk and Control

The Committee will, in relation to the PCC and the Chief Constable:

- Review the corporate governance arrangements against the good governance framework and consider annual governance reports and assurances including in relation to ethical values.
- Review the Annual Governance Statement prior to approval and consider whether it properly reflects the governance, risk and control environment and supporting assurances and identify any actions required for improvement.
- Consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- Consider the framework of assurance and ensure that it adequately addresses the risks and priorities of the OPCC/the Constabulary.
- Monitor the effective development and operation of risk management, review the risk profile, and monitor progress of the police and crime commissioner/the chief constable in addressing risk-related issues reported to them.
- Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- Review arrangements for the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter-fraud strategy, actions and resources.
- And in relation to the above, to give such advice and make such recommendations on the adequacy of the level of assurance and on improvement as it considers appropriate.

3.0 Internal Audit

The Committee will:

- Annually review the internal audit charter and resources
- Review the internal audit plan and any proposed revisions to internal audit plan.
- Oversee the appointment and consider the adequacy of the performance of the internal audit service and its independence
- Consider the head of internal audit's annual report and opinion, and a regular summary of the progress of internal audit activity against the audit plan, and the level of assurance it can give over corporate governance arrangements.
- Consider summaries of internal audit reports and such detailed reports as the committee may request from the PCC/Chief Constable including issues raised or recommendations made by the internal audit service, management responses and progress with agreed actions.
- in relation to the above, to give such advice and make such recommendations on the adequacy of the level of assurance and on improvement as it considers appropriate.

- Consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations.

4.0 External Audit

The Committee will:

- Comment on the scope and depth of external audit work, its independence and whether it gives satisfactory value for money.
- Consider the external auditor's annual management letter, relevant reports, and the report to those charged with governance.
- Consider specific reports as agreed with the external auditor.
- Advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.
- And in relation to the above, to give such advice and make such recommendations on the adequacy of the level of assurance and on improvement as it considers appropriate.

5.0 Financial Reporting

The Committee will:

- Review the Annual Statement of Accounts
- Examine the Annual draft Treasury management Strategy

6.0 Accountability Arrangements

The Committee will:

Review its performance against its terms of reference and objectives on an annual basis and report the results of this review to the PCC and the Chief Constable.

Frequency: No less than 4 meetings per year.

Open/Closed: The meetings will be held in public. (having regard to the publication of material in the light of the Government Protective Marking Scheme)

Attendees: The Committee will comprise five named members with appropriate public sector or other experience and who are independent of the PCC and the Constabulary. One of the members will be the Chairman who will be directly appointed by the PCC and the Chief Constable.

The executive of the PCC and Chief Constable's Command Team should be represented at all meetings.

**Venue:* OPCCN Offices (and as otherwise determined by the PCC).

Records & Publication: There will be a summary of each meeting produced and published via the PCC's website.

Business: The business to be transacted will be specified in the Forward Plan.

Wider functions: Where requested by the PCC, CC or statutory officers, the committee will consider the adequacy of governance, risk management and audit processes in relation to a specific service or policy area.

7.8.3 Corporate Governance Working Group

The Working Group will provide advice to the PCC and Chief Constable on the application of statutory requirements and guidance relating to issues of corporate governance.

7.8.4 Norfolk/Suffolk Collaboration Panel

Purpose: To consider issues of mutual interest and to discharge the governance responsibilities of the PCCs in relation to collaboration between Norfolk and Suffolk.

Frequency: The Panel will meet as agreed by the Chief Executive. The number of meetings will be commensurate with the level of business to be transacted.

Open/Closed: The meetings will be held in public unless the nature of the business to be transacted requires to be considered in closed session. This will be determined by reference to the Government Security Classification Scheme.

Attendances: PCCs (and members of staff from their staff teams).
Chief Constables including members of the Chief Officer Team and Senior Staff as deemed appropriate to the business under discussion.

**Venue:* As agreed variously by the PCC's of Norfolk and Suffolk.

Records & Publications: There will be agendas, reports and minutes produced and published (having regard to the publication of material in the light of the Government Security Classification Scheme) in respect of all meetings and where appropriate published via the PCC's website.

7.8.5 Seven Force Collaboration

Terms of Reference for the Eastern Region Alliance Summit

Principles: The meeting shall be a private business meeting and not a public decision-making board. Appropriate minutes will be made.

The meeting shall provide the PCCs, PFCC(s) (Police, Fire and Crime Commissioners) and Chief Constables (the Members) with a forum to discuss and shape new initiatives and discharge their statutory duties.

The principle of local accountability shall be maintained. Decisions may be made by the meeting 'in principle' and recommendations may be made but each PCC/PFCC and Chief Constable shall retain their executive sovereignty as corporation sole.

Role (Meetings): Assist the Members in meeting their statutory obligations, to include keeping collaboration opportunities under review and ensuring collaboration takes place where it is in the interests of the efficiency or effectiveness of their own and other Police Force areas.

Hold the Lead Force Chief Constables and Lead PCCs/PFCC(s) to account for the operational delivery of the collaborative functions for which they are responsible.

Consider plans for the delivery of all functions through collaboration and where appropriate ensure they are implemented effectively.

Discharge the functions assigned to it by relevant collaboration agreements agreed by the Members.

Performance and oversight function (to include accountability, finance and performance) on behalf of the Members in respect of ongoing collaborative functions and collaboration projects. The Members participating in this oversight will be defined within the relevant collaboration agreement.

Consider regional police and crime issues, share best practice, exchange ideas and facilitate closer working between Members.

When required to do so:

- Consider proposals for any significant expenditure, overspends or disposal of any significant assets in relation to collaborative functions;
- Resolving any high-level strategic service delivery issues or disputes which cannot be resolved through line management arrangements.

Receive 6 monthly reports on the performance of all regional collaborative functions, including financial and operational performance, in accordance with the terms of the objectives of the relevant collaboration agreement.

Membership: The Meeting (Board) shall comprise Commissioners and the Chief Constable (or their representatives) of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.

The Chair is appointed on an annual basis.

A nominated OPCC will have responsibility for all necessary administration in relation to the meeting.

Proceedings & Meetings:

The aim is for meetings to take place quarterly although they can be held as and when it is felt appropriate by Members.

The meeting does not have a formal decision-making function and therefore detail concerning voting and quorum is unnecessary. Where a collaboration agreement requires the Meeting to make a decision, it shall do so in principle and refer the decision to individual Members to make decisions at a local level.

The meeting shall be held in private unless determined otherwise by all the Members.

Further governance mechanisms under the Seven Forces Collaboration have been created and which are provided for in collaboration agreements entered into by the PCCs/PFCC(s) and Chief Constables from the Seven Forces.

7.8.6 Public Engagement

*The PCC will hold meetings to engage directly with the public. They will range from meetings to which the public are invited to one-to-one surgeries with members of the public. The meeting arrangements will vary from time to time. All public meetings will be publicised in advance via the PCC's website.

8.0 WORKING AGREEMENTS BETWEEN PCC AND CHIEF CONSTABLE

8.1 General

The PCC and Chief Constable have agreed to work together in co-operation to ensure the effective and efficient delivery of policing services. Notwithstanding their separate legal identities as Corporation Sole it is acknowledged that they have such interdependence as to require the sharing of significant areas of business support. Indeed Section 2 (5) of the Police Reform and Social Responsibility Act 2011 provides:

“A Chief Constable must exercise the power of direction and control in such a way as is reasonable to assist the relevant Police and Crime Commissioner to exercise the Commissioner’s functions.”

The sharing of business support, for example Finance/Payroll, HR, ICT, Performance, Consultation, Legal is not regarded as the provision of services by one to the other but rather a co-operative arrangement for the effective delivery of business support essential to the operation of both Corporation Sole. At all times both Corporation Sole will operate to the general principle of reasonableness. The provision of business support by the Chief Constable to the PCC is to be funded from the budget provided by the PCC to the Chief Constable rather than under any separate arrangement. There is no intention on either part to create enforceable private law rights or liabilities in relation to the provision of such business support.

9.0 WORKING AGREEMENTS BETWEEN PCC AND POLICE AND CRIME PANEL

9.1 General

Whenever a newly elected Police and Crime Commissioner takes up office a new working protocol is signed between the PCC and the Police and Crime Panel. This protocol outlines the mechanism for the exchanging of information and details of work programmes.

The current signed protocol is published on the OPCCN website and can be accessed here:

<https://www.norfolk-pcc.gov.uk/document/96/ProtocolPoliceAndCrimePlan.pdf?t=9f1a5e8f67f4c4b99b3dc66d1ae37fc4ac7f8e1e>



PCC Policy Statement on Decision Making

Introduction

The statutory framework for decision making by Police and Crime Commissioners (PCCs) consists of:

- Police Reform and Social Responsibility Act 2011 – creates the PCC as a corporation sole, assigning functions, giving ancillary powers to facilitate the principal functions and requiring that their decisions and actions be reviewed and scrutinised by a police and crime panel. It also enables the Local Government Ombudsman to investigate any allegations of apparent maladministration by the PCC
- The Policing Protocol Order 2011 highlights that the PCC will be responsible for the totality of policing and that their conduct must abide by the seven Nolan principles of good governance in public life
- The Elected Local Policing Bodies (Specified Information) Order 2011 and The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012 set out the information which must be published relating to decision making
- The Financial Management Code of Practice for the police service provides clarity around financial governance arrangements
- Various general social and organisational legislation e.g. Human Rights Act 1998, employment law, local Government Acts.

The quality of a decision is usually judged on its outcome after the event. However, a robust decision-making process is likely to produce more consistent, reliable and objectively sustainable decisions than a weak one. This policy and associated guidance seek to set the right framework to facilitate good decisions, which will inevitably range from routine administrative, technical or professional decisions to those of significant public interest.

Decision making culture

Policing in this country is by consent of the public. If the public are to trust the PCC to use their powers wisely and fairly, and to continue to grant their consent, it is critical that clear ethical standards and the highest levels of integrity underpin the PCC's decision-making process.

The principles set out below will help to ensure that the decisions of the PCC will comply with those aspirations and expectations.

Principles

The overarching principles for decision making to be adopted by the PCC are that all decisions will be in accordance with the:

- powers and duties established within the statutory framework
- good governance principles²
- Nolan principles³
- good administrative practice⁴

Good governance principles

Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved. The fundamental function of good governance in the public sector is to ensure that entities achieve their intended outcomes while acting in the public interest at all times.

Nolan principles

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

² The Good Governance Standard for Public Services, (OPM and CIPFA) 2005

³ Standards in Public Life: First Report of the Committee on Standards in Public Life, 2004

⁴ Commission for Local Administration, Good Administration Practice, 2001

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Decision making process

Through adopting the above principles, the PCC will ensure that the right climate is set for decision making. These principles are all of critical importance, but require the consistent application of good process. Although some of the decisions to be taken by the PCC will be of significant public interest, complex and costly, the basic process to be followed prior to each decision will be:

- all relevant material, information and facts will be assembled,
- consultation with all interested and affected parties,
- consideration of all available courses of action,
- specialist / significant advice sought,
- information presented which focuses on the core issues, and is consistent with the police and crime commissioner's aims and objectives
- consider risk
- consider financial implications
- consider performance measures
- consider value for money
- consider equalities issues.

The scale of each of the above elements will depend upon a number of factors such as the level of public interest, the risk, impact, complexity and cost.

The PCC will make significant decisions at the PCC's strategic governance and public accountability meetings. Details of these meetings and associated papers (subject to any appropriate exemptions) can be found on the OPCCN website. Urgent decisions that cannot wait until the next scheduled board meetings, because the public interest requires them to be made before such a meeting, will be reported to the next board so that the decision can be seen as soon as practicable afterwards.

Recording, transparency and publication

The above policy principles require good record keeping, not only of the decisions taken by the PCC, but also the accompanying information and challenge, which supports each decision.

Therefore, the Chief Executive will ensure that a record of each decision is made and all associated information retained in accordance with the record management policy.

In addition, the Chief Executive will ensure that once decisions are taken by the police and crime commissioner, they are effectively communicated both internally

and externally and, in particular, to ensure that any implementation and accountability arrangements are initiated.

The statutory requirements for transparency⁵ set out the minimum standards for access, publication and availability of information. However, the OPCCN will ensure that all information used in coming to a decision will be made accessible to local people through a variety of means. The means will be determined by where the decision lies on the sliding scale of public interest including:

- Office of PCC web site – decision records and associated papers
- Media releases
- Leaflets
- Social media e.g. twitter, blogs
- Web casts
- Annual reports.

Statutory Officers

The Chief Executive/Chief of Staff (monitoring officer) and Chief Finance Officer are part of the legal framework to report contraventions of the law, financial requirements or maladministration. They have statutory responsibility for identifying contraventions and any deviation from the core principles of good governance and to report anything which gives rise to concern over a proposal, decision or omission.

These post holders will therefore ensure that this policy and its principles are implemented.

Local Controls and Mechanisms

In order to ensure good governance in relation to decision making the PCC will have arrangements in place which will cover the way the Office of the PCC will work. These will include the Scheme of Governance and Consent, Financial Regulations, Contract Standing Orders, a Joint Audit Committee, a risk register as well as a register of interests, gifts and hospitality.

The Scheme of Governance and Consent sets out the delegations by the Commissioner to a Deputy Police and Crime Commissioner (Deputy PCC) (if appointed), the Chief Executive/Chief of Staff and the police via the Chief Constable and the Chief Constable's Chief Finance Officer. It forms part of the overall corporate governance framework of the two corporations sole.

The Financial Regulations and Contract Standing Orders form a part of the Scheme of Governance and Consent and prescribe the procedural arrangements and financial limits for decisions taken by the PCC's and Chief Constable's officers and staff.

The Joint Audit Committee provides independent oversight of governance and financial management of the Corporations Sole. It has a relationship with the internal and external auditors and looks also at Internal Controls, financial reporting and corporate governance.

⁵ Elected local Policing Body (Specified Information) Order 2011, Freedom of Information Act 2000 and Data Protection Act 1998

The approach to risk is set out in the Scheme of Governance and Consent with the risk registers being maintained by the Corporations Sole to provide assurance that the decisions made take account of the organisational risks.

The Police and Crime Commissioner has a joint protocol in place with the Police and Crime Panel that outlines the mechanism for the exchanging of information and details of work programmes. You can view the protocol [here](#).

Public Interest and Transparency

In assessing the public interest in decisions made the OPCC will consider all the circumstances, including local ones. The OPCC will use guidance from the Information Commissioner's office in assessing the public interest.

The public interest means the public good, not what might interest the public. There is a general public interest in transparency and accountability. There is therefore a presumption that all decisions should be accessible to the public. However, in some cases there is also a public interest in not disclosing information behind decision making.

The OPCC will consider the exemptions in the Freedom of Information Act 2000 in deciding whether information may be exempt from disclosure and then go on to consider if it is also in the public interest not to disclose it or not to disclose it in its entirety. In addition, it may become appropriate to disclose information after a period of time. For example, a financial negotiation may mean that information that can be disclosed after the transaction has completed when it would not have been in the public interest to disclose it before that happens.

Exemptions in the Freedom of Information Act 2000 are set out in the Act and the general ones are:

- It would cost too much or take too much staff time to deal with the request.
- The request is vexatious.
- The request repeats a previous request from the same person.

In addition, there are specific exemptions:

- Information accessible by other means
- Information supplied by or relating to bodies dealing with security matters
- Court records and information relating to court proceedings
- Prejudice to the conduct of public affairs
- Personal information
- Information provided in confidence
- Information where disclosure is prohibited by an enactment or would constitute contempt of court and if the public interest in confidentiality outweighs the public interest of disclosure
- Information intended for future publication
- Investigations and proceedings conducted by public authorities
- Law enforcement
- Health and Safety
- Environmental Information
- Personal information relating to a third party
- Legal professional privilege

- Commercial interests.

Publication Scheme

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has a Publication Scheme which is approved by the Information Commissioner's office. This sets out the information routinely published by the offices which is available to the public. The scheme also sets out the information publication requirements of the Elected Local Policing Bodies (Specified Information) Order 2011.

Appendix B



ORIGINATOR:	DECISION NO. /YEAR
--------------------	------------------------------

REASON FOR SUBMISSION:

SUBMITTED TO:

SUBJECT:

SUMMARY:

RECOMMENDATION:

OUTCOME/APPROVAL BY: PCC/CHIEF EXECUTIVE/CHIEF FINANCE OFFICER (Delete as appropriate)	
<i>The recommendations as outlined above are approved.</i>	
Signature	Date

DETAIL OF THE SUBMISSION

1.OBJECTIVE:

2.BACKGROUND:

3.AREAS FOR CONSIDERATION:

4.OTHER OPTIONS CONSIDERED:

5.STRATEGIC AIMS/OBJECTIVE SUPPORTED:

6.FINANCIAL AND OTHER RESOURCE IMPLICATIONS:

7.OTHER IMPLICATIONS AND RISKS:

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	
Has the PCC's Chief Finance Officer been consulted?	
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	
Have human resource implications been considered?	
Is the recommendation consistent with the objectives in the Police and Crime Plan?	
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	
Has communications advice been sought on areas of likely media interest and how they might be managed?	
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to the PCC).

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report, that the recommendations have been reviewed and that this is an appropriate request to be submitted to the PCC.

Signature:

Date

Chief Finance Officer (Section 151 Officer)

I certify that:

- a) there are no financial consequences as a result of this decision,
OR
- b) the costs identified in this report can be met from existing revenue or capital budgets,
OR
- c) the costs identified in this report can be financed from reserves
AND
- d) the decision can be taken on the basis of my assurance that Financial Regulations have been complied with.

Signature:

Date:

PUBLIC ACCESS TO INFORMATION: *Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.*

Appendix C

GOVERNMENT SECURITY CLASSIFICATION SCHEME DEFINITIONS

OFFICIAL

The majority of information that is created or processed by the public sector. This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media, but are not subject to a heightened threat profile.

SECRET

Very sensitive information that justifies heightened protective measures to defend against determined and highly capable threat actors. For example, where compromise could seriously damage military capabilities, international relations or the investigation of serious organised crime.

TOP SECRET

HMG's most sensitive information requiring the highest levels of protection from the most serious threats. For example, where compromise could cause widespread loss of life or else threaten the security or economic wellbeing of the country or friendly nations.

Appendix D



Financial Regulations

Revised April 2021

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INTRODUCTION

OVERVIEW

1. Public sector accounting is covered by a range of government legislation and accounting standards that are designed to ensure proper accountability for public funds, including (but not limited to):
 - The Local Government Act 1972
 - The Local Government Finance Act 1988
 - The Accounts and Audit (England) Regulations 2015
 - The Police Reform and Social Responsibility Act 2011
2. The Police Reform and Social Responsibility Act 2011 defined arrangements for separate corporations sole for the Police and Crime Commissioner (PCC) and Chief Constable (CC), each of which is required to appoint a Chief Finance Officer (CFO). In addition, the Home Office issued the revised Financial Management Code of Practice (FMCOP) in July 2018, which deals specifically with the financial management of the corporations sole of the PCC and CC. The professional responsibilities of the PCC and CC CFOs are defined in the FMCOP and in the CIPFA Statement, "Responsibilities of the CFO to the PCC and the CFO to the CC".
3. To conduct its business effectively, the PCC and CC need to ensure that sound financial management policies are in place and that they are strictly adhered to. Part of this process is to adopt and implement Financial Regulations. The Regulations contained herein have been drawn up in such a way as to ensure that the financial matters of the PCC and CC are conducted properly and in compliance with all necessary requirements. The CC CFO is responsible for managing funds delegated by the PCC in accordance with the requirements in these Regulations.
4. The Regulations are designed to establish overarching financial responsibilities, and to provide clarity about the financial accountabilities of groups or individuals. They apply to all PCC staff and all CC officers and staff and anyone acting on their behalf. The Regulations have been drawn in the knowledge that under S18 of the Police Reform and Social Responsibility Act 2011 it is not possible for the PCC to arrange for a function to be exercised by a constable or a member of staff employed as such.

STATUS

5. Financial Regulations should not be seen in isolation, but rather as part of the overall regulatory framework within the Scheme of Governance and Consent. This scheme also includes the Contract Standing Orders.
6. All staff has a general responsibility for taking reasonable action to provide for the security of assets under their control and for ensuring that the use of these resources is legal, properly authorised, provides value for money and achieves best value.
7. The PCC is responsible for approving or amending Financial Regulations in close consultation with the CC, the PCC CFO, the CC CFO, the Chief Executive and the Head of Finance.

8. The PCC is responsible for ensuring that all staff, contractors and agents for whom the PCC is responsible are aware of the existence and content of Financial Regulations and that they are complied with. Equally, the CC is responsible for ensuring that all officers, staff, contractors and agents for whom the CC is responsible are aware of the existence and content of Financial Regulations and that they are complied with.
9. Breaches of Financial Regulations of a serious nature may result in disciplinary proceedings. Such cases shall be reported to the PCC CFO and to the CC CFO who shall report to the PCC, Chief Executive and CC who will then determine the action to be taken.

DEFINITIONS WITHIN THE REGULATIONS

10. The 'Office of the Police and Crime Commissioner' (OPCC) when used as a generic term shall refer to the PCC, PCC Chief Executive, PCC CFO, and staff under his/her direction.
11. The 'Constabulary' shall refer to the CC, CC CFO, police officers, the special constabulary, and police staff under his/her direction.
12. The terms CC, CC CFO, PCC, PCC Chief Executive and PCC CFO include any member of staff, contractors or agents to whom particular responsibilities may be delegated. However, the level of such delegated responsibility must be evidenced clearly, recorded, made to an appropriate level and the member of staff given sufficient authority, training and resources to undertake the duty in hand. Such delegations are set out in Section F.

SECTION A – FINANCIAL MANAGEMENT FRAMEWORK

A1 INTRODUCTION

- 1.1 The Home Office advises on the roles and responsibilities of the PCC, the Constabulary and statutory officers. The PCC CFO and the CC CFO have certain statutory obligations and the PCC Chief Executive a specific monitoring role.
- 1.2 As far as possible financial management should be delegated to the CC CFO acting on behalf of the CC. The CC should actively encourage devolution of financial budgets within the Constabulary, provided that the financial information used to support this devolution is reliable, accurate, timely and complete.
- 1.3 Devolved budget monitoring responsibilities will ensure greater accountability within the Constabulary.
- 1.4 The PCC has responsibility for the Police Fund with the specific financial responsibilities of the PCC and CC being defined in the Home Office FMCOP. The professional financial responsibilities of the PCC CFO and CC CFO are defined in the FMCOP and in a CIPFA Statement.

A2 THE ROLE OF THE PCC

- 2.1 The financial role and responsibilities of the PCC include:
 - Agreeing a budget requirement and capital programme, setting the precept following advice from the PCC CFO in liaison with the CC CFO, subject to review by the Police and Crime Panel (PCP);
 - Setting the allocation of resources to the Chief Constable;
 - Scrutinising, challenging and monitoring aspects of financial performance and, if required, agreeing action taken to contain spending within the approved plans;
 - Identifying and agreeing the long-term financial strategy of the PCC and any long-term spending commitments;
 - Maintaining the highest standards of conduct and ethics;
 - Making Financial Regulations and any amendments to them, as presented by the PCC Chief Executive, the CC, the PCC CFO, the CC CFO and the Head of Finance.
 - Making grants for crime and disorder reduction
 - Commissioning victims and witness services
 - Own property and enter into contracts.

A3 THE ROLE OF THE CC

3.1 The financial role and responsibilities of the CC include:

- Through the CC CFO, ensuring overall financial management of the Constabulary and reporting financial management issues and implications to the PCC;
- Complying with financial policies and procedures for use by the Constabulary including the Scheme of Governance and Consent, ensuring that officers and staff comply with them and with these Financial Regulations;
- Through the CC CFO drawing up financial policies and procedures, in liaison with the PCC CFO;
- Ensure proper financial management of resources allocated to him/her through the budget or arising from income generated by activities within the operational area, including control of officers, staff, security, custody and the management and safeguarding of assets. Ensure all resources are used efficiently and effectively.

A4 THE ROLE OF STATUTORY OFFICERS

PCC CFO and CC CFO

4.1 The PCC CFO and CC CFO have responsibility for financial administration and stewardship. The role has the statutory responsibilities specified by:

- the Police Reform and Social Responsibility Act (2011) Schedule 1 paragraph 6 and Schedule 2 paragraph 4. These define the role of the PCC CFO and CC CFO respectively in requiring a person to be responsible for the proper administration of the PCC and CC financial affairs;
- Section 113 of the Local Government Finance Act 1988 that requires the CFOs to hold a Chartered accountancy qualification;
- Section 114 of the Local Government Finance Act 1988 which requires the statutory finance officer to report to the PCC and the CC if the PCC or the CC or one of their staff:
 - has made, or is about to make, a decision which involves incurring unlawful expenditure;
 - has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency;
 - is about to make an unlawful entry in the PCC or CC's accounts.

4.2 The role and responsibilities of the PCC CFO are to:

- Ensure that the financial affairs of the PCC are properly administered and that financial regulations are observed and kept up to date and accounting standards applied consistently;

- Ensure regularity, propriety, feasibility and Value for Money (VfM) in the use of public funds;
- Ensure that the funding required to finance agreed programmes is available from Central Government funding, precept, other contributions and recharges;
- Report to the PCC, the PCP and to the external auditor any unlawful, or potentially unlawful, expenditure by the PCC or staff of the PCC;
- Report to the PCC, the PCP and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;
- Advise the PCC on a budget requirement and capital programme and the robustness of the budget and adequacy of financial reserves;
- Ensure production of the statements of accounts of the PCC and confirm that they present a true and fair view of the financial position of the PCC at the end of the financial year to which it relates and of the PCCs income and expenditure for that financial year;
- Ensure receipt and scrutiny of the statements of accounts of the Chief Constable and production of the group accounts;
- Liaise with the external auditor;
- Advise the PCC on the application of Value for Money principles by the Constabulary to support the PCC in holding the Chief Constable to account for efficient and effective financial management;
- Advise, in consultation with the PCC Chief Executive, on the safeguarding of assets, including risk management and insurance;
- Ensure that accurate, complete and timely financial management information is provided to the PCC, and assist the PCC in monitoring the revenue and capital budgets;
- Arrange for the determination, issue and transfer of the precept;
- Secure, in liaison with the CC CFO, the provision of an effective internal audit service. Assist in the provision of safe and efficient financial arrangements ensuring there is a system of effective internal control;
- Secure and monitor treasury management including loans and investments and ensure compliance with the Prudential Code and Treasury Management Code, including regular reports to the PCC;
- Be responsible for all banking arrangements and authorise the creation and closure of any account;
- Undertake the role of Money Laundering Reporting Officer;
- Ensure the finance function is resourced to be fit for purpose.

- 4.3 The PCC CFO, in consultation with the PCC Chief Executive and the CC CFO, shall have the authority to institute any proceedings or take any action necessary on behalf of the PCC to safeguard the finances of the PCC.
- 4.4 The role and responsibilities of the CC CFO are to:
- Ensure that the financial affairs of the Constabulary are properly administered and that Financial Regulations drawn up by the PCC are observed and kept up to date;
 - Report to the CC, the PCC and the external auditor, any unlawful, or potentially unlawful, expenditure by the CC or officers or staff of the CC;
 - Report to the CC, the PCC and the external auditor when it appears that expenditure of the CC is likely to exceed the resources available to meet that expenditure;
 - Advise the CC on Value for Money in relation to all aspects of the Constabulary's expenditure;
 - Advise the CC and the PCC on the soundness of the budget in relation to the Constabulary;
 - Liaise with the external auditor;
 - Ensure the statement of accounts is prepared for the CC and confirm that they present a true and fair view of the financial position of the Chief Constable at the end of the financial year to which it relates and of the Chief Constable's income and expenditure for that financial year;
 - Ensure information is provided to the PCC CFO as required to enable production of group accounts;
 - Be responsible to the CC for all financial activities undertaken within the Constabulary or contracted out under the supervision of the Constabulary;
 - Direct the preparation of financial policies and strategies that optimise resources along with corporate management of the Constabulary both at an operational and strategic level. Ensure efficient and effective use of resources;
 - Ensure adequate awareness and comprehension of financial policies / strategies and their continued development within the Constabulary;
 - Draft the constabulary's medium-term financial requirements, including the constabulary's capital programme requirements, and an annual budget in consultation with the PCC CFO. Submit these draft proposals to the CC and PCC for approval;
 - Manage the allocation of the delegated budget, devolution to Budget Managers and in year virement for and on behalf of the CC. Monitor expenditure and provide regular reports to the CC and PCC;
 - Ensure the management of revenue and capital resources to maximise effective use of funding and achieve value for money;
 - Ensure the completion of all statutory returns including Home Office directives;
 - Ensure the finance function is resourced to be fit for purpose.

PCC Chief Executive

- 4.5 The role and responsibilities of the PCC Chief Executive in relation to financial management are to;
- Support and advise the PCC in fulfilling his/her statutory responsibilities;
 - Ensure the proper recording and reporting of PCC decisions;
 - Advise the PCC and CC about who has authority to take a particular decision;
 - Advise the PCC and CC about whether a proposed decision is within the policy framework;
 - Ensure the PCC meets his/her obligations in relation to statutory publications;
 - Perform the role of Monitoring Officer to draw to the PCC's attention any actual or possible contravention of law, maladministration or injustice.

A5 FINANCIAL MANAGEMENT STANDARDS

Overview & Control

- 5.1 The PCC and CC and all officers and staff have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring that all officers and staff are clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.
- 5.2 The PCC and CC will ensure that they receive updates on the financial performance by way of on-going budget monitoring and outturn reports, in addition to reports by Internal Audit, HMICFRS and External Audit.

Requirements

- 5.3 The PCC and CC shall ensure that all their officers and staff are aware of, and comply with, proper financial management standards, including these Financial Regulations.
- 5.4 All officers and staff are to be properly managed, developed, trained and have adequate support to carry out their financial duties effectively.
- 5.5 The PCC and CC shall ensure that specific duties and responsibilities in financial matters are made clear to individual officers and members of staff and that these are properly recorded.

A6 ACCOUNTING RECORDS AND RETURNS

Overview and Control

- 6.1 The PCC CFO in liaison with the CC CFO is responsible for determining the accounting policies of the PCC and CC, in accordance with recognised accounting practices, and for approving strategic accounting systems and procedures. All officers and staff are to operate within the required accounting policies and published timetables.
- 6.2 Financial systems are used to record the financial transactions of the PCC and CC. With possible minor exceptions, these are electronic systems. Maintaining proper accounting records is one of the ways in which the PCC and CC discharge their responsibility for stewardship of public resources.
- 6.3 The following rules should be followed as a general principle:
 - officers and staff with the duty of examining or checking the accounts of cash transactions must not themselves be originators or approvers of these transactions;
 - the duties of providing information about sums due to or from the PCC and CC and calculating, checking and recording these sums, are to be separated from the duties of collecting or disbursing them.

Requirements

- 6.4 The PCC CFO and the CC CFO shall:
 - Ensure that there is agreement between themselves before making any fundamental changes to accounting records and procedures or accounting systems.

- ensure that all transactions, material commitments, contracts and other essential accounting information are recorded completely, accurately and on a timely basis.
- maintain adequate records to provide a management trail leading from the source of income and expenditure through to the accounting statements.
- ensure that reconciliation procedures are carried out on recognised control accounts on an agreed timetable to ensure transactions are correctly recorded.

6.5 Prime documents are to be retained in accordance with legislative requirements, including the General Data Protection Regulation, the Data Protection Act 2018 and the internal needs of the PCC and CC (relevant policies of the corporation sole provide details of retention periods). The format of such documents shall satisfy the requirements of internal and external audit. The PCC and CC shall be responsible for providing a detailed schedule of requirements and making this available to all appropriate staff.

A7 THE ANNUAL STATEMENT OF ACCOUNTS

Overview and Control

- 7.1 The PCC and CC have a statutory responsibility to prepare accounts to present fairly their operations during the year. The PCC CFO and CC CFO are responsible for the preparation of the accounts in accordance with proper practices as set out in *the Code of Practice on Local Authority Accounting in the United Kingdom: (The CODE)* and with the Accounts and Audit (England) Regulations 2015. The PCC and CC are responsible for approving these annual accounts after scrutiny by the PCC, CC and the Audit Committee.
- 7.2 The accounts are subject to detailed independent review by the external auditor. This audit provides assurance that the accounts are prepared correctly and that proper accounting practices have been followed.

Requirements

- 7.3 The PCC CFO and CC CFO shall:
- ensure that there is a timetable for final accounts preparation, in consultation with the external auditor;
 - select suitable accounting policies within the overall agreed approach and apply them consistently;
 - make judgements and estimates that are reasonable and prudent;
 - comply with the CODE;
 - prepare, sign and date the statement of accounts, stating that it presents truthfully and fairly the financial position at the accounting date and its income and expenditure;
 - publish the approved and audited accounts each year, in accordance with the statutory timetable.
- 7.4 The PCC CFO in liaison with the CC CFO is responsible for the determination of PCC and CC accounting policies.
- 7.5 The PCC and CC shall consider for approval the annual accounts in accordance with the statutory timetable.

SECTION B – FINANCIAL PLANNING AND CONTROL

B1 FINANCIAL PLANNING

Overview and Control

- 1.1 The PCC and CC are complex organisations. Systems are needed to enable scarce resources to be allocated in accordance with carefully judged priorities. Proper financial planning is essential if the PCC and CC are to function effectively.
- 1.2 The financial planning process will be directed by the approved policy framework, a business planning process and a need to meet key objectives.
- 1.3 The planning process will be continuous and the planning period will cover at least four years. The process should include a more detailed annual budget, covering the forthcoming financial year. This allows the PCC and CC to plan, monitor and manage the way funds are allocated and spent. This should be used to support the Police and Crime Plan, the Force Management Statements and the alignment of business and financial planning.
- 1.4 The format of the annual budget determines the level of detail to which financial control and management will be exercised and shapes how the rules around virement operate.

Medium Term Financial Planning

Requirements

- 1.5 The PCC CFO and CC CFO are responsible for ensuring that a Medium Term Financial Plan (MTFP) looking at least four years ahead is prepared. The MTFP should be submitted to the PCC and CC, be subject to review during the financial year, and cover:
 - spending plans that are consistent with the Police and Crime Plan
 - policy requirements approved by the PCC as part of the policy framework;
 - the risk management policy ensuring that risk appraisals are embedded throughout the forecast and that reference is made to the Force Management Statements;
 - unavoidable future commitments, including legislative requirements;
 - initiatives already underway;
 - spending patterns and pressures revealed through the budget monitoring process;
 - efficiency and savings requirements;
 - proposed service developments and plans;
 - capital spending proposals
 - revenue consequences of capital spending proposals;
 - taxation or other constraints;
 - public and partner consultation.
- 1.6 The PCC shall prepare at least a four-year forecast of potential resources, including options for transfers to and from general reserves including earmarked balances, based upon an interpretation of government funding assumptions and all other available information. This will include potential implications for local taxation.
- 1.7 A gap may be identified between available resources and required resources. Requirements should be prioritised carefully by the PCC and CC to enable best informed judgements as to future funding levels and planning the use of resources.

- 1.8 The PCC and CC shall integrate financial and budget plans into service planning so that such plans can be supported by financial and non-financial performance measures.

Annual Revenue Budget Preparation

Requirements

- 1.9 The PCC CFO and CC CFO shall determine the format and timetable for the annual budget. The format and timetable is to comply with all legal requirements and with other external guidance.
- 1.10 The PCC CFO and CC CFO shall prepare detailed budget estimates for the forthcoming financial year in accordance with the agreed timetable. This will identify the base budget, inflation and other commitments, budget changes, risk assessments, efficiencies, savings and service development proposals. Budget preparation should take account of legal requirements, Government guidelines, accounting standards, the Treasury Management Code and the Prudential Code and reflect medium term financial planning requirements.
- 1.11 The PCC CFO and CC CFO shall ensure that a business case is prepared for any major project and that proposals undergo an option appraisal that demonstrates the costs and benefits of the project to the service.
- 1.12 The results of the appraisal shall provide evidence as to the scheme's viability and inclusion in the proposed revenue budget, including a recommended solution resulting from consideration of the business case and option appraisal.
- 1.13 The PCC CFO, in liaison with the CC CFO, shall advise on the adequacy of all reserves and provisions, transfers to or from general balances, earmarked reserves or provisions and ensure that the overall budget is balanced.
- 1.14 The PCC Chief Executive shall ensure that the PCC's draft precept and council tax requirement is submitted to the PCP in accordance with the statutory timetable.
- 1.15 Upon approval of the annual budget and capital programme, the PCC CFO shall submit the Council Tax return to central government and precept requests to appropriate bodies in accordance with the legal requirement.
- 1.16 The PCC CFO and CC CFO shall seek to identify opportunities to improve economy, efficiency and effectiveness, and value for money during the preparation of the budget and on a continuous basis throughout the year.

B2 BUDGETARY CONTROL

Overview and Control

- 2.1 Budget management ensures that once the PCC has approved the overall budget, resources allocated to the Office of the Police and Crime Commissioner, and the Constabulary, are used for their intended purpose, and are properly accounted for. Budgetary control is a continuous process, enabling the PCC CFO and CC CFO to review and adjust budget targets during the financial year. It also provides the mechanism that calls to account managers responsible for defined elements of the budget.
- 2.2 Budget Managers shall accept accountability for the budgets under their management, the level of service to be delivered and understand their financial responsibility.

- 2.3 Management of budgets must not be seen in isolation. It should be measured in conjunction with service outcomes and performance measures.
- 2.4 For strategic monitoring and management purposes, the budget shall identify operational policing, other policing costs, PCC costs, capital financing items and transfers to and from reserves.

Revenue Budget and Capital Programme Monitoring

Overview and Control

- 2.5 By continuously identifying and explaining variances against budgetary targets changes in trends and resource requirements can be identified at the earliest opportunity.
- 2.6 To ensure that the PCC Group in total does not overspend, each Budget Manager is required to manage expenditure within their budget allocation. All Budget Managers responsible for committing expenditure must comply with relevant guidance and Financial Regulations.

Requirements

- 2.7 The CC CFO is responsible for providing appropriate financial information to enable Constabulary budgets to be monitored effectively.
- 2.8 The CC CFO shall ensure that each element of income or expenditure has a nominated budget holder to take responsibility for that part of the budget. Budget responsibility should be aligned as closely as possible to the decision-making process that commits expenditure. The CC CFO shall ensure also that a nominated officer is responsible for monitoring income and expenditure against the pensions account.
- 2.9 The PCC Chief Executive is responsible for managing the Commissioner's corporate budget, and the Commissioning budget, including any virements, in line with Financial Regulations.
- 2.10 It is the responsibility of Budget Managers to manage income and expenditure within their area and to monitor performance, taking account of financial information provided by the CC CFO. Detailed budget monitoring is to be undertaken by Budget Managers at least monthly and reported to the PCC CFO and CC CFO, including any variances within their own areas. Budget Managers will also take any action necessary to avoid exceeding their budget allocation and alert the CC CFO to any problems.
- 2.11 The CC CFO shall ensure that Budget Managers receive sufficient financial support to enable them to undertake the budgetary control responsibilities.
- 2.12 The CC CFO shall ensure as best as possible that total spending for the Constabulary remains within the allocation of resources and takes, where possible, corrective action where significant variations from the approved budget are forecast. Where total projected expenditure is likely to exceed the allocation of resources, the PCC CFO shall be alerted immediately, and proposals for remedy should be put forward. The same responsibilities apply to the PCC Chief Executive for the PCC's corporate budget.

- 2.13 Where there is requirement for an urgent or immediate response to a major incident, civil emergency or ministerial direction under the Civil Contingences Act 2004 that would or might cause the operational budget to be exceeded, the CC will liaise with the PCC, and the CC CFO with the PCC CFO, and shall ensure appropriate financial management arrangements are put in place for such an event, including regular and timely reporting.
- 2.14 The CC CFO shall submit a budget monitoring report monthly to the PCC containing the most recently available financial information. The monitoring reports shall compare projected income and expenditure with the latest approved budget allocations. The style and format of the reports to the PCCs will reflect their requirements and be sufficient to ensure sound financial management.

Virement

Overview and Control

- 2.15 A virement is a planned reallocation of resources between approved budgets. This scheme of virement is intended to enable the CC CFO to manage the budget with a degree of flexibility within the overall policy framework determined by the PCC and, therefore, to provide the opportunity to optimise the use of resources to emerging needs.
- 2.16 The overall budget is agreed by the PCC and budget holders are expected to incur spend in accordance with budgeted expenditure headings, subject to agreed virement rules, and within the limit of total resources allocated. Virement does not create additional overall budget liability. The CC CFO is expected to exercise discretion in managing Constabulary budgets responsibly and prudently. Virement is not to be used as a tool to create future commitments. Therefore, it is vital that virement decisions do not lead to additional future spending without the prior approval of the PCC.
- 2.17 Overall, the rules on virement are designed to allow the CC CFO greater flexibility to meet the operational requirements of the CC and to facilitate the decision making process. Unless agreed by the PCC, resources cannot be transferred if the effect is to alter a previous policy or decision of the PCC. Similarly, significant resources ring-fenced for specific purposes may not be transferred without approval of the PCC. The virement rules allow greater freedom but require reports on significant changes.
- 2.18 Virement is permissible, however the CC CFO can withdraw the ability for virement in any year should he/she feel it is prudent to do so.

Requirements

- 2.19 The PCC is responsible for approving any transfers to and from PCC balances.
- 2.20 Each budget monitoring report reported to the PCC shall contain details where revised budgets or forecast income and expenditure varies to a significant degree from the original approved budget.
- 2.21 The CC CFO can delegate authority to officers and staff in accordance with these arrangements.
- 2.22 Authorisation of virements shall be in accordance with the limits shown in Section F.

Treatment of Year End Balances

Overview and Control

- 2.23 A year-end balance is the amount by which actual income and expenditure including capital costs varies from the final budget, normally identified down to devolved budget holder level. Arrangements may be necessary for the transfer of resources between accounting years, i.e. a carry forward. This may increase or decrease the resources available to Budget Managers in the following financial year. Regardless of any specific approval within these regulations, all carry forwards will be presented by the CC CFO and considered for approval by the PCC CFO as part of the final outturn process.
- 2.24 As part of the monitoring and control process, reporting of potential variations from budget and proposals for reallocation of resources shall be made as early as possible in the financial year. All reasonable endeavours shall be taken to provide a service that matches the approved budget.
- 2.25 There may be occasions when an overall overspend position occurs, particularly where exceptional events occur so close to the end of the financial year that a balanced outturn position is not possible. In this event, consideration of a case by the CC CFO for funding the overspend from the PCC's general reserve will be presented to the PCC CFO for decision by the PCC.

Requirements

- 2.26 Devolved budget holders who overspend their budget in any financial year may have their devolved budget reduced for the following financial year up to the amount of overspend, subject to the determination of the PCC CFO or CC CFO.
- 2.27 As a default position, any underspends against budgets will be taken to the reserves of the PCC. In exceptional circumstances, Budget Managers who underspend their budget in any financial year may have their devolved budget increased for the following financial year on the recommendation of the CC CFO and subject to the determination of the PCC CFO.

Financial Guarantees

- 2.28 The CC CFO must inform the PCC CFO of any proposal that may require a financial guarantee prior to its implementation.

B3 CAPITAL PROGRAMME

Overview and Control

- 3.1 Capital expenditure involves acquiring or enhancing non-current assets with a long-term value to the PCC such as land, buildings, and major items of plant, equipment or vehicles. Non-tangible assets can also be created, for example systems licences of more than one year. Capital assets shape the way services are delivered in the long term and may create financial commitments for the future in the form of financing costs, revenue running costs and replacement costs.

- 3.2 Capital expenditure and financing should be managed in accordance with the Local Government Act 2003 and the CIPFA Prudential Code for Capital Finance in Local Authorities. This applies equally to any body established by the PCC and CC and which delivers functions on behalf of the PCC and /or CC and where the PCC and/or CC has a material interest.
- 3.3 The capital programme should be linked to the Capital Strategy and the Estates Strategy, the ICT strategy and the Transport Strategy.
- 3.4 A report should be addressed to the PCC annually to formally report the performance against prudential indicators in accordance with the Local Government Act 2003 and the Prudential Code for Capital Finance. Assurance should be provided during the year as part of budget monitoring reports on compliance with the prudential indicators.

Requirements

- 3.5 Capital expenditure should be in accordance with the requirements of the approved capital strategies.
- 3.6 The CC CFO shall ensure that a business case is prepared for each project and that proposals undergo an option appraisal that demonstrates the costs and benefits of the project to the service.
- 3.7 The results of the appraisal shall provide evidence for the scheme's viability and inclusion in the proposed capital programme, including a recommended solution resulting from consideration of the business case/option appraisal. Routine vehicle, ICT and estate replacement programmes shall be excluded from this requirement, although information justifying the level of programme will be reviewed and agreed as part of the planning process.
- 3.8 The PCC CFO in liaison with the CC CFO, shall prepare at least a four-year rolling programme of proposed capital expenditure for approval by the PCC as part of the annual process for determining the budget and precept. This shall cover the forthcoming financial year and the following three years. Each scheme shall identify the total capital cost of the project and any additional revenue commitments. The PCC will determine the Capital Programme.
- 3.9 Schemes proposed after the annual budget meeting for inclusion in the capital programme during the current financial year shall be submitted to the PCC CFO for approval in accordance with the limits shown in Section F.
- 3.10 The PCC CFO, in liaison with the CC CFO, shall identify funding for the capital programme. Amendments to the programme increasing its overall cost must demonstrate how such changes are to be funded.
- 3.11 A gap may be identified between available resources and required resources. Requirements should be prioritised carefully by the CC to enable the PCC to make the best informed judgements as to future funding levels and planning the use of resources.
- 3.12 No capital expenditure shall be incurred unless the scheme is included in the capital programme approved by the PCC or as subsequently modified.
- 3.13 Detailed estimates for each scheme in the approved capital programme shall be prepared as part of the option appraisal before tenders are sought or commitments made.

- 3.14 Arrangements covering variations in contract conditions and prices are covered within Contract Standing Orders.
- 3.15 Finance and operating leases and any other credit arrangements shall not be entered into without the prior approval of the PCC and sufficient revenue resources must be available to meet the repayments.
- 3.16 The CC CFO shall submit capital monitoring reports to the PCC monthly containing the most recently available financial information. The monitoring reports will show spending to date and compare projected income and expenditure with the approved programme. The reports shall be in a format agreed by the PCC CFO in liaison with the CC CFO.
- 3.17 It is the responsibility of budget holders to manage capital expenditure estimates, taking account of financial information provided by the CC CFO. Detailed budget monitoring is to be undertaken by Budget Managers at least monthly and reported to the CC CFO including any variances within their own areas. Budget Managers should also take any action necessary to avoid exceeding their budget allocation and alert the CC CFO to any problems.
- 3.18 The CC CFO shall report to the PCC projections of spending on individual capital projects and reasons for significant changes to the Programme including spending slipping between financial years.
- 3.19 The CC CFO shall report capital expenditure for the year and cumulative expenditure on individual schemes to the PCC as part of the closure of accounts arrangements.
- 3.20 The CC CFO shall take steps to ensure that any external funding that is subject to a specific timescale is, wherever possible, fully utilised within that timescale.

B4 MAINTENANCE OF BALANCES AND RESERVES

Overview and Control

- 4.1 General Fund reserves are maintained by the PCC as a matter of prudence. Earmarked balances for specific purposes may also be maintained by the PCC.

Requirements

- 4.2 The PCC CFO, in liaison with the CC CFO, shall advise the PCC on reasonable levels for the general fund reserve and earmarked balances and take account of professional best practice.
- 4.3 When the annual budget and capital programme are submitted to the PCC for consideration, the PCC CFO is required to advise on the adequacy of the PCC's balances and reserves.
- 4.4 The PCC shall approve the creation and transfers to and from general balances and reserves. The purpose, usage and basis of transactions should be clearly identified for each reserve established.

SECTION C – MANAGEMENT OF RISK AND RESOURCES

C1 RISK MANAGEMENT

Overview and Control

- 1.1 It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all potential significant corporate and operational risks to the PCC and CC. This should include the proactive participation of all those associated with planning and delivering services.
- 1.2 All organisations, whether private or public sector, face risks to people, property and continued operations. Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. Risk cannot be eliminated altogether. However, risk management is the planned and systematic approach to the identification, evaluation and control of risk. Its objectives are to secure the assets of the organisation and to ensure the continued corporate and financial well-being of the organisation. In essence it is, therefore, an integral part of good business practice.
- 1.3 Procedures should be in place to identify, assess, prevent or contain material known risks, with a monitoring process in place to review regularly the effectiveness of risk reduction strategies and the operation of these controls. The risk management process should be formalised and conducted on a continuing basis.

Requirements

- 1.4 The PCC and CC are each responsible for ensuring Risk Management Strategies are in place and which provide for ongoing review and reporting.
- 1.5 The PCC CFO, in consultation with the CC CFO and Chief Executive, is responsible for advising the PCC on appropriate arrangements for insurance. Acceptable levels of risk should be determined and insured against where appropriate.
- 1.6 The PCC CFO and CC CFO are responsible for approving the strategy for insurance.
- 1.7 The CC CFO shall;
 - ensure that insurance cover is provided within the terms of the approved strategy and take account of all new risks as appropriate;
 - ensure that claims made by the CC against insurance policies are made promptly;
 - negotiate all claims in consultation with other officers as appropriate;
 - notify the PCC CFO promptly of all new risks that require insurance and of any alterations affecting existing insurance;
 - make all appropriate staff aware of their responsibilities for managing relevant risks and provide information on risk management initiatives;
 - ensure that there are regular reviews of risk across the service;
 - ensure that staff, or anyone covered by the PCC's insurance, are instructed not to admit liability or make any offer to pay compensation that may prejudice the assessment of liability in respect of any insurance claim;
 - ensure all appropriate staff are aware of their responsibilities to notify the CC CFO immediately of any loss, liability or damage that may lead to a claim against the PCC or CC, together with the information required;

- approve, before any contract for works is made, the insurance cover to be furnished by the contractor in respect of any act or default unless the PCC chooses to provide insurance cover itself.

- 1.8 The CC CFO shall be authorised to settle insurance liability claims, against the force, including third party costs up to the value shown in Section F. Beyond this value, claims must be referred to the PCC CFO for approval.
- 1.9 The CC CFO shall be authorised to settle actual and/or potential employment/engagement related claims against the CC which have been or could be issued in an Employment Tribunal and/or County Court and/or High Court. Given the risk of serious public criticism, liabilities deriving from the constabulary that are above the limit specified below will require consultation with the PCC Chief Executive. All liabilities deriving from the PCC's office will require consultation with the PCC Chief Executive.
- 1.10 The PCC Chief Executive will obtain legal or other expert advice and commence, defend, withdraw or settle any claim or legal proceedings on the PCC's behalf, in consultation with the PCC CFO.
- 1.11 The PCC Chief Executive shall consider any terms of indemnity that the PCC is requested to give by external parties.

C2 INTERNAL CONTROLS

Overview and Control

- 2.1 Internal control refers to the systems of control devised by management to help ensure PCC objectives are achieved in a manner that promotes economical, efficient and effective use of resources and those assets and interests are safeguarded from fraud or misappropriation.
- 2.2 The PCC and CC require internal controls to manage and monitor progress towards strategic objectives. The PCC and CC have statutory obligations and, therefore, require internal controls to identify, meet and monitor compliance with these obligations.
- 2.3 The PCC and CC face a wide range of financial, administrative and commercial risks, both from internal and external factors, which threaten the achievement of its objectives. Internal controls are necessary to manage these risks. The system of internal controls is established in order to provide measurable achievement of:
 - efficient and effective operations
 - reliable financial information and reporting
 - compliance with laws and regulations
 - risk management

Requirements

- 2.4 The PCC and CC are responsible for implementing effective systems of internal control and the PCC CFO, in liaison with the CC CFO, for advising on such. These arrangements shall ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. They shall ensure that public resources are properly safeguarded and used economically, efficiently and effectively.

- 2.5 The CC CFO shall ensure that internal controls exist for managerial control systems, including defining policies, setting objectives and plans, monitoring financial and other performance information and taking appropriate anticipatory and remedial action where necessary. The key objective of these systems is to promote ownership of the control environment by defining roles and responsibilities.
- 2.6 The CC CFO shall ensure that internal controls exist for financial and operational systems and procedures. This includes physical safeguards for assets, segregation of duties, authorisation and approval procedures and robust information systems.
- 2.7 The PCC and CC shall produce, agree and sign an Annual Governance Statement. This may be a joint statement, or each corporation sole can choose to produce a separate statement.
- 2.8 The PCC and CC shall have an Audit Committee which has a responsibility for the oversight of corporate governance, internal control and risk management. The committee shall consider the internal and external audit reports of both the PCC and the CC; advise the PCC and CC according to good governance principles and adopt appropriate risk management arrangements in accordance with proper practices. The Committee will also monitor the delivery of the Treasury Management Strategy during the year and also review the draft Annual Governance Statements and the draft accounts. Further information is contained in the detailed Terms of Reference for the Audit Committee.

C3 AUDIT REQUIREMENTS

Internal Audit

Overview and Control

- 3.1 The requirement for an internal audit function is implied by Schedule 1, paragraph 6 and Schedule 2, paragraph 4 of the Police Reform and Social Responsibility Act which require that authorities make arrangements “for the proper administration of their financial affairs”. The Accounts and Audit Regulations 2015 more specifically require that a “relevant authority must ensure it has a sound system of internal control” and “undertake an effective internal audit”. Both the PCC and CC corporations sole are auditable bodies.
- 3.2 Internal audit is an independent and objective appraisal function established by an organisation for reviewing the system of internal control. It examines, evaluates and reports on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources.
- 3.3 From 1st April 2017 internal audit is required to comply with the, Public Sector Internal Audit Standards along with any other statutory obligations and regulations.
- 3.4 The work of the Internal Audit function provides overall assurances to External Audit on internal control systems and external auditors may use the work of internal audit when carrying out their functions.

Requirements

- 3.5 The PCC CFO, in liaison with the CC CFO, shall ensure an effective internal audit service is resourced and maintained.

- 3.6 Internal audit shall have direct access to the PCC, PCC Chief Executive, PCC CFO, CC, CC CFO, the Chairman of the Audit Committee and all levels of management.
- 3.7 The PCC and CC shall ensure that internal auditors have the authority to;
- access premises at all reasonable times;
 - access all assets, records, documents, correspondence, control systems and appropriate personnel;
 - receive any information and explanation considered necessary concerning any matter under consideration;
 - require any staff to account for cash, stores or any other asset under their control;
 - access records belonging to third parties, such as contractors, when required.
- 3.8 Any instances where the CC considers it inappropriate for internal audit to have the access detailed above, such as items considered to be of a sensitive operational nature, are to be confirmed with the PCC Chief Executive and PCC CFO.
- 3.9 The PCC CFO and the CC CFO, taking advice from internal audit and after consulting with the PCC, CC and external auditor, are responsible for ensuring an annual audit plan is prepared. The plan is to take account of the characteristics and relative risks of the activities involved.
- 3.10 The PCC CFO and the CC CFO shall submit the annual internal audit plan to the Audit Committee for review prior to the start of the forthcoming financial year.
- 3.11 The PCC and CC shall consider and respond promptly to recommendations in audit reports and ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient manner.
- 3.12 The PCC and CC shall ensure that new systems for maintaining financial records or records of assets, or significant changes to existing systems, are discussed with and agreed by the PCC CFO and internal audit prior to implementation.
- 3.13 Internal audit shall provide an annual report to the Audit Committee summarising activities and findings for the year. This shall include an opinion on the effectiveness of the systems of internal control to support the Annual Governance Statements.
- 3.14 Internal audit shall provide an undertaking to respect the confidential nature of the service and to employ suitably qualified and vetted staff.

External Audit

Overview and Control

- 3.15 Following the abolition of the Audit Commission in 2015, the Secretary of State for Communities and Local Government delegated statutory functions (from the Audit Commission Act 1998) to Public Sector Audit Appointments Limited (PSAA) by way of a letter of delegation issued under powers contained in the Local Audit and Accountability Act 2014. PSAA is an independent company limited by guarantee incorporated by the Local Government Association in August 2014. The company is responsible for appointing auditors to local government, police and local NHS bodies and for setting audit fees. The work of external audit is governed by the Local Audit and Accountability Act 2014, the National Audit Office Code of Audit Practice, the Statement of Responsibilities issued by Public Sector Audit Appointments (PSAA) Ltd, auditing standards and other professional requirements. The main duties of the auditor are to establish whether:
- the financial statements give a true and fair view of the financial position of the audited body and its expenditure and income for the period in question;
 - whether the financial statements have been prepared properly in accordance with the relevant accounting and reporting framework as set out in legislation, applicable accounting standards or other direction., and providing a conclusion that in all significant respects, the audited body has (or has not) put in place proper arrangements to secure value for money through economic, efficient and effective use of its resources for the relevant period.

Requirements

- 3.16 The PCC CFO and the CC CFO shall liaise with the external auditor and advise the PCC and CC on their responsibilities in relation to external audit and ensure there is effective liaison between external and internal audit.
- 3.17 The CC shall ensure that the external auditors are given the same levels of access as determined for internal audit above for the purposes of their work.

Other Inspection Bodies

- 3.18 The PCC and CC may, from time to time, be subject to audit, inspection or investigation by external bodies such as HMICFRS or HM Revenue & Customs.

C4 PREVENTING FRAUD AND CORRUPTION

Overview and Control

- 4.1 The PCC and CC will not tolerate fraud or corruption in the administration of their responsibilities
- 4.2 The PCC's and CC's expectation of propriety and accountability is that officers and staff at all levels will lead by example in ensuring adherence to legal requirements, rules, procedures and practices.
- 4.3 The PCC and CC also expect that individuals and organisations (e.g. suppliers, contractors, and service providers) with whom they come into contact will act towards the PCC and CC with integrity and without thought or actions involving fraud or corruption.

Requirements

- 4.4 All staff shall act with integrity, led by example and adhere to the principles in the Code of Ethics developed by the College of Policing.

- 4.5 The PCC and CC jointly are responsible for preparing an effective anti-fraud and anti-corruption policy and maintaining a culture that will not tolerate fraud or corruption and ensuring that internal controls are such that fraud or corruption will be prevented where possible.
- 4.6 Appropriate legislation, including the provisions upon whistleblowing, shall be adhered to.
- 4.7 The PCC and CC shall ensure that interests and the receipt of hospitality and gifts are registered.
- 4.8 The PCC, in consultation with the CC, shall ensure the existence of a whistle blowing policy to provide a facility that enables staff, the general public and contractors to make allegations of fraud, misuse and corruption in confidence, and without recrimination, to an independent contact. Procedures shall ensure that allegations are investigated robustly as to their validity, that they are not malicious and that appropriate action is taken to address any concerns identified. The CC shall ensure that all officers and staff are aware of any approved whistle blowing policy and associated procedures.
- 4.9 The PCC and the CC shall notify the PCC CFO and the CC CFO immediately if a preliminary investigation gives rise to any suspected fraud, theft, irregularity, improper use or misappropriation of property or resources. In such instances, the PCC, the CC, the PCC CFO and the CC CFO shall agree any further investigative process. Pending investigation and reporting, the PCC and CC shall take all necessary steps to prevent further loss and to secure records and documentation against removal or alteration. The PCC CFO and CC CFO will notify internal and external audit of any instances of suspected fraud, theft, irregularity, improper use or misappropriation of property or resources.
- 4.10 The PCC and CC may instigate disciplinary procedures where the outcome of an investigation indicates improper behaviour.

C5 MONEY LAUNDERING AND PROCEEDS OF CRIME

Overview and Control

- 5.1 The PCC and CC are alert to the possibility that they may be the subject of an attempt to involve them in a transaction to launder money.
- 5.2 The Anti-Fraud and Corruption Policy places a responsibility on staff for reporting financial irregularities including money laundering.
- 5.3 The PCC and CC are not 'Relevant Persons' as defined in Regulation 3 of the Money Laundering Regulations 2007 nor part of the 'Regulated Sector' as defined in Section 9 of the Proceeds of Crime Act 2002.
- 5.4 Notwithstanding the above, there will always be a very small risk of such transactions being directed at the organisation.

Requirements

- 5.5 The PCC CFO shall perform the role of Money Laundering Reporting Officer (MLRO) whose principal role is to receive, consider and respond to any reports received of known or suspected money laundering.
- 5.6 The CC CFO is responsible for ensuring that:

- Internal control procedures are reliable and robust,
- Suspicious cash deposits in any currency should be reported to the PCC CFO and the National Crime Agency (NCA)
- Periodic assessments are undertaken of the risks of money laundering.
- There are processes to check that suppliers and counterparties are bona fide and to reduce the risk of paying individuals or companies that are on the HM Treasury financial sanctions list,

C6 ASSETS

Overview and Control

6.1 The PCC holds assets in the form of land, property, vehicles, equipment, and other items. It is important that assets are safeguarded, that there are arrangements for the security of both assets and that proper arrangements exist for the disposal of assets. The CC CFO shall keep an asset register of all property and capitalised assets owned by the PCC. The function of the asset register alongside an asset management plan is to provide the PCC with information about fixed assets so that they are:

- safeguarded
- used efficiently and effectively
- adequately maintained
- valued in accordance with statutory and management requirements.

6.2 Intellectual property is a generic term that includes inventions, writing and certain activities which could give rise to items which could be patented. If these are created by officers and staff during the course of employment, then, as a general rule, they belong to the PCC, not the officer or member of staff.

Requirements

Security

- 6.3 Resources are only to be used for the purposes of the PCC and CC, and are to be properly accounted for.
- 6.4 The CC CFO shall ensure that assets and records of assets are properly maintained and securely held and that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.
- 6.5 Portable items such as computers, cameras and recording devices should be identified with appropriate security markings as property of the PCC.
- 6.6 The CC shall ensure that all staff are aware of their responsibilities with regard to safeguarding the PCC's assets and information, including the requirements of the General Data Protection Regulation, Data Protection Act and software copyright legislation.
- 6.7 The CC CFO shall ensure that title deeds to the PCC's property are held securely.
- 6.8 Lessees and other prospective occupiers of PCC land are not allowed to take possession of the land until a lease or agreement in a form approved by the PCC is in place.

Valuation

- 6.9 The CC CFO shall maintain an asset register for all property and capitalised assets in accordance with the Accounting Policies shown in the annual Statement of Accounts, in a form approved by the PCC CFO. Assets are to be recorded when they are acquired by the PCC and this record updated as changes occur with respect to condition and ownership. Assets are to be valued:
- in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom: (The Code)
 - for insurance purposes.
- 6.10 Assets may also be valued at market rates for asset management planning purposes where this is different from other valuations.
- 6.11 The PCC CFO and CC CFO shall arrange for the valuation of assets for accounting purposes.

Inventories

- 6.12 The PCC CFO and CC CFO shall maintain inventories that record an adequate description of portable and desirable items such as computers, monitors, printers, facsimile machines, mobile phones and photographic equipment above the value shown in Section F.
- 6.13 There shall be at least an annual check of all items on the inventory in order to verify location, review, and condition and to take action in relation to surpluses or deficiencies, annotating the inventory accordingly. The annual check is to be undertaken by the responsible budget holder, who shall ensure that another member of staff is responsible for maintaining the inventory.

Stocks and Stores

- 6.14 The CC CFO shall make arrangements for the care, custody and control of stocks and stores and maintain detailed stores accounts in a form approved by the CC CFO. Stocks are to be maintained at reasonable levels so as to balance the need for availability and the risk of obsolescence.
- 6.15 A complete stock check is to be undertaken at least once per year either by means of continuous or annual stock take. The stock take shall be undertaken and certified by an authorised member of staff who is independent of the stock keeping function. This procedure will be followed and a complete stock check undertaken whenever stock keeping duties change.
- 6.16 Where significant, values of stocks and stores at 31 March each year are to be certified and included in the annual accounts.
- 6.17 Discrepancies between the actual level of stock and the recorded level of stock may be written off by the CC CFO up to the level shown in Section F. Amounts for write off above this value must be referred to the PCC CFO for approval, supported by a written report explaining the reasons for the write off and any investigation undertaken.
- 6.18 Obsolete stock may be written off by the CC CFO up to the level shown in Section F. Amounts for write off above this value must be referred to the PCC CFO for approval, supported by a written report explaining the reasons for the write off and any investigation undertaken.

Intellectual Property

- 6.19 The PCC CFO and CC CFO jointly are responsible for preparing guidance on intellectual property procedures and ensuring that staff are aware of these procedures.

Asset Disposal

- 6.20 Assets shall be disposed of when in the best interests of the PCC and at the most advantageous price. Where this is not the highest offer, the CC CFO shall prepare a report for approval by the PCC CFO. Disposal of interests in land and building is vested in the PCC who may delegate responsibility.
- 6.21 Items shall be disposed of by public auction or sealed bids after advertisement, unless it can be shown that an alternative method of disposal would provide better value for the PCC.
- 6.22 All asset disposals shall be recorded in the asset register or inventory as appropriate.
- 6.23 The CC CFO shall inform the PCC CFO of any disposals that may have a significant impact upon the balance sheet.

C7 TREASURY MANAGEMENT AND BANKING ARRANGEMENTS

Overview and Control

- 7.1 The PCC and CC are large organisations. It is important that PCC and CC money is managed properly, in a way that balances risk with return, but with the prime consideration being given to the security of all monies. All treasury management activities should be undertaken in accordance with the CIPFA Treasury Management Code.

Requirements

- 7.2 The PCC and CC shall adopt the key recommendations of *CIPFA's Treasury Management in the Public Services: Code of Practice (the Code)*, as described in Section 4 (Key Principles) of that Code.
- 7.3 Accordingly, the PCC CFO shall maintain, following approval by the PCC
- a treasury management policy statement, stating the policies and objectives of the treasury management activities of the PCC,
 - suitable treasury management practices (TMPs), setting out the manner in which the organisations will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- 7.4 The content of the statement will follow the recommendations contained in Section 6 (Treasury Management Policy Statement) and Section 7 (Treasury Management Practices) of the Code, subject only to amendment where necessary to reflect the particular circumstances of the PCC. Such amendments will not result in the PCC deviating materially from the Code's key recommendations.

- 7.5 The PCC shall receive reports on its treasury management policies, practices and activities, including as a minimum, an annual strategy and plan in advance of this year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs. During the financial year, reports on action undertaken shall be submitted to the PCC, by the CC CFO, as part of the financial monitoring information.
- 7.6 Responsibility for the implementation of the PCC's treasury management policies and practices, and day to day administration of treasury management decisions is vested in the CC CFO, in liaison with the PCC CFO, who will act in accordance with the organisation's policy statement and TMPs and, CIPFA's *Standard of Professional Practice on Treasury Management*.
- 7.7 The PCC and CC nominates the Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.
- 7.8 The PCC shall adopt the following Treasury Management Policy Statement. The PCC:
- Defines its treasury management activities as "the management of the PCC's cash flows, its banking, money market and capital market transactions; the effective management of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks";
 - Regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the OPCC;
 - Acknowledges that effective treasury management will provide support towards the achievement of its business and services objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employ suitable performance measurement techniques, within the context of effective risk management.
- 7.9 All investments shall be in the name of the PCC..
- 7.10 The PCC CFO shall have overall responsibility for banking arrangements. The PCC CFO, in liaison with the CC CFO, shall determine a policy for the secure operation of bank accounts. All bank accounts shall be in the name of the PCC unless authorised by the PCC CFO and PCC Chief Executive. The CC CFO has authority to open or close covert accounts to aid operations. The opening and closing of other bank accounts requires the authorisation of the PCC CFO.
- 7.11 The CC CFO shall provide appropriate staff with cash or bank imprests to meet minor expenditure. The CC CFO shall determine reasonable petty cash limits and maintain a record of all transactions and petty cash advances made, and periodically review the arrangements for the safe custody and control of these advances.
- 7.12 The CC CFO shall prepare processes for dealing with petty cash
- 7.13 The use of purchase cards shall be allowed for undertaking PCC and CC business. The PCC CFO, in consultation with the CC CFO, shall determine a policy for the secure operation of such purchase cards.

- 7.14 All imprest cheques shall be signed at an appropriate level in accordance with an approved list of signatories and up to the level shown in Section F. All other cheques shall be signed at an appropriate level in accordance with an approved bank mandate.
- 7.15 The CC shall comply with the requirements of the Money Laundering Regulations 2017.

C8 CUSTODY OF UNOFFICIAL FUNDS AND PRIVATE PROPERTY

Voluntary Unofficial Funds

Overview and Control

- 8.1 These are deemed to be funds, other than those of the PCC or CC, which are controlled wholly or partly by staff by reason of their employment.
- 8.2 These funds should be kept separate from all PCC and CC transactions and bank accounts and those responsible must ensure that appropriate insurance arrangements are in place to keep such funds separate.

Requirements

- 8.3 Staff controlling such funds shall ensure that a suitably experienced independent person audits the fund in accordance with procedures required by the CC CFO, and arrange for the annual audited accounts to be received by the appropriate management body.
- 8.4 The CC CFO shall be informed of the existence, purpose and nature of all voluntary unofficial funds and receive minutes from the management bodies confirming the adoption of the audited accounts.
- 8.5 The CC CFO shall issue a policy note detailing how unofficial funds are to be managed and controlled.

Custody of Private Property

Overview and Control

- 8.6 The CC is required to exercise a duty of care and safeguard found or seized property pending decisions on its ownership, or private property of an individual e.g. a suspect in custody.

Requirements

- 8.7 The CC is responsible for the safekeeping of the private property of a person, other than a member of staff, under his/her guardianship or supervision, and shall determine procedures for such. These procedures shall be made available to all appropriate staff.
- 8.8 The CC is responsible for the safekeeping of found or seized property and shall determine procedures for such. These procedures shall be made available to all appropriate staff.
- 8.9 The CC shall be informed without delay in the case of loss or diminution in value of such private property.
- 8.10 The CC shall comply with the requirements of the Proceeds of Crime Act 2002.

SECTION D – SYSTEMS AND PROCEDURES

D1 GENERAL

Overview and Control

- 1.1 There are many systems and procedures relating to the control of the PCC's assets, including purchasing, costing and management systems. The PCC is reliant on electronic systems for financial management information. This information must be accurate and the systems and procedures sound and well administered. They should comprise controls to ensure that transactions are properly processed and errors detected promptly.
- 1.2 It is imperative that operating systems and procedures are secure and that basic data exists to enable the PCC and CC's objectives, targets, budgets and plans to be formulated and measured. Performance measures need to be communicated to appropriate personnel on an accurate, complete and timely basis.

Requirements

- 1.3 The CC CFO, in liaison with the PCC CFO, is responsible for determining the overall accounting systems and procedures. The CC CFO is responsible for determining supporting financial records and issuing guidance and procedures for staff.
- 1.4 The PCC and CC shall ensure, in respect of systems and processes, that
 - systems are secure, adequate internal controls exist and accounting records are properly maintained and held securely. This is to include an appropriate segregation of duties to minimise the risk of error, fraud or other malpractice
 - appropriate controls exist to ensure that all systems input, processing and output is genuine, complete, accurate, timely and not processed previously
 - a complete audit trail is to be maintained, allowing financial transactions to be traced from the accounting records to the original document and vice versa
 - systems are documented and staff trained in operations.
- 1.5 The PCC and CC shall register compliance with the General Data Protection Regulation, Data Protection Act 2018 and ensuring that data processing (manual or electronic) involving personal information is registered.
- 1.6 The CC shall ensure compliance with copyright legislation around software being used.
- 1.7 The CC shall ensure that there is a documented and tested business continuity plan to allow system processing to resume quickly in the event of an interruption. Effective contingency arrangements, including back up procedures, are to be in place in the event of a failure in computer systems.
- 1.8 The PCC CFO or CC CFO shall establish arrangements for the delegation of their more routine functions, identifying officers and staff authorised to act upon their behalf in respect of income collection, placing orders, making payments and employing staff. A schedule of officers and staff and the delegated limits of their authority shall be maintained by the Head of Finance.

D2 INCOME

Overview and Control

- 2.1 Income can be a vulnerable asset and effective income collection systems are necessary to ensure that all income due is identified, collected, receipted and banked properly.
- 2.2 The responsibility for cash collection should be separated from that:
 - for identifying the amount due
 - for reconciling the amount due to the amount received

Requirements

- 2.3 The PCC, on the advice of the PCC CFO and CC CFO shall determine and review annually a policy for all fees and charges, having regard to relevant guidance (e.g. NPCC Guidelines on Charging for Police Services).
- 2.4 The CC CFO shall make arrangements for the collection of all income due including the appropriate and correct charging of VAT.
- 2.5 The CC CFO shall review scales of fees and charges at least annually. All charges should be at full cost recovery except where regulations require otherwise or with the express approval of the PCC.
- 2.6 The CC CFO shall order and supply to appropriate officers and staff suitable receipt forms, books or tickets and similar items and be satisfied as to the arrangements for their control. Official receipts or other suitable documentation shall be issued for all income received.
- 2.7 Income is to be paid fully and promptly in the form in which it is received. Appropriate details should be recorded on to paying-in slips to provide an audit trail. Money collected and deposited must be reconciled to the bank account on a monthly basis by the CC CFO. Income must not be used to cash personal cheques or other payments.
- 2.8 Sponsorship Income shall be entered into a Sponsorship Register in accordance with the approved policy. The total value of gifts and sponsorship in any financial year should not exceed 1% of the PCC net revenue budget. Where the monetary value of a sponsorship proposal is over the limits shown in section F or is perceived to be of a sensitive or controversial nature, this must be approved by the PCC before acceptance.
- 2.9 Income generated from the provision of services by staff of the CC, and / or use of assets of the PCC (e.g. use of the estate) should be consistent with the NPCC Guidelines on Charging for Police Services and should be in accordance with the limits set out in section F.
- 2.10 The CC CFO shall establish and initiate appropriate recovery procedures, including legal action where necessary, for debts that are not paid in accordance with the PCC terms and conditions.
- 2.11 Income due shall not be written off until the CC CFO is satisfied that all reasonable steps have been taken for its recovery. Individual amounts may be written off by the CC CFO up to the level shown in Section F. Amounts for write off above this value must be referred to the PCC CFO for approval, supported by a written report explaining the reasons for the write off. A record must be kept of all sums written off up to the approved limit.

- 2.12 The CC CFO shall prepare detailed policies and procedures for dealing with income, to be agreed with the PCC CFO, and these shall be issued to all appropriate officers and staff.

D3 ORDERING OF GOODS AND SERVICES

Overview and Control

- 3.1 Public money should be spent with demonstrable probity and in accordance with PCC and CC policies. PCCs have an obligation to achieve value for money. These procedures should ensure that services obtain value for money from their purchasing arrangements. These procedures should be read in conjunction with the Contract Standing Orders.

Requirements

- 3.2 The CC is responsible for preparing a procurement policy in conjunction with 7 Force Procurement covering the principles to be followed for the purchase of goods and services. The PCC is responsible for approving the procurement policy as relevant to Norfolk and Suffolk
- 3.3 All officers and staff have a responsibility to declare any links or personal interests that they may have with purchasers, suppliers and contractors if they are engaged in contractual or purchasing decisions.
- 3.4 All orders issued shall be in accordance with the approved procurement policy. Official orders must be issued for all work, goods or services to be supplied, except for supplies of utilities, periodic payments, petty cash purchases or other exceptions approved by the PCC CFO and the CC CFO. Orders must be in a form approved by the PCC CFO and the CC CFO.
- 3.5 Authorisation of requisitions / orders shall be in accordance with the limits shown in Section F. Only authorised officers and staff can raise requisitions / orders and therefore an authorised signatory list will be maintained.
- 3.6 Official orders must not be raised for any personal or private purchases, nor must personal or private use be made of PCC contracts.
- 3.7 Goods and services ordered must be appropriate and needed, there must be adequate budgetary provision and quotations or tenders must be obtained as defined by Contract Standing Orders.
- 3.8 Tenders and quotations shall be obtained in accordance with Contract Standing Orders.
- 3.9 Commitments incurred by placing orders are to be shown against the appropriate budget allocation and incorporated within budget monitoring reports.
- 3.10 Apart from in exceptional circumstances, which need to be documented and approved, a different person should authorise the payment from the person who signed the requisition / order.
- 3.11 The CC CFO shall prepare detailed procedure notes for dealing with ordering, to be agreed with the PCC CFO, and these shall be available to all appropriate officers and staff.

D4 PAYMENTS FOR GOODS AND SERVICES

Requirements

- 4.1 All payments are to be made in accordance with the approved procurement procedures.
- 4.2 Payments are not to be made unless goods and services have been received at the correct price, quantity and quality in accordance with any official order. Goods should not be received by the person who placed the initial requisition, unless this is impracticable.
- 4.3 Two officers/staff must be involved in the processing of an invoice for payment. The first officer/staff must certify the accuracy and validity of the invoice. The second officer/staff shall authorise the invoice for payment.
- 4.4 Authorisation of invoices shall be in accordance with the limits shown in Section F.
- 4.5 Procedures should be in place to ensure that all payments are to be made to the correct person, for the correct amount and be recorded properly, regardless of the method of payment. Systems should ensure the invoice has not been processed for payment before and that full advantage has been taken of any discounts offered.
- 4.6 Where VAT is charged, payment is not to be made unless a proper VAT invoice has been received.
- 4.7 All payments should be processed promptly to comply with the Late Payment of Commercial Debts Regulations 2013.
- 4.8 The CC CFO shall prepare detailed procedures for dealing with payments, to be agreed with the PCC CFO, and these shall be issued to all appropriate officers and staff.

D5 PAYMENTS TO OFFICERS, STAFF AND PCC

Overview and Control

- 5.1 Payments to staff must be accurate, timely, and made only where they are due and in accordance with individuals' conditions of employment. Payments must also be recorded and accounted for.
- 5.2 All overtime claims and other claims for remuneration, travel and expenses should be submitted within 3 months in accordance with Police Regulations and Constabulary Policy. This is to ensure that monitoring of expenditure is more accurate and that authorisation of claims can be certified properly.

Requirements

- 5.3 Proper authorisation procedures are to be in place for starters, leavers, variations to pay and enhancements to pay. Appointments are to be made in accordance with approved establishments, grades and scale of pay and adequate budget provision should be available. Payroll staff must be notified of all appointments, terminations or variations in the correct format and to the timescales required.
- 5.4 The CC CFO shall make arrangements for the secure and reliable payment of salaries, , pensions, compensation and other emoluments to existing and former officers and staff. Adequate and effective systems are to be in place and procedures operated so that:

- payments are only authorised to bona fide officers, staff and pensioners;
- payments are only made where there is a valid entitlement;
- conditions and contracts of employment are applied correctly;
- officer and staff names listed on the payroll are checked at regular intervals to verify accuracy and completeness.

- 5.5 The CC CFO shall make arrangements for the payment of all travel and expense claims. The PCC Chief Executive shall make arrangements for the payment of all PCC travel and expenses claims in accordance with determinations from the Home Secretary. Such claims should be in the prescribed form, duly completed and certified. Certification is taken to mean that journeys were authorised and expenses incurred properly and necessarily and that allowances are payable properly, ensuring that cost effective use of travel arrangements is achieved. Due consideration should be given to tax implications. Payments shall be made to the value of presented receipts up to the prescribed limits, in accordance with approved procedures.
- 5.6 All overtime payments are to be made on the basis of authorised claims.
- 5.7 Payroll transactions are to be processed only through the payroll system. Payments to individuals engaged on a self-employed consultant or subcontract basis shall only be made in accordance with HM Revenue and Customs requirements (IR 35). In cases of doubt, advice should be sought from the Head of Transactional Services.
- 5.8 The CC CFO shall ensure that full records are maintained of benefits in kind and that they are properly accounted for in any returns to the HM Revenue and Customs.
- 5.9 The CC CFO shall ensure compliance with all HM Revenue and Customs regulations and record and make arrangements for the accurate and timely payment of income tax and national insurance. The CC CFO shall also ensure compliance with regulations regarding the payment of pension deductions and other statutory or voluntary deductions from pay to the appropriate recipients. Payroll staff should be notified of all employee benefits in kind to enable full and complete reporting within the income tax self-assessment system.
- 5.10 The CC CFO shall prepare detailed procedures for dealing with payments to officers and staff, to be agreed with the PCC CFO, and these shall be issued to all appropriate officers and staff.

D6 TAXATION

Overview and Control

- 6.1 The PCC and CC are responsible for ensuring their tax affairs are in order. Tax issues are often very complex and the penalties for incorrectly accounting for tax can be severe.
- 6.2 It is important that all relevant officers and staff are kept up to date on tax issues and instructed on required record keeping.

Requirements

- 6.3 The PCC CFO and CC CFO shall ensure the completion of all HM Revenue and Customs requirements regarding PAYE and that due payments are made in accordance with statutory requirements.

- 6.4 The PCC CFO and CC CFO shall ensure that the correct VAT liability is attached to all income and expenditure due and that all VAT reclaimed on purchases complies with HM Revenue and Customs regulations. The CC CFO shall ensure the completion of VAT claims for receipts and payments are made in accordance with statutory requirements.
- 6.5 Where construction and maintenance works are undertaken, the contractor shall fulfil the necessary construction industry tax deduction requirements. The CC CFO shall provide relevant information to the HM Revenue and Customs regarding construction industry tax (CIS) deductions
- 6.6 The CC CFO shall maintain up to date guidance for officers and staff on organisational taxation issues

D7 EX GRATIA PAYMENTS

Overview and Control

- 7.1 An ex gratia payment is a payment made where no legal obligation exists. An example may be recompense to a police officer for damage to personal property in the execution of duty or to a member of the public for providing assistance to a police officer in the execution of duty.

Requirements

- 7.2 The CC CFO may make ex gratia payments to members of the public up to the level shown in Section F in any individual instance, for damage or loss to property or for personal injury or costs incurred as a result of police action where such a payment is likely to facilitate or is conducive or incidental to the discharge of any of the functions of the PCC. The CC CFO shall maintain details of such payments in a register.
- 7.3 The CC CFO may make ex gratia payments up the level shown in Section F in any individual instance, for damage or loss of property or for personal injury to a police officer in the execution of duty or to a member of the public assisting the police. The CC CFO shall maintain details of such payments in a register. Amounts greater than those specified in Section F must be referred to the PCC CFO for approval.

D8 SETTLEMENT AGREEMENTS

Overview and Control

- 8.1 The Settlement/severance agreements (previously compromise agreements) are legally binding contracts which, in exceptional circumstances, may be used to end an employment relationship on agreed terms. Once a valid settlement agreement has been signed, the employee will be unable to make an employment tribunal claim about any type of claim which is listed on the agreement.

Requirements

- 8.2 The OPCC and the Constabulary will take legal and HR advice and will authorise all settlement/severance agreement payments in line with guidance and process approved by PCC CFO and CC CFO respectively. Given the risk of serious public criticism, settlements deriving from the CC that are above the limit specified in Section F will require consultation with the PCC Chief Executive. All settlements deriving from the PCC's office will require consultation with the PCC Chief Executive.

SECTION E – EXTERNAL ARRANGEMENTS

E1 PARTNERSHIPS

- 1.1 Where the PCC and / or CC enter into a partnership with another body, the Chief Executive and / or CC should, as the case may be, ensure that the interests of the PCC or Constabulary with regard to risk, governance, performance management and financial probity are covered within any agreement.

E2 EXTERNAL FUNDING

Overview and Control

- 2.1 External funding is a very important source of income. The main source of such funding is government grants, but consideration should be given to ensuring that the potential for all income sources is maximised. The PCC CFO and CC CFO shall agree a fees and charges policy, as well as an Income Generation strategy both of which should be reviewed on a regular basis.
- 2.2 Any match funding requirements should be given due consideration prior to entering into agreements and resources identified for future commitments.

Requirements

- 2.3 The CC CFO shall ensure that any conditions placed on the Constabulary in relation to external funding are in accordance with the approved policies of the PCC. In such cases, the CC shall comply with the key conditions determined by the funding body and any statutory requirements.
- 2.4 The CC CFO shall pursue actively any opportunities for additional funding where this is considered to be in the interests of the PCC.
- 2.5 All bids for external funding and the proper recording of grant income shall be co-ordinated through the CC CFO.
- 2.6 The CC CFO shall ensure that all funding notified by external bodies is received and properly recorded in the PCC group accounts, that all claims for funds are made by the due date and that audit requirements are met.

E3 WORK FOR THIRD PARTIES

Overview and Control

- 3.1 The CC may provide, at the request of any person, special policing services at any premises or in any locality in the policing area for which the force is maintained, subject to the payment to the authority (PCC) of charges on such scales as may be determined by the authority (PCC). The CC shall ensure that arrangements are in place to ensure that any risks associated with this work are minimised and that such work is not ultra vires.

Requirements

- 3.2 The CC CFO shall ensure that proposals for assistance are costed in accordance with ACPO guidance, that contracts are drawn up where appropriate, that charges are made in accordance with the PCC policy that, where possible, payment is received in advance of the delivery of the service and that the PCC is not put at risk from any bad debts.
- 3.3 The CC CFO shall ensure that appropriate insurance arrangements are in place.

E4 PRIVATE FINANCE INITIATIVES / PRIVATE FINANCE 2

Overview and Control

- 4.1 Private Finance Initiative (PFI) / Private Finance 2 (PFII) were alternative methods of procuring assets or services for the organisation, whereby a scheme was designed, built, financed and operated by a private contractor in return for an annual payment by the PCC over the life of the contract. Schemes were normally supported by government grant for the capital element of the cost.
- 4.2 Such transactions tend to be complex, of a larger scale and with a fairly lengthy lead in time. The advantage of using PFI / PFII was to provide services that might have otherwise been unaffordable or unavailable.
- 4.3 In his 2018 budget speech the Chancellor of the Exchequer announced that the Government will not enter into new PFI projects, but will honour existing arrangements.

E5 COLLABORATED ACTIVITIES

Overview and Control

- 5.1 Providing services under collaborated arrangements can achieve efficiencies, savings and improve service reliance requirements.
- 5.2 The PCC and CC shall jointly ensure that each activity covered by collaborated arrangements is subject to the financial regulations.
- 5.3 The PCC and CC shall jointly ensure that every collaboration is subject to a Section 22a collaboration agreement where appropriate.

E6 COMMISSIONING

Overview and Control

- 6.1 The PCC and CC have responsibilities for delivering outcomes through the commissioning of services.
- 6.2 The power for a PCC to make a grant is set out in section 143 of the Anti-social Behaviour, Crime and Policing Act 2014. This allows a PCC to provide or arrange services for crime and disorder reduction and to help victims or witnesses affected by crime or anti-social behaviour.
- 6.3 In arranging services, the PCC and CC should have regard to appropriate National Audit Office guidance, Ministry of Justice Commissioning Frameworks and guidance, and local policy and procedure.

Requirements

- 6.4 In determining whether a grant or contract is the appropriate legal vehicle to arrange services, the PCC and CC should have regard to the guidance referred to at E6.3 above and advice received from TLT LLP (October 2020):

“Advice Note for 7F Region – when is it appropriate to use a grant funding agreement instead of a public contract for services” (see Section H).

- 6.5 The PCC and CC should in appropriate circumstances give consideration to co-commissioning or joint investment with organisations who share the same values, objectives and financial support.

SECTION F – DELEGATED LIMITS

The section references below refer to the main body of text within sections A to E of these Financial Regulations. All financial limits are contained within this section in order to minimise the need for change when values are updated. The values will be reviewed annually, in February of each year, to ensure they remain appropriate for the following financial year.

The Chief Constable will establish reporting arrangements to the PCC which ensure prior approval of the PCC before incurring a liability that the PCC might reasonably regard as novel, contentious or repercussive.

B2 Budget Management

2.22 Virement Approval levels:

- Up to £20,000: Departmental Head approval
- £20,001 to £50,000: Head of Finance approval
- £50,001+: CC CFO approval
- Any virements resulting in offsetting costs / savings to each Force due to transfer between non-joint and joint budgets: CC CFO approval

B3 Capital Programme

3.9 The CC has day-to-day financial management of the force including the capital programme and as such shall approve any in-year variations to the Capital Programme on the following basis:

- CC CFO to have delegated authority to approve new or additional expenditure up to £50k on an existing or new project subject to remaining within the overall approved capital programme.
- New or additional expenditure in excess of £50k to be approved by the PCC CFO and subject to consultation with the PCC.

C1 Risk Management

1.8 The CC CFO shall be authorised to settle insurance liability claims against the CC, including third party costs up to the value shown below. Beyond this value, claims must be referred to the PCC CFO for approval.

£50k

1.9 The CC CFO shall be authorised to settle actual and/or potential employment/engagement related claims against the CC which have been or could be issued in an Employment Tribunal and/or County Court and/or High Court Given the risk of serious public criticism, liabilities deriving from the constabulary that are above the limit specified below will require consultation with the PCC Chief Executive. All liabilities deriving from the PCC's office will require consultation with the PCC Chief Executive.

£50k

1.11 For claims against the PCC, the PCC Chief Executive will obtain legal or other expert advice and commence, defend, withdraw or settle any claim or legal proceedings on the PCC's behalf, in consultation with the PCC CFO.

C6 Assets

Inventories

- 6.12 The PCC CFO and CC CFO shall maintain inventories that record an adequate description of portable and desirable items such as computers, monitors, printers, facsimile machines, mobile phones and photographic equipment above the value shown below.
£100

Stocks and Stores

- 6.17 Discrepancies between the actual level of stock and the book value of stock may be written off by the CC CFO up to the level shown below. Amounts for write off above this value must be referred to the PCC CFO for approval.

<i>Individual items</i>	<i>£10k</i>
<i>Cumulative for financial year</i>	<i>£25k</i>

- 6.18 Obsolete stock may be written off by the CC CFO up to the level shown below. Amounts for write off above this value must be referred to the PCC CFO for approval.

<i>Individual items</i>	<i>£10k</i>
<i>Cumulative for financial year</i>	<i>£25k</i>

C7 Banking Arrangements

- 7.14 All imprest cheques shall be signed at an appropriate level in accordance with an approved list and up to the level shown below

<i>Up to £1k</i>	<i>One signatory</i>
<i>Over £1k</i>	<i>Two signatories</i>

D2 Income

- 2.8 Where the monetary value of a sponsorship proposal is over the limit shown below or is perceived to be of a sensitive and controversial nature, this must be approved:

<i>Up to £10k</i>	<i>Head of Finance</i>
<i>£10k to £50k</i>	<i>CC CFO</i>
<i>Over £50k</i>	<i>PCC CFO</i>

- 2.9 Income generated from the provision of services by staff of the CC, and / or use of assets of the PCC (e.g. use of the estate) should be consistent with the NPCC Guidelines on Charging for Police Services and should be in accordance with the limits set out below:

<i>Up to £10k</i>	<i>Head of Department</i>
<i>£10k to £100k</i>	<i>CC CFO</i>
<i>Over £100k</i>	<i>PCC via Decision Notice</i>

In addition, in respect of premises lettings, for any third-party formal lease letting, or sessional hire in excess of 1 year, this will require a decision of the PCC.

- 2.11 Individual amounts may be written off by the CC CFO up to the level shown below. Amounts for write off above this value must be referred to the PCC CFO for approval.

£5k

D3 Ordering of Goods and Services

- 3.4 Authorisation of requisitions/orders shall be in accordance with the limits shown below:

Up to £20k

Nominated authorised signatory

£20k - £50k

Authorised Budget Manager

Over £50k

Also authorised by Head of Finance

D4 Payments for Goods and Services

- 4.4 Authorisation of invoices shall be in accordance with the limits shown below:

Up to £20k

Nominated authorised signatory

£20k - £50k

Authorised Budget Manager

Over £50k

Also authorised by Head of Finance

D7 Ex Gratia Payments

- 7.2 The CC CFO may make ex gratia payments to members of the public up to the level shown below in any individual instance, for damage or loss to property or for personal injury or costs incurred as a result of police action where such a payment is likely to facilitate or is conducive or incidental to the discharge of any of the functions of the CC. Amounts greater than those specified must be referred to the PCC CFO for approval.

£5k

- 7.3 The CC CFO may make ex gratia payments up to the level shown below in any individual instance, for damage or loss of property or for personal injury to personnel in the execution of duty or to a member of the public assisting the police. Amounts greater than those specified must be referred to the PCC CFO for approval.

£5k

D8 Settlement Agreements

- 8.2 The OPCC and the constabulary will take legal and HR advice and will authorise all settlement / severance agreement payments in line with guidance and process approved by the PCC CFO and CC CFO respectively. Given the risk of serious public criticism, settlements deriving from the constabulary that are above the limit specified in Section F will require consultation with the PCC Chief Executive. All settlements deriving from the PCC's office will require consultation with the PCC Chief Executive.

£50k

SECTION G

Advice Note for 7F Region

When is it appropriate to use a grant funding agreement instead of a public contract for services?

1 Outline of advice sought

- 1.1 The 7F Region (“**Authority**”) has requested advice around when it would be most appropriate to use a grant funding agreement rather than running a procurement under the Public Contracts Regulations 2015 (“**PCR 2015**”).
- 1.2 This note provides some general guidance on grant funding agreements and contracts for services procured under PCR 2015.

2 Executive summary

- 2.1 There is not one particular factor which determines whether the transaction being considered is a grant agreement or a public contract for services. The circumstances need to be considered as a whole to determine which option is most suitable. The key consideration is one of substance, not form.
- 2.2 Depending on which route is followed, it can alter the rights and obligations of the parties. The Authority must ensure it has considered the facts of the transaction as a whole and what remedies and rights it would want to rely upon. It cannot simply choose one path for ease – e.g. badging a public contract as a grant agreement to avoid having to run a regulated procurement. Rather, it must ensure that the chosen legal route is the correct one for the transaction being considered, in order to protect itself within the contract with the appropriate remedies in case of breach, and from any potential legal challenge that could arise (e.g. judicial review or a PCR 2015 procurement challenge).
- 2.3 Whilst each scenario must be considered on its own merits, there are some basic questions which the Authority can ask itself, to help determine whether a grant agreement or a public contract is more suitable. These include:

2.3.1 *Do I expect the Authority to receive the direct benefit of a service as a result of awarding this contract?*

2.3.2 *Will I suffer a loss if the contractor fails to deliver on time or at all?*

2.3.3 *Do I expect to owe any obligations to the contractor, apart from paying them the money?*

If the answer is “**no**” to some or all of the above questions, then a grant agreement is more likely to be appropriate.

Some further questions to consider are:

2.3.4 *Do I expect to have enforceable remedies against the contractor in the event that it fails to deliver on time or at all?*

2.3.5 *Do I need or want to specify the required services, and to hold the contractor accountable for meeting the specified requirements?*

2.3.6 *Am I content for the contractor to keep any profit it generates when delivering the services?*

If the answer is “**yes**” to some or all of the above questions, then a contract for services is more likely to be appropriate.

3 Grant agreement or a contract for services?

- 3.1 It is important, from the outset, to determine whether the transaction is considered to be grant funding or a contract for the provision of services, as these are governed by different legal frameworks.

- 3.2 Grants should not be confused with contracts. A public sector organisation provides grant funding as a matter of policy and not in return for services provided under contract.⁶ A contract for services is a legally enforceable agreement giving rights and duties to the parties under the contract which can be enforced when there has been a breach of such duties.
- 3.3 The different legal structures come with different rights and obligations for each party. Importantly, the description given to the relationship by the parties will not necessarily be decisive; the correct position as a matter of law will depend on the circumstances.

Table A1 – the main differences between a grant agreement and a contract for services

Grant agreement	Contract for services
Funds are usually given to the grant receiver to meet the grant receiver's objectives	The supplier is bound by the contract terms to provide the services
The grant is usually used to undertake activities that do not directly benefit the Authority	The Authority is contractually bound to pay the supplier under the contract for receipt of the services
The grant receiver can either provide the funded activities / services or choose to hand back the grant without incurring further costs	There is a detailed specification (usually provided by the Authority) detailing the Authority's requirements that the supplier must fulfil
The only obligations placed on the Authority under the grant agreement are to pay the grant to the grant receiver and to comply with the applicable statutory and other processes in awarding the grant	There will be provisions within the contract setting out what happens if either party does not comply with the contract, what will happen if the contract is terminated, whether the provider can sub-contract etc.
The grant receiver must return any surplus grant monies to the Authority if these are not used	If the supplier makes a profit they are entitled to keep it

What is grant funding?

- 3.4 A grant is usually a gift of funds for a specific purpose. Central government departments (and other public bodies) generally offer two types of grant funding using statutory powers. These are:
- 3.4.1 grants made for specific purposes such as under statute, and satisfying specific conditions, e.g. about project terms, or with other detailed control; and
- 3.4.2 grants in aid providing more general support, usually offering more control to the grant receiver and less control and oversight by the Authority.⁷
- 3.5 All grants must be awarded through robust grant agreements, proportionate to the value of the grant and in line with the guidance set out in Managing Public Money⁸. Grant agreements should also include terms specifying what classifies as eligible expenditure (thereby making clear what is not eligible for recovery from the grant funding).
- 3.6 Grants made for a specific purpose should be paid on evidence of need or qualification, depending on the terms of the grant scheme. Therefore, the grant receiver may need to provide evidence of their eligibility or show that it meets the conditions of the scheme.
- 3.7 Grants in aid should also match the grant receiver's need. Significant grant funding should be paid in instalments throughout the year, to reflect the grant receiver's expenditure pattern⁹, rather than as one large upfront payment.
- 3.8 As noted in table A1 above, under a grant agreement the grant receiver has the choice of either providing the funded services or activities or handing back the money without incurring further costs. This is a notable difference when compared to a contract for services.

⁶ See A5.1.2 of HMT Managing Public Money (July 2013 with annexes revised as at March 2018)

⁷ See A5.1.1 of HMT Managing Public Money (July 2013 with annexes revised as at March 2018)

⁸ See generally HMT Managing Public Money (July 2013 with annexes revised as at March 2018)

⁹ See A5.1.3 of HMT Managing Public Money (July 2013 with annexes revised as at March 2018)

When is it a ‘public contract’ for services?

- 3.9 For the purposes of procurement law, the PCR 2015 defines ‘public contracts’ as “***contracts for pecuniary interest*** concluded in writing between one or more economic operators and one or more contracting authorities and ***having as their object the execution of works, the supply of products or the provision of services***”.¹⁰
- 3.10 Under the EU Public Contracts Directive 2014/24/EU recital 4 it states that “*the mere financing, in particular through grants, of an activity, which is frequently linked to the obligation to reimburse the amounts received where they are not used for the purposes intended, does not usually fall within the scope of the public procurement rules*”.
- 3.11 Usually the supplier would be bound by the terms of the contract to provide such services to the Authority, and in return the Authority would be contractually bound to pay for those services. There would usually be a specification setting out the Authority’s requirements which the supplier would need to fulfil. Other specific provisions would be included setting out remedies for non-compliance with the terms, consequences of termination and possibly a service credit regime for poor performance, all of which would not typically be included within a grant agreement. Under a grant agreement, the main remedy usually included is for the grant funding to be returned to the Authority. It would ***not*** be typical, for example, to hold a grant recipient liable to compensate the Authority for the costs of awarding a new grant agreement to a replacement provider in the event that the grant agreement is terminated (as would be the case under a contract for services).
- 3.12 It is also worth noting that under a contract for services, if the supplier makes a profit it is entitled to keep it, whereas under a grant agreement the grant receiver must return any surplus grant back to the Authority.

4 Alternative route for a public contract. Does the transaction fall within the ‘light-touch regime’ under the PCRs?

- 4.1 It might be that the services being procured fall within the “light touch regime” (“LTR”), as described in the PCR 2015. Contracts which are below the LTR financial threshold do not normally need to be advertised in the OJEU. The current financial threshold for the LTR is £663,540.
- 4.2 The list of services that fall under the LTR are set out in Schedule 3 of the PCR 2015 and include “social and other specific services”. If the proposed transaction is clearly not grant funding, it is important to use the PCRs correctly. The LTR may be applicable in many cases where grant funding is otherwise being considered, as often this type of service is for a social or similar benefit. Where the LTR does apply, this affords greater flexibility to the Authority when running its procurements.

5 Remedies

Remedies for breach of grant agreement

- 5.1 Under a grant agreement the Authority is usually able to withhold or suspend payment of the grant if the grant receiver misuses the grant or fails to comply with the terms of the grant agreement. It usually also states the circumstances in which the grant must be repaid, and includes clawback rights to recover the grant funding in certain circumstances.¹¹
- 5.2 As the grant receiver is not obliged to deliver any services to the Authority under the grant agreement, no liability for damages will arise by the grant receiver failing to perform. The remedies under a grant agreement, compared with the remedies available for breach of contract, are very limited and do not provide the Authority with much protection.

Remedies for breach of contract

- 5.3 A breach of a contract for services arises when a party fails to perform one of its contractual duties under the agreement. The primary remedy in contracts of this nature would typically be damages awarded to compensate the aggrieved for loss under the contract. Some breaches give the aggrieved party, in addition to damages, the right to terminate the contract.

¹⁰ Regulation 2 of the Public Contracts Regulations 2015

¹¹ See advice on claw-back conditions at A5.2 of HMT Managing Public Money (July 2013 with annexes revised as at March 2018)

6 Conclusion

- 6.1 It is apparent that there is not one particular factor that determines whether a transaction is to be governed by a grant agreement or a contract for services. The transaction should be considered on its individual circumstances as a whole.
- 6.2 The Authority should ensure that the analysis of each proposed transaction is completed fairly and transparently and is thus allocated to the correct legal framework, be it a grant agreement or a public contract.
- 6.3 It should be understood and stressed, that the consequences of trying to style a public contract as a grant agreement could be extremely detrimental to the Authority. As a minimum, this could expose the Authority to risk of legal challenge either under the PCR 2015 or by way of judicial review. It is therefore imperative that the Authority's Commercial team is consulted before the contractual route is determined.

TLT LLP

18 October 2020

Appendix E

Seven Force Procurement Contract Standing Orders

December 2020

1. GLOSSARY OF TERMS

1.1. These terms will have the following meanings in the Standing Orders:

CC Chief Finance Officers (CC CFOs)	The Chief Finance Officers of the Chief Constables.
Chief Constable (CCs)	The Chief Constable of Bedfordshire Police, the Chief Constable of the Cambridgeshire Constabulary, the Chief Constable of Essex Police, the Chief Constable of the Hertfordshire Constabulary, the Chief Constable of Kent Police, the Chief Constable of the Norfolk Constabulary and the Chief Constable of the Suffolk Constabulary.
Chief Officers	Officers who are members of the Chief Officer's team of Bedfordshire, the Chief Officer's team of Cambridgeshire, the Chief Officer's team of Essex, the Chief Officer's team of Hertfordshire, the Chief Officer's team of Kent, the Chief Officer's team of Norfolk and the Chief Officer's team of Suffolk.
Collaboration Agreement	The S22a Collaboration Agreement for the Provision of a 7 Force Single Procurement Function entered into by the PCCs, PFCC and CCs of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk dated 28 January 2019.
Constabulary	Police officers, including the special constabulary, and police staff under the direction and control of the CCs.
Framework Agreement	An enabling agreement, which establishes the terms under which individual contracts (call-offs) can be made throughout the period of the agreement.
Officers	All police officers and police staff of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk Constabularies/Police and staff of the PCCs and PFCC(s).
PCC Chief Finance Officers (PCC CFOs)	The Chief Finance Officer of the PCCs and PFCC(s).
PCR 2015	The Public Contracts Regulations 2015, as amended and any subsequent amendments thereto or any successor regulations.
Police and Crime Commissioners (PCCs) and Police, Fire and Crime Commissioner(s) (PFCC(s))	The Bedfordshire Police and Crime Commissioner, the Cambridgeshire Police and Crime Commissioner, the Essex Police, Fire and Crime Commissioner, the Hertfordshire Police and Crime Commissioner, the Kent Police and Crime Commissioner, the Norfolk Police and Crime Commissioner and the Suffolk Police and Crime Commissioner.
Procurement Function	The 7 Force Single Procurement function operated by the 7 Force procurement team.
Procurement Policy and Procedures	All Procurement Policies and Procedures published by the Procurement Function.

Reserved Matters	<p>Matters which are reserved by a Policing Body, acting reasonably, to be progressed and delivered locally. Reserved Matters will typically entail the procurement of goods or services that are novel, politically sensitive or unique to a Policing Body. These must only be undertaken in exceptional circumstances as this is contrary to the objectives for creating the Function as defined in the agreed FBC. To ensure transparency across the Policing Bodies, all instances of reserved matters must be notified by the relevant party to the chair of SPGB through the 7 Force Procurement administrator in advance for their awareness. The Policing Body that instigates the Reserved Matter will authorise and approve any contract award. The Policing Body that instigates the Reserved Matter will be liable for any claims and any liabilities therefrom will not be shared across the remaining Forces.</p> <p>Policing Bodies must not use Reserved Matters to avoid the application of Contract Standing Orders and PCR 2015 and the general presumption of fair and transparent competition for contracts.</p>
Seven Force Head of Strategic Procurement	The individual appointed to run the Procurement Function.
Single Force Requirement	Where a single force has a requirement for goods or services and which is not a Reserved Matter and will be undertaken by the Function. The procurement process may be allocated to a member of staff geographically based and not always by an existing member of the single home Force requesting the goods or services.
Single Tender Action (STA)	The selection of a supplier to provide goods, works or services without competition.
Standing Orders	These contract standing orders.
Strategic Procurement Governance Board (SPGB)	The board established under the Collaboration Agreement to oversee the running and performance of the Procurement Function. For absolute clarity, this Board is not a decision-making group on behalf of the corporations' sole.

2. INTRODUCTION

2.1. In Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk, the 7 Force Procurement Function has been created to support police procurement activity. All procurement of contracts over £50,000 will be managed by the 7 Force Procurement Function.

2.2. These contract standing orders will apply to all procurements that are being carried out in the 7 Force region, unless exceptional circumstances exist. This is in-line with the intent set-out in para 6.6 of the Business Case of having a single set of harmonised contract standing orders, where possible.

- 2.3.All contracts and orders for goods, works or services made by or on behalf of the PCCs and PFCC(s), with the exception of contracts/leases, for the lending or borrowing of money, land and contracts of service for employment purposes, shall be made in accordance with these Standing Orders.
- 2.4.All contracts shall comply with statutory requirements including, but not limited to, UK and other applicable legislation and relevant Government guidance.
- 2.5.The PCCs, PFCC(s) and Chief Constables require all procurement activity to be undertaken in a transparent, fair and consistent manner, ensuring the highest standards of probity and accountability. All procurement undertaken on behalf of the PCCs, PFCC(s) and CCs will operate under robust principles and procedures to ensure best value.
- 2.6.No exceptions shall be made to these Standing Orders other than for those reasons stated in paragraph 5.
- 2.7.Professional and legal advice on procurement matters must be directed through the Procurement Function which will decide the appropriate route for response or escalation.
- 2.8.All Officers shall comply with these Standing Orders; any failure to do so may result in disciplinary action.
- 2.9.Any specific delegation of these Standing Orders to an officer may be exercised by their deputy or by another officer specifically designated in writing by the officer in accordance with any general directions issued by them.
- 2.10.Any dispute regarding the interpretation of these Standing Orders will be referred to the SPGB in the first instance. If the dispute cannot be resolved within 1 month, it will be escalated to the PCCs and the PFCC(s) and their decision will be final.

3. COMPETITIVE PROCUREMENT

- 3.1.For goods, works or services the acceptance of quotations and bids will be based on the principle of best overall value for money, i.e. the most economically advantageous offer.
- 3.2.Estimated value is deemed to be the aggregate whole life cost (inclusive of consumables, maintenance and disposal) to the joint organisations that is reasonably anticipated over the time of provision. If the lifetime is unknown, then the aggregate cost should be based on forty-eight (48) months. Requirements must not be disaggregated in order to avoid competitive procurement under any circumstances.
- 3.3.The tables at 3.8 and 3.12 describe the procedure and authority levels dependent on the estimated value of the total procurement, (not an individual Force value). A high-level overview of the tender/award governance flow-chart, above and below £1million, is detailed in Appendix 1.
- 3.4.Criteria for the award of contracts shall be recorded in advance of the invitation to tender and strictly observed by Officers evaluating the bids. The criteria cannot be altered once the tender is advertised. The standard approach for evaluation

will be the most economically advantageous criteria and take into account whole life costs. Where award is based solely on price, and usually only for commodities, then this will be agreed in advance by 7 Force Procurement.

3.5. For Procurements over £50,000 the weightings will be determined by 7 Force Procurement using its professional expertise and in consultation with participating organisations and lead officers. For quotations under £50,000 evaluation models used to select the successful bidder shall generally be weighted such that the overall percentage score allocated to cost is not less than 50%. Any changes are to be recorded for audit purposes. Further advice can be sought from 7 Force Procurement.

3.6. The evaluation of bids must be objective, systematic, thorough and fair. Decision makers should be aware that the records of the decision-making process may be subject to scrutiny at a later date. A minimum of three Officers shall be involved in the evaluation of tenders and all evaluators will be required to complete a declaration of impartiality.

3.7. If there is already a corporate contract in place for the goods, works or services required, it is mandatory to use it. The Procurement Function will advise.

3.8. Procurement competition procedures and authority levels for Bedfordshire, Cambridgeshire, Hertfordshire, Kent and Essex where no corporate contracts exist. The procedures and authority levels only apply to Norfolk and Suffolk above the £50k threshold. For values up to £50k in Norfolk and Suffolk see 3.11 and 3.12.

Estimated Value	Procurement Procedure	Level of Delegated Authority
£0 - £5,000	1 written quote, where possible from a local supplier.	Tier 6 Procurement Personnel level staff as detailed in the S22a and FBC function structure chart
£5,000 - £50,000	3 written quotes or use of e-tendering system. Where possible, at least 1 quotation should be from a local supplier.	Tiers 4 and 5 Procurement Personnel level staff as detailed in the S22a and FBC function structure chart
£50,000 - £100,000	Competitive tender. Request for Work Form confirming Budget and Stakeholder (business strategic lead) approval required before commencement.	Tier 3 Procurement Personnel level staff as detailed in the S22a and FBC function structure chart

£100,000 - £150,000	Competitive tender. Request for Work Form confirming Budget and Stakeholder (business strategic lead) approval required before commencement.	Tier 2 Procurement Personnel level staff as detailed in the S22a and FBC function structure chart
£150,000 - £250,000	Competitive tender. Request for Work Form confirming Budget and Stakeholder (business strategic lead) approval required before commencement.	Tier 1 7F Head of Procurement or nominated deputy level staff as detailed in the S22a and FBC function structure chart
£250,000 - £1,000,000	Competitive tender. Request for Work Form confirming Budget and Stakeholder (business strategic lead) approval required before commencement.	Relevant Chief Officer/Director from respective Force who has delegated authority to enter into Contract
Above £1,000,000	Competitive tender. Request for Work Form confirming Budget, (business strategic lead) and Strategic Governance Board approval prior to commencement required before commencement.	Under seal of each PCC/PFCC once confirmation from SPGB that a compliant tender exercise has been completed and they are satisfied that best value has been achieved. Construction projects above £1,000,000 will be under seal following approval of a contract award report by the relevant PCC CFO only. In either circumstance PCC/PFCC approval must be obtained in accordance with each Policing Body's procedures.

3.9. An Officer with authority to authorise requisitions or contracts committing the expenditure does so with the consent of and on behalf of the PCCs and PFCC(s).

3.10. The authority levels shall apply to variations to contract, i.e. any additional costs resulting from the variation must be aggregated with the original contract value for the purposes of authorisation. The authority levels shall apply to the aggregate value of the contract including any extensions.

3.11. The table at 3.14 describes the procedure and authority levels dependent on the estimated value of the total procurement, (not an individual Force value) for Norfolk and Suffolk up to £50k in value. Above £50k in value, Norfolk and Suffolk are in alignment with the processes and values agreed under 3.9.

3.12 Procurement competition procedures and authority levels for Norfolk and Suffolk up to £50k in total value where no corporate contracts exist. . (Above £50k in value then table 3.9. applies.) These procedures and

authority levels shall apply in any procurement where the financial resources of Norfolk or Suffolk are being committed.

Estimated Value	Procurement Procedure	Level of Delegated Authority
£500 - £3,000	Evidence of more than one price comparison shall be obtained, preferably in writing (including email) or obtained from catalogues or price lists. Evidence shall be attached to the requisition. Where possible, at least 1 quotation should be from a local supplier.	Requisitions to be approved locally by officers with relevant authority in accordance with financial instructions Contracts must be signed by a minimum of a Tier 6 Procurement personnel as detailed in the S22a and FBC function structure chart
£3,000 - £50,000	At least three quotations shall be obtained in writing or using the e-tendering system. Outside of the e-tendering system evidence of competition shall be attached to the requisition. Where possible, at least 1 quotation should be from a local supplier	Requisitions to be approved locally by officers with relevant authority in accordance with financial instructions Contracts must be signed by a minimum of a Tier 4 and 5 Procurement personnel as detailed in the S22a and FBC function structure chart

4. FINANCIAL AND CONTRACTUAL DELEGATIONS

4.1. The PCC CFOs and CC CFOs will be responsible for determining authorised signatories within the PCCs, PFCC(s) and Constabularies. Those authorised signatories and sub delegation rules will be described and documented in each PCC and PFCC's respective Financial Regulations. They will ensure that suitable segregation of responsibilities are observed, that purchases are compliant with the PCR 2015 and any procedures, and that sufficient funding and resources are available within the revenue budget or capital programme.

5. EXCEPTIONS TO NORMAL PROCEDURES/SINGLE TENDER ACTION

5.1. Exceptions

5.1.1. Tenders are not required in the following circumstances:

5.1.1.1. purchases through government agency or other consortium or similar body where legally entitled to do so and in accordance with the approved purchasing methods of such a consortium or body; or

5.1.1.2. purchases at public auctions; or

- 5.1.1.3. internal PCC, PFCC or Constabulary business where one part of the PCC, PFCC or Constabulary provides a service to the other; or
- 5.1.1.4. for works (emergency property repairs) up to £5,000 where no corporate contract exists and are commissioned by the Estates Department of the relevant force for urgent requirements not covered by existing contracts.

5.2. Single Tender Action (STA)

5.2.1. STA should only be used in exceptional circumstances. Tier 1 or 2 procurement staff must endorse the route to market prior to seeking permission to commence activity. Legal advice may be obtained if the procurement value is over the relevant OJEU threshold and to clarify our exemption from/compliance with the Public Contracts Regulations 2015. The PCC CFOs or CC CFOs or their delegated authorities may approve requests for exceptions to normal procedures under the following circumstances:

- 5.2.1.1. where it can be evidenced that only one supplier is able to carry out the work or service or to supply goods for technical reasons or because of exclusive rights;
- 5.2.1.2. extensions to an existing contract where there is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience and it is legal to do so;
- 5.2.1.3. the contract has been classified as secret by the CC CFOs making the use of a particular contractor essential or a limited competition to a select list of contractors and the avoidance of advertising requirements in the public domain;
- 5.2.1.4. the contract is required so urgently that competition is impracticable, e.g. when an operational need arises which requires immediate action. However, failure to take action within appropriate timescales due to poor planning does not constitute grounds for an urgency exception.

5.2.2. Where, for any reason not covered by para 5.2.1, an exception is still sought to be made, then the PCC CFOs may approve the exception. Post activity exception will only be granted for operationally imperative, or other emergency situations.

5.2.3. The 7F Procurement Function must report quarterly to the SPGB any Single Tender Actions not dealt with locally under Reserved Matters.

6. COMPETITIVE PROCUREMENT USING TENDERS

6.1. The Procurement Function has responsibility to ensure appropriate Procurement Policy and Procedures are published covering matters such as:

6.1.1.the procedures to be applied in respect of the whole tendering process i.e. initial tender, specifications and standards, and evaluation and appointment of contractors and consultants;

6.1.2.processes regarding the use of sub-contractors;

6.1.3.processes regarding variations to contract;

6.1.4.the process to be undertaken in relation to declarations of interest in a contract;

6.1.5.the procedures to be followed in relation to collaborative contracts;

6.1.6.the adoption of Framework Agreements;

6.1.7.the procedures to be followed in applying for an exception to Standing Orders, including:

6.1.7.1.the formal procedure to be adopted to evidence alternative provision is not available;

6.1.7.2.the formal justification of emergency provision;

6.1.8.the achievement of value for money, and the minimisation of risk to the PCCs, the PFCC(s) and Constabulary.

6.2.If during a procurement process it is identified that an individual Force (or Forces) are put in a detrimental position (economical or from an operational efficiency perspective) this is to be escalated to the lead stakeholder to resolve, or take to the next monthly SPGB.

6.3.The Procurement Policy and Procedures will set out arrangements for the recording and retention of information in relation to procurement activity.

6.4.The Procurement Policy will also detail the arrangements for reporting procurement activity to meet the requirements of the PCCs, the PFCC(s) and Constabularies together with addressing the need to publish information in accordance with Government requirements.

6.5.Contents of the Policies and Procedures will be agreed by the PCC CFOs and CC CFOs.

7. TENDER CONTROL

7.1.Tenders will be received through a proprietary e-tendering solution, which ensures managed opening and version controls with all processes and actions being fully auditable except in extraordinary circumstances i.e. system failure.

8. FORM OF CONTRACT

8.1.All contracts shall be entered into in the name of one or more of the PCCs and/or PFCC(s), as indicated in the table below. Where applicable, each of the relevant joint forces shall be a named party to the contract, ensuring joint and several

liability. Suitable clauses reflecting the joint procurement shall also be included in the contract.

Total Contract Value	Parties to contract
£0 - £1,000,000	1 PCC/PFCC on behalf of all PCCs/PFCCs. In this case, the contracting PCC/PFCC will be the only authority with privity of contract with the supplier, and therefore will be required to enforce the contract terms on behalf of all collaborating PCCs/PFCCs. All PCCs/PFCCs will, however, have the express right to receive the benefit of the works, goods or services being delivered under the contract.
Above £1,000,000	All of the collaborating PCCs/PFCCs will be signatories to the contract, meaning that they each have joint and several liability to enforce the terms of the contract against the supplier (and joint and several liability to have the terms enforced against them by the supplier, if applicable). All PCCs/PFCCs will also have the express right to receive the benefit of the works, goods or services being delivered under the contract.

8.2.Contracts shall be in writing. If appropriate, legal advice should be sought in relation to contracts through the Procurement Function in the first instance.

8.3.Every contract shall specify the:

8.3.1.goods, works, or services to be provided;

8.3.2.consideration;

8.3.3.time within which the contract is to be performed; and

8.3.4.terms and conditions for payment (and any early payment mechanism if applicable.)

8.4.Every contract shall ensure that the contractor indemnifies the Commissioner against all losses in connection with injury to or death of any person, or damage to property, happening as a result of or in connection with the carrying out of the contract. The contractor shall also be required to effect and maintain insurance which provides both the contractor and the employer with full cover in respect of any liability against which the contractor is required to indemnify the employer. The CCs shall stipulate the minimum amount of insurance after consultation with the PCC CFOs.

8.5.Liquidated Damages: Each contract should be reviewed for the appropriate inclusion of liquidated damages.

8.6.Default Clauses: Contracts which are estimated to exceed £50,000 shall provide that should the contractor default in the terms of the contract, the PCCs and PFCC(s), without prejudice to any remedy for breach of contract, shall be at liberty to purchase other goods, works or services as appropriate of the same or similar description to make good any default. Every contract shall provide that the amount by which the cost of purchasing other goods, works or services (including the expenses of acquiring the new supplier) exceeds the amount which would have been payable to the contractor shall be recoverable from the contractor.

- 8.7. Transfer or Assignment of Contracts: Every contract which is estimated to exceed £50,000 shall prohibit the contractor from assigning the contract or sub-letting any portion of the contract work without the written consent of the relevant delegated authority.
- 8.8. Prevention of Corruption: In every contract a clause shall be inserted to secure that the PCCs and PFCC(s) shall be entitled to cancel any contract and to recover from the contractor the amount of any loss resulting from such cancellations if the contractor or any person employed by them or acting on their behalf (whether with or without the knowledge of the contractor) shall have offered or given or agreed to give to any person any gift or consideration of any kind as an inducement or reward for doing something in relation to the obtaining or execution of any contract with the PCCs and PFCC(s), or shall have committed any offence under the Bribery Act 2010, or shall have given any fee or reward the receipt of which is an offence under subsection 2 of Section 117 of the Local Government Act 1972.
- 8.9. Exclusion of third-party rights: Unless precluded by statute every contract shall exclude the ability of third parties to claim the same rights and remedies as those enjoyed by the main parties to the contract. The rights of permitted successors to or assignees of the rights of a party shall not be excluded.
- 8.10. Milestone or stage payments: For large complex projects milestone or stage payments may be agreed subject to the approval of the Seven Force Head of Strategic Procurement (or such other person as may be delegated by them).
- 8.11. Parent company guarantee: For contracts over fifty thousand pounds (£50,000) a parent company guarantee should be considered depending on the risk profile of the contract.
- 8.12. Bank bond or guarantee: For contracts over one million pounds (£1,000,000) a bank bond or guarantee should be considered depending on the risk profile of the contract.

9. AWARD OF CONTRACT

- 9.1. Tender analysis should be completed using criteria determined prior to issue of tender documentation.
- 9.2. The Procurement lead must record the reasons and analysis that led to the acceptance of the best value offer. A detailed Contract Award Report, approved by the lead stakeholder, is to be completed for all tenders and STAs above £50,000.
- 9.3. The Procurement lead is empowered to recommend the acceptance of tenders.
- 9.4. The Contract is to be signed on behalf of the PCCs and PFCC(s) in accordance with the tables at paragraphs 3.8 and 3.12 above.
- 9.5. A minimum period of ten (10) calendar days must be allowed as a standstill period between the notification of an award decision and contract commencement for all over EU value contracts. (This period is extended to the next working day when the final day falls on a non-working day). Where a Framework Agreement is

used and if expediency is required, this requirement can be removed if authorised by a Tier 1 or Tier 2 member of the function.

9.6.A voluntary standstill period will be applied on below threshold tender activity if required.

9.7.Where there is no difference between tenders to make an informed decision, the contract shall be subject to further clarification.

10. COLLABORATIVE CONTRACTS AND FRAMEWORK AGREEMENTS

10.1.Where tenders are undertaken that include other police forces or public sector organisations outside of the 7 Forces, they will be invited on a lead PCC/PFCC basis and comply with these Standing Orders.

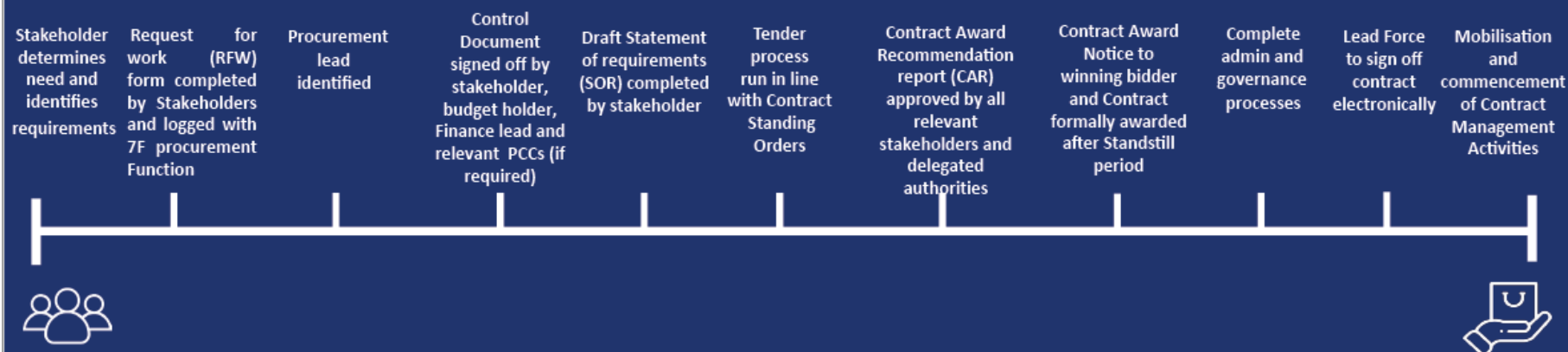
11. REVIEW

11.1.These Standing Orders will be reviewed at least on an annual basis by the PCC CFOs and CC CFOs and comments fed into the SPGB for consideration if change is required.

7F Procurement Function Contracts Process



Contracts under £1,000,000



Contracts over £1,000,000



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