



LANCASHIRE POLICE AUTHORITY

FINANCIAL REGULATIONS

INTRODUCTION

Police Authorities spend large sums of money and have a duty to account clearly for the money they spend to the public, who pay for the spending through various forms of taxation. Financial Regulations establish the principles of financial control and embody the principles of the Code of Practice on Financial Management (revised October 2000) made under the provisions of the Police Act 1996.

These Financial Regulations are a part of the overall control framework within which Lancashire Police Authority operates and more detailed Financial Instructions to supplement these Regulations will be issued by the Chief Constable after consultation with the Treasurer. Rather than a barrier to action they should be viewed as providing the framework within which officers can act, setting out best practice throughout the Authority and ensuring a high quality of financial information, incorporating the principles of Continuous Improvement, enabling better decision making and improving service delivery and customer/client satisfaction. As such they form part of the general administrative arrangements of the Authority.

The financial control framework can be seen as a hierarchy as the table below illustrates.

Standing Orders	Approved by Authority
Financial Regulations	Approved by Authority
Schemes of Delegation	Approved by Authority/Chief Constable
Financial Instructions	Approved by Chief Constable/ Treasurer
Manuals of Guidance/Work Procedures	Approved by the Chief Constable

The Authority's Scheme of Delegation (in conjunction with the Chief Executive of the Authority's Devolved Financial Management Scheme and the Constabulary's local Scheme of Delegation & Scheme of Devolved Financial Management) enables appropriate delegation to be achieved in line with the requirements of the Code of Practice.

The Chief Constable, Chief Executive and Treasurer are responsible for the observance of regulations relating to their service area and for the training of staff to ensure compliance with these regulations.

The responsibility for the creation and maintenance of the framework rests with the Treasurer, who will take into account any recommendations and guidelines issued by the Consultative Committee of Accountancy Bodies.

Amendments of a significant nature (such as go to change materially a process or approach) shall only be approved by the full Authority, after consideration of the proposal is given by the Monitoring Officer and Treasurer. If the Monitoring Officer and Treasurer are of the view that the proposal is unlawful, then it shall be rejected with proper reasons being given. Otherwise, the Monitoring Officer or Treasurer shall prepare a report with such recommendations for consideration by the full Police Authority.

Amendments of a minor nature may be approved by the Treasurer, in consultation with the Chair of the Authority, after consideration by the Chief Executive and Monitoring Officer, but only those which are lawful may proceed.

The responsibility for reviewing and advising on the effectiveness of the financial control framework rests with the Internal Audit staff of the Authority's Chief Executive (see Financial Regulation 12). Advice and assistance can be obtained from the Audit Manager (01772 534898), the Principal Auditor (01772 534904) or the Senior Auditor (01772 534948).

The Chief Executive welcomes feedback on the operation of Financial Regulations and Financial Instructions to ensure they remain relevant and effective. Constabulary Finance staff and the Chief Executive's Treasury staff are ready and willing to provide assistance in all areas relating to financial management and financial control. Initially the Head of Management Accounts (01772.412131) should be contacted if you have comments on the application or operation of particular regulations or instructions.

The Financial Regulations cover the following:-

1. General Principles and Roles
2. Revenue Expenditure
3. Capital Expenditure
4. Policing Plan and Performance Review
5. Treasury Management
6. Receipts and Payments
7. Salaries and Wages
8. Accounting Procedures and Systems
9. Contracts, Agreements and Purchasing
10. Inventories and Stocks and Stores Records
11. Insurance
12. Irregularities
13. Internal Audit
14. Voluntary Funds
15. Sponsorship and Third Party Agreements

An explanation of some of the terms used in the Regulations is provided as an Appendix.

1. General Principles and Roles

Specific roles and responsibilities are defined as follows:

1.1. The Police Authority (the Authority)

The Authority's main responsibilities in respect of financial matters are to:

- (a) agree a budget requirement and set the precept, on the advice of the Treasurer;

- (b) approve the Chief Constable's proposed overall allocation of resources as set out in a format agreed by the Chief Constable and the Treasurer;
- (c) monitor financial outcomes;
- (d) identify and agree longer term spending commitments;
- (e) approve new capital development schemes

1.2. The Police Authority (Treasurer)

The statutory responsibilities of the Treasurer are set out in sections 112 and 114 of the Local Government Finance Act 1988. The qualifications required of the Treasurer are set out in section 113 of the same Act. The Accounts & Audit Regulations 1996 (SI 590) impose further responsibilities. Taken together, these mean that the Treasurer's responsibilities include:

- (a) ensuring that the financial affairs of the Authority and the Constabulary are properly administered;
- (b) reporting both to members of the Authority and to the external auditor any unlawful, or potentially unlawful, expenditure by the members or officers of the Authority or Constabulary;
- (c) reporting both to the Authority and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;
- (d) producing a statement of accounts;
- (e) (as delegated by the Authority) maintaining an effective internal audit function, operating in accordance with best practice as recommended by the CIPFA Code of Practice for Internal Audit as well as statutory obligations and regulations;
- (f) providing timely and accurate financial information to the Authority and the Chief Constable;
- (g) assisting the Members in seeking to obtain Continuous Improvement;
- (h) securing treasury management including loans and investments;
- (i) advising on the safeguarding of the assets, including risk management and insurance;
- (j) advising on budgetary matters including any consequent long term implications.

1.2.1. The Treasurer is the officer charged with the responsibility for acting as financial adviser to the Authority and its Committees.

1.2.2. All accounts and financial records must be kept in a form approved by the Treasurer, in order to enable accurate and consistent information on all financial matters to be obtained.

- 1.2.3. The Treasurer and the Chief Constable are responsible for ensuring that these financial regulations are observed.
 - 1.2.4. For the purpose of complying with these regulations the Chief Executive and the Chief Constable must provide the Treasurer with any information which may be required and in addition must allow the Treasurer access where necessary to the records and documents under their control.
 - 1.2.5. All reports to the Authority and its Committees, which include financial content, must be agreed with the Treasurer. The Treasurer or his representative have the right to attend meetings of the Authority or its committees to give advice or to report on financial matters when deemed necessary to do so to fulfil his statutory duties.
 - 1.2.6. The Treasurer must review the financial regulations at a maximum interval of five years and submit these for consideration by the Authority. Any financial limits contained within these regulations should be reviewed biennially by the Treasurer in conjunction with the Chief Constable.
 - 1.2.7. The Authority's financial regulations will apply in relation to any activities carried out by the Authority or its employees or police officers on behalf of a third party; such as the role of acting as accountable body for a partnership of authorities, subject to any overriding requirements of the third party for whom the Authority is acting.
- 1.3. The Chief Executive of the Authority
 - 1.3.1. The Chief Executive has responsibility for the general administration of the Authority. All reports for the Authority and urgent business items must be cleared by the Chief Executive.
 - 1.3.2. The Authority has a duty under Section 5 of the Local Government and Housing Act 1989 to appoint a Monitoring Officer. The monitoring officer is responsible for ensuring the legality of the actions of the Authority and its officers, including ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with.
- 1.4. The Chief Constable
 - 1.4.1. The Chief Constable is accountable to the Authority and Home Secretary for the financial management and administration of the Constabulary under the provisions of the Police Act 1996. Financial plans prepared by the Chief Constable for approval by the Authority will be integrated with the Local Policing Plan.
 - 1.4.2. With regard to any report or information for the Authority which relates to budget planning and monitoring, or upon which policy decisions or consultation are to be based, the Chief Constable is responsible for ensuring that the Treasurer is consulted about any information to be included about the finances of the Authority, its services and activities.

1.5. Director of Resources and Constabulary Finance Function

1.5.1. The Director of Resources has responsibility for all detailed day to day financial matters delegated by the Chief Constable. The Director of Resources is responsible to the Chief Constable for:

- a) all financial activities undertaken within the Constabulary or contracted out under the supervision of the Constabulary;
- b) the strategic management of financial issues within the Constabulary;
- c) ensuring effective and efficient use of the resources available to the Constabulary;
- d) advice on the financial implications of new policy developments;
- e) overseeing the management of the Constabulary's finances;
- f) identifying appropriate financial systems and procedures, in consultation with the Treasurer and subject to internal audit review;
- g) attending appropriate meetings of the Authority as required to provide information and advice.

2. **Revenue Expenditure**

- 2.1. Estimates of expenditure and income shall be prepared by the Chief Constable in consultation with the Treasurer for submission to the Authority for such periods and at such times as shall be determined by the Authority, and in a format agreed by the Treasurer.
- 2.2. The Chief Constable shall control and manage the Constabulary revenue budget within any overall "cash limit", within available resources and in accordance with any guidelines issued by the Authority, and shall seek approval from the Authority for any proposal that involves a new policy or a change to a policy where this would have a significant financial effect on the Authority's forward planning of resources.
- 2.3. Subject to regulation 2.4, the Chief Constable shall be responsible for ensuring that the amount provided in any estimate approved by the Authority shall not in whole or in part be used for any purpose other than that for which it is authorised.
- 2.4. Transfers of expenditure between estimate heads may be made in accordance with the Scheme of Devolved Financial Management as approved by the Authority.
- 2.5. The Chief Constable shall be responsible for ensuring that any proposed item of expenditure not included in the approved estimates or any likely overspending or reduction of estimated income which cannot be met by a

transfer in accordance with regulation 2.4 shall not be incurred without appropriate provision being made within the Authority's revenue budget to contain the impact of the excess expenditure or shortfall in income. Any item of this nature will be reported to the Authority as soon as possible. If expenditure in excess of the approved budget is incurred due to an emergency, this expenditure must be reported to the Authority as soon as possible thereafter, together with proposals for financing the excess.

- 2.6. The Chief Constable shall be empowered to incur expenditure within the approved estimates subject to compliance with the Standing Orders of the Authority but no expenditure, capital or revenue, shall be incurred in connection with the adoption of any new policy or extension of existing policy without the prior approval of the Authority following consideration of a report.
- 2.7. Where significant savings or increased income were not included in the Budget, but arise fortuitously because of external factors outside the Authority's control, these new resources should be reported to the Authority before any decision is taken about their utilisation.

3. Capital Expenditure

- 3.1. For the purpose of this financial regulation, capital expenditure shall be expenditure primarily on the acquisition of assets which have a long term value in the provision of services mainly in relation to land and buildings ie. purchase, construction, improvement or adaptations and expenditure on vehicles, plant and equipment including computer equipment. The Authority will, from time to time, issue guidance on expenditure which is to be treated as capital expenditure.
- 3.2. Programmes of capital expenditure estimates shall be prepared by the Chief Constable in consultation with the Treasurer and approved by the Authority.
- 3.3. Approval by the Authority of the programme of capital expenditure estimates (The Capital Programme) shall constitute the authority for incurring expenditure. Additions and amendments to the authorised Capital Programme may be made at any time with the approval of the Resources Committee.
- 3.4. For individual major capital schemes the estimated expenditure committed under the above authority must not exceed by more than 10% (or £55,000, whichever is the lower), the amount in the Capital Programme.

If estimated expenditure, based on the tender valuation for an individual scheme, does exceed the approved Capital Programme figure by more than the above limits then approval to the excess must be sought from the Resources Committee before any commitment is entered into.

In the case of minor works, where a 'block' allocation is approved by the Authority as part of the capital expenditure estimates (The Capital Programme), estimated expenditure committed must not exceed by more than 10% (or £55,000, whichever is the lower), the total amount in the 'block' approval within the Capital Programme.

- 3.5. If estimated expenditure, based on the tender valuation, does exceed the total amount in the 'block' approval approved in the Capital Programme figure by more than the above limits, then approval to the excess must be sought from the Resources Committee before any commitment is entered into.
- 3.6. The estimated expenditure referred to in paragraph 3.5 shall be the amount of the accepted tender (adjusted if necessary for any non-contract items), or, if there is no tender, the original estimate of cost. This figure shall constitute the approved amount for monitoring purposes.
- 3.7. Cost increases which arise in the course of a project are to be treated as follows:-
- (i) if additional payments arising from cost increases are required to allow a project to continue without delay or if the cost increases arise from fluctuations in the price of loose furniture and equipment, no prior approval is required but retrospective approval must be sought from the Resources Committee;
 - (ii) if total increased costs, including any previous increases are less than 5% of the accepted tender (or less than £27,000, whichever is the lower) approval to the increase may be given by the Chief Constable; for increases between 5% to 10% (or £27,000 to £55,000, whichever is the lower), approval to the increase may be given by the Treasurer on the recommendation of the Chief Constable, approvals must be reported to the Resources Committee for information;

approval to any other cost increases must be sought from the Resources Committee before any expenditure arising from such cost increases is committed.

- 3.8. For each capital project with an out-turn greater than £115,000, a post-completion statement is to be presented to the Resources Committee. The statement must show the original capital programme cost estimate, the amount of the accepted tender, any subsequent approvals to increased costs and the actual out-turn expenditure.

The statement is to be produced as soon as possible, and at the latest within two years, after practical completion of the project.

- 3.9. The Treasurer shall be responsible for advising the Authority as to the appropriate method of financing all proposed capital schemes, after consultation with the Chief Constable.
- 3.10. When the Authority has approved any scheme for the construction of new works or any proposal involving capital expenditure, it shall be the duty of the Chief Constable to submit regular reports to the Authority on progress being made on the scheme when the scheme extends beyond 12 months' duration.

4. Policing Plan and Performance Review

Policing Plans provide a clear guide to the strategy of the organisation, and underlying values, objectives and performance criteria, and also provide an explicit yardstick against which performance can be measured and assessed.

- 4.1. The Chief Constable is required under the provisions of the Police and Justice Act 2006, to prepare annually a draft local policing plan for submission to the Authority for its approval in accordance with a timetable agreed by the Authority.
- 4.2. The Chief Constable shall promote the preparation and use of a Policing Plan by each Division and all Departments. Policing Plans will be reviewed and updated each year.
- 4.3. The Chief Constable shall consult the Treasurer on those parts of the local policing plan which deal with the financial resources expected to be available and the allocation of those resources, and shall seek the Treasurer's agreement thereto. The Local Policing Plan and the Budget finally approved must both be consistent with each other, and clearly show the approved allocation of resources (as required by the Police and Justice Act 2006, and the CIPFA Best Value Accounting Code of Practice)
- 4.4. The Policing Plans are to be prepared and presented by the Chief Constable to the Police Authority according to a standard prescribed, having regard to guidance from Home Office Circulars etc.
- 4.5. The Chief Constable will maintain accurate and reliable systems to produce the financial performance indicator data required for statutory performance indicators, according to national criteria and deadlines.
- 4.6. The Chief Constable and the Constabulary will actively seek opportunities for improved financial performance and best value for money, and may also use and will assist the Internal Audit Staff to perform studies and reviews as required.
- 4.7. The Chief Constable, in liaison with the Chief Executive, will ensure that the planning process complies with all national requirements, including those arising from statutes and regulations and the application of any relevant guidance and Codes of Practice.
- 4.8. The Chief Constable is responsible for drafting the abridged Best Value Performance Plan (within the Local Policing Plan) for approval by the Authority for financial years ending 31st March 2008 and 31st March 2009, complying with the requirements of any statutes, regulations and national guidance relating to its content, format and timescale, and will liaise with the Chief Executive as to its content before it is submitted to the Authority for consideration and approval.

5. Treasury Management

- 5.1. The Authority adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (The Code) 2001 as described in Section 4 of that Code.

The key recommendations are:

- Public Service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
 - Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities.
 - They should acknowledge that the pursuit of Best Value in Treasury Management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury policies and practices reflect this.
 - In order to achieve the above, organisations should adopt the four clauses in Section 5 of the Code, adopt a Treasury Management Policy Statement, as recommended in Section 6 of the Code, and follow the recommendations in Section 7 of the Code concerning the creation of Treasury Management Practices.
- 5.2. The Authority shall create and maintain a Treasury Policy Statement and Treasury Policy Practices as recommended in the CIPFA Treasury Management Code 2001.
- 5.3. The Resources Committee will receive reports on its Treasury Management Policies, Practices and activities, including, as a minimum, an annual strategy and plan in advance of the financial year, and an annual report after the close of the financial year, in the form prescribed in its Treasury Management Practices.
- 5.4. The implementation and monitoring of the Authority's Treasury Management Policies and Practices is delegated to the Resources Committee. The execution and administration of the Authority's Treasury Management decisions is delegated to the Treasurer who will act in accordance with the Authority's Policy Statement and Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management. Within the above delegation the Principal Accountant (Treasury Management) is responsible to the Treasurer for all day to day activities.

6. Receipts and Payments

- 6.1. All banking arrangements shall be made solely by the Treasurer who shall be authorised to open such accounts in the name of the Authority and to give such directions as shall be necessary for the making of payments on behalf of the Authority and deposit of money received by the Authority.
- 6.2. All receipts shall be paid into and all payments shall be made out of the Police Fund by or under the direction of the Treasurer.

- 6.3. Arrangements for the safe and efficient receipt and accounting of all moneys due to the Authority shall be subject to the supervision of the Treasurer who may issue such instructions as he deems necessary.
- 6.4. The Treasurer shall issue such instructions as he deems necessary on the procedures for the ordering of goods and the verification of invoices and claims; and he shall be entitled to make enquiries and to receive such information and explanation as he may reasonably require.
- 6.5. Invoices and claims for payment shall be examined and verified by or on the behalf of the Chief Constable and shall be certified in such form and manner as shall be prescribed by the Treasurer.
- 6.6. The Chief Constable shall provide such imprest and advance accounts as he/she considers suitable for the purpose of defraying petty cash and other expenses, and shall issue the necessary instructions to imprest holders for the setting up and operation of these accounts. Bank accounts required for this purpose should be opened by the Treasurer and would be subject to Financial Regulation 6.1.
- 6.7. The Treasurer shall, to the extent he considers necessary, make arrangements to examine, prior to payment, the final accounts of contracts.
- 6.8. Without prejudice to the legal obligations of the nominated Architect, Engineer or Consultant under the contract, on the completion of any contract for Building Construction or Engineering Works, the final certificate of completion shall not be issued until detailed statements of account and other relevant documents have been provided to the Authority by the appointed Architect Consultant or Engineer.

7. Salaries and Pensions

- 7.1. The assessment, calculation and payment of all salaries, pensions, superannuation payments, compensation and other emoluments or allowances to employees or former employees of the Authority shall be made in a manner determined by the Chief Constable and approved by the Treasurer.

8. Accounting Procedures and Systems

- 8.1. New accounting procedures and systems shall not be introduced or existing systems amended without consultation with, and the prior approval of, the Treasurer.
- 8.2. The annual accounts of the Authority shall be prepared by the Treasurer who shall produce a statement of the Authority's accounts, supplemented by such other information relating to the finances of the Authority as may be required.

9. Contracts and Purchasing

- 9.1. The Chief Constable shall keep a record of all written contracts, agreements, awards and other instruments involving the payments or receipt of money by the Authority, in accordance with the requirements of the Standing Orders relating to Contracts.
- 9.2. The Chief Constable will ensure that all transactions comply with the requirements of any relevant regulations.
- 9.3. Purchase of equipment, goods and materials shall be effected through the most economical and practical means making use of contracts arranged through the Home Office and other bodies where these are available. The Treasurer shall issue such general instructions as is deemed necessary and shall be entitled to make such enquiries and to receive such information and explanations as may reasonably be required.
- 9.4. If services are purchased from other Authorities, or from the private sector, the Chief Constable and the Treasurer must be satisfied that the services bought take into account any European Community Procurement Directives, and represent an efficient and effective use of resources. The Chief Constable should have, or secure, the necessary expertise to set up suitable contractual arrangements.
- 9.5. All financial and other support services which are run within the Constabulary, and more generally all procurement of services, commodities and facilities for the Authority and the Constabulary, should be subject to value for money principles.
- 9.6. The Chief Constable is responsible for ensuring that, where appropriate, standing orders in respect of contracts and tenders and the Authority's approved arrangements in connection with purchasing and supplies are complied with before official orders are issued.
- 9.7. Every member and employee of the Authority and of the Constabulary has a responsibility to declare any links or personal interests which they may have with suppliers and/or contractors if they are engaged in contractual or purchasing decisions on behalf of the Authority. It is important for everyone involved in spending public money to demonstrate that they do not benefit personally from decisions that they make, and to avoid any situation which might be regarded as compromising due objectivity and impartiality. The ethical standards of the Constabulary should be fully observed when dealing with suppliers or contractors.
- 9.8. All orders or requisitions issued shall be on pre-numbered official stationery as agreed or otherwise authorised by the Chief Constable in liaison with the Treasurer. Paperless ordering systems involving the preparation, authorisation and transmission of electronic data, may be implemented if adequate and effective controls are operated, but only after prior approval of the Chief Constable upon the advice of the Treasurer.
- 9.9. Use of the internet to place orders electronically shall be in accordance with any overall policy of the Authority and will comply with the procedures and guidance issued by the Chief Constable having regard to advice from the Treasurer.

- 9.10. The use of credit or purchasing cards is permissible in specific instances agreed by the Chief Constable and subject to financial procedures and guidance which he/she will provide having regard to advice from the Treasurer, and subject to any overall policy of the Authority on this aspect.

10. Inventories and Stocks and Stores Records

- 10.1. The Chief Constable shall be responsible for the safe custody and physical control of stores and equipment and for the maintenance of records in the form approved by the Treasurer. The records shall include such items as the Treasurer after consultation with the Chief Constable considers necessary.
- 10.2. The Chief Constable shall arrange periodic physical checks of equipment and stores against relevant records by officers other than those responsible for their custody and control.
- 10.3. Lost, damaged, obsolete and surplus items of furniture, equipment stocks and stores shall be dealt with in accordance with procedures laid down in the Authority's Scheme of Delegation.

11. Insurance

- 11.1. The Treasurer shall be responsible for advising the Authority on the risks against which insurance cover should be provided and the extent of such cover.
- 11.2. The Chief Constable and Treasurer shall secure the implementation of the necessary arrangements for all insurances as determined by the Authority.

12. Irregularities

- 12.1. All financial or accounting irregularities or suspected irregularities, or of any circumstances which may suggest the possibility of irregularities, including those affecting cash, stores, property, remuneration or allowances shall be immediately reported to the Authority's Treasurer. The Treasurer shall determine the scope of any internal enquiries or investigations.
- 12.2. The Chief Executive and Monitoring Officer, in consultation with the Chief Constable shall decide whether any matter should be referred for Police investigation or other appropriate action be taken.
- 12.3. Reports relating to financial irregularities which reveal irregularities of a serious nature shall be drawn to the attention of the Authority, or appropriate Committee.

13. Internal Audit

- 13.1. The Treasurer shall maintain an adequate and effective internal audit of the accounts and control environment of the Authority, Constabulary and of its officers and submit appropriate reports to the Chief Constable and the Audit and Standards Committee.

- 13.2. The Treasurer shall have regard to any relevant professional codes, guidelines and any audit standards issued by the Auditing Practices Board of the Consultative Committee of Accountancy Bodies and CIPFA.
- 13.3. The Treasurer or his/her representative shall have access for any necessary examination and audit, at all reasonable times, to all cash, property, documents, books of account, vouchers and electronic records appertaining in any way to the finances of the Authority, and shall be entitled to require such explanations as may be reasonably considered necessary to satisfy himself of the correctness of any matter under examination. Similar rights of access and explanation shall be given to the Police Authority's external auditor.

14. Voluntary Funds

- 14.1. Voluntary funds held by an employee acting by virtue of his office or employment shall be notified to the Chief Constable who shall, where necessary, in consultation with, and on the advice of the Treasurer, prescribe from time to time procedures for ensuring that such funds are properly administered, accounted for and audited.

15. Sponsorship and Third Party Agreements

- 15.1. The Chief Constable is responsible for ensuring that the Authority's policy relating to the acceptance of gifts, loans of property and sponsorship is strictly adhered to.
- 15.2. The Authority is responsible for approving the contractual arrangements for any work by the Constabulary for or with third parties or external bodies. All joint relationships or working arrangements involving the Authority or the Constabulary should be formally agreed and documented. All such agreements should be scrutinised by the Constabulary Solicitor before submission by the Chief Constable (in liaison with the Chief Executive) to the Authority for approval.

May 2008

FINANCIAL REGULATIONS - TERMS

Costed Policing Plan

The Police Act 1996 requires every Police Authority to issue each year a local policing plan, which will include a statement of the Authority's priorities for the year, of the financial resources expected to be available, and of the allocation of those resources.

Revenue Budget

The revenue budget provides an estimate of the annual income and expenditure requirements for the Police Service and sets out the financial implications of the Authority's policies. It provides authority to incur expenditure and a basis to monitor financial performance.

Capital Programme

Capital expenditure is an important element in the development of the Authority's services, representing major investment in new and improved assets. The regulations provide a consistent framework for the preparation and appraisal of the capital programme, appropriate authorisation for schemes to proceed, and the proper management of the programme.

Treasury Management

Treasury Management comprises the arrangements for managing the Authority's cash flow, its borrowing activities and its lending activities, and is the responsibility of the Police Authority Treasurer, in accordance with the Authority's agreed policies.

Voluntary Funds

These funds are not owned by the Authority, but it is unreasonable to expect contributors to distinguish between them and official monies. Therefore, standards of accounting and propriety need to be the same as those expected for official monies.

Internal Audit

The Accounts and Audit Regulations 1996 require the Authority to maintain an adequate and effective internal audit of the Authority's accounts. This responsibility has been delegated by the Authority to the Treasurer as 'Responsible Financial Officer'. The Financial Regulations provide the framework for the discharge of this statutory duty.