

WYPCC – Briefing / Decision template

From: Judith Heeley, Treasurer

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Chief Executive
Chief Constable
ACO Finance and Business Support

Timing:	Urgent - Must be in place for 22 November
Purpose:	For decision
Cleared by:	Chief Executive

SUBJECT OF ADVICE: FINANCIAL MANAGEMENT FRAMEWORK

Summary: Approval of the financial management framework to be adopted by the OPCC and Force, as required by the Home Office Financial Management Code of Practice. This comprises a Scheme of Delegation, Financial Regulations and Contract Standing Orders.

Recommendation: The PCC to consider the draft framework and agree a final version. Areas for discussion and decision are identified.

Consideration: The Code requires that a scheme of consent should be prepared by the PCC, advised by the CFO of the PCC in consultation with the Chief Executive, the Chief Constable and the Police Force CFO. At stage 1, this sets out the functions which are delegated from the PCC to officers, including any deputy PCC, the CX and CFOs. The Code also requires each PCC to draw up and adopt a single set of contract standing orders and financial regulations, which should complement the scheme of consent.

Affordability: The costs associated with this relate to the dissemination of the revised framework through the Force and any training requirements identified as a result. There is also a need for the Force to update the internal Financial Instructions which set out detailed guidance on the operation of Financial Regulations.

Handling: The framework is for internal OPCC and Force use only

Risks/Legal Opinion: Clarity on the financial management framework to be followed including delegated authority and any financial limits to such authority is essential, to ensure proper financial administration and avoid the risk of losses, waste, poor value for money etc.

Supporting and dissenting views: The framework has been developed in consultation with the Force through the Finance and Treasury Project Group. A brief outlining outstanding areas for decision will be provided to the PCC.

APPENDICES:

Draft Scheme of Delegation

Draft Financial Regulations incorporating Contract Standing Orders



Office of the
**Police & Crime
Commissioner**
West Yorkshire

**Office of the Police and Crime Commissioner
for West Yorkshire**

Scheme of Delegation

22 November 2012

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Office of the Police and Crime Commissioner for West Yorkshire

Scheme of Delegation

These arrangements are to have effect from 22 November 2012 until superseded by any subsequent scheme approved by the Police and Crime Commissioner. This scheme does not take account of any transfer scheme required by Schedule 15, S10 to the Police Reform and Social Responsibility Act 2011.

1. Introduction

- 1.1 This scheme of delegation describes the arrangements made by the Police and Crime Commissioner (the Commissioner) for people to carry out functions on behalf of the Commissioner.
- 1.2 The Commissioner's functions are set out in s1 of the Police Reform and Social Responsibility Act 2011 (the Act).
- 1.3 The statutory powers of the Commissioner to arrange for others to exercise those functions are set out in s18 of the Act. In addition, by virtue of s14, Schedule 1 to the Act, the Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of those functions.
- 1.4 With the exceptions set out in this paragraph and in paragraphs 1.5 and 1.6 below, the Commissioner may delegate functions to a Deputy Commissioner, a member of the Commissioner's staff or any other person. The Commissioner cannot delegate their functions to
 - A constable
 - 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
- 1.5 The Commissioner cannot delegate certain functions to anyone else. These functions are
 - Issuing the Police and Crime Plan;
 - Appointing, suspending and requiring the Chief Constable to resign;
 - Calculating the council tax requirement.
- 1.6 The Act also specifies those functions which, if delegated, can only be delegated to a Deputy Commissioner, namely
 - Determining police and crime objectives;
 - Attending the Police and Crime Panel (PCP);
 - Preparing an annual report to the PCP.

2. General principles of delegation

- 2.1 Throughout this scheme the Commissioner expects that any person carrying out functions on the Commissioner's behalf, or making any related decision, will act within policies and strategies approved by the Commissioner and will take appropriate professional advice as necessary, particularly legal and financial advice and where appropriate, operational advice from the Chief Constable.
- 2.2 The Commissioner expects anyone exercising delegated powers under this scheme to draw to the attention of the Office of Police and Crime Commissioner any issue which is likely to be regarded by the Commissioner as novel, contentious or repercussive. In addition, the Commissioner is ultimately accountable for the Police Fund. Before any financial liability affecting the Police Fund that the Commissioner might reasonably regard as novel, contentious or repercussive is incurred, prior written approval must be obtained from the Commissioner's office. Delegations for such approval are set out in this scheme.**
- 2.3 For the avoidance of doubt, any of the Commissioner's statutory functions may be exercised directly by the Commissioner at any time, irrespective of whether those functions, or matters ancillary to them, have been delegated to any other person.
- 2.4 In the Commissioner's absence or where specifically authorised to do so by the Commissioner, a Deputy Commissioner may exercise any of those functions (except those functions which cannot be delegated, as set out in paragraph 1.5).
- 2.5 The Commissioner, or the Deputy Commissioner if authorised to do so by the Commissioner, may at any time issue specific delegations to any person to exercise any of the Commissioner's functions (unless prohibited by law).
- 2.6 No decision will be taken on behalf of the Commissioner unless the relevant person has the power to do so as set out under the terms of this scheme. The Commissioner's Chief Executive (as Monitoring Officer) is responsible for overall adherence to this scheme.
- 2.7 The scheme is intended to complement the Financial and Contract Regulations and any other relevant arrangements adopted by the Commissioner. However, in the event of a conflict, the provisions of this scheme have precedence.

- 2.8 The Chief Executive and Chief Finance Officers have a duty consistently to monitor the effectiveness of this scheme and to recommend changes, as necessary, to the Commissioner. It will be reviewed on an annual basis by the Chief Executive, the Commissioner's Chief Finance Officer and the Chief Constable's Chief Finance Officer as part of the annual review of the Governance Environment as required by the Accounts and Audit Regulations 2011 and the Financial Management Code of Practice.
- 2.9 Anyone authorised to exercise delegated functions under this scheme may make such arrangements as are necessary so as to ensure that those functions can be exercised properly by other qualified and/or experienced people and will make appropriate arrangements to cater for their absence. Those arrangements must be made known to the Chief Executive (or in their absence the Commissioner's Chief Finance Officer) at the point at which they are designed to take effect.
- 2.10 To exercise the functions of their office effectively the Commissioner will need access to all relevant information and data, in a timely and appropriate form, and to all relevant Police Officers and Police Civilian Staff within their force area.

3. Definitions

- 3.1 In this document the following specific expressions will have the following meanings unless inconsistent with the context:

'The Commissioner'	the person occupying the office of Police and Crime Commissioner for West Yorkshire
'Deputy Commissioner'	any person appointed by the Commissioner under s18 (1)(a) of the Act.
'The Commissioner's Staff'	people employed by the Commissioner not under the direction and control of the Chief Constable.
'Police Civilian Staff'	people employed by the Commissioner solely to assist the police force maintained by the Commissioner and under the direction of control of the Chief Constable in accordance with schedule 15, Part I section 7(10)(b) to the Act
'Chief Executive'	the person appointed under paragraph 6(1)(a) of Schedule 1 to the Act

'The Commissioner's Chief Finance Officer'	the officer having responsibility for the proper administration of the Commissioner's financial affairs under paragraph 6(1)(b) of Schedule 1 to the Act
'Chief Constable'	the person appointed under s2 of the Act.
'Assistant Chief Officer Finance and Business Services'	the member of Police Civilian Staff who has been nominated by the Chief Constable as being responsible for the exercise of the functions of the Chief Constable's Chief Finance Officer .
'Chief Constable's Chief Finance Officer'	the person responsible for the proper administration of the police force's financial affairs under paragraph 4(2)(1) of Schedule 2 to the Act.

4. DELEGATIONS TO THE DEPUTY COMMISSIONER (IF APPOINTED)

4.1 Introduction

The Commissioner may appoint a deputy to exercise his/her functions (except those which can not be delegated, listed in paragraph 1.5). The Deputy Commissioner can give consent to the Chief Executive to carry out any functions (with the exception of those listed in paragraph 1.6) in his/her absence (defined as leave or illness).

4.2 Delegations To be determined

5. DELEGATIONS TO THE CHIEF EXECUTIVE

5.1 Introduction

The Chief Executive is the head of the Commissioner's staff, and the Monitoring Officer for the Commissioner (under s5 of the Local Government and Housing Act 1989). Staff designated by the Chief Executive are authorised to undertake the functions of the Chief Executive in his absence. The delegations below are a record of those formal delegations granted by the Commissioner to the Chief Executive which are in effect at the time of publication of this scheme.

5.2 Delegations

1. To prepare the police and crime plan in consultation with the Chief Constable of West Yorkshire for submission to the Commissioner.
2. To produce the Commissioner's annual report.

3. To undertake a General Counsel role in respect of all litigation decisions, whether involving claims asserted against the Commissioner or the Chief Constable.
4. To sign on behalf of the Commissioner any indemnity required to enable the Commissioner or to exercise any of the Commissioner's functions, provided that where the giving of an indemnity could have significant financial implications not covered by the Commissioner's insurance policies, such indemnity will be signed only with the approval of the Commissioner's Chief Finance Officer.
5. In addition to the powers set out in the Contract Regulations to sign, execute and issue all legal documents necessary to implement decisions made by the Commissioner or anyone exercising the Commissioner's functions.
6. In consultation with the Commissioner's Chief Finance Officer, to exercise responsibility for the Commissioner's expenditure and income, except for those resources that are directly allocated to the Chief Constable, such responsibility to be exercised in accordance with the Financial Regulations of the Commissioner and the Code of Practice on Financial Management.
7. To fix fees for copies of documents and extracts of documents requested under the Local Government (Access to Information) Act 1985, the Freedom of Information Act 2000, and the Data Protection Act 1998.
8. In connection with complaints and conduct issues against the Chief Constable
 - In relation to complaints, to determine (and respond to the complainant accordingly) wherever possible within 5 days of the complaint being received whether or not the Commissioner is the appropriate authority to consider such a complaint;
 - Wherever possible and appropriate in consultation with the Commissioner, to make decisions in dealing with complaints and conduct matters against the Chief Constable including:
 - Recording decisions (for conduct matters);
 - Initial assessments;
 - Suitability for local resolution;
 - Referral to the IPCC;
 - Referral to the Crown Prosecution Service;
 - Application to the IPCC for dispensation or discontinuance;
 - Appointment and briefing of the investigator;
 - Appointment of misconduct hearing or meeting members (and related determinations);

- The Commissioner's representations (or the decision not to make representations) to misconduct proceedings in accordance with regulation 35(10) of the Police Conduct Regulations 2008;
 - Representation at proceedings, meetings, appeals, hearings and for other such related matters.
9. To oversee the workings of the complaints system, save for the exercise of the power granted to local policing bodies under section 15 of the Police Reform Act 2002 (as inserted by paragraph 7 of Schedule 14 to the Police Reform and Social Responsibility Act 2011, which is reserved to the Commissioner.
 10. To authorise, pursuant to s223 Local Government Act 1972 (as amended), any member of the Commissioner's Staff to prosecute or defend or to appear in proceedings before a court or tribunal or to conduct any such proceedings.
 11. In consultation with the Commissioner's Chief Finance Officer where appropriate, to determine any matter falling to be determined by the Commissioner or any Deputy Commissioner (other than those matters described in s18 (7) of the Act) where it is necessary to do so in urgent circumstances or where the Commissioner and any Deputy Commissioner is absent or where the Commissioner has given specific authority for the Chief Executive so to act. Any matter so determined will be reported to the Commissioner as soon as is practicable.
 12. To exercise all the Commissioner's powers and duties in connection with equalities, human rights, health and safety, freedom of information and data protection legislation, with the exception of those powers and duties which relate to the oversight of the Chief Constable's arrangements for those matters.
 13. To consider and determine complaints against the Commissioner's Staff (except the Chief Executive and any Deputy Commissioner) and to consider grievances made by such staff against other such staff.
 14. To review complaints of maladministration against the Commissioner and to approve the provision of any remedy, financial or otherwise.
 15. To administer on the Commissioner's behalf the Independent Custody Visiting Scheme, including the appointment and removal of custody visitors, and to monitor service quality issues raised through the operation of the scheme for report to the Commissioner.
 16. To exercise all powers of employer in respect of the Commissioner's Staff (with the exception of the Deputy Commissioner), including determination of all issues relating to the conditions of service of those staff, provided that any such decisions are made in accordance with the law and with policies adopted by the Commissioner .

17. To approve any requests for financial assistance to police officers and Police Civilian Staff involved in legal proceedings or inquests.

6. DELEGATIONS TO THE COMMISSIONER'S CHIEF FINANCE OFFICER

6.1 Introduction

The Commissioner's Chief Finance Officer has a statutory responsibility to carry out the functions of the Chief Finance Officer under s151 of the Local Government Act 1972, and s114 of the Local Government Finance Act 1988, ensuring that the financial affairs of the Commissioner and the Chief Constable are properly administered having regard to their probity, legality and appropriate standards. Designated staff of the Chief Finance Officer are authorised to undertake the functions of the Chief Finance Officer in her absence.

6.2 Delegations

The Commissioner's Financial and Contract Regulations authorise the Commissioner's Chief Finance Officer to take various expenditure and other financial decisions on behalf of the Commissioner and otherwise specify how that Chief Finance Officer will exercise responsibility for the proper administration of the Commissioner's financial affairs.

7. DELEGATIONS TO THE ASSISTANT CHIEF OFFICER (ACO) FINANCE AND BUSINESS SERVICES

7.1 Introduction

The ACO is the financial adviser to the Chief Constable and has a statutory responsibility to carry out the functions of the Chief Finance Officer under section 151 of the Local Government Act 1972, and s114 of the Local Government Finance Act 1988, ensuring that the financial affairs of the Chief Constable are properly administered having regard to their probity, legality and appropriate standards. Designated staff of the ACO are authorised to undertake the functions of that officer in his absence.

7.2 Delegations

Personnel Matters

1. To exercise all the powers of employer of police officers, including determination of all issues relating to terms and conditions of service of police officers, provided that any such decisions are made in accordance with Police Regulations.
2. To exercise all the powers of employer of Police Civilian Staff, including

determination of all issues relating to the conditions of service of those staff, provided that any such decisions are made in accordance with the law and with policies adopted by the West Yorkshire Police.

3. To exercise all the powers of employer of police officers and Police Civilian Staff regarding pension matters.
4. To determine ex gratia payments in respect of loss or damage to the personal property of anyone under the direction and control of the Chief Constable.

Property Matters

5. Except where otherwise provided in this scheme and with the exception of the right to buy and sell real property, to exercise all powers, rights and duties in respect of real and personal property in the ownership of the Commissioner.
6. Notwithstanding paragraph 5 above, after consultation with the Chief Executive and the Commissioner's Chief Finance Officer, to enter into leases for land, buildings and equipment.
7. After consultation with the Commissioner, to determine sums to be paid from the Police Property Fund towards charitable purposes.

Financial Matters

8. To exercise responsibility for force expenditure (in other words that part of the police fund which is provided to the Chief Constable) provided that such responsibility shall be exercised in accordance with the law and with the Commissioner's Financial and Contract Regulations and any relevant statutory guidance and codes of practice.
9. Where the approval of the Commissioner is not required by Financial Regulations or this scheme and within the limitations prescribed by Financial Regulations, and in pursuit of the policies and objectives agreed with the Commissioner and reflected in the West Yorkshire Police and Crime Plan.
 - to approve business cases for revenue and capital expenditure to commit expenditure within the approved budget for the Chief Constable
 - in accordance with the requirements of Financial Regulations to vire or move money or budgets between budget headings

10. Where the approval of the Commissioner is not required by Contract Regulations or this scheme and within the limitations prescribed by Financial Regulations, and in pursuit of the policies and objectives agreed with the Commissioner and reflected in the West Yorkshire Police and Crime Plan
 - to approve contract exemptions
 - to approve all requests to go out to tender
 - to approve the award of contracts and to sign contracts
 - to approve all variations, extensions or terminations of contracts
11. To approve [subject expressly to the overarching requirements of para 2.2] the writing off of any debt, subject to the agreement of the Commissioner's Chief Finance Officer in respect of any debt in excess of £5,000.
12. To accept income, grants, offers of sponsorship and gifts for police purposes on behalf of the Commissioner provided that decisions taken in this regard are in accordance with the law and with any guidance or policy which the Commissioner may from time to time determine.
13. To determine the rates of charges for policing services to external bodies and give approval to charge for or not to charge for such services in accordance with the law and with any guidance or policy which the Commissioner may from time to time determine.
14. In so far as delegation from the Commissioner may be required, to sign on behalf of the Chief Constable any indemnity required to enable the Chief Constable or to exercise any of the Chief Constable's functions, provided that where the giving of an indemnity could have significant financial implications not covered by the Commissioner's insurance policies, such indemnity shall be signed only with the approval of the Commissioner's Chief Finance Officer.



Office of the
**Police & Crime
Commissioner**
West Yorkshire

**POLICE AND CRIME COMMISSIONER
FOR WEST YORKSHIRE**

FINANCIAL REGULATIONS

22 NOVEMBER 2012

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INTRODUCTION

1000 The Financial Regulations are divided into a number of sections, each with detailed requirements relating to the section heading. References are made throughout the individual sections to delegated limits of authority. These are also summarised in Section 8.

- Section 1 - Introduction and Key Roles and Responsibilities
- Section 2 - Financial Management
- Section 3 - Financial Planning
- Section 4 - Management of Risk and Resources
- Section 5 - Systems and Procedures
- Section 6 - Yorkshire & The Humber Regional Contract Standing Orders
- Section 7 - External Arrangements
- Section 8 - Summary of Delegated Financial Limits

DEFINITIONS WITHIN THE REGULATIONS

1001 For the purposes of these Regulations, a number of posts and terms used have specific meanings. The table below should be used as an aide.

1002 Most of the references have been made to the responsibilities of the Assistant Chief Officer (ACO) who has delegated responsibility on behalf of the Chief Constable. This is because most of the day to day financial management is vested with that post. However, where resources are under the control of the Chief Executive, the appropriate financial duties, rights and powers as detailed for the ACO shall apply equally to the Chief Executive.

1003 The terms Chief Constable, Chief Executive and Commissioner's Chief Finance Officer 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, made to an appropriate level and the member of staff given sufficient authority, training and resources to undertake the duty in hand.

The following is an aide to the meaning of posts and terms used within these regulations	
West Yorkshire Police (WYP)	Used as a generic terms refers to: <ul style="list-style-type: none"> • The Commissioner • The Office of the Commissioner • The Force
Police and Crime Commissioner (The Commissioner)	An elected post. The public accountability for the delivery and performance of the police service is placed into the hands of the Commissioner on behalf of their electorate (members of the public).
The Force	"The Force" shall refer to the Chief Constable, Police Officers, Police Staff, Police Community Support Officers (PCSO), Special Constabulary and Volunteers, as well as other members of the wider police family under the Chief Constable's direction.
Chief Constable (CC)	The most Senior Police Officer in the Force. The Chief Constable is charged with the impartial direction and control of all Constables and staff within the Force.
Commissioner's Chief Finance Officer	The Commissioner's Chief Finance Officer. The Commissioner's Chief Finance Officer has certain statutory duties which cannot be delegated e.g. an annual statement of the Commissioner's accounts, including group accounts.
Assistant Chief Officer (ACO), Finance and Business Service	The Chief Constable's Commissioner's Chief Finance Officer providing professional advice on all financial matters. The ACO has certain statutory duties which cannot be delegated e.g. an annual statement of the Chief Constable's accounts.
Statutory Chief Officers	When referred to as a generic term shall mean: <ul style="list-style-type: none"> • The Chief Constable, • Chief Executive, • Commissioner's Chief Finance Officer and • Assistant Chief Officer (ACO)
Chief Executive/Monitoring Officer/Solicitor	Three separate and distinct roles within the one post Provides leadership and administration of the Commissioner's office. <ul style="list-style-type: none"> • The Chief Executive is the Commissioner's designated Monitoring Officer, appointed under section 5(1) of the Local Government and Housing Act 1989. • The Chief Executive is also the Commissioner's Solicitor and Legal Advisor.

Officers or Employees	<p>Generic use of the term "Officer" or "Employees" refers to:</p> <ul style="list-style-type: none"> • Police Officers; • Police Staff; • PCSOs, Special Constabulary, Volunteers; • The Commissioner's staff; and • Other members of the wider police family.
Authorised Officer	Employees authorised by a Chief Officer
Police and Crime Panel	A Police and Crime Panel will scrutinise the decisions and actions of the Commissioner. The Panel is made up of local Councillors, representing the five councils in West Yorkshire and reflecting the political make up of the five councils taken as a whole, and independent members recruited from the community.
Director of Regional Procurement	<p>The Director of the Regional Procurement Team covering West Yorkshire Police as well as the following Forces:</p> <ul style="list-style-type: none"> • South Yorkshire Police; • North Yorkshire Police; and • Humberside Police.
Contract	Any commitment (including purchase orders, memoranda of understanding, leases and service level agreements) to acquire, purchase or sell goods, services or building works made on behalf of the Commissioner, the Force or their affiliated bodies.
Best value for money	The most cost effective means of meeting the need. Takes account of whole life costs.
Scheme of Delegation	The Commissioner's Scheme of Delegation as approved
Precept	The amount raised through the Council Tax to fund policing. The Commissioner determines the level of police council tax and issues a precept demand on the Billing Authorities (the five district councils) who collect the police council tax on behalf of the Commissioner.
Independent Audit Committee	A combined body which considers the internal and external audit reports of both the Commissioner and the Chief Constable. Comprises four members who are independent of the Commissioner and the Force

The terms below have the following meanings in the Contract Standing Orders – See Section 6;

YatH	The Yorkshire and the Humber Region
YatH Commissioners	The Yorkshire and the Humber region's Police & Crime Commissioners, i.e. Humberside Commissioner, North Yorkshire Commissioner, South Yorkshire Commissioner and West Yorkshire Commissioner
YatH Forces	The Humberside Police, North Yorkshire Police, South Yorkshire Police and West Yorkshire Police
Chief Constables	The Chief Constables of the YatH Forces
Assistant Chief Officers	The Assistant Chief Officers responsible for Finance within each of the YatH Forces
YatH Regional Procurement Department	The Regional Procurement Department operating on behalf of the YatH forces
Regional Procurement Director	The Officer responsible for the Regional Procurement Team.
Chief Officers	Officers who are members of the Command Team in each of the YatH Forces
Divisional/Departmental Head	The most senior officer in any Division, Department or Branch in the YatH forces.
Officers or Employees	Generic use of the term "Officer" or "Employees" refers to: <ul style="list-style-type: none"> • Police Officers; • Police Staff; • PCSOs, Special Constabulary, Volunteers; and Other members of the wider police family.
OPCC	Office of the Police and Crime Commissioner
Single Tender Action (STA)	The selection of a supplier to provide works, goods or services without competition.
Regional Procurement Policy and Procedures	All Procurement policy and procedures published by the Regional Procurement Team.
Collaborative Contract	A contract for the provision of works, goods or services to more than one Police Force or public entity.
Framework Agreement	A contract set up by a public sector organisation for some or any public sector organisations to use. The Agreement sets out terms and conditions under which specific purchases can be made throughout the term of the Agreement. The Agreement will typically have been awarded under the EU Procurement rules.

PUBLIC ACCOUNTABILITY

- 1004 Public sector accounting is covered by a range of government legislation and accounting standards that are designed to ensure proper accountability for public funds. In addition, the Home Office has issued a Financial Management Code of Practice under Section 17 of the Police Reform and Social Responsibility Act 2011 and Section 39 of the Police Act 1996 which permit the Secretary of State to issue Codes of Practice to all Police and Crime Commissioners and Chief Constables.
- 1005 Each Commissioner and their respective Chief Constable is established in law as a corporation sole within the 2011 Act. As such, both are enabled by law to employ staff and hold funds in their official capacity. Chief Constables are charged with the impartial direction and control of all constables and staff within the police force that they lead. Staff of the Commissioner are accountable to the directly elected holder of that office.
- 1006 The public accountability for the delivery and performance of the police service is placed into the hands of the Commissioner on behalf of their electorate. The Commissioner draws on their mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. They are accountable to the electorate and the Chief Constable is accountable to their Commissioner. The Police and Crime Panel within each force area is empowered to maintain a regular check and balance on the performance of the Commissioner in that context.
- 1007 The Commissioner within each force area has a statutory duty and electoral mandate to hold the police to account on behalf of the public.
- 1008 The Commissioner may appoint a Deputy Commissioner who may exercise any function of the Commissioner with the exception of those set out in the Act which the Commissioner must exercise personally.
- 1009 The Commissioner is the recipient of all funding, including the government grant and precept and other sources of income, related to policing and crime reduction and all funding for a force must come via the Commissioner. How this money is allocated is a matter for the Commissioner in consultation with the Chief Constable, or in accordance with any grant terms. The Chief Constable will provide professional advice and recommendations.
- 1010 The Commissioner and the Chief Constable are both required to appoint a Chief Finance Officer.

Financial management policies

- 1011 To conduct its business effectively, WYP needs to ensure that it has sound financial management policies 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 force are conducted properly and in compliance with all necessary requirements.
- 1012 The Regulations are designed to establish overarching financial responsibilities, to confer duties, rights and powers upon the Commissioner, the Chief Constable and their officers and to provide clarity about the financial accountabilities of groups or individuals. They apply to every member and officer of the service and anyone acting on their behalf.

- 1013** A modern organisation should also be committed to innovation, within the regulatory framework, providing that the necessary risk assessment and approval safeguards are in place.
- 1014** These Financial Regulations should not be seen in isolation, but rather as part of the overall regulatory and governance framework of WYP that includes the Policing Protocol, Codes of Conduct and Scheme of Delegation.
- 1015** Financial Regulations explain the working financial relationship between the Commissioner and the Chief Constable and their respective Chief Financial Officers, having regard also to the role played by the Commissioner's Chief Executive.
- 1016** Breaches of Financial Regulations of a serious nature may result in disciplinary proceedings and, potentially, criminal action.

KEY ROLES AND RESPONSIBILITIES

Role and responsibilities of the Commissioner	
General	<ul style="list-style-type: none"> • A statutory duty and electoral mandate to ensure an efficient and effective police service and to hold the police to account on behalf of the public. • Approve the annual statement of accounts. • Approve the overall framework of accountability and control, and monitor compliance. • Sign the Annual Governance Statement with the Chief Executive and the Chief Constable.
Financial Regulations	<ul style="list-style-type: none"> • Approve or amend the Financial Regulations.
Financial Management	<ul style="list-style-type: none"> • Approve the policy framework and budget, monitor financial outcomes and the approval of medium term financial plans in consultation with the Chief Constable. • Approve procedures for agreeing variations to approved budgets, plans and strategies forming the policy framework. • Approve procedures for recording and reporting decisions taken and for monitoring compliance with agreed policy and related executive decisions.

Role and responsibilities of the Deputy Commissioner	
General	<ul style="list-style-type: none"> • The Deputy Commissioner may exercise any function conferred by the Commissioner, other than those which the Commissioner is required to undertake personally.

Role and responsibilities of the Chief Constable	
General	<ul style="list-style-type: none"> • Maintaining the Queen's Peace. • Direction and control over the Force's officers and staff. The Chief Constable holds office under the Crown, but is appointed by the Commissioner. • Sign the Annual Governance Statement with the Commissioner and the Chief Executive.
Financial Regulations	<ul style="list-style-type: none"> • Issue Financial Instructions to supplement Financial Regulations, after consultation with the Commissioner's Chief Finance Officer and Chief Executive. • Take 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.
Financial Management	<ul style="list-style-type: none"> • Financial management of the Force within the framework of the agreed budget allocation, rules of virement, reporting arrangements and levels of authorisation issued by the Commissioner. • Approve medium term financial plans in consultation with the Commissioner.

Role and responsibilities of the Commissioner's Chief Finance Officer	
General	<ul style="list-style-type: none"> • Ensure a personal, ethical and legal relationship in trust to the local council taxpayer and to act in their sole benefit and interest.
Financial Regulations	<ul style="list-style-type: none"> • Maintain a review of Financial Regulations and submit any additions or amendments to the Commissioner, after consulting with the ACO and the Chief Executive. • Determine, after consulting with the Monitoring Officer, whether any breaches of the Financial Regulations shall be reported to the Commissioner and/or Chief Constable.
Financial Management	<ul style="list-style-type: none"> • Provide an annual statement of the Commissioner's accounts, including group accounts. • Ensure the proper administration of the Commissioner's financial affairs. • Ensure the financial affairs of the Commissioner are properly administered and that financial regulations are observed and kept up to date. • Ensure regularity, propriety and Value for Money (VfM) in the use of public funds. • Ensure the funding required to finance agreed programmes is available from Central Government, Council Tax precept, other contributions and recharges. • Report to the Commissioner, the Police and Crime Panel and the external auditor: <ul style="list-style-type: none"> ○ any unlawful, or potentially unlawful, expenditure by the Commissioner or officers of the Commissioner; ○ when any expenditure is likely to exceed the resources available to it to meet that expenditure. • Advise the Commissioner on the robustness of the estimates and the adequacy of financial reserves. • Prepare the annual statement of accounts, in conjunction with the Director of Finance & Business Support. • Ensure the provision of an effective Internal

	<p>Audit service, in conjunction with the ACO.</p> <ul style="list-style-type: none"> • Secure the Treasury Management function, including loans and investments. • Advise, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance. • Arrange the determination and issue of the precept. • Liaise with the External Auditor. • Advise the Commissioner on the application of VfM principles by the Force to support the Commissioner in holding the Chief Constable to account for efficient and effective financial management.
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Role and responsibilities of the Chief Executive

General	<ul style="list-style-type: none"> • Leadership and general administration of the Commissioner's office. • To exercise relevant functions on behalf of the Commissioner. • To sign the Annual Governance Statement with the Commissioner and the Chief Constable.
Financial Management	<ul style="list-style-type: none"> • Advise, in consultation with the Commissioner's Chief Finance Officer on the safeguarding of assets, including risk management and insurance.

Role and responsibilities of Commissioner's Solicitor (Chief Executive)

General	To provide legal advice to the Commissioner.
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Role and responsibilities of the Commissioner's Monitoring Officer (Chief Executive)

Financial Management	<ul style="list-style-type: none"> • Ensure the legality of the actions of the Commissioner and the Chief Constable. • Ensure that procedures for recording and reporting key decisions are operating effectively. • Advise the Commissioner and all officers about who has authority to take a particular decision. • Advise the Commissioner about whether a decision is likely to be considered contrary or not wholly in accordance with the policy framework.
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Role and responsibilities of the Assistant Chief Officer (ACO)	
General	<ul style="list-style-type: none"> • Ensure a personal, ethical and legal relationship in trust to the local council taxpayer and to act in their sole benefit and interest.
Financial Regulations	<ul style="list-style-type: none"> • Ensure all employees, contractors and agents are aware of the existence and content of Financial Regulations and that they are complied with.
Financial Management	<ul style="list-style-type: none"> • Proper administration of the Chief Constable's financial affairs. • All financial activities within the Force or contracted out under the supervision of the Force. • Ensuring that the financial affairs of the Force are properly administered and that the Financial Regulations are observed and kept up to date. • Reporting to the Chief Constable, the Commissioner, the Commissioner's Chief Finance Officer and to the External Auditor: <ul style="list-style-type: none"> ○ any unlawful, or potentially unlawful, expenditure by the Chief Constable or officers of the Chief Constable; ○ when it appears that any expenditure of the Chief Constable is likely to exceed the resources available to it to meet that expenditure. • Advise the Chief Constable on VfM in relation to all aspects of the Force's expenditure. • Advise the Chief Constable and the Commissioner on the soundness of the budget in relation to the Force. • Liaise with the External Auditor. • Work with the Commissioner's Chief Finance Officer to produce the Statement of Accounts for the Chief Constable and to assist in the production of group accounts for WYP.

Role and responsibilities of the Independent Audit Committee	
General	Advise the Commissioner and the Chief Constable according to good governance principles and advise on appropriate risk management arrangements in accordance with proper practices.

Role and responsibilities of the Police and Crime Panel	
General	<ul style="list-style-type: none"> • Scrutinise the actions and decisions of the Commissioner. • Make information available to the public, enabling them to hold the Commissioner to account.

Role and responsibilities of Employees	
Financial Issues	<ul style="list-style-type: none"> • Abide by the highest standards of probity (i.e. honesty, integrity and transparency) in dealing with financial issues. • Report all breaches of the Financial Regulations to senior managers. • Take reasonable action to provide for the security of assets under their control. • Ensure the use of resources is legal, properly authorised, provides VfM and achieves best value.

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FINANCIAL MANAGEMENT

The Police and Crime Commissioner

- 2000 The Commissioner is the recipient of funding relating to policing and crime reduction, including government grant, council tax precept and other sources of income. How this money is allocated is a matter for the Commissioner in consultation with the Chief Constable, or in accordance with any grant terms. The statutory officers of the Chief Constable and the Commissioner will provide professional advice and recommendations.
- 2001 The Commissioner is responsible for approving the overall framework of accountability and control, as well as for monitoring compliance. In relation to these Financial Regulations this includes:
- Police and Crime Plan
 - Financial strategy
 - Annual revenue budget
 - Capital programme
 - Medium term financial forecasts
 - Treasury management strategy, including the annual investment strategy
 - Asset management strategy
 - Risk management strategy
 - Governance policies
- 2002 The Commissioner shall provide his Chief Finance Officer with such staff, accommodation and other resources as are in his opinion sufficient to allow his duties under this section to be performed.
- 2003 The Commissioner may appoint a Deputy Commissioner for that area and arrange for the Deputy Commissioner to exercise any function of the Commissioner with the exception of those which must be carried out personally by the Commissioner.

The Chief Constable

- 2004 The Chief Constable is accountable to the law for the exercise of police powers and to the Commissioner for the delivery of efficient and effective policing, management of resources and expenditure by the Force. At all times the Chief Constable, his constables and staff, remain operationally independent in the service of the public.
- 2005 To help ensure the effective delivery of policing services and to enable the Chief Constable to have impartial direction and control of all constables and staff within their force, the Chief Constable should have 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 Commissioner.
- 2006 The Chief Constable must ensure that the financial management of their allocated budget remains consistent with the objectives and conditions set by the Commissioner. The Chief Constable will discharge this through the ACO who will lead for the Force on financial management.
- 2007 When the Chief Constable intends to make significant change of policy or seeks to move significant sums of their budget then the approval of the Commissioner should be sought.

- 2008 In operating day to day financial management, the Chief Constable shall comply with the approved policies and framework of accountability.
- 2009 The Chief Constable shall:
- Prepare Financial Instructions to supplement the Financial Regulations;
 - Provide detailed instructions on the operation of the specific financial processes delegated to the Chief Constable; and
 - Ensure that all employees are made aware of the existence of these Regulations and are given access to them. Where appropriate, training shall be provided to ensure that the Regulations can be complied with.

The Independent Audit Committee

- 2010 The Home Office Financial Management Code of Practice states that the Commissioner and Chief Constable should establish an independent Audit Committee. This should be a combined body which will consider the internal and external audit reports of both the Commissioner and the Chief Constable.
- 2011 In establishing the Audit Committee, the Commissioner and Chief Constable shall have regard to CIPFA Guidance on Audit Committees.
- 2012 The Commissioner and Chief Constable shall be represented at all meetings of the Audit Committee.
- 2013 The Audit Committee shall:
- Comprise between three and five members who are independent of the Commissioner and the Force; and
 - Establish formal Terms of Reference, covering its core functions, which shall be formally adopted and reviewed on an annual basis.

The Commissioner's Chief Finance Officer

- 2014 The Commissioner's Chief Finance Officer's statutory responsibilities are set out in:
- Paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011;
 - Section 114 Local Government Finance Act 1988 (formal powers to safeguard lawfulness and propriety in expenditure); and
 - The Accounts and Audit Regulations 2011.
- 2015 The Commissioner's Chief Finance Officer, in consultation with the Chief Executive, ACO and/or Chief Constable as appropriate, shall be given powers to institute any proceedings or take any action necessary to safeguard the finances of WYP.
- 2016 The Commissioner's Chief Finance Officer has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the Commissioner on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the Commissioner's accounts, including group accounts.
- 2017 The Commissioner's Chief Finance Officer is the Commissioner's professional adviser on financial matters. To enable them to fulfil these duties and to ensure the Commissioner is provided with adequate financial advice the Commissioner's Chief Finance Officer:

- Must be a key member of the Commissioner's Leadership Team, working closely with the Chief Executive, helping the team to develop and implement strategy and to resource and deliver the Commissioner'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 Commissioner, to ensure that the financial aspects of immediate and longer term implications, opportunities and risks are fully considered, and aligned with the Commissioner's financial strategy;
- Must lead the promotion and delivery, by the Commissioner, 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.

Assistant Chief Officer (ACO), Finance and Business Services

2018 The ACO's responsibilities are set out in:

- Paragraph 4 of Schedule 2 and paragraph 1 of Schedule 4 to the Police Reform and Social Responsibility Act 2011
- Section 114 Local Government Finance Act 1988 (formal powers to safeguard lawfulness and propriety in expenditure)
- The Accounts and Audit Regulations 2011

2019 The ACO has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the Force on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the Chief Constable's accounts. The ACO will need to observe the locally agreed timetable for the compilation of the group accounts by the Commissioner's Chief Finance Officer.

2020 The ACO is the Chief Constable's professional adviser on financial matters. In order to fulfil these duties the ACO :

- Must be a key member of the Chief Constable's Management Team, helping it to develop and implement strategy and to resource and deliver the Commissioner'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 Chief Constable to ensure immediate and longer term implications, opportunities and risks are fully considered;
- Must lead the promotion and delivery, by the Chief Constable, 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.

2021 It must be recognised that Financial Regulations cannot foresee every eventuality. The ACO, in consultation with the Commissioner's Chief Finance Officer, shall be responsible for interpreting these regulations so as to ensure the efficient and effective operation of services.

The Chief Executive

2022 The Chief Executive is responsible for the leadership and general administration of the Commissioner's office.

FINANCIAL MANAGEMENT STANDARDS

Why is this important?

2023 The Commissioner, Chief Constable and all employees have a duty to abide by the highest standards of probity (i.e. honesty, integrity and transparency) in dealing with financial issues. This is facilitated by ensuring that everyone is clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.

Standards: Key Responsibilities	
Joint: Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none"> • Ensure proper practices are adhered to; • Advise on the key strategic controls necessary to secure sound financial management; • Ensure financial information is available to enable accurate and timely monitoring and reporting of comparisons of national and local financial performance indicators; • Ensure all employees are aware of, and comply with, proper financial management standards, including these Financial Regulations; and • Ensure all employees are properly managed, developed, trained and have adequate support to carry out their financial duties effectively.
Employees	<ul style="list-style-type: none"> • All relevant employees (e.g. Finance and Business Support Managers, Budget Holders, Project Managers etc) are responsible for the implementation and maintenance of all internal control procedures relating to financial systems; and • Achieving the economic and efficient use of resources within their scope of responsibility.

2024 The following principles should be observed in the allocation of accounting duties:

- The duties of providing information regarding sums due to or from the Commissioner and of calculating, checking and recording these sums shall be separated as completely as possible from the duty of collecting or disbursing them;
- Officers of the Commissioner and/or the Force charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions; and
- Officers of the Commissioner and/or the Force responsible for the ordering of goods and services shall not approve the payment of the resultant invoice.

ACCOUNTING RECORDS AND RETURNS

Why is this important?

2025 Maintaining proper accounting records is one of the ways in which the Commissioner and Chief Constable discharge their responsibility for stewardship of public resources. WYP has a statutory responsibility to prepare its annual accounts to present a true and fair view of its operations during the year. These are subject to External Audit.

2026 The External Audit provides assurance that:

- Accounts are prepared properly;
- Proper accounting practices have been followed; and
- Quality arrangements have been made for securing economy, efficiency and effectiveness in the use of WYP resources.

Accounting Records and Returns: Key Responsibilities	
<p>Joint: Commissioner's Chief Finance Officer and ACO</p>	<ul style="list-style-type: none"> • Determine the accounting procedures and records for WYP, in accordance with recognised accounting practices, and approve the strategic accounting systems and procedures employed by the Chief Constable. All employees shall operate within the required accounting policies and published timetables; • Make proper arrangements for the audit of the Commissioner's and Group accounts in accordance with the Accounts and Audit Regulations 2011; • Ensure that all claims for funds including grants are made by the due date; • Ensure that bank reconciliations and other key control accounts are reconciled on a timely and accurate basis; and • Prepare and publish the audited accounts in accordance with the statutory timetable.
<p>Joint: Chief Constable and ACO</p>	<ul style="list-style-type: none"> • Obtain the approval of the Commissioner's Chief Finance Officer before making any fundamental changes to accounting records and procedures or accounting systems; • Ensure all transactions, material commitments and contracts and other essential accounting information are recorded completely, accurately and on a timely basis; • Ensure financial records are not disposed of other than in accordance with arrangements approved by the Commissioner's Chief Finance Officer; and • Maintain adequate records to provide a management trail leading from the source of income and expenditure through to the accounting statements.

THE ANNUAL STATEMENT OF ACCOUNTS

Why is this important?

2027 WYP has a statutory responsibility to prepare its own accounts to present a true and fair view of its operations during the year. They must be prepared in accordance with proper practices as set out in the Code of Practice on Local Authority Accounting in the United Kingdom (the Code). The accounts will comprise separate statements for the Commissioner, Chief Constable as well as group accounts covering both entities.

2028 The External Audit provides assurance that:

- Accounts are prepared correctly;
- Proper accounting practices have been followed; and
- Quality arrangements have been made for securing economy, efficiency and effectiveness in the use of WYP resources.

Annual Statement of Accounts: Key Responsibilities	
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Draw up the timetable for final accounts preparation, in consultation with the ACO and External Auditor; • Prepare, sign and date the Statement of Accounts, stating that it presents a true and fair view of the financial position of the WYP Group at the accounting date, and its income and expenditure for the financial year just ended; • Publish the approved and audited accounts of the WYP Group each year, in accordance with the statutory timetable; and • Produce summary accounts for publication on the website.
Joint: Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none"> • Select suitable accounting policies and apply them consistently; • Make judgements and estimates that are reasonable and prudent; and • Comply with the Code of Practice on Local Authority Accounting.
ACO	<ul style="list-style-type: none"> • Comply with accounting guidance provided by the Commissioner's Chief Finance Officer and supply him/ her with appropriate information upon request within a reasonable timescale.
Commissioner	<ul style="list-style-type: none"> • Consider and approve the annual accounts in accordance with the statutory timetable.

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FINANCIAL PLANNING

Why is this important?

3000 WYP is a complex organisation responsible for delivering a range of policing activities. It needs to develop systems to enable resources to be allocated in accordance with priorities. Financial planning is essential if it is to function effectively.

3001 The financial planning process should:

- Be directed by the approved policy framework, the business planning process and the need to meet key objectives;
- Be continuous and the planning period should cover at least 3 years; and
- Include a more detailed annual plan - the budget, covering the forthcoming financial year. This allows the Commissioner and the Chief Constable to plan, monitor and manage the way funds are allocated and spent.

3002 It is recognised that the impact of financial planning in the police service will be constrained by the quality of information made available by central Government on resource allocation.

Medium Term Financial Planning: Key Responsibilities	
Joint: Commissioner and Chief Constable	<ul style="list-style-type: none"> • Provide effective financial and budget planning for the short, medium and longer term. They achieve this by preparing medium term (3-5 years) revenue forecast and capital programme.
Commissioner	<ul style="list-style-type: none"> • Identify and agree, in consultation with the Chief Constable and other relevant partners and stakeholders, a medium term financial strategy which includes funding and spending plans for both revenue and capital. The strategy should take into account multiple years, the inter-dependencies of revenue budgets and capital investment, the role of reserves and consideration of risks. It should have regard to affordability and also to CIPFA's Prudential Code for Capital Finance in Local Authorities. The strategy should be aligned with the Police and Crime Plan (PCP).
Joint: Commissioner's Chief Finance Officer, ACO and Chief Constable	<ul style="list-style-type: none"> • Determine the format and timing of the medium term financial plans to be presented to the Commissioner. The format is to comply with all legal requirements and with latest guidance issued by CIPFA. • Prepare a medium term forecast of proposed income and expenditure for submission to the Commissioner. When preparing the forecast, the Chief Constable shall have regard to: <ul style="list-style-type: none"> ➤ the Police and Crime Plan; ➤ policy requirements approved by the Commissioner as part of the policy framework;

	<ul style="list-style-type: none"> ➤ the Strategic Policing Requirement; ➤ unavoidable future commitments, including legislative requirements; ➤ initiatives already underway; ➤ revenue implications of the draft capital programme; ➤ proposed service developments and plans which reflect public consultation; ➤ the need to deliver efficiency and/or productivity savings; ➤ Government grant allocations; ➤ potential implications for local taxpayers. <ul style="list-style-type: none"> • Prepare a medium term forecast of potential resources, including options for the use of general balances, reserves and provisions, and an assumption about future levels of government funding. A gap may be identified between available resources and required resources. Requirements should be prioritised by the Chief Constable to enable the Commissioner to make informed judgements as to future funding levels and planning the use of resources.
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Annual Revenue Budget

- 3003** The revenue budget provides an estimate of the annual income and expenditure requirements for the Force and sets out the financial implications of the Commissioner's strategic policies. It provides Statutory Chief Officers with authority to incur expenditure and a basis on which to monitor the financial performance of both the Commissioner and the Force.
- 3004** The Commissioner should consult with the Chief Constable and other relevant partners and stakeholders in planning the overall annual budget which will include a separate Force budget. This will take into consideration funding from Government and from other sources, and balance the expenditure needs of the Force against the level of local taxation. This should meet the statutory requirements to achieve a balanced budget (Local Government Act 2003) and be completed in accordance with the statutory timeframe.
- 3005** The impact of the annual budget on the priorities and funding of future years as set out in the Police and Crime Plan and the medium term financial strategy should be clearly identified.

Annual Revenue Budget: Key Responsibilities	
Commissioner	<ul style="list-style-type: none"> • Agree the planning timetable with the Chief Constable; • Obtain the views of the local community on the proposed expenditure (including capital expenditure) in the financial year ahead of the financial year to which the proposed expenditure relates; and • Present the proposed budget and council tax

	<p>recommendations to the Police and Crime Panel for consideration.</p>
<p>Commissioner's Chief Finance Officer</p>	<ul style="list-style-type: none"> • Determine the format of the revenue budget to be presented to the Commissioner. The format is to comply with all legal requirements and with latest guidance issued by CIPFA; • Obtain timely and accurate information from billing authorities on the council tax base and the latest surplus/deficit position on collection funds to inform budget deliberations; • Advise the Commissioner on the appropriate level of general balances, earmarked reserves or provisions to be held; • Submit a report to the Commissioner on the: <ul style="list-style-type: none"> ➤ robustness of the estimates and the adequacy of reserves; and ➤ the suite of prudential indicators for the next three years, arising from the Prudential Code for Capital Finance in Local Authorities. ➤ these indicators shall be consistent with the annual revenue budget and capital programme approved by the Commissioner • Submit the council tax requirement return, upon approval of the annual budget, to central Government and precept requests to appropriate bodies in accordance with the legal requirement; and • Produce and issue to the billing authorities, in accordance with statutory requirements, the council tax information leaflet.
<p>Joint: Chief Constable and ACO</p>	<ul style="list-style-type: none"> • Prepare detailed budget estimates for the forthcoming financial year in accordance with the timetable agreed with the Commissioner's Chief Finance Officer; and • Submit estimates in the agreed format to the Commissioner for approval, including details of council tax implications and precept requirements.

BUDGETARY CONTROL

Why is this important?

3006 Budget Management ensures that once the Commissioner has approved the budget, resources allocated are used for their intended purpose and are properly accounted for. Budgetary Control is a continuous process, enabling both the Chief Constable and Commissioner to review and adjust their budget targets during the financial year. It also provides the mechanism that calls to account managers responsible for defined elements of the budget.

3007 The key controls for managing and controlling the revenue budget are that:

- There is a nominated budget manager for each cost centre heading who is accountable for the budgets under his direct control; and
- The management of budgets must not be seen in isolation. It should be measured in conjunction with service outputs and performance measures.

Revenue Monitoring

Why is this important?

3008 By continuously identifying and explaining variances against budgetary targets, WYP can identify changes in trends and resource requirements at the earliest opportunity. The Commissioner and Chief Constable both operate within an annual cash limit, approved when setting the annual budget. To ensure that WYP in total does not overspend, the Chief Constable and Chief Executive are required to manage expenditure within their budget allocations, subject to the rules of virement. The Chief Constable and Chief Executive are authorised to increase their approved annual budgets by any amounts underspent at the end of the previous financial year up to 1% of the net Force budget without further approval of the Commissioner. An exception to this relates to direct revenue financing of the approved capital programme, where slippage from one year to the next carries automatic approval to the utilisation of any revenue resources approved to finance it.

Revenue Monitoring: Key Responsibilities	
Joint: Chief Constable and ACO	<ul style="list-style-type: none">• Provide appropriate financial information to enable budgets to be monitored effectively;• Ensure each element of income or expenditure has a nominated budget manager 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;• Ensure total spending for operational policing remains within the overall allocation of resources and take corrective action where significant variations from the approved budget are forecast. Where total projected expenditure exceeds the total allocation of resources due to circumstances beyond the control of

	<p>the Chief Constable, both the Commissioner's Chief Finance Officer and Commissioner shall be alerted immediately and proposals for remedy should be put forward as part of the regular reporting process to the Commissioner. The same responsibilities apply to the Chief Executive for his budgets; and</p> <ul style="list-style-type: none"> • Submit a budget monitoring report to the Commissioner on a regular basis throughout the year, containing the most recently available financial information. The reports shall be in a format agreed with the Commissioner and Commissioner's Chief Finance Officer.
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Co-ordinate a joint budget monitoring report for presentation to the Police and Crime Panel, as necessary, containing the most recently available financial information.

Riot Damages - Claims made against the Commissioner or Chief Constable

3009 The Chief Constable is authorised to deal with all claims made under the provisions of the Riot (Damages) Act 1886, and in particular is authorised in consultation with the Chief Executive to extend to 42 days the statutory period for the receipt of claims made under the Act.

Police Property Act

3010 The Chief Constable is authorised to disburse the Police Property Act Fund, and to take property into use by the Force where it may be used for Police purposes.

Virement

Why is this important?

3011 A virement is an approved reallocation of resources between budgets or heads of expenditure. A budget head is a line in the approved budget report. The scheme of virement is intended to enable Statutory Chief Officers to manage their budgets with a degree of flexibility within the overall policy framework determined by the Commissioner and, therefore, to provide the opportunity to optimise the use of resources to emerging needs.

3012 The Chief Constable may use revenue provision to purchase capital items or carry out capital works subject to obtaining Commissioner approval where the proposed transfer exceeds £250,000 and explaining to the Commissioner any revenue consequences.

3013 The ACO can approve any virement where the additional costs are fully reimbursed by other bodies.

3014 The Chief Constable will be required to refer back to the Commissioner for approval in any year virement exceeding £1m or any virement exceeding £200,000 which is anticipated to result in

the permanent transfer of resources within the Force Revenue budget or which would change a Commissioner policy decision.

3015 Key controls for the scheme of virement are:

- It is administered by Statutory Chief Officers within delegated powers given by the Commissioner. Any variation from this scheme requires the approval of the Commissioner;
- The overall budget is agreed by the Commissioner. Chief Officers and Budget Managers are therefore authorised to incur expenditure in accordance with the estimates that make up the budget ;
- Virement does not create additional overall budget liability; and
- Each Statutory Chief Officer shall ensure that virement is undertaken as necessary to maintain the accuracy of budget monitoring.

Virement: Key Responsibilities																												
ACO	<ul style="list-style-type: none"> • Approve revenue virement other than those set out in paragraphs 3012 and 3014 which require the approval of the Commissioner. • Approve capital virement other than that for major capital schemes i.e. those over £2m, where any virement over £400k or 10%, whichever is lower, require the approval of the Commissioner. • Approve any virement where the additional costs are fully reimbursed by other bodies. 																											
Chief Officer	<ul style="list-style-type: none"> • Ensure that virement is undertaken as necessary to maintain the accuracy of budget monitoring, subject to the following approval levels: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="text-align: left;">Force Budget</th> </tr> </thead> <tbody> <tr> <td style="width: 60%;">In year up to £ 1,000,000</td> <td style="width: 30%;">ACO</td> <td style="width: 10%;"></td> </tr> <tr> <td>In year over £1,000,000</td> <td>Commissioner</td> <td></td> </tr> <tr> <td>Recurring up to £200,000</td> <td>ACO</td> <td></td> </tr> <tr> <td>Recurring over £200,000 or requiring policy change</td> <td>Commissioner</td> <td></td> </tr> <tr> <td colspan="3"> </td> </tr> <tr> <th colspan="3" style="text-align: left;">Commissioner's own budget</th> </tr> <tr> <td>Up to £200,000</td> <td>Commissioner's Finance Officer</td> <td>Chief</td> </tr> <tr> <td>Over £200,000</td> <td>Commissioner</td> <td></td> </tr> </tbody> </table>	Force Budget			In year up to £ 1,000,000	ACO		In year over £1,000,000	Commissioner		Recurring up to £200,000	ACO		Recurring over £200,000 or requiring policy change	Commissioner					Commissioner's own budget			Up to £200,000	Commissioner's Finance Officer	Chief	Over £200,000	Commissioner	
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CAPITAL PROGRAMME

Why is this important?

- 3016 Capital expenditure involves acquiring or enhancing fixed assets with a long-term value to WYP such as land, buildings, and major items of plant, equipment or vehicles. Capital assets shape the way services are delivered in the long term and may create financial commitments in the form of financing costs and revenue running costs.
- 3017 WYP is able to undertake capital investment providing the spending plans are affordable, prudent and sustainable. CIPFA's Prudential Code sets out the framework under which the Commissioner will consider all spending plans.
- 3018 The capital programme is linked to the approved financial strategy.

Capital Programme: Key Responsibilities	
ACO	<ul style="list-style-type: none"> • Develop and implement asset management plans; and • Prepare a financial strategy for consideration and approval by the Commissioner
Commissioner	<ul style="list-style-type: none"> • Approve the asset management strategy; and • Approve the annual financial strategy.

Medium Term Capital Programme

Medium Term Capital Programme: Key Responsibilities	
Chief Constable and ACO	<ul style="list-style-type: none"> • Prepare a rolling programme of proposed capital expenditure for consideration by the Commissioner. Each scheme shall identify the total capital cost of the project and any additional revenue commitments; and • Prepare project appraisals (i.e. an Outline Business Case) for all schemes in the draft medium term year capital programme which shall be submitted to the Commissioner's Chief Finance Officer and Commissioner for consideration and scheme approval. This will include all additional revenue and capital costs.
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Make recommendations to the Commissioner on the most appropriate level of revenue support and appropriate levels of borrowing, under the Prudential Code, to support the capital programme.
Commissioner	<ul style="list-style-type: none"> • Approve a fully funded medium term capital programme. • Approve individual capital projects over £2m.

- 3019** A gap may be identified between available resources and required capital investment. Requirements should be prioritised by the Chief Constable to enable the Commissioner to make informed judgements as to:
- Which schemes should be included in the capital programme;
 - The minimum level of funding required for each scheme; and
 - The potential phasing of capital expenditure.
- 3020** All schemes within the draft medium term capital programme should incorporate an estimate of future price inflation.
- 3021** Approval of the medium term capital programme by the Commissioner in February each year authorises the Chief Constable to seek planning permissions and incur professional fees and preliminary expenses as appropriate.

Annual Capital Programme

Annual Capital Programme: Key Responsibilities	
Commissioner	<ul style="list-style-type: none"> • Agree the annual capital programme, and how it is to be financed.
Chief Constable	<ul style="list-style-type: none"> • Approval of the annual capital programme by the Commissioner authorises the Chief Constable to incur expenditure on schemes providing the project appraisal has been approved; • For major capital schemes i.e. those over £2million, to seek Commissioner approval for any virements over £400K or 10%, whichever is the lower; • Management of all stages of capital schemes and for ensuring that they are completed on time and to costs; • Ensure finance leases or other credit arrangements are not entered into without the prior approval of the Commissioner's Chief Finance Officer; and • Ensure, apart from professional fees (e.g. feasibility studies and planning fees); no other capital expenditure is incurred before the scheme is approved by the Commissioner.

Monitoring of Capital Expenditure

Monitoring of Capital Expenditure: Key Responsibilities	
Chief Constable and ACO	<ul style="list-style-type: none"> • Ensure adequate records are maintained for all capital contracts; • Monitor expenditure throughout the year against the approved programme; • Submit capital monitoring reports to the Commissioner on a regular basis throughout the year. These reports are to be based on 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 Commissioner and Commissioner's Chief Finance Officer; and • Prepare a business case for all new capital schemes [after the annual programme has been agreed] for submission to the Commissioner for consultation and approval. Amendments to the programme increasing its overall cost must demonstrate how such changes

	are to be funded.
Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none"> Report on the outturn of capital expenditure as part of the annual report on the statutory accounts.

MAINTENANCE OF BALANCES AND RESERVES

Why is this important?

3022 The Commissioner must decide the level of general reserves to retain before he can decide the level of council tax. Reserves are maintained as a matter of prudence. They enable the organisation to provide for cash flow fluctuations and unexpected costly events and thereby help protect it from overspending the annual budget, should such events occur. Reserves for specific purposes may also be maintained where it is likely that a spending requirement will occur in the future.

Maintenance of Balances and Reserves: Key Responsibilities	
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> Advise the Commissioner on reasonable levels of balances and reserves; Report to the Commissioner on the adequacy of reserves and balances before he approves the annual budget and council tax; and Approve appropriations to and from each earmarked reserve. These will be separately identified in the Annual Statement of Accounts.
Chief Constable	<ul style="list-style-type: none"> Ensure that the annual revenue budget is sufficient to finance foreseeable operational needs without having to request additional approval; and Present a business case to the Commissioner's Chief Finance Officer and Commissioner for one-off expenditure items to be funded from earmarked and/or general reserves.
Commissioner	<ul style="list-style-type: none"> Approve a policy on reserves and balances, including a lower parameter for the level of general balances; Approve the creation of each earmarked reserve. The purpose, usage and basis of transactions should be clearly identified for each reserve established; and Approve the allocation of monies to and from general and earmarked reserves, as part of the annual budget setting process.

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MANAGEMENT OF RISK AND RESOURCES

RISK MANAGEMENT AND BUSINESS CONTINUITY

Why is this important?

4000 It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all potential significant corporate and operational risks to WYP. This should include the proactive participation of all those associated with planning and delivering services.

4001 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 WYP and to ensure its continued corporate and financial well being. In essence it is, therefore, an integral part of good business practice.

Risk Management and Business Continuity: Key Responsibilities	
Joint: Commissioner and Chief Constable	<ul style="list-style-type: none"> • Approve the risk management policy statement and strategy; and • Review the effectiveness of risk management.
Chief Officers	<ul style="list-style-type: none"> • Prepare the WYP risk management policy statement; • Promote a culture of risk management awareness throughout the Force; • Review risk as an ongoing process; • Implement procedures 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; and • Ensure appropriate business continuity plans are developed, implemented and tested on a regular basis.
Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none"> • Advise the Commissioner on appropriate arrangements for insurance. Acceptable levels of risk should be determined and insured against where appropriate. Activities leading to levels of risk assessed as unacceptable should not be undertaken; and • Arrange for a regular review of WYP's insurance provision and, following that review, to recommend to the Commissioner a course of action to ensure that, over the medium term, the provision is able to meet all known liabilities.

Chief Constable and ACO	<ul style="list-style-type: none"> • Ensure, in consultation with the Commissioner's Chief Finance Officer, that appropriate insurance cover is provided; • Ensure that claims made by WYP against insurance policies are made promptly; • Make all appropriate employees aware of their responsibilities for managing relevant risks; • Ensure employees, or anyone covered by WYP insurance, is 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; and • Ensure a comprehensive risk register is produced and updated regularly, and that corrective action is taken at the earliest possible opportunity to transfer, treat, tolerate or terminate the identified risk.
Chief Executive	<ul style="list-style-type: none"> • Evaluate and authorise any terms of indemnity that WYP is requested to give by external parties.

SYSTEM OF INTERNAL CONTROL

Why is this important?

- 4002** Internal control refers to the systems of control devised by management to help ensure WYP objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that the Commissioner's assets and interests are safeguarded.
- 4003** WYP is complex and requires an internal control framework to manage and monitor progress towards strategic objectives. It has statutory obligations, and, therefore, requires a system of internal control to identify, meet and monitor compliance with these obligations.
- 4004** WYP faces a wide range of financial, administrative and commercial risks, from both internal and external factors, which threaten the achievement of its objectives. A system of internal control is necessary to manage these risks. The system of internal control is established in order to provide achievement of:
- Efficient and effective operations;
 - Reliable financial information and reporting;
 - Compliance with laws and regulations; and
 - Risk management.

System of Internal Control: Key Responsibilities	
Chief Officers	<ul style="list-style-type: none"> • Implement effective systems of internal control, in accordance with advice from the Commissioner's Chief Finance Officer and the ACO. 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; • Ensure effective key controls are operating in 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 control systems is to define roles and responsibilities; and • Ensure effective key controls are operating in financial and operational systems and procedures. This includes physical safeguarding of assets, segregation of duties, authorisation and approval procedures and robust information systems.
Joint: Chief Executive and Chief Constable	<ul style="list-style-type: none"> • Produce an Annual Governance Statement for consideration and approval by the Commissioner. Following approval, the Annual Statement should be signed by the Chief Executive, Chief Constable and Commissioner.

AUDIT REQUIREMENTS

Internal Audit

Why is this important?

4005 Internal audit is an assurance function that provides an independent and objective opinion to the organisation on the control environment, by evaluating its effectiveness in achieving the organisation's objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources.

4006 The requirement for an internal audit function for Local Authorities is either explicit or implied in the relevant Local Government legislation (section 151 of the Local Government Act 1972), which requires that Authorities "make arrangements for the proper administration of their financial affairs". In the Police Service, the Commissioner and Chief Constable are required to maintain an effective audit of their affairs by virtue of the Accounts and Audit Regulations 2011,

which state that a “relevant body must maintain an adequate and effective system of Internal Audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control”. The guidance accompanying the legislation states that proper internal control practices for Internal Audit are those contained in the CIPFA Code of Practice.

4007 In fulfilling this requirement, the Commissioner and Chief Constable should have regard to the Code of Practice for Internal Audit in Local Government in the United Kingdom, issued by CIPFA. In addition, the Statement on the Role of the Head of Internal Audit in Public Service Organisations issued by CIPFA sets out best practice and should be used to assess arrangements to drive up audit quality and governance arrangements.

4008 In addition to enabling the Commissioner and the Chief Constable to fulfil their requirements in relation to the relevant Accounts and Audit Regulations, an Internal Audit function is needed to satisfy:

- The Commissioner and the Chief Constable that effective internal control systems are in place; and
- The External Auditor that financial systems and internal controls are effective and that the Police Fund is managed so as to secure VfM.

Internal Audit: Key Responsibilities	
Independent Audit Committee	<ul style="list-style-type: none"> • Approve the Terms of Reference within which Internal Audit operates; • Approve the Internal Audit strategy, which sets out: <ul style="list-style-type: none"> ➤ Internal Audit objectives and outcomes; ➤ How the Head of Internal Audit will form and evidence his opinion on the control environment to support the Annual Governance Statement; ➤ How Internal Audit’s work will identify and address significant local and national issues and risks; ➤ How the service will be provided, i.e. internally, externally, or a mix of the two; and ➤ The resources and skills required to deliver the audit strategy. • Endorse the annual Audit Plan.
Joint: Commissioner’s Chief Finance Officer and ACO	<ul style="list-style-type: none"> • Ensure provision of an adequate and effective Internal Audit service; • Approve the annual Audit Plan and any subsequent revisions.

<p>Joint: Chief Constable, Commissioner's Chief Finance Officer and ACO</p>	<ul style="list-style-type: none"> • Ensure Internal Auditors, having been security cleared, have the authority to: <ul style="list-style-type: none"> ➤ access WYP premises at reasonable times; ➤ access all assets, records, documents, correspondence, control systems and appropriate personnel, subject to appropriate security clearance; ➤ receive any information and explanation considered necessary concerning any matter under consideration; ➤ require any employee to account for cash, stores or any other WYP asset under their control; and ➤ access records belonging to contractors, when required. This shall be achieved by including an appropriate clause in all contracts.
<p>Head of Internal Audit</p>	<ul style="list-style-type: none"> • Prepare an Annual Audit Plan that conforms to the CIPFA Code of Practice; • Attend or be represented at meetings of the Independent Audit Committee and to present to each Committee a report on the progress in delivering the Annual Plan, the matters arising from completed audits, and the extent to which agreed actions in response to issues raised in the audit reports have been delivered; and • Present an Annual Report to the Independent Audit Committee, including an opinion on the reliance that may be placed on the internal control framework and summarising the work completed during the financial year in support of this opinion.
<p>Statutory Chief Officers</p>	<ul style="list-style-type: none"> • Consider and respond promptly to control weaknesses, issues and recommendations in Audit Reports and ensure that all critical or significant agreed actions arising from the audit are carried out in accordance with the agreed action plan included in each report.
<p>ACO</p>	<ul style="list-style-type: none"> • Ensure new systems for maintaining financial records or records of assets, or significant changes to existing systems, are discussed with and agreed by the Commissioner's Chief Finance Officer and Internal Audit prior to implementation; and • Notify the Commissioner's Chief Finance Officer immediately of any suspected fraud, theft, irregularity, improper use or misappropriation of WYP property or resources.

4009 Internal Audit has direct access to all Statutory Chief Officers and employees, where necessary.

Investigation and reporting of suspected fraud, theft, irregularity etc

4010 Pending investigation and reporting of any suspected fraud, theft, irregularity, improper use or misappropriation of WYP property or resources, the Chief Constable should take all necessary steps to prevent further loss and to secure records and documentation against removal or alteration.

4011 Investigation of financial irregularities shall be notified to the Head of Internal Audit who will determine the course of action to be undertaken.

4012 At the conclusion of the investigation, the Head of Internal Audit shall review the case to identify any internal control weaknesses that allowed the financial irregularity to happen and shall make recommendations to ensure that the risk of recurrence is minimised.

External Audit

Why is this important?

4013 The Audit Commission is responsible for appointing External Auditors to each Local Authority, including the Police. The Code of Audit Practice prescribes the way in which the appointed auditors appointed carry out their functions under the Audit Commission Act 1998. The External Auditor has rights of access to all documents and information necessary for audit purposes.

4014 The basic duties of the External Auditor are governed by Section 15 of the Local Government Finance Act 1982, the Audit Commission Act 1998 and the Local Government Act 1999. In particular, Section 4 of the 1998 Act requires the Audit Commission to prepare a Code of Audit Practice, which External Auditors follow when carrying out their duties. The Code of Audit Practice sets out the Auditor's objectives to review and report upon:

- The financial aspects of the audited body's corporate governance arrangements;
- The audited body's financial statements; and
- Aspects of the audited body's arrangements to secure VfM.

4015 In auditing the annual accounts, the External Auditor must satisfy themselves that:

- The accounts are prepared in accordance with the relevant regulations;
- They comply with the requirements of all other statutory provisions applicable to the accounts;
- Proper practices have been observed in the compilation of the accounts; and
- The body whose accounts are being audited has made proper arrangements for securing economy, efficiency and effectiveness.

External Audit: Key Responsibilities	
Independent Audit Committee	<ul style="list-style-type: none"> • Approve the annual work plan and fee; • Receive the annual governance report; and • Receive the annual audit letter.
Joint: Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none"> • Liaise with the External Auditor and advise the Commissioner and Chief Constable on their responsibilities in relation to external audit and ensure there is effective liaison between external and internal audit; and • Provide the Home Office with a copy of the annual audit letter.
Joint: Chief Constable and the Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Ensure for the purposes of their work, the External Auditors are given the access to which they are statutorily entitled in relation to WYP premises, assets, records, documents, correspondence, control systems and personnel, subject to appropriate security clearance; and • Respond to draft action plans and to ensure that agreed recommendations are implemented in a timely manner.

PREVENTING FRAUD AND CORRUPTION

Why is this important?

- 4016 WYP will not tolerate fraud or corruption in the administration of its responsibilities, whether from inside or outside the Force.
- 4017 WYP expectation of propriety and accountability is that employees at all levels will lead by example in ensuring adherence to legal requirements, rules, procedures and practices.
- 4018 WYP also expects that individuals and organisations (e.g. suppliers, contractors, and service providers) with whom it comes into contact will act with honesty and integrity.

Preventing Fraud and Corruption: Key Responsibilities	
Joint: Commissioner and Chief Constable	<ul style="list-style-type: none"> • Maintain and adhere to a confidential reporting policy to provide a facility that enables employees, 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; • Approve and adopt a policy on registering of interests and the receipt of hospitality and gifts. A register of interests and a register of hospitality and gifts shall be maintained for employees;

	<ul style="list-style-type: none"> • Maintain an effective anti-fraud and anti-corruption policy; • Ensure adequate and effective internal control arrangements are in place; and • Implement and maintain a clear internal financial control framework setting out the approved financial systems to be followed by all employees. • Ensure all employees are aware of any approved confidential policy.
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ASSET MANAGEMENT

Why is this important?

4019 WYP holds assets in the form of land, property, vehicles, equipment, furniture and other items, which together are worth many millions of pounds. It is important that:

- Assets are safeguarded;
- Assets are used efficiently in service delivery;
- There are arrangements for the security of both assets and information required for service operations; and
- Proper arrangements exist for the disposal of assets.

4020 An up-to-date asset register is a prerequisite for proper fixed asset accounting and sound asset management. Items of equipment should also be recorded if they are deemed to be both desirable and portable (e.g. laptops) or contain elements of Force information/intelligence.

Context

4021 The Commissioner will initially own and fund all assets regardless of whether they are used by the Commissioner, by the Force or by both bodies.

4022 The Chief Constable is responsible for the direction and control of the Force and should therefore have day-to-day management of all assets used by the Force.

4023 The Commissioner should consult the Chief Constable in planning the budget and developing a medium term financial strategy. Both these processes should involve a full assessment of the assets required to meet operational requirements, including in terms of human resources, infrastructure, land, property and equipment.

Asset Management: Key Responsibilities	
Chief Constable	<p>To ensure that:</p> <ul style="list-style-type: none"> • an asset register is maintained to provide WYP with information about fixed assets so that they are safeguarded, used efficiently and effectively, adequately maintained and valued in accordance with statutory and management requirements; • assets, and records of assets are properly maintained and securely held; • contingency plans are in place for the security of assets and there is continuity of service in the event of disaster or system failure; • lessees and other prospective occupiers of WYP land are not allowed to take possession or enter the land until a lease or agreement has been established as appropriate; • title deeds to WYP property are held securely; and • no WYP asset is subject to personal use by an employee without proper authority; • valuable and portable items such as computers and, cameras are identified with security markings as belonging to WYP; • all employees are aware of their responsibilities with regard to safeguarding WYP assets and information, including the requirements of the Data Protection Act and software copyright legislation; • assets no longer required are disposed of in accordance with the law and the regulations of the WYP; • all employees are aware of their responsibilities with regard to safeguarding the security of WYP ICT systems, including maintaining restricted access to the information held on them and compliance with the information and security policies.
Employees	<ul style="list-style-type: none"> • Understand and be aware of their responsibilities with regard to safeguarding WYP assets and information, including the requirements of the Data Protection Act, Force information and security policies and software copyright legislation.

Valuation

- 4024 Assets are to be recorded when they are acquired by WYP. Assets shall remain on the asset register until disposal. Assets are to be valued in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom and the requirements specified by the Commissioner's Chief Finance Officer.

Asset Management - Valuation: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> Maintain an asset register for all fixed assets with a value in excess of the limits shown below, in a form approved by the Commissioner's Chief Finance Officer.
	Value Limits
	Land and Buildings All Values
	Vehicles All values
	ICT Hardware £10K
Plant and Equipment £10K	

Stocks and Stores

- 4025 A stock take should be undertaken and certified by an authorised member of staff who is independent of the stock keeping function. This procedure shall be followed and a complete stock check undertaken whenever stock keeping duties change.
- 4026 Discrepancies between the actual level of stock and the book value of stock may be written-off, in consultation with the Commissioner's Chief Finance Officer.

Asset Management - Stocks and Stores: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> Make arrangements for the care, custody and control of the stocks and stores of WYP; Maintain detailed stores accounts in a form approved by the Commissioner's Chief Finance Officer; Undertake a complete stock check at least once per year either by means of continuous or annual stock take; and Write-off obsolete stock, in consultation with the Commissioner's Chief Finance Officer.

Intellectual Property

Why is this important?

- 4027 Intellectual property is a generic term that includes inventions and writing.
- 4028 It is WYP policy that if any intellectual property is created by an employee during the course of employment, then, as a general rule, it belongs to the Commissioner.
- 4029 Various acts of Parliament cover different types of intellectual property. Certain activities undertaken within WYP may give rise to items that could be patented, for example, software development. These items are collectively known as intellectual property.
- 4030 In the event that WYP decides to become involved in the commercial exploitation of inventions, the matter should proceed in accordance with an intellectual property policy.
- 4031 Matters should only proceed after legal advice.

Asset Management – Intellectual Property: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • Ensure employees are aware of these procedures; • Ensure guidance on intellectual property procedures and ensuring that employees are aware of these procedures.
Joint: Commissioner and Chief Constable	<ul style="list-style-type: none"> • Approve the intellectual property policy

Asset Disposal

Why is this important?

- 4032 It would be uneconomic and inefficient for the cost of assets to outweigh their benefits. Obsolete, non-repairable or unnecessary resources should be disposed of in accordance with the law and the regulations of the Commissioner.
- 4033 All asset disposals shall be recorded in the asset register or inventory as appropriate.

Asset Management – Asset disposal: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • Dispose of assets at the appropriate time and at the most advantageous price, subject to the approval of the Commissioner for disposals of all land and buildings whether freehold or leasehold, and with regard to paragraph 2.2 of the Scheme of Delegation in respect of all other disposals
Joint: Commissioner’s Chief Finance Officer and ACO	<ul style="list-style-type: none"> • Ensure income received for the disposal of an asset is properly banked and accounted for; and • Ensure appropriate accounting entries are made to remove the value of disposed assets from WYP records and to include the sale proceeds if appropriate.

TREASURY MANAGEMENT AND BANKING ARRANGEMENTS

Treasury Management

Why is this important?

4034 WYP is a large organisation that handles hundreds of millions of pounds in each financial year. It is important that WYP money is managed properly, in a way that balances risk with return, but with the prime consideration being given to the security of the capital sum.

4035 West Yorkshire Police will create and maintain, as the cornerstones for effective Treasury Management:

- A Treasury Management Policy Statement, stating the policies, objectives and approach to risk management of its Treasury Management activities;
- Suitable Treasury Management Practices (TMPs) setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

Treasury Management and Banking Arrangements – Treasury Management: Key Responsibilities	
Commissioner	<ul style="list-style-type: none"> • Adopt key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code); • Approve the annual Treasury Management Policy; Annual Investment Strategy; MRP Policy and Prudential Indicators; and • Receive and approve quarterly Treasury Management Performance monitoring reports.
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Implement and monitor Treasury Management policies and practices in line with the CIPFA Code and other professional guidance; • Prepare reports on Treasury Management policies, practices and activities, including, as a minimum, an Annual Strategy, quarterly Performance Monitoring reports and an Annual Report; • Execute and administer Treasury Management in accordance with the CIPFA Code and the Commissioner's policy; • Arrange borrowing and investments, in compliance with the CIPFA Code; and • Ensure investments and borrowings are made in the name of the Commissioner.

Banking Arrangements

Why is this important?

- 4036 WYP banking activities are controlled by a single contract which aims to provide a wide range of complex and specialist banking services to WYP.
- 4037 A consistent and secure approach to banking services is essential in order to achieve optimum performance from WYP bankers and the best possible value for money.
- 4038 The Commissioner's Chief Finance Officer is responsible for opening and closing all WYP bank accounts. No other employee shall open a bank account unless they are performing a statutory function (e.g. Commissioner's Chief Finance Officer of a charitable body) in their own right.

Treasury Management and Banking Arrangements – Banking Arrangements: Key Responsibilities	
Commissioner's Chief Finance Officer	<ul style="list-style-type: none">• Overall responsibility for the banking arrangements for WYP;• Produce a policy on the establishment and maintenance of bank accounts, in consultation with the ACO;• Authorise the opening and closing of all WYP related bank accounts;• Undertake bank reconciliations on a timely and accurate basis; and• Determine signatories on all WYP bank accounts.

Imprest Accounts / Petty Cash

Why is this important?

- 4039 Cash advances may be made to an individual in a department / establishment in order that relatively small incidental payments may be made quickly. A record of disbursements from the account should be maintained:
- To control the account;
 - So that the expenditure may be substantiated and accurately reflected in the WYP accounts
 - To ensure the account holder is correctly reimbursed.

Treasury Management and Banking Arrangements – Imprest Accounts/Petty Cash: Key Responsibilities

Chief Constable	<ul style="list-style-type: none"> • Provide appropriate employees of WYP with cash and bank imprests to meet minor expenditure on behalf of the Force. The Chief Constable 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; • Prepare detailed Financial Instructions for dealing with petty cash, to be agreed with the Commissioner's Chief Finance Officer; and • Ensure all employees are aware of the Financial Instructions.
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Money Laundering

Why is this important?

- 4040 WYP is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money.
- 4041 Suspicious cash deposits in any currency in excess of £15,000 (or equivalent) should be reported to the Serious Organised Crime Agency (SOCA).
- 4042 WYP will monitor its internal control procedures to ensure they are reliable and robust.

Treasury Management and Banking Arrangements – Money Laundering: Key Responsibilities

Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Nominated Money Laundering Reporting Officer (MLRO) for WYP; • Upon receipt of a disclosure to consider, in the light of all information, whether it gives rise to such knowledge or suspicion; and • Disclose relevant information to the National Crime Agency.
Chief Officers	<ul style="list-style-type: none"> • Undertake appropriate checks to ensure that all new suppliers and counterparties are bona fide.
Employees	<ul style="list-style-type: none"> • Notify the Commissioner's Chief Finance Officer as soon as they receive information which may result in them knowing or having reasonable grounds for knowing or suspecting money laundering, fraud or use of the proceeds of crime; • Cash bankings from a single source over £15,000 should be reported to the Commissioner's Chief Finance Officer. This instruction does not apply to seizures and subsequent bankings under the Proceeds of Crime Act.

STAFFING

Why is this important?

4043 Staffing costs form the largest element of the annual policing budget. An appropriate HR strategy should exist, in which staffing requirements and budget allocations are matched. The Chief Constable is responsible for approving the overall HR strategy in consultation with the Commissioner.

Staffing: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none">• Ensure employees are appointed, employed and dismissed in accordance with relevant statutory regulations, national agreements and personnel policies, budgets and strategies agreed by the Commissioner;• Advise the Commissioner on the budget necessary in any given year to cover estimated staffing levels;• Adjust staffing numbers to meet the approved budget provision, and varying the provision as necessary within policy constraints in order to meet changing operational needs;• Have systems in place to record all matters affecting payments to staff, including appointments, resignations, dismissals, secondments, suspensions, transfers and all absences from work; and• Approve, in consultation with the Commissioner's Chief Finance Officer, policy arrangements for premature retirements on grounds of ill-health or efficiency for all staff and redundancy arrangements for support staff.
Chief Executive	<ul style="list-style-type: none">• To ensure the same responsibilities as above for staff employed directly by the Commissioner.

TRUST FUNDS

Why is this important?

4044 Trust Funds have a formal legal status governed by a Deed of Trust. All Employees acting as trustees must ensure that they are conversant with the requirements of the Trust Deed and the law and comply fully with them.

4045 The WYP financial procedures and financial regulations should be viewed as best practice, which ought to be followed whenever practicable.

4046 Examples include the WYP Benevolent Fund, WYP Loans Fund, WYP Employees Benevolent Fund and WYP Charitable Trust.

4047 No employee shall open a trust fund without the specific approval of the Chief Constable and Commissioner's Chief Finance Officer.

Trust Funds: Key Responsibilities	
Trustees	<ul style="list-style-type: none"> Employees acting as Trustees by virtue of their official position shall ensure that accounts are audited as required by law and submitted annually to the appropriate body. The Commissioner's Chief Finance Officer and/or ACO shall be entitled to verify that this has been done.

ADMINISTRATION OF EVIDENTIAL & NON-EVIDENTIAL PROPERTY

Why is this important?

4048 The Chief Constable is required to exercise a duty of care and safeguard evidential or non-evidential property pending decisions on its ownership, or private property of an individual e.g. a suspect in custody.

Administration of evidential and non-evidential property: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> Determine procedures for the safekeeping of the private property of a person, other than a member of staff, under his guardianship or supervision. These procedures shall be made available to all appropriate employees. For more detailed information please refer to the Evidential and Non-Evidential Standard Operating Procedure (SOP); Determine procedures for the safekeeping of evidential or non-evidential property. These procedures shall be made available to all appropriate employees and shall make specific reference to the need for insurance of valuable items; and Issue separate Financial Instructions for dealing with cash, including seized cash under the Proceeds of Crime Act.
Employees	<ul style="list-style-type: none"> To notify the Chief Constable immediately in the case of loss or diminution in value of such private property.

GIFTS, LOANS AND SPONSORSHIP

Why is this important?

4049 In accordance with the Police Act 1996, the Commissioner may decide to accept gifts of money and gifts or loans of other property or services (e.g. car parking spaces) if they will enable the Police either to enhance or extend the service which they would normally be expected to provide. The terms on which gifts or loans are accepted may allow commercial sponsorship of some Force activities.

Context

4050 Where Police Forces want to try out new technological or sociological solutions to such items as fear of crime, crime reduction/prevention, community relations, victim support or increasing public confidence, then core services may have to be cut or alternatively, they will have to find additional funding to pilot new solutions. Grants, Sponsorship, Trading and event police charitable "arms" can provide this pilot funding.

4051 Gifts, loans and sponsorship can be accepted from any source which has genuine and well intentioned reasons for wishing to support specific projects. In return, the provider may expect some publicity or other acknowledgement. It is acceptable to allow the provider to display the organisation's name or logo on publicity material, provided this does not dominate or detract from the purpose of the supported project.

4052 The Force will perform appropriate checks on companies and their owners/directors to ensure that it is not associated with individuals or organisations that might put the Force in a difficult position. If a donation or sponsorship is not accepted, it will be immediately returned to the donor/sponsor, without being deposited.

4053 The total value of gifts, loans and sponsorship accepted, should not exceed 1% of the WYP gross expenditure budget annually.

4054 The Force must publish a list of Sponsors under the Freedom of Information Act guidelines and should at least include type of business, value of sponsorship and whether goods, funds or goods and funds.

Gifts, loans and sponsorship: Key Responsibilities	
Commissioner	<ul style="list-style-type: none"> • Approve the policy on gifts, loans and sponsorship
Chief Constable	<ul style="list-style-type: none"> • Accept gifts, loans or sponsorship only within agreed policy guidelines. • Refer all gifts, loans and sponsorship above £25 to the Commissioner for approval before they are accepted.
ACO	<ul style="list-style-type: none"> • Present an annual report to the Commissioner listing all gifts, loans and sponsorship. • Maintain a central register, in a format agreed by the Commissioner's Chief Finance Officer, of all sponsorship initiatives and agreements including their true market value, and to provide an annual certified statement of all such initiatives and agreements; and • Bank cash from sponsorship activity in accordance with normal income procedures.
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Be satisfied that the central register of sponsorship initiatives and agreements provides a suitable account of the extent to which such additional resources have been received.

4055 – 4999 spare

SYSTEMS & PROCEDURES

INTRODUCTION

Why is this important?

5000 There are many systems and procedures relating to the control of WYP assets, including Purchasing, Costing and Management Systems. WYP is reliant on computers for financial management information. This information must be accurate and the systems and procedures sound and well administered. They should contain controls to ensure that transactions are properly processed and errors detected promptly.

5001 The Commissioner's Chief Finance Officer and ACO both have a statutory responsibility to ensure that WYP financial systems are sound and should therefore be notified of any proposed new developments or changes.

Systems and procedures: Key Responsibilities	
Joint: Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none">• Make arrangements for the proper administration of WYP financial affairs, including to:<ul style="list-style-type: none">➤ Issue advice, guidance and procedures for officers and others acting on behalf of WYP;➤ Determine the accounting systems, form of accounts and supporting financial records;➤ Establish arrangements for the audit of WYP financial affairs;➤ Approve any new financial systems to be introduced; and➤ Approve any changes to existing financial systems. • Ensure, in respect of systems and processes, that<ul style="list-style-type: none">➤ Systems are secured, adequate internal control exists and accounting records (e.g. invoices, income documentation) 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; and➤ A complete audit trail is maintained, allowing financial transactions to be traced from the accounting records to the original document and vice versa.

<p>Joint: Commissioner's Chief Finance Officer and ACO</p>	<ul style="list-style-type: none"> • Accept gifts, loans or sponsorship only within agreed policy guidelines; • Refer all gifts, loans and sponsorship above £25 to the Commissioner for approval before they are accepted; • Systems are documented and staff trained in their operations; • Ensure there is a documented and tested business continuity plan to allow key 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; and • Establish a scheme of delegation, identifying staff authorised to act upon the Chief Constable's behalf in respect of income collection, placing orders, making payments and employing staff.
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INCOME

Why is this important?

5002 Income is vital to WYP and effective systems are necessary to ensure that all income due is identified, collected, receipted and banked promptly.

Context

5003 The Commissioner and Chief Constable should normally adopt the ACPO national charging policies and national guidance when applying charges under Section 25 of the Police Act 1996. It should keep in mind that the purpose of charging for special services is to ensure that, wherever appropriate, those using the services pay for them.

5004 Commissioners should ensure that there are arrangements in place which confirm that expected charges are clearly identified in their budgets and costs are accurately attributed and charged. When considering budget levels the Commissioner should ensure that ongoing resource requirements are not dependant on a significant number of uncertain or volatile income sources and should have due regard to sustainable and future year service delivery.

5005 When specifying resource requirements the Chief Constable will identify the expected income from charging. The Chief Constable should adopt ACPO charging policies in respect of mutual aid.

Systems and procedures - Income: Key Responsibilities

<p>Joint: Commissioner's Chief Finance Officer and ACO</p>	<ul style="list-style-type: none"> • Normally adopt the ACPO national charging policies and national guidance when applying charges under Section 25 of the Police Act 1996.
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<p>ACO</p>	<ul style="list-style-type: none"> • Make arrangements for the collection of all income due to WYP and approve the procedures, systems and documentation for its collection, including the correct charging of VAT; • Agree a charging policy for the supply of goods and services, including the appropriate charging of VAT, and to review it regularly in line with corporate policies. All charges should be at full cost recovery except where regulations require otherwise or with the express approval of the Commissioner; • Ensure income is paid fully and promptly into the WYP Bank Account. Appropriate details should be recorded on the paying-in slips to provide an audit trail; • Ensure income is not used to cash personal cheques or make other payments; • Order and supply to appropriate employees all 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; • Operate effective debt collection procedures; • Initiate, in consultation with the Legal Services Manager, appropriate debt recovery procedures, including legal action where necessary; • Approve the write-off of bad debts, in consultation with the Chief Executive or the Commissioner's Chief Finance Officer, up to the level shown below. Amounts for write-off above this value must be referred to the Commissioner for approval, supported by a written report explaining the reason(s) for the write-off;
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<p>Value of write-off debts and approval status</p>	
<p>Up to £5,000</p>	<p>ACO and/or Commissioner's Chief Finance Officer</p>
<p><i>£5,000-£50,000</i></p>	<p>Commissioner's Chief Finance Officer</p>

	<p><i>Over £50,000</i></p> <p>Commissioner's Chief Finance Officer and Commissioner</p> <ul style="list-style-type: none"> • Prepare detailed Financial Instructions for dealing with income, to be agreed with the Commissioner's Chief Finance Officer, and to issue them to all appropriate employees.
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ORDERING AND PAYING FOR WORK, GOODS AND SERVICES

Why is this important?

5006 Public money should be spent in accordance with the Commissioner's policies. WYP has a statutory duty to ensure financial probity and best value. The Commissioner's financial regulations and purchasing procedures help to ensure that the public can receive value for money. These procedures should be read in conjunction with the contract Standing Orders in Section 6.

Ordering and paying for work, goods and services: Key Responsibilities	
Director of Regional Procurement	<ul style="list-style-type: none"> • Maintain a procurement policy covering the principles to be followed for the purchase of goods, works and services. • Ensure every member and employee declares any links or personal interests that they may have with purchasers, suppliers and contractors if they are engaged in contractual or purchasing decisions on behalf of WYP and that such persons take no part in the selection of a supplier or contract with which they are connected.
Director of Finance and Procurement	<ul style="list-style-type: none"> • Issue official orders for all work, goods or services to be supplied to WYP, except for supplies of utilities, periodic payments such as rent or rates, petty cash purchases or other exceptions approved by the Commissioner's Chief Finance Officer. • Ensure payments are made to the correct person, for the correct amount, on time (i.e. within 28 days) and are recorded properly, regardless of the method of payment. • Ensure VAT is recovered where appropriate • Ensure expenditure, including VAT, is accurately recorded against the right budget and any exceptions are corrected. • Ensure purchases made through e-procurement follow the rules, regulations and procedures, as set out in the separate Financial

	<p>Instructions/Regulations.</p> <ul style="list-style-type: none"> • Prepare, in consultation with the Commissioner's Chief Finance Officer, detailed Financial Instructions for dealing with the ordering and payment of goods and services, and to issue these to all appropriate employees.
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- 5007 Orders must be in a form approved by the Commissioner's Chief Finance Officer.
- 5008 Official orders must not be raised for any personal or private purchases, nor must personal or private use be made of WYP contracts.
- 5009 Goods, works and services ordered must be appropriate and there must be adequate budgetary provision. Quotations or tenders must be obtained where necessary, in accordance with Regional Contract Standing Orders and Regional Procurement Policy.
- 5010 Payments are not to be made unless goods and services have been received by WYP at the correct price, quantity and quality in accordance with any official order.

PAYMENTS TO EMPLOYEES

Why is this important?

- 5011 Employee costs are a large item of expenditure. It is therefore important that there are controls in place to ensure accurate, timely and valid payments are made in accordance with individuals' conditions of employment.
- 5012 Payments to individuals employed on a self-employed consultant or subcontract basis shall only be made in accordance with HM Revenue & Customs (HMRC) requirements. The HMRC applies a tight definition of employee status, and in cases of doubt, advice should be sought from them.

Payments to employees and members: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • Ensure, in consultation with the Commissioner's Chief Finance Officer, the secure and reliable payment of salaries, overtime, pensions, compensation and other emoluments to existing and former employees; • Ensure tax, superannuation and other deductions are made correctly and paid over at the right time to the relevant body; • Pay all valid travel and subsistence claims or financial loss allowance; • Pay salaries, wages, pensions and reimbursements by the most economical means; • Ensure payroll transactions are processed only through the payroll system; • Ensure full records are maintained of payments in

	<p>kind and properly accounted for in any returns to the HMRC; and</p> <ul style="list-style-type: none"> • Prepare detailed Financial Instructions for dealing with payments to employees, to be agreed with the Commissioner's Chief Finance Officer, and these shall be issued to all appropriate employees.
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TAXATION

Why is this important?

5013 Tax issues are often very complex and the penalties for incorrectly accounting for tax are severe.

Taxation: Key Responsibilities	
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Ensure timely completion and submission of all HM Revenue & Customs (HMRC) returns regarding PAYE and that due payments are made in accordance with statutory requirements; and • Ensure timely completion and submission of VAT claims, inputs and outputs to HMRC.
Joint: Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none"> • Ensure the correct VAT liability is attached to all income due and that all VAT receivable on purchases complies with HMRC regulations; • Provide to the HMRC details regarding the construction industry tax deduction scheme; and • Ensure appropriate technical staff have access to up to date guidance notes and professional advice.

CORPORATE CREDIT CARDS

Why is this important?

5014 Credit cards provide an effective method for payment for designated officers who, in the course of their official business, have an immediate requirement for expenditure which is relevant to the discharge of their duties.

Corporate Credit Cards: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • Provide Financial Instructions to all cardholders, in conjunction with the Commissioner's Chief Finance Officer.
ACO	<ul style="list-style-type: none"> • Authorise and maintain control over the issue of cards.
Credit Card Holders	<ul style="list-style-type: none"> • Ensure purchases are in accordance with approved WYP policies

	<p>e.g. catering, hospitality etc; and</p> <ul style="list-style-type: none"> • Provide receipted details of all payments made by corporate credit card each month, including nil returns, to ensure that all expenditure is correctly reflected in the accounts and that VAT is recovered.
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PURCHASING CARDS

Why is this important?

5015 Purchase cards are an alternative method of buying and paying for relatively low value goods, which generate a high volume of invoices. This should generate an efficiency saving from lower transaction costs (i.e. fewer invoices processed and paid for through the integrated accounts payable system), as well as reducing the number of petty cash transactions.

Purchasing Cards: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • Provide Financial Instructions to all cardholders.
ACO	<ul style="list-style-type: none"> • Authorise and maintain control over the issue of cards; and • Reconcile the purchase card account to the ledger on a monthly basis.
Credit Card Holders	<ul style="list-style-type: none"> • Ordering and paying for goods and services in accordance with the Force procurement policy, Contract Standing orders and all procedures laid down by the ACO.

EX GRATIA PAYMENTS

Why is this important?

5016 An ex gratia payment is a payment made by WYP where no legal obligation has been established. 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.

Ex Gratia Payments: Key Responsibilities											
Chief Constable	<ul style="list-style-type: none"> Make ex gratia payments, on a timely basis, to members of the public up to the level shown below in any individual instance, for damage or loss to property 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 WYP; <table border="1" style="margin-left: 20px;"> <thead> <tr> <th colspan="2">Ex-gratia payments to Employees and Officers</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;">Up to £5,000</td> <td>Where there is no Legal Services involvement: Chief Constable Where there is Legal Services involvement: Chief Constable in conjunction with the Chief Executive and the Commissioner's Chief Finance Officer</td> </tr> <tr> <td style="vertical-align: top;">Over £5,000</td> <td>Commissioner</td> </tr> <tr> <th colspan="2">Ex-gratia payments – Members of the Public</th> </tr> <tr> <td style="vertical-align: top;">All</td> <td>Commissioner</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Maintain details of ex gratia payments in a register; Provide an annual report of activity in respect of ex-gratia payments to the Audit Committee 	Ex-gratia payments to Employees and Officers		Up to £5,000	Where there is no Legal Services involvement: Chief Constable Where there is Legal Services involvement: Chief Constable in conjunction with the Chief Executive and the Commissioner's Chief Finance Officer	Over £5,000	Commissioner	Ex-gratia payments – Members of the Public		All	Commissioner
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Ex-gratia payments – Members of the Public											
All	Commissioner										

5017 -5999 spare

YORKSHIRE & THE HUMBER REGIONAL CONTRACT STANDING ORDERS

INTRODUCTION AND COMPLIANCE

- 6000 All orders and contracts for works, goods or services made by or on behalf of the Yorkshire and the Humber Regional Police & Crime Commissioners (the Commissioners) shall be made in accordance with these Contract Standing Orders (Standing Orders).
- 6001 All contracts shall comply with statutory requirements including, but not limited to UK Legislation, Directives of the European Community and relevant Government Guidance.
- 6002 The Commissioners require all procurement activity to be undertaken in a transparent, fair and consistent manner, ensuring the highest standards of probity and accountability.
- 6003 All procurement undertaken on behalf of the Commissioners will operate under robust principles and procedures to ensure best value. Detailed procedures will be published in the Yorkshire and The Humber (YatH) Regional Procurement Policy and Procedures. This is available on the Procurement Team site on the WYP intranet.
- 6004 No exceptions shall be made to these Standing Orders other than for the reasons stated in this section.
- 6005 All employees must comply with these Standing Orders. Failure to do so may result in disciplinary action.
- 6006 Any dispute regarding the interpretation of these Contract Standing Orders will be referred to the Joint Commissioner's Committee and its decision will be final.

COMPETITIVE PROCUREMENT

- 6007 The use of central contracts that have been set up by the YatH Regional Procurement Team or individual YatH Forces for certain works, goods and services is mandatory.
- 6008 For works, goods or services not available from an existing contract, 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. Criteria for the award of contracts shall be recorded in advance of the invitation and strictly observed by officer's evaluating the bids. The criteria may include cost and qualitative elements and shall take into account whole life costs. The evaluation process must be objective, systematic, thorough and fair.
- 6009 Evaluation models shall generally be weighted such that the overall percentage score allocated to cost is not less than 50%. In exceptional circumstances the Regional Procurement Director or his Deputy may agree a different cost/quality ratio.
- 6010 The table below describes the procedure and authority levels dependent on the estimated value of the procurement.
- 6011 Estimated value is deemed to be the aggregate cost, in any Force or the Region that is reasonably anticipated over the lifetime of the provision. If the lifetime is unknown, then the aggregate cost should be based on 48 months.
- 6012 Requirements must not be disaggregated in Force or in the Region in order to avoid competitive procurement under any circumstances.
- 6013 The Office of the Police and Crime Commissioner 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.

PROCUREMENT COMPETITION PROCEDURES AND AUTHORITY LEVELS

Estimated Value £	Quotation / Tender Requirements	Levels of Delegated Authority and Contract Signature Thresholds
< £10,000	The local procurement procedure may use any reasonable means to select the supplier, preferably three quotations should be obtained (this may include form catalogues or price lists. The procurement procedure and outcome must be recorded and retained locally.	Purchase orders and contracts to be approved locally by Officers with relevant authority in accordance with financial instructions.
£10,000 – £50,000	At least three formal written quotations or references to three supplier catalogues shall be obtained.	Purchase orders, requisitions and contracts to be approved locally by Officers with relevant authority in accordance with financial instructions.
> £50,000	All procurement to be managed by the Regional Procurement team. At least three Tenders shall be obtained, where the aggregated value of the contract is in excess of EU thresholds, tender procedures will be in accordance with EU Procurement Directives.	On conclusion of the procurement process an "Authority to proceed to contract" will be issued to the Lead Force by the Regional Procurement Team and will be signed locally by Officers with relevant authority in accordance with Financial Instructions and returned to the Regional Procurement team.
Collaborative Contracts		<p>Collaborative Contracts will be signed as follows;</p> <p>£50,000 - £75,000: Senior Category Manager/Category Manager/Contract Manager</p> <p>£75,000 - £150,000: Strategic Category Manager/Strategic Contract Manager</p> <p>£150,000 - £500,000: Head of Procurement a& Category Management/Head of Contract Management & Performance</p> <p>£500,000 - £1,000,000: Director of Procurement</p> <p>£1,000,000 - £5,000,000: ACO, relevant YatH Force</p> <p>> £5,000,000: relevant Commissioner/ Joint Commissioner committee</p>

6014 The Officer with delegated authority to authorise orders or contracts committing the expenditure does so on behalf of the Commissioner.

- 6015 Whilst mandatory involvement of the Regional Procurement Team is required for contracts valued over £50,000, the Procurement Team will provide advice and guidance on all procurement matters and contracts under £50,000.

FINANCIAL AND CONTRACTUAL DELEGATION

Financial and contractual delegation: Key Responsibilities	
ACO	<ul style="list-style-type: none"> Determine authorised signatories within each Office of the Commissioner. Those authorised signatories and sub delegation rules will be described and documented in each Force/Commissioners Financial Instructions.
Authorised Signatories	<p>To ensure:</p> <ul style="list-style-type: none"> Purchase is compliant with Financial Instructions; and Sufficient resources are available within the relevant budget or capital programme.

EXCEPTIONS TO NORMAL PROCEDURES/SINGLE TENDER ACTION

Exceptions

- 6016 All exceptions to normal procedures must be approved prior to the procurement of goods, service or works. Purchases made for reasons outlined below, but without prior approval of the Chief Constable, will be treated as breaches of Contract Standing Orders, and reported to the relevant Commissioner.

Single Tender Action (STA)

- 6017 STA should only be used in very exceptional circumstances. The Chief Constables and Commissioners or their delegated authorities will consider requests for exceptions to normal procedures under the following circumstances:
- 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;
 - Extensions to existing contracts where there is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience;
 - The contract has been classified as secret by a Chief Officer 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;
 - The contract is required so urgently that competition is impracticable. For example a genuine unforeseeable operational need arises. However failure to take action within appropriate timescales does not constitute grounds for an urgency exception.
- 6018 Any STA up to £50,000 shall be authorised by the Divisional/Departmental Head and shall be reported to the Regional Procurement Director. The approval must be in writing on the

Exceptions to Normal Procedures £10K - £50K form (available through Regional Procurement or the intranet site) and copied to the Regional Procurement Director. It should be filed appropriately with evidence for the exception and retained in accordance with the WYP retention policy.

- 6019** Any STA over £50,000 shall be requested via the Regional Procurement Director and the appropriate Chief Officer with supporting documentation. Exception requests should be made on an Exception to Normal Procedure request for over £50K (available through Regional Procurement or on the intranet site). The formal procedure shall be described in the Regional Procurement Policy or Procedures.
- 6020** The Regional Procurement Director or the Head of Procurement & Category Management will consider the request and forward it to the Chief Officer, with comments. The Chief Officer's decision will be final.
- 6021** The Regional Procurement Director will report all exceptions to normal procedures to the ACO at the end of each month.

COMPETITIVE PROCUREMENT USING TENDERS

Competitive procurement using tenders: Key Responsibilities	
Regional Procurement Director	<ul style="list-style-type: none"> • Ensure procurement policy and procedures are in place covering the following: <ul style="list-style-type: none"> ➤ 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; ➤ Processes regarding the use of sub contractors; ➤ Processes regarding variations to contract; ➤ The process to be undertaken in relation to declarations of interest in a contract; ➤ The procedures to be followed in relation to Collaborative Contracts; ➤ The adoption of Framework Agreements; ➤ The Procedures to be followed in applying for an exception to Standing Orders, including: <ul style="list-style-type: none"> ○ The formal procedure to be adopted to evidence alternative provision is not available; ○ The formal justification of emergency provision; and ➤ The achievement of VfM, and the minimisation of risks to Forces and Commissioners.
ACO	<ul style="list-style-type: none"> • Ensure appropriate Financial Instructions are provided for use by staff within their respective Forces.

6022 The YatH Procurement Policy and Procedures will:

- Set out arrangements for the recording and retention of information in relation to procurement activity; and
- Detail the arrangements for reporting procurement activity to meet the requirements of the YatH Commissioner Committee and of individual Commissioners together with addressing the need to publish information in accordance with Government requirements.

TENDER CUSTODY AND OPENING

Electronic Tendering

6023 The YatH Commissioners support the use of electronic means for the invitation and receipt of tenders through the selected e-tendering system in line with the system requirements.

Tender custody and opening if non electronic means are utilised

6024 In the event of operating non electronic procedure, tenders shall be stored in a secure and confidential manner as required by sealed bid procedure.

6025 The opening of these tenders and recording of details shall be subject to the following regulations.

6026 Once the tenders have been opened they must be circulated only to those directly involved in tender evaluation and contract letting activities prior to awarding the contract.

FORM OF CONTRACT

6027 All contracts shall be in writing. If appropriate, legal advice should be sought in relation to contracts through the Regional Procurement Team. The form of contract shall be in line with the ACPO Procurement Portfolio guidance and other best practice.

6028 The Procurement Team will advise on the appropriate use of Performance Guarantee Bonds or the provision of liquidated damages where necessary.

COLLABORATIVE CONTRACTS AND FRAMEWORK AGREEMENTS

6029 Where tenders are invited on behalf of the Region or include other Police Forces or Public Sector organisations, they will be invited on a Lead Commissioner basis and comply with these Contract Standing Orders.

REVIEW

6030 These Contract Standing Orders will be reviewed on an annual basis by the YatH Commissioners.

6031 -6999 spare

EXTERNAL ARRANGEMENTS

JOINT WORKING ARRANGEMENTS

Why is this important?

7000 Public bodies are increasingly encouraged to provide seamless service delivery through working closely with other public bodies, local authorities, agencies and private service providers.

7001 Joint working arrangements can take a number of different forms, each with its own governance arrangements. In WYP these are grouped under the following headings:

- Partnerships
- Consortia
- Collaboration

7002 Partners engaged in joint working arrangements have common responsibilities to:

- Act in good faith at all times and in the best interests of the partnership's aims and objectives;
- Be willing to take on a role in the broader programme, appropriate to the skills and resources of the contributing organisation;
- Be open about any conflicts that might arise;
- Encourage joint working and promote the sharing of information, resources and skills;
- Keep secure any information received as a result of partnership activities or duties that is of a confidential or commercially sensitive nature; and
- Promote the project.

7003 In all joint working arrangements the following key principles must apply:

- Prepare a risk assessment before entering into the agreement,
- Such agreements do not impact adversely upon the services provided by WYP;
- Project appraisal is in place to assess the viability of the project in terms of resources, staffing and expertise;
- Arrangements are properly documented;
- Regular communication is held with other partners throughout the project in order to achieve the most successful outcome;
- Audit and control requirements are satisfied;
- Accounting and taxation requirements, particularly VAT, are understood fully and complied with; and
- An appropriate exit strategy has been produced.

7004 The WYP element of all joint working arrangements must comply with these Financial Regulations

PARTNERSHIPS

7005 The term partnership refers to groups where members work together as equal partners with a shared vision for a geographic or themed policy area, and agree a strategy in which each partner contributes towards its delivery. A useful working definition of such a partnership is where the partners:

- Are otherwise independent bodies;
- Agree to co-operate to achieve a common goal; and
- Achieve it to create an organisational structure or process and agreed programme, and share information, risks and rewards.

7006 The number of partnerships, both locally and nationally, is expanding in response to Central Government requirements and local initiatives. This is in recognition of the fact that partnership working has the potential to:

- Deliver strategic objectives;
- Improve service quality and cost effectiveness;
- Ensure the best use of scarce resources; and
- Deal with issues which cut across agency and geographic boundaries, and where mainstream programmes alone cannot address the need.

7007 Partnerships typically fall into three main categories i.e. statutory based, strategic and ad-hoc.

Statutory based

7008 These are partnerships that are governed by statute. They include, for example, Crime and Disorder Reduction Partnerships (CDRPs) and Local Strategic Partnerships (LSPs)

Strategic

7009 These are partnerships set up to deliver core policing objectives. They can either be Force-wide or local.

Ad-hoc

7010 These are typically locally based informal arrangements agreed by the local Police Commander.

Context

7011 As set out in Section 10 of the Police Reform and Social Responsibility Act 2011, the Commissioner, in exercising his functions, must have regard to the relevant priorities of each partner. Subject to the constraints that may be placed on individual funding streams, Commissioners are free to pool funding as they and their local partners see fit. Commissioners can enter into any local contract for services, individually or collectively with other local partners, including non-police bodies.

7012 When the Commissioner acts as a commissioner of services, he will need to agree the shared priorities and outcomes expected to be delivered through the contract or grant agreement with each provider.

7013 The Commissioner is able to make crime and disorder grants in support of local priorities. The inclusion of detailed grant conditions directing Local Authorities how to spend funding need not be the default option. The power to make crime and disorder grants with conditions is contained in section 9 of the Police Reform and Social Responsibility Act 2011. The power to contract for services is set out in paragraph 14 of Schedule 1 and paragraph 7 of Schedule 3 to the Police Reform and Social Responsibility Act 2011.

Partnership arrangements – Ad-hoc: Key Responsibilities	
Commissioner	<ul style="list-style-type: none">• Have regard to relevant priorities of local partners when considering and setting the five year Police and Crime Plan and the annual delivery plan; and• Make appropriate arrangements to commission services from either the Force or external providers
Chief Officers	<ul style="list-style-type: none">• Follow the guidance manual for local partnerships, as published on the local policing intranet site;• Consult, as early as possible, the ACO and the Commissioner's Chief Finance Officer to ensure the correct treatment of taxation and other accounting arrangements; and• Produce a Memorandum of Understanding (MOU) setting out the appropriate governance arrangements for the project.
Chief Executive	<ul style="list-style-type: none">• Sign the MOU setting out the appropriate governance arrangements for the project.

CONSORTIUM ARRANGEMENTS

7014 A consortium is a long-term joint working arrangement with other bodies, operating with a formal legal structure approved by the Commissioner.

Partnership arrangements - Consortium arrangements: Key Responsibilities	
Chief Officers	<ul style="list-style-type: none"> • Contact the Chief Executive before entering into a formal consortium agreement, to establish the correct legal framework; • Consult, as early as possible, the ACO and the Commissioner's Chief Finance Officer to ensure the correct treatment of taxation and other accounting arrangements; • Produce a business case to show the full economic benefits to be obtained from participation in the consortium; and • Produce a Memorandum of Understanding (MOU) setting out the appropriate governance arrangements for the project.
Chief Executive	<ul style="list-style-type: none"> • Sign the MOU setting out the appropriate governance arrangements for the project.
Commissioner	<ul style="list-style-type: none"> • Approve the WYP participation in the consortium arrangement

COLLABORATION

7015 Under Sections 22A to 22C of the Police Act 1996 as inserted by Section 89 of the Police Reform and Social Responsibility Act 2011, the Chief Constable and the Commissioner have the legal power and duty to enter into collaboration agreements to improve the efficiency or effectiveness of one or more Police Force or Commissioners. Any collaboration which relates to the functions of a Police Force must first be agreed with the Chief Constable of the Force concerned.

7016 The Commissioner shall jointly hold their Chief Constables to account for any collaboration in which their Force is involved.

7017 Any such proposal must be discussed with the Commissioner's Chief Finance Officer and ACO in the first instance.

EXTERNAL FUNDING

Why is this important?

7018 External funding can be a very important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of WYP. Funds from external agencies provide additional resources to enable WYP to deliver its policing objectives. However, in some instances, although the scope for external funding has increased, such funding is linked to tight specifications and may not be flexible enough to link to the WYP overall plan.

7019 The main source of such funding for WYP will tend to be specific Government grants, additional contributions from Local Authorities (e.g. for ANPR, CCTV and PCSOs) and donations from third parties (e.g. towards capital expenditure)

External Funding: Key Responsibilities	
Chief Officers	<ul style="list-style-type: none"> Actively pursue any opportunities for additional funding where this is considered to be in the interests of WYP.
Joint: Chief Constable and Commissioner	<ul style="list-style-type: none"> Ensure match-funding requirements and exit strategies are considered prior to entering into the agreements and that future medium term financial forecasts reflect these requirements.
Joint: Commissioner's Chief Finance Officer and ACO	<ul style="list-style-type: none"> Ensure funding notified by external bodies is received and properly accounted for, and that all claims for funds are made by the due date and that any audit requirements specified in the funding agreement are met.
Chief Constable	<ul style="list-style-type: none"> Ensure funds are acquired only to meet policing needs and objectives; Ensure key conditions of funding and any statutory requirements are complied with and that the responsibilities of the accountable body are clearly understood; and Ensure any conditions placed on WYP in relation to external funding are in accordance with the approved policies of the Commissioner. If there is a conflict, this needs to be taken to the Commissioner for resolution.

WORK FOR EXTERNAL BODIES

Why is this important?

7020 West Yorkshire Police provides services to other bodies outside of its normal obligations, for which charges are made e.g. training, special services. Arrangements should be in place to ensure that any risks associated with this work are minimised and that such work is not ultra vires.

Work for external bodies: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none">• Ensure proposals for assistance are costed, that no contract is subsidised by WYP and that, where possible, payment is received in advance of the delivery of the service so that the Force is not put at risk from any liabilities such as bad debts;• Ensure appropriate insurance arrangements are in place;• Ensure contracts are properly documented; and• Ensure contracts do not impact adversely on the services provided by WYP.

7021 The submission of tenders for the supply of goods and/or services should be approved as follows:

- For tenders up to £500,000 by the Chief Constable;
- Between £500,000 and £1,000,000 by the Chief Constable in consultation with the Commissioner's Chief Finance Officer;
- Over £1,000,000 the prior approval of the Commissioner is required.

7022 Force services commissioned by the WY Commissioner are excluded from this approval requirement.

Commissioning of services

Why is this important?

- 7023** Under Section 10 of the Police Reform and Social Responsibility Act 2011, the Commissioner is given the responsibility for co-operative working. This allows, within the constraints of the relevant funding streams, the Commissioner to pool funding as they and their local partners deem appropriate.
- 7024** The Commissioner can commission services or award grants to organisations or bodies that they consider will support their community safety priorities in accordance with their Police and Crime Plan. They may do this individually or collectively with other local partners including non-policing bodies. The Commissioner must have regard to the relevant priorities of each responsible authority.
- 7025** When the Commissioner commissions services, agreement is required on the shared priorities and outcomes expected to be delivered through the contract or grant agreement with each provider. Ring-fenced provision of crime and disorder grants is allowed in support of local priorities. The inclusion of detailed grant conditions directing Local Authorities how to spend funding need not be the default option.
- 7026** The power to make crime and disorder grants with conditions is contained in section 9 of the Police Reform and Social Responsibility Act 2011. The power to contract for services is set out in paragraph 14 of Schedule 1 and paragraph 7 of Schedule 3 to the Police Reform and Social Responsibility Act 2011.
- 7027** It is important to ensure that risk management and project appraisals are in place to assess the viability – both on initiation and on an on-going basis – of all external arrangements and an exit strategy is prepared.

Key Controls

The key controls for commissioning services are:

- ***Agreements with clear priorities and outcomes***
- ***Grant conditions and outcomes***

Commissioning Services: Key Responsibilities	
Commissioner	<ul style="list-style-type: none"> • Have regard to relevant priorities of local partners when considering and setting the Police and Crime Plan. • Work effectively with other local leaders in West Yorkshire who can also provide significant resources, to influence how all parties prioritise and bring together their resources to tackle local problems and priorities. • Consult with victims of crime about policing and the proposed Police and Crime Plan. To commission the majority of victim support services in West Yorkshire. • Make appropriate robust arrangements to commission services from the Force or external providers. • Award crime and disorder grants
Chief Constable	<ul style="list-style-type: none"> • Develop a commissioning framework that will support the objectives as set out in the Police and Crime Plan. The framework should encourage a mixed economy of provider options and where necessary develop a specific Commissioner's Compact Agreement with the Voluntary Sector. • Develop financial framework as part of the wider Commissioning framework with approved authorisation levels. • Keep under review the performance and outcomes of any investments agreed by the Commissioner in respect of partnership activity. • Ensure financial expenditure does not exceed the budgeted level to achieve the objectives set out in the Police and Crime Plan where services are commissioned within community initiatives. • In consultation with the Commissioner's Chief Finance Officer, agree up to £10,000 expenditure for initiatives in line with the Commissioner's aims and objectives. If in excess of £10,000 Commissioner approval is required.
Commissioner's Chief Finance Officer	<ul style="list-style-type: none"> • Assist the Chief Executive to carry out the financial aspects of his responsibilities and in particular to budget and account for incoming funding and outgoing expenditure in accordance with accounting requirements.

7028 – 7999 spare

SUMMARY OF DELEGATED FINANCIAL LIMITS

Revenue Monitoring

8000 The Chief Constable and Chief Executive are authorised to increase their annual approved budgets by any amount underspent at the end of the previous financial year up to 1% of the net Force budget without further approval of the Commissioner. An exception to this relates to direct revenue financing of the approved capital programme, where slippage from one year to the next carries automatic approval to the utilisation of any revenue resources approved to finance it.

Virement

8001 The Chief Constable may use revenue provision to purchase capital items or carry out capital works subject to obtaining the Commissioner's approval where the proposed transfer exceeds £250,000 and explaining the revenue consequences.

8002 The ACO can approve any virement where the additional costs are fully reimbursed by other bodies.

8003 For all other budgets each ACO shall ensure that virement is undertaken as necessary to maintain the accuracy of budget monitoring, subject to the following approval levels.

<i>Virement: Force Revenue Budget</i>	
<i>In year up to £1,000,000</i>	<i>ACO</i>
<i>In year over £1,000,000</i>	<i>Commissioner</i>
<i>Recurring up to £200,000</i>	<i>ACO</i>
<i>Recurring over £200,000 or requiring policy change</i>	<i>Commissioner</i>
<i>Virement: Commissioner's Own Revenue Budget</i>	
<i>Up to £200,000</i>	<i>Commissioner's Chief Finance Officer</i>
<i>Over £200,000</i>	<i>Commissioner</i>

<i>Capital Programme</i>	
<i>For major capital schemes i.e. those over £2m virements under £400k or 10% whichever is lower</i>	<i>ACO</i>
<i>For major capital schemes i.e. those over £2m virements over £400k or 10% whichever is lower</i>	<i>Commissioner</i>

Asset valuation

- 8004 Maintain an asset register for all fixed assets with a value in excess of the limits shown below, in a form approved by the Treasurer. Assets are to be recorded when they are acquired by WYP. Assets shall remain on the asset register until disposal. Assets are to be valued in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice and the requirements specified by the Commissioner's Chief Finance Officer.

<i>Asset valuations: Fixed asset register</i>	
<i>Land and Buildings</i>	<i>All values</i>
<i>Vehicles</i>	<i>All values</i>
ICT hardware	£10k
Plant and Equipment	£10k

Money Laundering

- 8005 Suspicious cash deposits in any currency in excess of £15,000 (or equivalent) should be reported to the Serious Organised Crime Agency (SOCA).
- 8006 Large cash bankings from a single source over £15,000 should be reported to the Commissioner's Chief Finance Officer. This instruction does not apply to seizures and subsequent bankings under the Proceeds of Crime Act.

Gifts, Loans and Sponsorship

- 8007 Refer all gifts, loans and sponsorship above £25 to the Commissioner for approval before they are accepted.

Income

- 8008 Approve the write-off of bad debts, in consultation with the Chief Executive or the Commissioner's Chief Finance Officer, up to the level shown below. Amounts for write-off above this value must be referred to the Commissioner for approval, supported by a written report explaining the reasons for the write-off.

<i>Income: write off of bad debts - approvals</i>	
<i>Up to £5,000</i>	<i>ACO and/or Commissioner's Chief Finance Officer</i>
<i>£5,000-£50,000</i>	<i>Commissioner's Chief Finance Officer</i>
Over £50,000	Commissioner's Chief Finance Officer and the Commissioner

Ex-gratia Payments

8009 To make ex gratia payments, on a timely basis, to Employees, Officers and 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 WYP.

<i>Ex-gratia payments – Employees and Officers</i>	
Up to £5,000	<i>Where there is no Legal Services involvement: Chief Constable Where there is Legal Services involvement: Chief Constable in conjunction with the Chief Executive and the Commissioner's Chief Finance Officer.</i>
Over £5,000	<i>Commissioner</i>
<i>Ex gratia payments to Members of the Public</i>	
<i>All</i>	<i>Commissioner</i>

Contract Regulations

PURCHASING PROCEDURES AND THRESHOLDS

Estimated Value £	Quotation / Tender Requirements	Levels of Delegated Authority and Contract Signature Thresholds
< £10,000	The local procurement procedure may use any reasonable means to select the supplier, preferably three quotations should be obtained (this may include form catalogues or price lists. The procurement procedure and outcome must be recorded and retained locally.	Purchase orders and contracts to be approved locally by Officers with relevant authority in accordance with financial instructions.
£10,000 – £50,000	At least three formal written quotations or references to three supplier catalogues shall be obtained.	Purchase orders, requisitions and contracts to be approved locally by Officers with relevant authority in accordance with financial instructions.
> £50,000	All procurement to be managed by the Regional Procurement team. At least three Tenders shall be obtained, where the aggregated value of the contract is in excess of EU thresholds, tender procedures will be in accordance with EU Procurement Directives.	On conclusion of the procurement process an "Authority to proceed to contract" will be issued to the Lead Force by the Regional Procurement Team and will be signed locally by Officers with relevant authority in accordance with Financial Instructions and returned to the Regional Procurement team.
Collaborative Contracts		<p>Collaborative Contracts will be signed as follows;</p> <p>£50,000 - £75,000: Senior Category Manager/Category Manager/Contract Manager</p> <p>£75,000 - £150,000: Strategic Category Manager/Strategic Contract Manager</p> <p>£150,000 - £500,000: Head of Procurement a& Category Management/Head of Contract Management & Performance</p> <p>£500,000 - £1,000,000: Director of Procurement</p> <p>£1,000,000 - £5,000,000: ACO, relevant Yath Force</p> <p>> £5,000,000: relevant Commissioner/ Joint Commissioner committee</p>

SINGLE QUOTATION/TENDER CONTRACT

- 8010** Contracts in excess of £50,000 can only be awarded following consultation with the Procurement Team.
- 8011** Where a contract exceeds £50,000 in value, the Chief Officer shall present a subsequent report to the Commissioner.

PROPRIETY ARTICLE OR SERVICE

- 8012** Contracts in excess of £50,000 can only be awarded following consultation with the Regional Procurement Team.
- 8013** Under these circumstances, where a contract exceeds £50,000 in value, the Chief Officer should present a subsequent report to the Commissioner.

CONTRACTS REGISTER

- 8014** A record of all contracts let with a value in excess of £50,000 shall be maintained by the Regional Head of Procurement.

CONTRACT MONITORING

- 8015** Where the contract terms provide for credits to be offset against payments due or otherwise enable payments to be reduced on account of failure by the contractor to deliver the contract to the specified standards, any decision to waive entitlement to the credit or reduced payment shall only be authorised by the Chief Officer in consultation with the regional Head of Procurement, where the amount involved is less than £50,000.
- 8016** Above £50,000, the Commissioner shall approve all such waivers.
- 8017** -8999 spare.