



POLICE
NORFOLK & SUFFOLK
working together for you



BUDGET ALLOCATION DOCUMENT

NORFOLK & SUFFOLK CONSTABULARIES

FINANCIAL YEAR

2014-2015



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK



**Suffolk Police and
Crime Commissioner**

Making Suffolk a safer place to live, work, travel and invest

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NORFOLK AND SUFFOLK CONSTABULARIES

ALLOCATION OF RESOURCES 2014-15

Introduction

Enclosed within this document are details of the approved revenue budgets and capital programmes for 2014-15 for Suffolk and Norfolk Constabularies. This includes total allocations to individual Budget Managers for general revenue budgets and specific revenue and capital projects. These allocations cover single force budgets, as well as joint budget information. More detailed budget analysis will be provided to Budget Managers separately.

The Chief Constable's annual letter of authorisation is being simultaneously issued to all Budget Managers under separate cover and a copy is included in this document as it forms an important part of the governance, delegation and accountability in respect of Norfolk and Suffolk Police and Crime Commissioners' and Norfolk and Suffolk Constabularies' money and resources.

Approved Budget

The Police & Crime Commissioners for Norfolk and Suffolk approved the 2014-15 budgets in February 2014:

Norfolk:

<u>Revenue Budget</u>	<u>Council Tax Band D</u>
£148.009m	£204.75
Reduction of 1.19% from 2013-14	Increase of 1.9722% from 2013-14

The capital programme is £6.360m, including £3.205m slippage from 2013-14 that needs to be carried forward into 2014-15.

Suffolk:

<u>Revenue Budget</u>	<u>Council Tax Band D</u>
£113.098m	£166.77
Reduction of 1.52% from 2013-14	No change from 2013-14

The capital programme is £6.186m including £3.223m slippage from 2013-14 that needs to be carried forward into 2014-15.

Strategic Financial Planning

Through the development and delivery of the Change Programme and in addition to this through the budget “scrutiny” process, Budget Managers were successful in driving out significant savings last year. This has enabled both organisations to meet the recent financial challenges that have arisen across the public sector as a result of the difficult economic position. Despite the savings programme, service levels have been maintained across Norfolk and Suffolk which is down to the hard work of everyone in both organisations.

The financial position continues to be very challenging and another Spending Review was presented in June 2013. Additional reductions in government funding were announced that impact considerably on the financial position for police for the medium-term and beyond. Strategic planning and detailed review of budgets is therefore a continued and necessary part of our financial discipline.

General Budgeting Guidance on Pay

The following information should be noted in terms of managing devolved budget allocations:

- Pay budgets have been assessed in line with government recommendations, i.e. a 1% increase for both Police Officers and staff with effect from 1st September 2014. The pay award contingency has been held centrally and will be vired to pay budgets in the month when payment is made.
- A 3% abatement (i.e. a vacancy factor) has been made against staff pay budgets across Joint, Norfolk only and Suffolk only budgets.

For 2014/15 there is no abatement factor on Police Officer or PCSO budgets.

- Police officer and staff numbers for Norfolk and Suffolk only and joint units will be determined by Human Resources in line with operational and organisational requirements and within the overall strength figures supported by the budget and decisions of the PCCs.

Budget Responsibilities

Budget allocations within this booklet reflect a continuation of the arrangements operated in 2013-14. Due to closer collaborative working some of the arrangements may need to change during the financial year e.g. change of Budget Manager or adjustment to devolved budget structure. Some budgets will need to be re-established during the year as departments become collaborative. Budget Managers will be advised of any changes prior to implementation.

Budget Monitoring

From period 2 budget monitoring will be undertaken on a monthly basis, through the Management Accountants working with and issuing reports to Budget Managers, the Head of Finance and, thereafter, to the ACO(R)s and Command Teams. Monitoring reports will be taken to each PCC throughout the year.

This means your first monitoring reports will be received in June, reporting on expenditure and income to the end of May (except in exceptional circumstances).

A timetable of reporting dates will be issued and circulated to you in the next few weeks.

Scheme of Governance

Recently both PCCs have each adopted a new Scheme of Governance, one for Norfolk and one for Suffolk. Within each scheme are identical, joint Financial Regulations and Contract Standing Orders.

These are very important financial governance documents that outline how we comply with legislation, statutory requirements and local arrangements to ensure financial arrangements are carried out properly.

These documents can be found on each PCCs websites as follows:

<http://www.suffolk-pcc.gov.uk/documents>

<http://www.norfolk-pcc.gov.uk/documents>

Please take time to review these documents, particularly the threshold limits in Section F of the Financial Regulations, and section 3.9 of the Contract Standing Orders.

All officers and staff within Norfolk only departments, Suffolk only departments or joint departments must comply with these Financial Regulations and Contract Standing Orders.

Support to Budget Managers

Budget Managers are supported by Management Accountants within finance. Each Budget Manager has a single lead Management Accountant as shown in Annex 1 to this document. If a new Budget Manager is appointed they should contact their Management Accountant who will give them advice and guidance and an overview of the basics of budgeting, budget manager responsibilities and what they can expect in terms of reports and information.

In addition to this personal support Budget Managers can request access to a copy of "Managing the Devolved Budget – Essential Skills for the Public Sector" from the Head of Finance.

ERP

As you are probably aware, a new Enterprise Resource Planning (ERP) system has been procured that incorporates different modules including payroll, general ledger (budget management), procurement, HR and duties management. This system will be a fully joint system that will result in changes to business processes that will affect you, and to departments that support you, such as Finance, from 2015-16.

This is therefore the last year that Norfolk and Suffolk will be using two different financial systems.

Two senior finance managers, Ivan Fearn and Liz Brighton are currently leading on the development of the financial aspects of the new system.

Please look out for communications about changes due to ERP over the course of the next financial year.

Finance Department Contact Details

In the first instance, please seek advice on any financial issue from your Accountant. Details of contacts are as Annex 1 of this booklet.

Thereafter, please contact one of the following senior managers within the department if your issue cannot be resolved:-

Peter Jasper – Head of Finance

Norfolk Office:

Linda Savory – Head of Accountancy Services

Mark Clenshaw – Head of Payroll & Exchequer

Suffolk Office:

Gillian Wreford – Head of Accountancy Services

Melanie Monaco – Acting Head of Financial Accounting and Specialist Services

Trevor Barnes – Head of Payroll & Exchequer

**Peter Jasper,
Head of Finance**

Department	Employee Related £	Premises £	Transport £	Supplies and Services £	Income £	Net Budget £
Office of the Police and Crime Commissioner	718,200		22,300	292,349		1,032,849
PCC Commissioning Fund				700,000		700,000
Chief Officers & Corporate Services	878,937		27,633	76,312		982,882
Corporate Communications	418,703		5,785	61,315	(21,750)	464,053
County Policing Command	53,588,991	12,620	687,150	442,836	(185,806)	54,545,791
Estates and Facilities	439,621	4,241,128	10,864	158,802	(86,750)	4,763,665
Finance	976,552		4,586	785,901	(2,115)	1,764,924
Force Corporate	2,521,408	88,000	69,000	(1,026,579)	(4,324,955)	(2,673,126)
Human Resources	3,854,409	321	142,815	302,661	(9,135)	4,291,071
Information Communication & Technology	1,979,491	91,519	22,459	4,152,026	(79,880)	6,165,615
Information Management	1,005,825	25,000	2,366	19,597	(228,386)	824,402
Justice Services	9,607,064	517,640	82,358	4,894,095	(1,090,737)	14,010,420
Performance & Analysis	1,023,700		10,969	28,407		1,063,076
Procurement & Supplies	244,355	435	3,241	116,986	(11,000)	354,017
Professional Standards	597,201		13,386	8,510	(13,092)	606,005
Protecting Vulnerable people	3,961,939	1,044	40,148	106,529	(155,000)	3,954,660
Protective Services	16,465,464	10,048	1,258,144	1,756,657	(1,377,460)	18,112,853
Strategic Change	859,514		6,581	5,577		871,672
Strategic Projects	87,754		9,386	10,000	(94,380)	12,760
Transport	636,257		624,719	6,214	(16,500)	1,250,690
	99,865,385	4,987,755	3,043,890	12,898,195	(7,696,946)	113,098,279

Department	Employee Related £	Premises £	Transport £	Supplies and Services £	Income £	Net Budget £
Office of the Police & Crime Commissioner	619,099	43,740	25,550	276,143		964,532
PCC Contribution to Reserves 2014-15				376,086		376,086
PCC Commissioning Fund				1,018,000		1,018,000
Chief Officers & Executive Support	1,310,669	1,900	52,789	56,087		1,421,445
Corporate Communications	543,834		9,313	51,387		604,534
County Policing Command	54,719,677	4,565	967,045	786,573	(24,694)	56,453,166
Estates & Facilities	470,010	5,392,713	14,114	313,762	(64,461)	6,126,138
Finance	1,270,125		5,956	141,101	(2,746)	1,414,436
Force Collaboration	97,754		1,500	17,810	(84,055)	33,009
Force Corporate	6,445,607	185,455	729,143	13,785,192	(14,300,192)	6,845,205
Human Resources	4,655,525	6,752	199,773	416,553	(11,865)	5,266,738
Information Communication & Technology	2,571,059	116,348	29,167	5,395,384	(103,750)	8,008,208
Information Management	35,968	27,260	1,412	5,000		69,640
Justice Services	12,541,834	737,253	95,306	1,510,653	(1,677,375)	13,207,671
Legal Services	439,603		4,950	65,603	(4,232)	505,924
Performance & Analysis	1,329,632		14,245	36,897		1,380,774
Procurement & Supplies	318,085		4,208	177,040	(2,081)	497,252
Professional Standards	1,077,421		24,134	18,139	(50,474)	1,069,220
Protective Services	21,415,201	16,619	922,852	2,543,148	(1,744,486)	23,153,334
Strategic Change	1,022,092		4,158	5,911		1,032,161
Transport	790,892		643,515	105,891	(240,398)	1,299,900
Vulnerability, Partnerships & Control Room	16,715,088	1,947	123,441	736,078	(315,070)	17,261,484
	128,389,175	6,534,552	3,872,571	27,838,438	(18,625,879)	148,008,857

Budget by Department 2014-15

Section 2

Joint Departments							
Department	Budget Manager	Employee Related £	Premises £	Transport £	Supplies and Services £	Income £	Net Budget £
Corporate Communications	Supt M Cooke	962,529		13,298	90,959		1,066,786
Corporate Communications (Norfolk Only)	Supt M Cooke			1,801			1,801
Estates & Facilities	Mr A Byam	831,874		24,978	24,775		881,627
Estates & Facilities (Norfolk Only)	Mr A Byam		5,392,713		299,764	(64,461)	5,628,016
Estates & Facilities (Suffolk Only)	Mr A Byam	78,177	4,241,128		147,605	(86,750)	4,380,160
Finance	Mr P Jasper	2,248,009		10,542	249,734	(4,861)	2,503,424
Finance (Suffolk Only)	Mr P Jasper				675,936		675,936
Human Resources	Mrs R Wilkinson	8,243,281	11,952	312,956	719,573	(21,000)	9,266,762
Human Resources (Norfolk Only)	Mrs R Wilkinson	2,148		22,952	10,000		35,100
Human Resources (Suffolk Only)	Mrs R Wilkinson	248,162		6,676	1,109		255,947
Information Communication & Technology	Mr J Close	4,550,552	205,927	51,626	9,549,348	(183,630)	14,173,823
Information Management	Mrs H Youngs	63,661		2,500			66,161
Information Management (Norfolk Only)	Mrs H Youngs		27,260		5,000		32,260
Information Management (Suffolk Only)	Mrs H Youngs	978,132	25,000	1,278	19,597	(228,386)	795,621
Justice Services	Ch. Supt R Scully	14,957,751	1,189,976	74,949	2,042,083	(199,651)	18,065,108
Justice Services (Norfolk Only)	Ch. Supt R Scully	4,090,711	64,916	52,958	356,880	(1,564,573)	3,000,892
Joint Justice (Suffolk Only)	Ch. Supt R Scully	3,100,438		49,755	4,005,787	(1,003,889)	6,152,091
Performance & Analysis	Mrs G Stannard	2,353,330		25,214	65,306		2,443,850
Procurement & Supplies	Mr L Matthews	562,985		7,450	24,090		594,525
Procurement & Supplies (Norfolk Only)	Mr L Matthews				163,429	(2,081)	161,348
Procurement (Suffolk Only)	Mr L Matthews				106,396	(11,000)	95,396
Professional Standards	Supt N Lockett	1,347,134		30,767	19,567	(30,096)	1,367,372
Professional Standards (Norfolk Only)	Supt N Lockett	316,291		6,751	7,083	(33,470)	296,655
Professional Standards (Suffolk Only)	Supt N Lockett	11,198					11,198
Protective Services	T/D/Ch. Supt A McCullough	32,371,720	4,615	939,642	3,344,601	(869,245)	35,791,333
Protective Services (Norfolk Only)	T/D/Ch. Supt A McCullough	3,125,184	14,013	391,971	653,440	(1,253,362)	2,931,246
Protective Services (Suffolk Only)	T/D/Ch. Supt A McCullough	2,383,803	9,420	849,390	300,334	(999,339)	2,543,608
Strategic Change	Mrs S Bolt	1,722,480		7,359	10,462		1,740,301
Strategic Change (Norfolk Only)	Mrs S Bolt	48,890					48,890
Strategic Change (Suffolk Only)	Mrs S Bolt	111,128		3,379	135		114,642
Transport	Mr M Davy	1,359,623		1,007,944	96,967		2,464,534
Transport (Norfolk Only)	Mr M Davy	22,702		74,028	51,106	(240,398)	(92,562)
Transport (Suffolk Only)	Mr M Davy	44,821		149,028	1,269	(16,500)	178,618
		86,136,714	11,186,920	4,119,192	23,042,335	(6,812,692)	117,672,469
Norfolk Only							
Department	Budget Manager	Employee Related £	Premises £	Transport £	Supplies and Services £	Income £	Net Budget £
Office of the Police and Crime Commissioner for Norfolk	Mr J Hummersone	619,099	43,740	25,550	276,143		964,532
PCC Contribution to Reserves 2014-15	Mr J Hummersone				376,086		376,086
PCC Commissioning Fund	Mr J Hummersone				1,018,000		1,018,000
Chief Officers & Executive Support	Insp L Provart	1,310,669	1,900	52,789	56,087		1,421,445
County Policing Command	T/Ch. Supt N Davison	54,719,677	4,565	967,045	786,573	(24,694)	56,453,166
Force Collaboration	Ch. Insp M Austin	97,754		1,500	17,810	(84,055)	33,009
Force Corporate	ACO R Birtles	6,445,607	185,455	729,143	13,785,192	(14,300,192)	6,845,205
Legal Services	Mrs A Ings	439,603		4,950	65,603	(4,232)	505,924
Vulnerability, Partnerships & Control Room	D/Supt J Wvendth & Supt N Baily	16,715,088	1,947	123,441	736,078	(315,070)	17,261,484
		80,347,497	237,607	1,904,418	17,117,572	(14,728,243)	84,878,851
Suffolk Only							
Department	Budget Manager	Employee Related £	Premises £	Transport £	Supplies and Services £	Income £	Net Budget £
Office of the Police and Crime Commissioner for Suffolk	Mr C Jackson	718,200		22,300	292,349		1,032,849
PCC Commissioning Fund	Mr C Jackson				700,000		700,000
Chief Officers & Corporate Services	Mrs D Peake	878,937		27,633	76,312		982,882
County Policing Command	Ch. Supt J Brighton	53,588,991	12,620	687,150	442,836	(185,806)	54,545,791
Force Corporate	ACO P Clayton	2,521,408	88,000	69,000	(1,026,579)	(4,324,955)	(2,673,126)
Protecting Vulnerable People	Supt D Cutler	3,961,939	1,044	40,148	106,529	(155,000)	3,954,660
Strategic Projects	ACO P Clayton	87,754		9,386	10,000	(94,380)	12,760
		61,757,229	101,664	855,617	601,447	(4,760,141)	58,555,816

Cost Centre	Scheme	Project Manager	Approved Budget £	C/Fwd Approved £	Total Approved Budget £
Estates					
C110	Minor Improvements	Chris Rush		40,000	40,000
C120	Estates Strategy :	Chris Rush		48,000	48,000
	- JPPP Dilapidations	Chris Rush		20,000	20,000
	- PHQ Security	Chris Rush		10,000	10,000
	- Lowestoft Property & Custody Store	Chris Rush		2,000	2,000
	- TFU Refurbishment	Chris Rush		10,000	10,000
	- Woodbridge & Annexe	Chris Rush	300,000		300,000
	- Southwold	Chris Rush	50,000		50,000
	- Aldeburgh	Chris Rush	10,000		10,000
	- Saxmundham	Chris Rush	50,000		50,000
	- Bungay	Chris Rush	10,000		10,000
C143	Estates Downsizing	Chris Rush		386,000	386,000
C163	Child SARC (NHS Grant Funded)	Chris Rush	39,500		39,500
	Total		459,500	516,000	975,500
ICT Replacement Programme					
C511	ICT Replacements - Desktop Services	James Close	110,000		110,000
C512	ICT Replacements - Communications	James Close	108,000		108,000
C591	PNN4 (PSN)	James Close	60,000		60,000
C518	Athena (CIS Replacement)	Nigel Read		836,000	836,000
C575	WAN/LAN IP Telephony	James Close		113,000	113,000
C584	PSTN Migration to SIP	James Close		27,000	27,000
C642	PICS (ICT inc WiFi)	James Close		48,000	48,000
C648	Charter	David French		38,000	38,000
	Total		278,000	1,062,000	1,340,000
Vehicles and Equipment					
C335	Catering Equipment	Neil Critchley	10,000		10,000
C327	Patrol Body Armour	Len Matthews	63,000	100,000	163,000
C328	Ballistic Shields & Helmets	Len Matthews	0	2,000	2,000
C410	Vehicle Replacements	Mark Davy	1,091,000	117,000	1,208,000
C310	Equipment Renewals (excl TSU)	Len Matthews /ACO		119,000	119,000
	Total		1,164,000	338,000	1,502,000
Joint Norfolk / Suffolk Projects (Suffolk Share)					
Estates					
C149	PSU Training Facility	Duncan Potter		34,800	34,800
	Total		0	34,800	34,800
ICT Replacement Programme					
C514	ICT Replacements - Desktop Services	James Close	52,000		52,000
C513	ICT Replacements - Applications	James Close	89,000		89,000
C515	ICT Replacements - Communications	James Close	10,000		10,000
C588	IP Call Manager	James Close	52,000		52,000
C575	LAN/WAN Tech Refresh	James Close	100,000		100,000
C592	Network Tools	James Close	4,000		4,000
C589	ANPR Cameras	James Close	313,000	30,000	343,000
C590	ANPR BOF	James Close	111,000		111,000
C565	Confidential Network (not 56.5/43.5)	James Close		90,000	90,000
C566	CCR Telephony	James Close		123,000	123,000
C649	ERP	Katherine Fitzgerald	79,000	543,000	622,000
C650	Socrates	Alan Gilbert		8,000	8,000
C643	i2	Andrew Godrey		16,000	16,000
C564	Mobile Data	Nigel Read		421,000	421,000
C651	Transearch	Tony Brittain		17,000	17,000
	Total		810,000	1,248,000	2,058,000
Projects & Other ICT Related Schemes					
C653	Electronic Access Control Rationalisation	Neil Critchley	179,000		179,000
C654	Live Link Project	Kevin Wilkins	65,000		65,000
	Total		244,000	0	244,000
Vehicles and Equipment					
C336	New Print Room	Len Matthews	8,000		8,000
C332	TSU Equipment	Adam Osborne		24,000	24,000
	Total		8,000	24,000	32,000
	TOTAL PROGRAMME		2,963,500	3,222,800	6,186,300
CAPITAL RECEIPTS					
			2014/15		
	Scheme	Project Manager	Approved Budget £	C/Fwd Approved £	Total Approved Budget £
	Beech Terrace (OHU)	Chris Rush	250,000	55,000	305,000
	Woodbridge & Annexe	Chris Rush	731,000		731,000
	Southwold	Chris Rush	900,000		900,000
	Aldeburgh	Chris Rush	650,000		650,000
	Bungay	Chris Rush	75,000		75,000
	Kessingland	Chris Rush	300,000		300,000
	Eye	Chris Rush		530,000	530,000
	Saxmundham	Chris Rush		200,000	200,000
	Bungay	Chris Rush		75,000	75,000
	Ipswich	Chris Rush		850,000	850,000
	TOTAL SUFFOLK CAPITAL RECEIPTS		2,906,000	1,710,000	4,616,000

Cost Centre	Scheme	Project Manager	Approved Budget £	C/Fwd Approved £	Budget to be confirmed £	Total Approved Budget £
Estates						
F026	Estates Strategy :					
F018	- Attleborough	Duncan Potter		30,000		30,000
F024	- Caister-On-Sea	Duncan Potter				
F020	- North Walsham	Duncan Potter		300,000		300,000
F028	- Stalham	Duncan Potter				
F029	- Gorleston	Duncan Potter		400,000		400,000
F025	- Great Yarmouth	Duncan Potter		200,000		200,000
F030	Dereham Roof	Duncan Potter		24,000		24,000
	SARC	Duncan Potter		115,000		115,000
	Total			1,069,000		1,069,000
ICT Replacement Programme						
F501	ICT Replacements - Desktop Services	James Close	116,000	2,000		118,000
F502	ICT Replacements - Communications	James Close	30,000	5,000		35,000
F520	PNN4 (PSN)	James Close		10,000		10,000
F503	Telephony	James Close		3,000		3,000
	Total		146,000	20,000		166,000
Projects & Other ICT Related Schemes						
F712	Carbon Management	Duncan Potter		151,000		151,000
F507	Athena	Nigel Read		862,000		862,000
F512	Apollo Server	DI Cross		21,000		21,000
	Total			1,034,000		1,034,000
Vehicles and Equipment						
F300	Patrol Body Armour	Len Matthews	172,000			172,000
F300	Firearms Body Armour & Ballistic Shields	Len Matthews	40,000			40,000
F200	Vehicle Replacements	Mark Davy	1,278,000	122,000		1,400,000
F200	Royalty van	Mark Davy			20,000	20,000
	Total		1,490,000	122,000	20,000	1,632,000
Joint Norfolk / Suffolk Projects (Norfolk Share)						
Estates						
F021	PSU Training Facility	Duncan Potter		45,200		45,200
	Total			45,200		45,200
ICT Replacement Programme						
F513	ICT Replacements - Desktop Services	James Close	68,000			68,000
F514	ICT Replacements - Applications / Servers	James Close	115,000			115,000
F515	ICT Replacements - Communications	James Close	12,000			12,000
F516	IP Call Manager	James Close	67,000			67,000
F517	LAN/WAN Tech Refresh	James Close	130,000			130,000
F518	Network Tools	James Close	6,000			6,000
F310	ANPR Cameras	James Close	446,000			446,000
F519	ANPR BOF	James Close	144,000			144,000
F520	Confidential Network**	James Close	50,000			50,000
F521	CCR Telephony	James Close		139,000		139,000
F716	ERP	Katherine Fitzgerald	101,000	707,000		808,000
F721	Socrates	Alan Gilbert		11,000		11,000
F713	I2	Andrew Godfrey		20,000		20,000
F506	Mobile Data	Nigel Read		18,000		18,000
F722	Transearch	Tony Brittain		20,000		20,000
	**Not 56.5% 43.5% split:					
	Total		1,139,000	915,000		2,054,000
Projects & Other ICT Related Schemes						
F724	Electronic Access Control Rationalisation	Neil Critchley	233,000			233,000
F719	Live Link Project	Kevin Wilkins	85,000			85,000
	Total		318,000			318,000
Vehicles and Equipment						
F725	New Print Room	Len Matthews	10,000			10,000
F301	TSU equipment	Adam Osbourne			32,000	32,000
	Total		10,000		32,000	42,000
	TOTAL PROGRAMME		3,103,000	3,205,200	52,000	6,360,200
CAPITAL RECEIPTS						
Cost Centre	Scheme	Project Manager	2014/15 Approved Budget £	C/Fwd Approved £		Total Approved Budget £
	Sheringham			400,000		400,000
	Cromer			312,000		312,000
	TOTAL NORFOLK CAPITAL RECEIPTS		0	712,000		712,000

Workforce Data: Officers

Section 3

Department	Constable FTE	Sergeant FTE	Inspector FTE	C/Inspector FTE	Supt FTE	C/Supt FTE	ACPO FTE	Total FTE
Chief Officers & Executive Support							1.00	1.00
Chief Officers & Executive Support (Norfolk Only)		2.00	1.00		1.00		4.00	8.00
Chief Officers & Corporate Services (Suffolk Only)		1.00					3.00	4.00
Corporate Communications					1.00			1.00
County Policing Command (Norfolk Only)	739.00	146.00	40.00	6.00	5.00	1.00		937.00
County Policing Command (Suffolk Only)	662.00	118.00	39.00	8.00	6.00	1.00		834.00
Force Corporate (Norfolk Only)	28.00	5.00	3.00	1.00	1.00			38.00
Force Corporate (Suffolk Only)	19.00	5.00	2.50	1.00				27.50
Human Resources	31.55	6.00	3.00	2.00				42.55
Human Resources (Suffolk Only)	1.00	1.00	1.00					3.00
Justice Services	85.00	78.00	8.00	2.00		1.00		174.00
Justice Services (Norfolk Only)	6.00							6.00
Performance & Analysis	1.00	1.00	1.00					3.00
Professional Standards	2.00	4.00	3.00		1.00			10.00
Professional Standards (Norfolk Only)			1.00					1.00
Protecting Vulnerable People (Suffolk Only)	37.00	8.00	5.00	1.00	1.00			52.00
Protective Services	349.00	52.00	20.00	8.00	5.00	1.00		435.00
Protective Services (Norfolk Only)	25.73	5.00	1.00					31.73
Protective Services (Suffolk Only)	16.00	2.00						18.00
Strategic Change		1.00	2.00					3.00
Strategic Change (Norfolk Only)		1.00						1.00
Strategic Change (Suffolk Only)					1.00			1.00
Vulnerability, Partnerships & Control Room (Norfolk Only)	115.45	32.75	16.00	4.00	2.00	1.00		171.20
	<u>2,117.73</u>	<u>468.75</u>	<u>146.50</u>	<u>33.00</u>	<u>24.00</u>	<u>5.00</u>	<u>8.00</u>	<u>2,802.98</u>

Department	PCSO FTE	STAFF FTE	Total FTE
Office of the Police and Crime Commissioner for Norfolk		9.72	9.72
Office of the Police and Crime Commissioner for Suffolk		10.81	10.81

Collaborated Departments			
Department	PCSO FTE	STAFF FTE	Total FTE
Chief Officers & Executive Support (Norfolk Only)		6.85	6.85
Chief Officers & Corporate Services (Suffolk Only)		6.00	6.00
Corporate Communications		24.00	24.00
County Policing Command (Norfolk Only)	254.83	49.50	304.33
County Policing Command (Suffolk Only)	169.00	233.35	402.35
Estates & Facilities		22.30	22.30
Estates & Facilities (Suffolk Only)		4.02	4.02
Finance		59.82	59.82
Force Collaboration (Norfolk Only)		1.00	1.00
Force Corporate (Norfolk Only)		7.41	7.41
Human Resources	1.00	165.42	166.42
Human Resources (Suffolk Only)		1.00	1.00
ICT		117.25	117.25
Information Management		1.00	1.00
Information Management (Suffolk Only)		33.28	33.28
Justice Services		169.72	169.72
Justice Services (Norfolk Only)		138.49	138.49
Joint Justice (Suffolk Only)		118.88	118.88
Legal Services (Norfolk Only)		9.00	9.00
Performance & Analysis		65.05	65.05
Procurement & Supplies		16.60	16.60
Professional Standards		21.50	21.50
Professional Standards (Norfolk Only)		7.55	7.55
Protecting Vulnerable People (Suffolk Only)		34.20	34.20
Protective Services		288.03	288.03
Protective Services (Norfolk Only)		49.26	49.26
Protective Services (Suffolk Only)		7.00	7.00
Strategic Change		35.81	35.81
Strategic Change (Suffolk Only)		0.50	0.50
Strategic Projects (Suffolk Only)		2.00	2.00
Transport		53.40	53.40
Transport (Norfolk Only)		0.75	0.75
Vulnerability, Partnerships & Control Room (Norfolk Only)	6.00	246.47	252.47
	430.83	1,996.41	2,427.24

Lead Management Accountant contact details per portfolio

Joint Units

Protective Services – Specialist Operations

Julie Hockley

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Tel: 01473 – 613836

Protective Services - Crime

Sonia Turner

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Justice Services (including Custody, Custody Investigations Unit, Criminal Justice, Prosecutions and Safety Camera Partnerships)

Charlene Ritchie

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**Media and Communications; Transport; Performance and Analysis;
Professional Standards; Strategic Change**

Gary Sheppard

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ICT; Estates and Facilities

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Human Resources; Finance; Procurement;

Sara Clements

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Norfolk Only

Safeguarding and Investigation

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County Policing Command; Norfolk Chief Officers and Executive Support

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Office of the Police and Crime Commissioner; Royalty Protection

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Legal Services

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Capital

Helen Moore

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Suffolk only

County Policing Command; Command and Control Room; Community Safety

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Office of the Police and Crime Commissioner; Suffolk Chief Officers and Executive Support; Protecting Vulnerable People

Julie Hockley

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Capital

David Allen

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Tel: 01473 - 613645

To All Norfolk and Suffolk Constabulary Heads of Departments

FINANCIAL MANAGEMENT- AUTHORISATION AND ALLOCATION OF BUDGETS 2014/15

1. Forwarded herewith is the Chief Constables' Annual Letter of Authorisation for Heads of Depts and Budget Managers for FY 2014/15. Please return the acknowledgement of receipt to your Chief Constable via the CFO s' PAs.
2. This relates to delegation and accountability in respect of Norfolk and Suffolk Police and Crime Commissioners' and Norfolk and Suffolk Constabularies' money and resources.
3. Attached hereto at Annex A is a short guide to "Financial Management Accountability" which aims to explain as simply as possible how the lines of accountability to the two chief constables and PCCs work.
4. Finance Dept will be passing the "Budget Book" to you separately, detailing budget allocations for FY 2014/15.
5. As you know, both Norfolk and Suffolk are addressing significant funding gaps over the 4-year medium-term period 1 April 2014 to 31 March 2018 resulting from a reduction of central government funding, and savings to bridge the gaps are being developed and implemented under the Challenge and Planned Savings Programmes.
6. Because of all the changes to staffing and to other areas of expenditure there has been a general trend of underspending of annual budgets across departments. If you know that you are likely to underspend your 2014/15 budget, or are planning to do so, it will be desirable to know this as early as possible so that this and the reasons can be reported to the PCCs. Please keep us informed about this throughout the year.
7. Please do not hesitate to contact us if you have any queries.



John Hummersone
Chief Finance Officer
Norfolk
Enc



Phillip Clayton
Chief Finance Officer
Suffolk

FINANCIAL MANAGEMENT ACCOUNTABILITY

1. For 2014/15 there is a single set of Norfolk and Suffolk PCCs' Financial Regulations and Contract Standing Orders. These documents can be found on each PCCs website as follows:

<http://www.suffolk-pcc.gov.uk/documents>

<http://www.norfolk-pcc.gov.uk/documents>

Please take time to review these documents, particularly the threshold limits in Section F of the Financial Regulations, and section 3.9 of the Contract Standing Orders.

2. All officers and staff within Norfolk only departments, Suffolk only departments or joint departments must comply with these Financial Regulations and Contract Standing Orders.

3. **Exceptions**

- All subsistence/travel/expenses claims by individuals (regardless of whether incurred for Norfolk-only purposes or for Suffolk-only purposes) must be submitted under the procedure applicable to the force/PCC which employs the individual. i.e, Norfolk officers and staff must submit on Norfolk forms for authorisation by the Joint Head or managers delegated by the Joint Head and then pass these to Norfolk Finance Dept, and reciprocally Suffolk officers and staff must submit on Suffolk forms for authorisation by the Joint Head or managers delegated by the Joint Head and then pass these to Suffolk Finance Dept.
- Where the prevailing Financial Regulations or Financial Instructions contradict or are at variance to police officers' or police staff contracts of employment/terms & conditions of service (eg, travel, subsistence allowances, overtime payments, etc), then the terms and conditions which apply in the individual's employing force will take precedence.
- Where separate Norfolk and Suffolk budgets have been delegated to Joint Heads to manage, it is not permissible to vire between the forces' budgets.
- Where there are contradictions, variances or apparent anomalies in applying this protocol, or managers are in doubt how to apply it, this should be referred to the Chief Finance Officer in the Head of Dept's employing force for resolution.



POLICE
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Norfolk Constabulary

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Wymondham
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Simon Bailey MSt(Cantab) Dip App Crim
Chief Constable

Suffolk Constabulary

Executive Services
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IP5 3QS

Tel: 01473 782705
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Email: suffolkacpo@suffolk.pnn.police.uk

Douglas Paxton QPM
Chief Constable

To All Norfolk and Suffolk Constabulary Heads of Departments

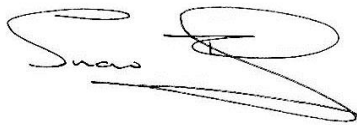
DEVOLVED FINANCIAL MANAGEMENT – ANNUAL LETTER OF AUTHORISATION – FINANCIAL YEAR 2014/15

1. This letter is written in formal terms to reflect the nature of this instruction and guidance.
2. As Chief Constables, we are accountable to Norfolk and Suffolk PCCs respectively for the financial control of the Forces' affairs, working within the regulations laid down by the PCC. In accordance with the Code of Practice on Financial Management under the Police Reform and Social Responsibility Act, responsibility for some areas of the Forces' finances has been delegated to you. This letter sets out your authority and responsibilities.
3. You are responsible to your Chief Constable for the operational, administrative and resource management of the police units and departments placed under your control, and you are accountable to him for the money and/or other resources placed at your disposal. Detailed guidance on financial management is provided in the Financial Regulations and Contract Standing Orders of the PCCs, and Forces' Financial Instructions, policies and procedures: you must ensure that you and your staff are familiar with and comply with these, and with any complementary instructions provided by the Chief Finance Officer or the Head of Finance on their behalf, whose advice should be sought in any case of doubt.
4. Where appropriate to your role, you are authorised to commit your Force to revenue and capital expenditure and make consequent payments, in compliance with the PCCs' Financial Regulations and Contract Standing Orders, the Forces' Financial Instructions, and Police Officer and Police Staff Regulations. Purchasing must conform with Force Technical Standards and

published policies and as set out in Contract Standing Orders and instructions and guidance issued by the Central Procurement Unit.

5. Where budgets have been specifically devolved to you for local management and control, details of these will be passed to you separately. You are to ensure that these budgets are managed in accordance with the procedures set out in the Forces' Financial Instructions, policies and procedures and complementary instructions by the Chief Finance Officer and to achieve best Value for Money. In particular, you are responsible for controlling expenditure of these budgets so that expenditure is contained within budget by the end of the Financial Year. You may delegate control of budgets to staff under your management. This must be done in writing and must specify the heads of expenditure and the expenditure limits within their control, as set out in detail in the Forces' Financial Instructions.
6. Please acknowledge this letter in writing, using the attached proforma; the reason for this is to confirm that you have received this letter and that the chain of accountability connecting taxpayers to PCCs to Chief Constables to Heads of Department is not broken.

Yours sincerely

Handwritten signature of Simon Bailey in black ink, featuring a stylized 'S' and 'B'.

Simon Bailey
Chief Constable, Norfolk

Handwritten signature of Douglas Paxton in black ink, appearing as 'D Paxton'.

Douglas Paxton
Chief Constable, Suffolk

Att



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INTERNAL MEMO

To:	Simon Bailey Chief Constable Norfolk Constabulary Or Douglas PAXTON, Chief Constable Suffolk Constabulary
Cc:	John Hummersone Chief Finance Officer Norfolk Or Phillip CLAYTON Chief Finance Officer Suffolk
From:	(Name) Head of Department
Date:	

ANNUAL LETTER OF AUTHORISATION – FINANCIAL YEAR 2014/15

I acknowledge receipt of your letter dated _____ setting out my financial management responsibilities.
