



GOVERNANCE FRAMEWORK

SCHEME OF GOVERNANCE AND CONSENT 2026

**Chief Executive
(and Monitoring Officer)**

1 February 2026

CONTENTS

- 1 Introduction, Outline of Legislative Background and General Principles
- 2 Key Roles of the Police and Crime Commissioner and Chief Constable
- 3 Delegations by the Police and Crime Commissioner
- 4 Delegations by the Chief Constable
- 5 Financial Regulations
- 6 Contract Standing Orders
- 7 Decision-Making and Accountability Framework
- 8 Working Arrangements between Police and Crime Commissioner and Chief Constable
- 9 Appendices
 - A Delegations by the Chief Executive
 - B Financial Regulations
 - C Contract Standing Orders
 - D Decision-making template

1. INTRODUCTION, OUTLINE OF LEGISLATIVE BACKGROUND AND GENERAL PRINCIPLES

1.1. General

- 1.1.1. The Revised Financial Management Code of Practice for the Police Forces of England and Wales published by the Home Office in July 2018 provides that a Scheme of Governance should be prepared by the Police and Crime Commissioner (PCC). In doing so he should be advised by the Chief Finance Officer of the PCC in consultation with the Chief Executive, the Chief Constable and the Police Force Chief Finance Officer. Accordingly, this document has been prepared to govern the interrelationship between the PCC and Chief Constable and to set out those powers which may be exercised by either the PCC or the Chief Constable or others acting on their behalf. It also sets out the constraints on those powers.
- 1.1.2. This Scheme of Governance and Consent comprises a number of key elements including Financial Regulations, Contract Standing Orders and the Scheme of Delegation. There is no separate scheme of consent; rather the consents granted to the Chief Constable appear as appropriate throughout the document. They relate in particular to the extent of, and any conditions attaching to, the PCC's consent to the Chief Constable and others to exercise powers to enter into contracts and acquire or dispose of property.
- 1.1.3. The Scheme will be regularly reviewed and amended as appropriate in consultation with and on the advice of those officers identified above at paragraph 1.1.1.
- 1.1.4. Whilst this Scheme of Governance and Consent has been adopted by the PCC, delegations by the Chief Constable have also been included within it. In view of the close collaboration with the Norfolk police area, the Scheme adopted in Norfolk is very similar and, in some instances, identical where that is necessary for the effective working of joint departments. Further, the Contract Standing Orders contained within the scheme are, by virtue of collaboration between the police areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk, common to all the seven police areas.

1.2. Legislative

Background

- 1.2.1. The role of the PCC was established by the Police Reform and Social Responsibility Act 2011 (the 2011 Act). The role has been established as a "corporation sole" meaning that the PCC is a separate legal entity. As a separate corporate entity created by legislation the PCC has those powers that are expressly provided for in legislation, that are required for carrying out the purposes of their incorporation and that may reasonably be regarded as incidental to, or consequential to those matters provided for by legislation.

- 1.2.2. The 2011 Act has also established the Chief Constable as a corporation sole.
- 1.2.3. The 2011 Act has conferred wide powers upon the PCC and Chief Constable. A PCC may do anything which is calculated to facilitate, or is conducive to or incidental to, the exercise of their functions. This includes entering into contracts and other agreements (whether legally binding or not), acquiring and disposing of property (including land), and borrowing money.
- 1.2.4. A Chief Constable may do anything legal which is calculated to facilitate, or is conducive or incidental to, the exercise of their functions. This includes entering into contracts and other agreements (whether legally binding or not), and acquiring and disposing of property (apart from land and buildings). However, the Chief Constable may only enter into contracts or agreements or acquire or dispose of property with the consent of the PCC. This restriction does not apply to contracts or agreements in relation to the employment of police staff.
- 1.2.5. These are two key powers. They have been drawn upon, amongst other things, to establish the general principles (see below) upon which this Scheme of Governance and Consent is founded.
- 1.2.6. The explanatory notes to section 18 of the 2011 Act state that the intention is that any exercise of a PCC's functions by another PCC should be under a collaboration agreement. Section 22 of the Police Act 1996 (as amended by the 2011 Act) expressly provides that a collaboration agreement may be made by two or more policing bodies. This power enables one PCC to act in collaboration with another. Therefore, for example, one PCC would be able to enter into a contract on behalf of another PCC if they so agreed, in a collaboration agreement executed between them. This power has been drawn upon to agree the Contract Standing Orders across the seven police areas and referred to at paragraph 1.1.4 above.
- 1.2.7. Whilst the 2011 Act is the key piece of legislation that establishes the role of PCC, there is also other primary and secondary legislation which impacts upon the role. This Scheme of Governance and Consent must be read in conjunction with the requirements expressed by this legislation. In particular, specific attention is drawn to the provisions of the [Policing Protocol Order 2023](#). Additionally the [Financial Management Code of Practice 2018](#), the [Strategic Policing Requirement 2023](#) and the [Anti-Social Behaviour, Crime and Policing Act 2014](#) are key reference documents.
- 1.2.8. The PCC is impacted by the Freedom of Information Act 2000, the Data Protection Act 2018 and the UK General Data Protection Regulations as well as the duties set out in the Equality Act 2010. They are also responsible under the Police Reform Act 2002 and the [Policing and Crime Act 2017](#) for key elements of the Police Complaints and Conduct System.

1.3. General Principles

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

1.3.2. Financial Management

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

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

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

1.3.6. Property Management

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

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

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

1.3.10. The Chief Constable is responsible for the direction and control of the Force and management of all assets used by the Force, both real and personal.

1.3.11. Safeguarding and managing the Police estate and property inventory is regarded as a function of the Chief Constable, carried out by their staff on their behalf.

1.3.12. Contracts and Procurement

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

1.3.14. The Contract Standing Orders cover the procedures for procurement, tenders and contracts. They contain the tender thresholds and levels of authorisation. All procurements and contracts must comply with statutory requirements including the [Procurement Act 2023](#), the statutory regulations for the provision of equipment and services for police purposes, and value for money requirements.

1.3.15. The Contract Standing Orders apply to the police areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.

1.3.16. The Chief Constable is able to enter into agreements, memoranda of understanding or such other instruments, not covered by clauses 1.3.10 to 1.3.12 above, and which relate to the performance of the Chief Constable's functions. Further, the Chief Constable is able to enter into any agreement where specifically provided for by legislation.

1.3.17. Information Sharing

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

1.3.19. Section 36 of the Policing Protocol states that the Chief Constable is expected to ensure that the PCC is regularly informed of their decisions and operational activity in a timely manner so that the PCC can hold the Chief Constable to account for the totality of policing within their force area, including the operational delivery of the police service.

2. KEY ROLES OF THE PCC AND CHIEF CONSTABLE

2.1. General

2.1.1. The responsibilities and requirements upon the PCC are established by legislation. They are helpfully summarised in The Policing Protocol Order 2023, which also describes the roles of the Chief Constable, the Police and Crime Panel and the Home Secretary. This Scheme does not identify all the statutory functions of the PCC as they are set out in specific legislation. However, the key requirements of the PCC role and that of the Chief Constable are set out below.

2.2. Police and Crime Commissioner

2.2.1. The PCC has the legal power and duty to:

- Set the strategic direction and objectives of the force through the Police and Crime Plan (“the Plan”), which must have regard to the Strategic Policing Requirement set by the Home Secretary.
- Scrutinise, support and challenge the overall performance of the force, including its delivery against the priorities agreed within the Plan.
- Hold the Chief Constable to account for the performance of the force’s officers and staff.
- Decide the budget, allocating assets and funds to the Chief Constable; and set the precept for the force area using local schemes of governance which do not fetter the effective financial management of the force and enable the Chief Constable to deliver their role efficiently and effectively.
- Appoint the Chief Constable.
- Remove the Chief Constable, subject to following the process set out in Part 2 of Schedule 8 of the 2011 Act and regulations made under section 50 of the Police Act 1996.
- Maintain an efficient and effective police force for the police area.
- Enter into collaboration agreements with other PCCs, other policing bodies and partners that improve the efficiency or effectiveness of policing for one or more policing bodies or police forces, in consultation with the Chief Constable (where this relates to the functions of the police force, then it must be with the agreement of the Chief Constable).
- Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action.

- Hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable.
- Publish information specified by the Secretary of State and information that the PCC considers necessary to enable the people who live in the force area to assess the performance of the PCC and the Chief Constable.
- Comply with all reasonable formal requests from the Panel to attend their meetings.
- Prepare and issue an annual report to the Panel on the PCC's delivery against the objectives set within the Plan.
- Monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable.

The PCC also has wider responsibilities than those relating solely to the police force, namely:

- A specific responsibility for the delivery of community safety and crime reduction.
- The ability to bring together community safety partnerships at the force level.
- The ability to make crime and disorder reduction grants within their force area.
- A duty to ensure that all collaboration agreements with other local policing bodies and forces deliver better value for money or enhance the effectiveness of policing capabilities and resilience.
- A wider responsibility for the enhancement of the delivery of criminal justice in their area.
- The ability to commission victims' services.

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

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

2.3. Chief Constable

2.3.1. The Chief Constable is responsible for maintaining the King's Peace and has direction and control over the Force's officers and staff. The Chief Constable is accountable to the law for the exercise of police powers, to the PCC for the delivery of efficient and

effective policing, and for the management of resources and expenditure by the Force. At all times the Chief Constable, their constables and staff, remain operationally independent in the service of the communities that they serve. The Chief Constable is required to discharge their functions according to the 2011 Act and the Policing Protocol 2023 as well as in accordance with all other relevant legislation and the common law. In addition to the statutory responsibilities and obligations imposed upon the Chief Constable, the Chief Constable will undertake all those matters necessary for the management and operational control of the Force.

2.3.2. The Chief Constable is responsible to the public and accountable to the PCC for:

- Leading the force in a way that is consistent with the Code of Ethics and Oath of Attestation made by all constables on appointment and ensuring that it acts with impartiality (including political impartiality).
- Appointing the force's officers and staff (after consultation with the PCC, in the case of officers above the rank of Chief Superintendent and police staff equivalents).
- Supporting the PCC in the delivery of the strategy and objectives set out in the Police and Crime Plan.
- Assisting the PCC in planning the force's budget.
- Providing the PCC with access to information, officers and staff as required.
- Having regard to the Strategic Policing Requirement when exercising and planning their policing functions in respect of their force's national and international policing responsibilities.
- Notifying and briefing the PCC of any matter or investigation on which the PCC may need to provide public assurance, either alone or in company with the Chief Constable.
- Being the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command.
- Entering into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing, and with the agreement of their respective Policing Bodies.
- Remaining politically independent of their PCC.
- Managing all complaints against the force, its officers and staff, except in relation to the Chief Constable, and ensuring that the PCC is kept informed in such a way as to enable the PCC to discharge their statutory obligations in relation to complaints in a regular, meaningful and timely fashion. Serious complaints and

conduct matters must be passed to the Independent Office for Police Conduct (IOPC) in line with legislation.

- Exercising the power of direction and control in such a way as is reasonable to enable their PCC to have access to all necessary information and staff within the force.
- Having day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC within this scheme of governance. Such schemes should facilitate the PCC's strategic direction of the force but should not fetter the operational independence of the Chief Constable and should enable the Chief Constable to deliver their role efficiently and effectively.

3. DELEGATIONS BY THE PCC

3.1. General

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

- Revised Financial Management Code of Practice published by the Home Office (July 2018);
- CIPFA Statement on the role of the Chief Finance Officer of the PCC and the Chief Finance Officer of the Chief Constable;
- Data Protection and Freedom of Information legislation and associated instruments;
- Health and Safety at Work legislation and associated instruments;
- Equality Act 2010.

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

- Issuing the Police and Crime Plan;
- Determining the police and crime objectives for the Police and Crime Plan;
- Calculation of the budget requirement for the purpose of issuing a precept;
- Appointing, suspending and removing the Chief Constable;
- Attendance at the Police and Crime Panel for specified duties;
- Preparing the Annual Report.

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

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

3.1.12. A PCC may however arrange for a function to be exercised by another PCC under a collaboration agreement rather than by delegation (see paragraph 1.2.6 above). The PCC must not restrict the operational independence of the Chief Constable and the Force over which they have direction and control.

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

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

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

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

- 3.2.1. The Chief Executive is the Head of Paid Service and is also the Monitoring Officer for the PCC. These are statutory roles. He is also the Data Protection Officer for the PCC for the purposes of the UK General Data Protection Regulation.
- 3.2.2. The Chief Executive is the primary advisor on strategic issues that arise from the PCC's legal duties. The Chief Executive discharges their statutory roles as Chief Executive, Head of Paid Service and Monitoring Officer in accordance with the relevant statutory requirements, the Association of PCC Chief Executives' Statement on the role of the Chief Executive and Monitoring Officer of the PCC, and Home Office Guidance.
- 3.2.3. Without prejudice to the performance of the statutory roles of the Chief Executive, Head of Paid Service and Monitoring Officer, the PCC grants the following delegations to the Chief Executive:
 - 3.2.4. To take action to discharge the functions of the PCC (unless specifically prohibited by legislation) for and on behalf of the PCC.
 - 3.2.5. To take such day-to-day action as is required for the efficient and effective administration and management of the Office of the PCC and to give effect to the decisions and direction of the PCC.
 - 3.2.6. To execute all contracts, agreements and other legal instruments either in writing or by affixing and attesting the Common Seal of the PCC, on behalf of the PCC in accordance with any decisions made by or on behalf of the PCC.
 - 3.2.7. To manage the PCC's corporate budget in accordance with financial regulations.
 - 3.2.8. To discharge the functions of the PCC in respect of the initial handling and recording of complaints against the Chief Constable under the police complaints system.
 - 3.2.9. To fix fees for copies of documents and extracts of documents requested under the freedom of information and data protection legislation or otherwise.
 - 3.2.10. To manage the staff of the Office of the PCC including the appointment and dismissal of members of the PCC's staff.
 - 3.2.11. To make recommendations to the PCC with regard to staff terms and conditions of service in respect of the PCC's staff in consultation with the PCC's Chief Finance Officer.

- 3.2.12. To administer the Independent Custody Visitors Scheme and any other volunteer schemes including the appointment, suspension and removal of custody visitors and other volunteers.
- 3.2.13. To obtain legal or other expert advice. To commence, defend, withdraw or settle any claim or legal proceedings where required, on the PCC's behalf, in consultation with the Chief Finance Officer.
- 3.2.14. To consider the provision of financial assistance to police officers (and, if considered appropriate, Police Community Support Officers, members of the Special Constabulary and Police Staff) in legal proceedings taken by or against them, as long as they act in good faith and exercise reasonable judgement in performing their police duties. This action is to be taken in line with Home Office advice and after consulting with the Chief Constable and PCC's Chief Finance Officer.
- 3.2.15. To exercise the PCC's discretions under the Local Government Pension Scheme where those discretions relate to staff employed in the Office of the PCC and in consultation with the PCC's Chief Finance Officer.
- 3.2.16. To ensure that there are processes in place in line with the Occupational Pension Schemes (Internal Dispute Resolution Procedures Consequential and Miscellaneous Amendments) Regulations 2008 in connection with the Local Government Pension Scheme.
- 3.2.17. In addition, the Police and Crime Panel has delegated to the Chief Executive the responsibility for the receipt, initial handling and recording of complaints in respect of the PCC in accordance with Part 2 of the Elected Policing Bodies (Complaints and Misconduct) Regulations 2012.

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

- 3.3.1. The Chief Finance Officer of the PCC has a personal fiduciary duty by virtue of their appointment as the person responsible for proper financial administration under the 2011 Act. This includes requirements and formal powers to safeguard lawfulness and propriety in expenditure (section 114 of the Local Government Finance Act 1988, as amended by paragraph 188 of Schedule 16 to the 2011 Act).
- 3.3.2. The Chief Finance Officer of the PCC will discharge their statutory role in accordance with statutory requirements, their job description, the CIPFA Statement on the role of the Chief Finance Officer of the PCC and the Chief Finance Officer of the Chief Constable, the Financial Management Code of Practice and other relevant guidance and best practice.

3.3.3. The Chief Finance Officer of the PCC is the PCC's professional adviser on financial matters. To enable them to fulfil these duties and to ensure the PCC is provided with adequate financial advice, the Chief Finance Officer of the PCC:

- Must be a key member of the PCC's Leadership Team, working closely with the Chief Executive, helping the team to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest;
- Must be actively involved in, and able to bring influence to bear on, all strategic business decisions of the PCC, to ensure that the financial aspects of immediate and longer-term implications, opportunities and risks are fully considered, and align with the PCC's financial strategy;
- Must lead the promotion and delivery by the PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively;
- Must ensure that the finance function is resourced to be fit for purpose.

3.3.4. The delegations listed below are those granted to the Chief Finance Officer of the PCC by the PCC.

3.3.5. To take such action as is necessary to discharge the role of Chief Finance Officer of the PCC.

3.3.6. To ensure that the financial affairs of the PCC are properly administered and that Financial Regulations are observed and kept up to date.

3.3.7. To ensure regularity, propriety and Value-for-Money (VfM) in the use of public funds.

3.3.8. To ensure that the funding required to finance agreed programmes is available from Central Government funding, precept, other contributions and recharges.

3.3.9. To report to the PCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC and others exercising functions on their behalf.

3.3.10. To report to the PCC, the Police and Crime Panel and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure.

3.3.11. To advise the PCC on the robustness of the budget and adequacy of financial reserves.

3.3.12. To arrange for the determination, issue and transfer of the precept.

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

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

- 3.4.1. Any member of the PCC’s staff who is authorised by the Chief Executive to act, and provided such further delegation and the terms thereof is documented in writing, may act on behalf of the Chief Executive and with particular reference to the execution of all contracts, agreements and other legal instruments; either in writing or by affixing the common seal of the PCC, on behalf of the PCC in accordance with any decisions made by or on behalf of the PCC.
- 3.4.2. Current delegations by the Chief Executive under paragraph 3.4.1. are set out at Appendix A hereto.

4. DELEGATIONS BY THE CHIEF CONSTABLE

4.1. General

- 4.1.1. These delegations set out the authorities delegated by the Chief Constable to the Deputy Chief Constable, Assistant Chief Constables and Assistant Chief Officer, as well as any other officer and members of police staff as appropriate to discharge functions on behalf of the Chief Constable.
- 4.1.2. These delegations should be read in conjunction with other documents in the Scheme of Governance and Consent as well as any relevant collaboration agreement.
- 4.1.3. The legislation relevant to the delegations includes the Police Reform and Social Responsibility Act 2011. Other relevant instruments include the Policing Protocol 2023, the Financial Management Code of Practice 2018 and the Strategic Policing Requirement 2023.

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

- 4.2.1. The Chief Finance Officer of the Chief Constable has a personal fiduciary duty by virtue of their appointment as the person responsible for proper financial administration under the Police Reform and Social Responsibility Act 2011. This includes requirements and formal powers to safeguard lawfulness and propriety in expenditure (section 114 of the Local Government Finance Act 1988, as amended by paragraph 188 of Schedule 16 to the Police Reform and Social Responsibility Act 2011).
- 4.2.2. The Chief Finance Officer will discharge their statutory role in accordance with statutory requirements, their job description, the CIPFA Statement on the Role of the Chief Finance Officer of the Chief Constable, the Home Office Financial Management Code of Practice and other relevant guidance and best practice.

4.3. Functions delegated to the Chief Finance Officer of the Chief Constable by the Chief Constable

- 4.3.1. The functions delegated to the Chief Finance Officer by the Chief Constable are set out in the Financial Regulations at Section 5 and Appendix B below.
- 4.3.2. To exercise the Chief Constable's discretions under the Local Government Pension Scheme in relation to staff employed by the Chief Constable.
- 4.3.3. To ensure that there are processes in place in line with the Occupational Pension Schemes (Internal Dispute Resolution Procedures Consequential and Miscellaneous Amendments) Regulations 2008, in connection with the Local Government Pension Scheme.

4.4. Delegation of functions to Chief Officers by the Chief Constable

- 4.4.1. The Chief Constable may delegate responsibility to any member of the Chief Officer team as operational necessity requires.
- 4.4.2. The Chief Constable may delegate responsibility to officers employed external to the force, giving them authority to undertake functions within the force where such authority derives from collaboration agreements made under the Police Act 1996.

5. FINANCIAL REGULATIONS

5.1. General

- 5.1.1. The Financial Regulations govern the relationship between the PCC and the Chief Constable in relation to financial matters. These Regulations are joint Regulations with Norfolk, such that the Norfolk and Suffolk police areas operate under the same Financial Regulations.
- 5.1.2. The Financial Regulations are found at Appendix B to this Scheme.

6. CONTRACT STANDING ORDERS

6.1. General

- 6.1.1. The Contract Standing Orders govern the relationship between the PCC, Chief Constable and others in relation to the entering into of contracts. The PCC and Chief Constable have entered into a collaboration agreement with their counterparts for the police areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent and Norfolk in relation to procurement. In this agreement a common set of Contract Standing Orders have been agreed for the seven police areas. They are called the Seven Force Commercial Services Contract Standing Orders.
- 6.1.2. The Seven Force Contract Standing Orders are found at Appendix C to this scheme.

7. DECISION-MAKING AND ACCOUNTABILITY FRAMEWORK

7.1. General

- 7.1.1. The Police Reform and Social Responsibility Act 2011 sets out the functions and responsibilities of the PCC. This decision-making and accountability framework details the arrangements to enable the PCC to make robust, well-informed and transparent decisions and hold the Chief Constable to account. The framework includes arrangements for providing information to assist the Police and Crime Panel in its role to scrutinise the decisions and actions of the PCC. The framework applies to decision-making by the PCC and those exercising delegated authority on behalf of the PCC.
- 7.1.2. The Chief Executive has general authority and discretion to suspend the operation of any part of the framework where the practicalities of the circumstances reasonably require it and, if desired, to replace such operation with any alternative arrangement.

7.2. Meetings structure

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

7.2.2. PCC and Chief Constable (not in public)

Purpose: Regular briefings and discussions. Decisions can be made in this forum but must be supported by a written proposal that can be agreed and published by the PCC.

Frequency: To be decided by the PCC.

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

7.2.3. Meetings (held in public)

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

Frequency: To be decided by the PCC.

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

Meetings established under this provision are set out below.

7.2.4. Public Engagement

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

Frequency: To be decided by the PCC.

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

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

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

7.3. Decision Making Process

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

7.3.2. Template

The decision-making template (Appendix D) will be used for the submission of information to support decision-making. This will enable decisions (including urgent decisions) of significant public interest to be properly recorded and published. The decision-making template is, where possible, aligned with the template used by the Norfolk PCC to support collaborative working between the two constabularies and reduce duplication.

7.3.3. Decisions made under delegated authority from the PCC (see Delegations by the PCC) will, where appropriate in all the circumstances, be subject to the submission and recording process.

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

7.3.5. Confidentiality

In order to ensure that material is properly protected and managed, the Government Protective Marking Scheme must be used to mark submissions. Items that are marked “OFFICIAL” will mean they are suitable for publication.

- 7.3.6. Where there is a need to share information which is marked other than “OFFICIAL”, the Chief Executive, in discussion with others as appropriate, will decide on what basis that information is made available. These arrangements will include how such information is made available to the Police and Crime Panel, to undertake its role in scrutinising the PCC.

7.3.7. Decisions

- 7.3.8. All decisions of significant public interest will be recorded via the template, signed as appropriate by the PCC and those exercising delegated authority. All such decisions will, except as provided below, be published on the website of the Office of the Police and Crime Commissioner (OPCC) as soon as practicable after the decision is made. Each decision will be given a unique reference number and details recorded in an electronic register. Decisions of significant public interest taken under delegated authority will be similarly handled. Where decisions contain information that is other than official the fact of the decision rather than the decision itself will be published.
- 7.3.9. This process of transparent recording of decisions will enable the Police and Crime Panel to access information. For information not available via the OPCC website, the Chief Executive will make arrangements for information (including confidential information where appropriate) to be provided to the Police and Crime Panel to enable it to discharge its statutory functions.

7.4. Recording and publication of decisions and specified information

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

7.5. Meeting dates, times and places

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

7.6. Agendas and papers

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

7.7. Minutes

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

7.8. Meetings held in Public

7.8.1. Accountability and Performance Panel

<i>Purpose:</i>	To hold the Chief Constable to account and to enable issues to be discussed. This will include holding the Chief Constable to account for the management of the funds provided to the Chief Constable for the purpose of policing and the delivery of the strategy and objectives set out in the Police and Crime Plan. In addition, those others in receipt of funding from the PCC will be held to account against the purposes for which funding was granted.
<i>Frequency:</i>	6 meetings per year.
<i>Open/Closed:</i>	The meetings will be held in public unless the nature of the business to be transacted (or part thereof) requires to be considered in closed session. This will be determined by reference to the Government's Protective Marking Scheme.
<i>Attendances:</i>	PCC (and members of staff from their staff team) Chief Constable and members of the Chief Officer Team and senior staff as appropriate to the business under discussion. Recipients of grant funding as required.
<i>Venue:</i>	Police Headquarters (and as otherwise determined by the PCC).
<i>Records and Publication:</i>	There will be agendas, reports and minutes produced and published (having regard to the publication of material in the light of the Government Protective Marking Scheme) in respect of all meetings and where appropriate published via the PCC's website.
<i>Business</i>	The Panel will be the principal vehicle for holding the Chief Constable to account upon the delivery of those elements of the Police and Crime Plan that fall to the Chief Constable. Accordingly, delivery against the Plan will be considered where appropriate at each meeting.

The further business to be transacted, including financial reporting, will be specified in a Schedule of Future Business. The requirements for the provision of written reports to the Panel will be specified by the PCC.

7.8.2. Audit Committee

Terms of Reference

1 Statement of Purpose

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

2 Governance, risk and control

The Committee will, in relation to the Police and Crime Commissioner and the Chief Constable:

- 2.1 Consider the corporate governance arrangements and review annual governance statements (including in relation to ethical values) of the PCC and Chief Constable prior to their approval by management. The Committee shall consider whether the annual governance statements properly reflect the

governance, risk and control environments, and any actions required to improve it.

- 2.2 Consider the effectiveness of the arrangements to secure value-for-money.
- 2.3 Consider the effectiveness of the risk management arrangements of the PCC and Chief Constable. The Committee shall understand the risk profile of the organisation and seek assurances that active arrangements are in place on risk-related issues.
- 2.4 Consider the effectiveness of the arrangements for countering corruption and fraud.

3 Internal audit

The Committee will:

- 3.1 Review the internal audit plan and propose any revisions to the internal audit plan.
- 3.2 Consider mid-year changes to the agreed internal audit plan.
- 3.3 Oversee the appointment and consider the adequacy of the performance of the internal audit service and its independence.
- 3.4 Consider the internal audit annual report and any appropriate in-year reports.

4 External audit

- 4.1 The Committee will consider all external auditor reports.

5 Financial reporting

- 5.1 The Committee will review the annual statement of accounts.

6 Accountability arrangements

- 6.1 The Committee will review its performance against its terms of reference and objectives on an annual basis, including completing a self-assessment of good practice.

7 Treasury Management

7.1 The Committee will review the Annual Investment and Treasury Management Strategy Statement and any appropriate related monitoring reports and make any recommendations to the PCC as appropriate.

8 Wider functions

8.1 Where requested by the Police and Crime Commissioner, Chief Constable or Statutory Officers, the Committee will consider the adequacy of governance, risk management and audit processes in relation to a specific service or policy area.

Frequency: No less than 3 meetings per year.

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

Attendances: 5 members of the Audit Committee as appointed by the PCC and Chief Constable.

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

Venue: Police Headquarters (and as otherwise determined by the PCC).

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

Business: The business to be transacted will be specified in the Schedule of Future Business.

Quorum: The quorum for all meetings of the Audit Committee will be three members.

Term: Maximum term to be 4 years, with members serving no more than 2 terms.

Chair: The chair shall be elected annually via a committee member vote.

7.8.3. Norfolk/Suffolk Collaboration Panel

<i>Purpose:</i>	To consider issues of mutual interest and to discharge the governance responsibilities of the PCCs in relation to collaboration between Norfolk and Suffolk.
<i>Frequency:</i>	The Panel will meet as agreed by the Chief Executive. The number of meetings will be commensurate with the level of business to be transacted but will be no less than one a year.
<i>Open/Closed:</i>	The meetings will be held in private with minutes of the open agenda items and agendas made available on the PCC's website.
<i>Attendances:</i>	PCCs (and members of staff from their staff teams) Chief Constables and members of the Chief Officer Team and Senior Staff as appropriate to the business under discussion.
<i>Venue:</i>	As agreed variously by the PCCs of Norfolk and Suffolk.
<i>Records and Publication:</i>	There will be agendas, reports and minutes produced and published (having regard to the publication of material in light of the Government Protective Marking Scheme) in respect of all meetings and where appropriate published via the PCC's website.

7.8.4. Seven Force Collaboration

The Fifth Collaboration Agreement in relation to the Seven Force Collaboration dated 1 April 2023 provides amongst other things:

“Eastern Region Summit”

- 3.1 *The Parties have established a forum called the ‘Eastern Region Summit’. The terms of reference for the Eastern Region Summit are set out in Schedule A. The Eastern Region Summit will take overall responsibility for the Seven Force Projects, ERIN (Eastern Region Innovation Network) and the Collaborative Functions.*
- 3.2 *Whilst the Eastern Region Summit is not a public decision-making body it may make ‘in principle’ decisions and recommendations wherein each of the Parties retain their individual executive sovereignty as corporation soles.*
- 3.3 *Where ‘in principle’ decisions or recommendations are made in respect of the Seven Force Projects, ERIN and the Collaborative Functions, it is expected that each of the Parties will then proceed to make executive decisions within their own Schemes of Governance and Consent or governance arrangements as appropriate, to give effect to the ‘in principle’ decisions and recommendations.*

- 3.4 *Accordingly, where any 'in principle' decision or recommendation is made in respect of the Seven Force Projects, ERIN or the Collaborative Functions by the Eastern Region Summit and which has the potential, if executed, to have a material impact upon any one of the Parties, such 'in principle' decisions or recommendations may only be made with the consent of the Party or Parties concerned.*
- 3.5 *Each Party is expected to be represented at all meetings of the Eastern Region Summit (where the Seven Force Projects, ERIN or the Collaborative Functions are being considered) in order to be able to commit such Party in relation to relevant business items on each meeting agenda. This requires all business where 'in principle' decisions or recommendations are required, to be advised to all Parties in writing, in good time before each meeting, and in any event with no less than two clear working days' notice.*
- 3.6 *Should an 'in principle' decision or recommendation be required outside the established programme of meetings of the Eastern Region Summit then such decision or recommendation may be made with the written agreement of all the Parties, and where written agreement includes a letter, memo or email executed by the Party or their duly authorised representative.*
- 3.7 *The Eastern Region Summit may make 'in principle' decisions and recommendations in relation to or otherwise consider the business identified at paragraph 2 of Schedule A hereto.*

Schedule A

Eastern Region Summit – Terms of Reference

1. PRINCIPLES

- 1.1 *The Meeting shall be a private business meeting and not a public decision-making forum. Appropriate minutes will be kept.*
- 1.2 *The Meeting shall provide the Parties with a forum to discuss and shape new initiatives and discharge their statutory duties.*
- 1.3 *The principle of local accountability shall be maintained. Decisions may be made by the Meeting 'in principle' and recommendations may be made, but each Party shall retain their executive sovereignty as corporation soles.*

2. ROLE OF THE MEETING

- 2.1 *To assist the Parties in meeting their statutory obligations, to include keeping collaboration opportunities under review and to ensure collaboration takes place where it is in the interests of the efficiency or effectiveness of their own and other police force areas.*
- 2.2 *To hold the Chief Constables to account for the operational delivery of the Seven Force Projects, ERIN and the Collaborative Functions.*
- 2.3 *To ensure the delivery of all functions through collaboration are implemented effectively.*
- 2.4 *To discharge the functions assigned to it by relevant collaboration agreements as agreed by the Parties.*
- 2.5 *To consider national and regional police and crime issues.*
- 2.6 *To share best practice and innovation and facilitate closer working between the Parties.*
- 2.7 *To receive budget reports and funding requests from the Seven Force Projects, ERIN and Collaborative Functions and agree the funding arrangements for them as appropriate for the following financial year.*
- 2.8 *When required to do so:*
 - *To consider proposals for any significant expenditure, overspends or for the disposal of any significant assets in relation to Collaborative Functions.*
 - *To resolve any high-level strategic service delivery issues or disputes which cannot be resolved through line management arrangements.*
- 2.9 *To consider any issue of a financial nature relating to the Seven Force Projects, ERIN and Collaborative Functions.*
- 2.10 *To receive reports to the annual meeting on the performance of all Collaborative Functions, including financial and operational performance, in accordance with the terms of the relevant collaboration agreements. This includes the receipt of reports on the financial and operational performance of:*
 - 2.10.1 *The Eastern Region Special Operations Unit and*
 - 2.10.2 *The Seven Force Single Procurement Function.*

2.11 *To receive a report to the annual meeting on the financial and operational performance of ERIN.*

2.12 *To consider any matter of a policing nature which is of mutual interest to the Parties.*

3. MEMBERSHIP

3.1 *The Meeting shall comprise the Parties (and/ or their representatives).*

3.2 *The Chair shall be appointed as agreed by the Police and Crime Commissioners and Police, Fire and Crime Commissioners who are Parties.*

3.3 *The ERIN Network Director will have responsibility for all necessary administration in relation to the Meeting.*

4. PROCEEDINGS AND MEETINGS

4.1 *There shall be an annual meeting to take place in November/ December although meetings can in addition be convened as and when it is felt appropriate by the Parties.*

4.2 *The Meeting does not have a formal decision-making function and therefore detail concerning voting and quorum is unnecessary.*

4.3 *The Meeting shall be held in private unless determined otherwise by all the Parties.*

4.4 *Other operational governance mechanisms will exist in addition to the Eastern Region Summit. These currently consist of the Seven Force Chief Constables meeting, the Seven Force Deputy Chief Constables meeting and the Chief Executives meeting. These meetings are subject to change.”*

The above extracts relating to the Seven Force Collaboration need to be read and interpreted in the context of the whole Fifth Collaboration Agreement referred to above.

7.8.5. Business Liaison

To enable regular engagement by the PCC and Suffolk Constabulary with the representatives of the business community, bespoke meetings will be arranged on a regular basis to meet with representative groups from the business community.

7.8.6. Public Engagement

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

8. WORKING ARRANGEMENTS BETWEEN PCC AND CHIEF CONSTABLE

8.1. General

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

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

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