

Annex 1: Financial management

1. Introduction & purpose:

1.1 To enable the BTP and the Authority to effectively achieve its aims and objectives, a set of sound financial management policies are in place and it is important that the Chief Constable and Chief Executive work collaboratively to ensure they are strictly adhered to.

1.2 The purpose of this document is to set out the financial responsibilities of the Chief Executive, Chief Constable, Force Director of Finance and Commercial Services (or where the post is vacant, the Chief Constable nominee) and Authority Chief Financial Officer to the extent that they are not covered in respective Delegation Letters / Accounting or Additional Accounting Office Memorandums.

1.3 For this reason, these Financial Regulations should not be seen in isolation, but rather in conjunction with these, as well as the Framework Document and guidance such as HM Treasury's Managing Public Money and the Green Book. Nothing in this Annex is intended to override the requirements of HM Treasury's Managing Public Money.

2. Responsibilities:

2.1 The Chief Executive as Accounting Officer receives a delegation letter from the Department of Transport (DfT) outlining their delegated authority and overarching role and responsibility with regard to setting a capital programme and revenue budget to cover the requirements of the Authority and the Force and managing income and expenditure with support of the Authority's Chief Financial Officer and the Force's Chief Constable and Director of Finance and Commercial Services (or, where that position is vacant, the Chief Constable's nominee).

2.2 The Chief Executive appoints the Chief Constable as an Additional Accounting Officer, issuing them with a delegation letter outlining their delegated authority, in particular with regard to managing the budget and expenditure of the Force.

2.3 As well as the relevant delegation letter, the Financial Regulations are supported by a Scheme of Financial Delegation (annex 7) that specifies the limit(s) upon the authority delegated to each of the Chief Executive and the Chief Constable. The financial regulations are set out below, with links:

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Role of the Authority's Chief Financial Officer and the Force's Director of Finance and Commercial Service (or, where that position is vacant, the Chief Constable's nominee)

1. The Authority will ensure that the roles of the Authority Chief Financial Officer and the Force's Director of Finance and Commercial Services (or, where that position is vacant, the Chief Constable's nominee) are clearly defined and understood. The Authority Chief Financial Officer and the Force Director of Finance and Commercial Services (or, where that position is vacant, the Chief Constable's nominee) will agree a protocol that will outline how their roles will operate and complement each other.
2. The Authority Chief Financial Officer will discharge the responsibilities set out in the Railways and Transport Safety Act 2003 as well as in this document and other governance documents. The Authority Chief Financial Officer shall be the principal financial adviser to the Authority with respect to the proper administration of the BTPF. To enable the Authority Chief Financial Officer to discharge his or her responsibilities, the Chief Executive and the Chief Constable shall provide the Authority Chief Financial Officer with any information required and shall allow the Authority Chief Financial Officer access to the documents and records under their control.
3. The Director of Finance and Commercial Service (or, where that position is vacant, the Chief Constable's nominee) advises the Chief Constable on the tactical and strategic management of the budget allocated to the Force; the day-to-day financial management of the Force; the day-to-day financial administration for the BTPF; and provides advice to the Chief Constable on financial matters. The Director of Finance and Commercial Services (or the Chief Constable's nominee) is the lead finance professional for the Force and has direct right of access to the Chief Constable, Chief Executive and Authority Chief Financial Officer regarding any matter of financial significance.

Annual Accounts

Annual Accounts: Key Responsibilities	
Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> • Draw up timetable for final accounts preparation in consultation with the external auditor and Authority Chief Financial Officer including preparation and review of different sections, DfT reporting requirements on Consolidation Pack and presenting accounts to Audit and Risk Assurance Committee and the Authority
	<ul style="list-style-type: none"> • Consistently apply suitable accounting policies, complying with any specific accounts direction by DfT, the FReM and other legislation
	<ul style="list-style-type: none"> • Make judgements and estimates on a reasonable basis
	<ul style="list-style-type: none"> • Advise the Authority Chief Financial Officer of any proposed changes to the accounting policies, assessing any financial implication

Revenue and Capital Budget and Reserves

The revenue and capital budget shall be prepared in accordance with the requirements set out in HMT Managing Public Money and any DfT instructions and in two parts:

- the budget for the Force, managed by the Chief Constable; and
- the budget for the Authority retained by the Executive and managed by the Chief Executive

Revenue Budget: Key Responsibilities	
Chief Executive and Chief Constable	<ul style="list-style-type: none"> • Prepare a medium term financial plan (5 year plan), recommending to the Authority effective financial and budget planning for the short, and medium term, ensuring it: <ul style="list-style-type: none"> • reflects the Authority's consultations including efficiency plans • plans for all known commitments, proposals for changes, or the introduction of new services, taking account of affordability • presents a range of alternative financial planning scenarios based on assessed financial risk
Chief Constable	<ul style="list-style-type: none"> • submit at least quarterly revenue and capital budget monitoring reports to the Authority with benefits tracking reporting (or its appropriate Committee).
	<ul style="list-style-type: none"> • ensure accurate forecast of staffing levels, advising the Authority on budget provision to cover estimated staffing levels.
	<ul style="list-style-type: none"> • ensure that total spending for policing remains within the overall resource allocation, affordability and DfT budget delegations. Alert Chief Executive of over/under spend and propose solutions.
	<ul style="list-style-type: none"> • ensure that the revenue budget and capital programme proposals reflect the priorities outlined in the Policing Plan and Strategy.
Chief Executive	<ul style="list-style-type: none"> • approve (in consultation with the Authority) revenue budget's and capital programme's general format, as proposed by the Chief Constable
	<ul style="list-style-type: none"> • securing proper arrangements for the management of the Authority's revenue and capital budget, considering where appropriate, to adopt similar arrangements to those set out in these Financial Regulations more widely
	<ul style="list-style-type: none"> • submit at least quarterly budget monitoring reports to the Authority (or its appropriate Committee).

	<ul style="list-style-type: none"> in consultation with the Chief Constable, establish a reserves policy, including a reasonable operational reserve for the Chief Constable
Authority	<ul style="list-style-type: none"> approve the medium term financial plan (5 year plan) ensuring it reflects effective financial and budget planning for the short and medium term and approve by the end of March of each year the total budget for the following financial year including the level of charges to be defrayed to the PSA holders.
Authority Chief Financial Officer and Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> annually recommend a reserves policy to the Authority ahead of revenue and capital budget approval

Capital and Major Revenue Schemes

Once a capital project is included within the 5 -year capital programme, the details of each scheme shall be the subject of a further and final approval. An evaluation, including a financial appraisal, shall be undertaken and reported in respect of all capital and major revenue schemes over £50k which shall include the business case for the scheme. For such schemes, expenditure necessary to produce a proper evaluation ahead of approval may be incurred, in accordance with Procurement or Contract Standing Orders. The amount spent should be proportionate and affordable and in line with HMT guidance including HMT Guide to developing Business Cases which details what should be included at the various business case stages. Any spend above necessary would not meet HMT Managing Public Money.

All evaluations shall be undertaken in line with project appraisal guidelines which fulfil Government accounting and policy requirements (including HMT Managing Public Money and Green Book), and shall include, inter alia, affordability, value for money and calculations to show the Net Present Value (NPV) and Internal Rate of Return (IRR) for each scheme as appropriate.

It is vital that both financial and procurement authority are obtained prior to a Project being started. Financial authority ensures the project has a good business case and funds are available to the project. Procurement authority ensures the best commercial terms and contracts are in place with suppliers.

Capital and Major Revenue Schemes: Key Responsibilities

Authority Chief Financial Officer and Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> create a joint report to accompany the evaluation and business case for schemes requiring Authority approval.
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Chief Constable	<ul style="list-style-type: none"> prepare a 5-year capital programme and capital budget for Authority approval which reflects the priorities outlined in the Policing Plan and Strategy, forming the basis of discussions with DfT for allocation
	<ul style="list-style-type: none"> approve business cases for schemes that fall below the value for reporting to the Authority and annual business cases for rolling, replacement or refurbishment schemes
	<ul style="list-style-type: none"> in consultation with the Chief Executive, monitor capital and major revenue schemes and submit to the Authority: <ul style="list-style-type: none"> exception reports where a decision is required or to make Members aware of circumstances; and a post completion assessment report for all schemes approved by the Authority (including through life operating costs) excluding replacement schemes

Virements

Virement thresholds are detailed in the Scheme of Financial Delegations (Annex 7). A virement describes moving funds for a different purpose than originally budgeted (virements for government funded expenditure are not possible). Virements are subject to adhering to Central Government Guidance, Authority policy and aligning with Strategy and Policing Plan's objectives without materially prejudicing the achievement of them.

Virements: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> authorise virements within thresholds and the amount set out in the Scheme of Financial Delegation that align with policy and do not increase net totals for revenue and capital budgets
Chief Executive	<ul style="list-style-type: none"> authorise virements within thresholds and the amount set out in the Scheme of Financial Delegation that align with policy and do not increase net totals for revenue and capital budgets

Salaries, wages, pensions, gratuities and expenses

Salaries, wages, pensions and gratuities: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> In relation to police officers and police staff, the Chief Constable shall ensure that payments of all salaries, wages and emoluments due to employees and the collection of amounts due from officers are in accordance with the relevant salary scales, wage rates and conditions of service and police terms and conditions approved by the Authority and the Police Regulations.
	<ul style="list-style-type: none"> ensure secure and reliable payment of valid salaries, overtime, pensions, compensation and other emoluments due to existing and former

	<p>employees, maintaining the necessary records and subject to any statutory provisions to the contrary, recover any overpayments</p>
	<ul style="list-style-type: none"> ensure tax, superannuation and other deductions are made correctly and paid over at the right time to the relevant body and ensure full compliance with prevailing employment legislation including that relating to tax, superannuation, pensions and sickness benefit.
	<ul style="list-style-type: none"> pay all valid travel and subsistence claims being wholly, necessarily and exclusively incurred in the course of duties or financial loss allowance
	<ul style="list-style-type: none"> decide whether to make an imprest advance to an officer for expenses
	<ul style="list-style-type: none"> pay salaries, wages, pensions and reimbursements by the most economical means
	<ul style="list-style-type: none"> ensure payroll transactions are processed only through the payroll system
	<ul style="list-style-type: none"> ensure that full records are maintained of payments in kind and properly accounted for in any returns to the HMRC
	<ul style="list-style-type: none"> ensure detailed Financial Instructions for dealing with payments to employees, to be agreed with the Authority Chief Financial Officer, are produced and signed and these shall be issued to all appropriate employees
Chief Executive	<ul style="list-style-type: none"> shall undertake the same responsibilities for staff of the Executive with regard to travel and subsistence.

Orders for Goods and Services

Orders for Goods and Services: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> issue official orders through appropriate, approved channels for all work, goods or services to be supplied, except for utilities
	<ul style="list-style-type: none"> where urgent, oral orders can be placed and confirmed with a written order within 2 working days
	<ul style="list-style-type: none"> ensure all orders are appropriate and there is approved revenue or capital budget, which expenditure (including VAT) is accurately recorded against
	<ul style="list-style-type: none"> ensure payment is made only when goods and services have been received at the correct price, quantity and quality accordingly to the properly certified order

	<ul style="list-style-type: none"> • ensure VAT is recovered where appropriate
	<ul style="list-style-type: none"> • ensure arrangements are efficient, economical and effective and comply with DfT and Managing Public Money requirements
	<ul style="list-style-type: none"> • ensure separation of duties between ordering and payment

Payment of Accounts & Government Procurement Cards

Government Procurement Cards are only to be used for expenses that are wholly, exclusively and necessarily incurred as a direct result of carrying out official police business. Government Procurement Card holders are responsible to order and pay for goods in accordance with the Government Procurement Card policy.

Payment on Accounts & Government Procurement Cards: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • ensure financial procedures are in place with adequate separation of duties, with consultation with Force's Director of Finance and Commercial Services (or, where that position is vacant, the Chief Constable's nominee), adhering to related policies from DfT and the Authority and in accordance with the Late Payment of Commercial Debts (Interest) Act 1988
Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> • keep Government Procurement Card policy and associated procedures up to date
Government Procurement Cards holders	<ul style="list-style-type: none"> • to reconcile the statements and receipts in a timely manner

Income

Income: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • ensure income is identified, collected, recorded and receipted promptly and banked correctly without delay and with adequate separation of duties.
	<ul style="list-style-type: none"> • retain an aged debtors listing and ensure all outstanding income is pursued until it is determined, in accordance with the scheme of

	<p>delegation, as uneconomic to pursue, at which time make arrangements to write off</p> <ul style="list-style-type: none"> ensure voluntary/unofficial funds are identified, collected and recorded correctly, and kept separate to BTP funds
Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> ensure bank reconciliations and other key control accounts are reconciled on a timely and accurate basis and that sample testing is undertaken to ensure compliance
Chief Executive	<ul style="list-style-type: none"> ensure Police Service Agreements are in place and kept under review
	<ul style="list-style-type: none"> ensure charges for services provided are in accordance with the terms of the relevant Police Services Agreement, otherwise on the basis of recovering the full costs involved as per legislation and Managing Public Money
	<ul style="list-style-type: none"> ensure charges for services provided are in accordance with the terms of the relevant Enhanced Police Services Agreement, otherwise on the basis of recovering the full costs involved as per Managing Public Money
Authority	<ul style="list-style-type: none"> approve annual PSA holder charges calculated by BTPA
	<ul style="list-style-type: none"> ensure Enhanced Police Service Agreements are in place and kept under review to ensure that they remain fit for purpose and comply with any overall policy
	<ul style="list-style-type: none"> approve procedures for writing off debts as part of the overall control framework of accountability and control

Grant in aid

Grant in aid: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> ensure arrangements are in place to ensure that no grant in aid is received in advance of need
	<ul style="list-style-type: none"> ensure arrangements in place to ensure that grants received for specific purposes are used for the purpose for which they were provided and that appropriate records are maintained to demonstrate compliance with the conditions of the grants

Property, Fixed and other Assets

Property, Fixed and other Assets: Key Responsibilities
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Chief Executive	<ul style="list-style-type: none"> ensure secure custody of the title deeds of all property in the BTP Fund's ownership
Chief Constable	<ul style="list-style-type: none"> maintain an inventory of all properties leased or occupied by the Force
	<ul style="list-style-type: none"> maintain records of BTP's fixed assets
	<ul style="list-style-type: none"> arrange periodic physical checks of equipment and stores against relevant records by officers other than those responsible for their custody and control
	<ul style="list-style-type: none"> maintain a register or inventory of valuable, attractive and/or portable assets
	<ul style="list-style-type: none"> ensure sound arrangements exist for security, issue and movement of assets including cash and valuable documents
	<ul style="list-style-type: none"> specify limits of cash or other holdings, which shall not be exceeded without prior permission
	<ul style="list-style-type: none"> other than land and buildings, ensure (unless inappropriate) selling assets is by public auction or competitive tender
	<ul style="list-style-type: none"> in consultation with the Force Finance Director, may dispose of redundant equipment with no net book nor market value to charitable organisations
	<ul style="list-style-type: none"> ensure Fixed Asset write offs are within the limits set out in the Scheme of Financial Delegation

Banking Arrangements

Banking Arrangements: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> subject to approval from the Chief Executive, oversee the Force's banking arrangements and open or close any account
	<ul style="list-style-type: none"> ensure banking arrangements adhere to Managing Public Money's requirements and follows HMT's 'Departmental Banking: a Manual for Government Departments' and that the arrangements safeguard public funds, are efficient, economical and effective
	<ul style="list-style-type: none"> ensure imprest and advance accounts are used appropriately for petty cash and other expenses

	<ul style="list-style-type: none"> ensure effective controls for all banking arrangements including systems such as BACS and CHAPS
Chief Executive	<ul style="list-style-type: none"> determine principles in consultation with Force Finance Director and DfT when covert accounts need to be managed or created
Authority	<ul style="list-style-type: none"> approve requests to change banker

Insurance and Risk Management

Insurance and Risk Management: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> arrange insurance cover which adheres to the Authority approved policy
	<ul style="list-style-type: none"> comply with the requirements of the insurers, including maintaining appropriate records, dealing with claims, and supplying information promptly as and when required
	<ul style="list-style-type: none"> maintain effective risk management arrangements in accordance with Authority policies and maintain a strategic risk register which will identify evaluate and describe mitigation and management measures in relation to all the strategic risks listed.
	<ul style="list-style-type: none"> discuss with the insurers any proposed response to potential claimants and will not, without the specific agreement of the insurers, enter into any correspondence (beyond acknowledging receipt of the claim) or discussion with the claimant(s) or their representatives. No liability is to be admitted except through the insurer.
Chief Executive	<ul style="list-style-type: none"> maintain effective risk management arrangements in accordance with Authority policies and maintain a strategic risk register which will identify evaluate and describe mitigation and management measures in relation to all the strategic risks listed.

Systems and Financial Systems

Staff shall not use systems for unauthorised access, disclose passwords or use any passwords allocated to other people, or load or download software which has not been authorised by the Chief Constable; and any attempts to do so or other breaches of this Regulation shall be reported to the Data Protection Officer. All employees of the Authority have a personal responsibility with regard to the protection and confidentiality of information, whether held in manual or computerised records. Information may be sensitive, or privileged, or may possess some intrinsic value, and its disclosure or loss could result in a cost to the BTP Fund.

Systems and Financial Systems: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> vary existing systems or commission new systems subject to consultations with the Force Finance Director and Internal Audit at the development stage as well as prior to implementation
	<ul style="list-style-type: none"> ensure computerised financial systems (including any integration, interface, and interoperability) are secure, accompanied by up to date written instructions and comply with legislation such as the requirements of the Data Protection Act 1984 as subsequently amended and the Government Information Assurance Standards
	<ul style="list-style-type: none"> ensure adequate internal controls exist and accounting records are properly maintained, retained over the timeframe required for audit and tax purposes, held securely and segregated
	<ul style="list-style-type: none"> ensure secure yet accessible back ups are in place for important systems

Internal Audit

Internal Audit: Key Responsibilities	
Audit and Risk Assurance Committee	<ul style="list-style-type: none"> agree and monitor a programme of work for Internal Audit to carry out.
	<ul style="list-style-type: none"> consider matters referred to them to consider disclosure of information deemed unsuitable by the Chief Constable
	<ul style="list-style-type: none"> in consultation with the Chief Constable or the Chief Executive, request Internal Audit undertake an urgent investigation into a specific area where this is considered to be warranted by special circumstances and amend the audit programme accordingly
Internal Audit service	<ul style="list-style-type: none"> have the right to access any document, information or explanation from any officer or member. Refer matters where information is

	<p>considered unsuitable for sharing to the Audit and Risk Assurance Committee</p>
	<ul style="list-style-type: none"> submit internal audit reports to the Chief Constable, Chief Executive and Audit and Risk Assurance Committee
Chief Constable	<ul style="list-style-type: none"> respond orally or in writing the action intended to address any recommendations and implement agreed actions within a reasonable time frame and be held to account by the Audit and Risk Assurance Committee

Taxation

Taxation: Key Responsibilities	
Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> ensure timely completion of HMRC returns, regarding PAYE and VAT claims, and that due payments adhere with statutory requirements.
	<ul style="list-style-type: none"> ensure that the correct VAT liability is attached to all income due and that all VAT receivable on purchases complies with HMRC regulations
	<ul style="list-style-type: none"> shall provide details to the HMRC regarding the construction industry tax deduction Scheme
Chief Constable	<ul style="list-style-type: none"> ensure the completion of VAT claims, receipts and payments are made in accordance with statutory requirements.

Anti-Fraud

Anti-Fraud: Key Responsibilities	
Chief Executive	<ul style="list-style-type: none"> maintain a register of staff with any links or personal interests with suppliers/contractors, maintaining a segregation of duties if there is a conflict of interest, for staff of the Executive
	<ul style="list-style-type: none"> ensure Authority's policy relating to accepting gifts, loans of property and sponsorship is strictly adhered to for staff of the Executive
Chief Constable	<ul style="list-style-type: none"> ensure appropriate anti-fraud and whistleblowing procedures are in place to comply with any anti fraud and whistle blowing polices approved by the Authority

	<ul style="list-style-type: none"> maintain a register of staff with any links or personal interests with suppliers/contractors, maintaining a segregation of duties if there is a conflict of interest
	<ul style="list-style-type: none"> notify the Chief Executive, DfT, Chair of Audit and Risk Assurance Committee (who shall notify internal audit and external audit) of any frauds, corruption, financial irregularity and unusual or major incidents as soon as possible
	<ul style="list-style-type: none"> ensure Authority's policy relating to accepting gifts, loans of property and sponsorship is strictly adhered to
	<ul style="list-style-type: none"> in consultation with the Authority Chief Financial Officer and the Force Finance Director, determine scope of any internal enquiries or investigations
	<ul style="list-style-type: none"> shall keep records of, and prepare and forward to the Chief Executive an annual report on fraud and theft suffered by the Force

External Audit

Both the Authority and the Force will, from time to time, be subject to audit, inspection or investigation by external bodies such as the External Auditors, HMIC and HM Revenue and Customs, who have statutory rights of access to all documents, facilities and information necessary for audit and inspection purposes.

External Audit: Key Responsibilities	
Chief Executive and Chief Constable	<ul style="list-style-type: none"> respond to issues arising from external audits
	<ul style="list-style-type: none"> implement agreed actions within a reasonable time frame and be held to account by the Audit and Risk Assurance Committee

Anti Money Laundering

To be alert to the possibility that the Force might become the subject of an attempted money laundering transaction, suspicious cash deposits in any currency in excess of £10,000 (or equivalent) should be reported to the National Crime Agency (NCA).

Anti Money Laundering: Key Responsibilities	
Authority Chief Financial Officer	<ul style="list-style-type: none"> as the nominated Money Laundering Reporting Officer, decide whether a particular transaction gives rise to a suspicion or concern and therefore should be reported to the NCA if over £10,000.

Authority Chief Financial Officer and Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> ensure that within their respective organisations they undertake appropriate checks to ensure that all new suppliers and counterparties are bona fide
All officers and staff of the Authority and Force	<ul style="list-style-type: none"> to inform the Authority Chief Financial Officer if they receive information which may result in them knowing or having reasonable grounds for knowing or suspecting money laundering, fraud or use of the proceeds of crime.

Compensation Payments

Thresholds can be found in the Scheme of Financial Delegations (Annex 7).

Compensation Payments: Key Responsibilities	
Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> approve non-significant compensation claims in line with Scheme of delegation

Claims will be considered non-significant if:

- they do not involve a high-profile claimant including National Police Chiefs' Council rank police officers
- there is no particular public interest in the case
- there is no real risk that the Authority or the Chief Constable will be exposed to serious public criticism, or serious weaknesses in the organisation's policies and procedures will be revealed.
- it is not in the nature of a test case
- it does not fall under any exception as per HM Treasury's Managing Public Money of DfT delegation

Gifts and Hospitality

Gifts and Hospitality: Key Responsibilities	
Authority Chief Financial Officer and Deputy Chief Constable	<ul style="list-style-type: none"> ensure all gifts of money and other property received by anyone within the Authority or Force are properly recorded in the financial statements
Deputy Chief Constable	<ul style="list-style-type: none"> ensure registers are maintained for the Authority and Force recording all gifts of money and other property
Chief Constable	<ul style="list-style-type: none"> refer all gifts above £10,000 to the Authority for approval

Head of Professional Standards	<ul style="list-style-type: none"> • issue advice and guidance on the acceptance of gifts and hospitality
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Loans and sponsorship

The total value of loans and sponsorship accepted should not exceed a maximum equivalent value of 1% of the Force annual Net Budget Requirement.

Loans and sponsorship: Key Responsibilities	
Authority Chief Financial Officer and Deputy Chief Constable	<ul style="list-style-type: none"> • ensure all sponsorship and loans of other property received by anyone within the Authority or Force are properly recorded in the financial statements
Authority or Chief Constable	<ul style="list-style-type: none"> • may accept loans and sponsorship from any source which has genuine, well-intentioned reasons for wishing to support specific police projects, recognising they may expect some publicity or acknowledgement in return. This is acceptable provided that it does not detract from the purpose of the supported project

Intellectual Property

Any intellectual property created by an officer or member of staff of the BTPA or the BTP during the course of their employment is deemed to belong to the BTPA or the BTP and not the officer or member of staff. Examples of intellectual property are the creation of specific pieces of computer software, particular inventions or written solutions to managerial or operational problems.

In the event that the BTPA or the BTP decides to commercially exploit intellectual property, matters should only proceed after taking appropriate legal advice to ensure that the BTPA or the BTP's rights in the intellectual property are properly protected by patents for example.

Intellectual Property: Key Responsibilities	
Authority Chief Financial Officer and Force Director of Finance and Commercial Services	<ul style="list-style-type: none"> • ensure satisfactory and appropriate accounting arrangements are adopted relating to Intellectual Property • consult Chief Executive as to the overall governance arrangements and legal issues

Third Party Assets

Third Party Assets: Key Responsibilities	
Chief Constable	<ul style="list-style-type: none"> • exercise a duty of care and safeguard third-party assets or private property of an individual (e.g. a suspect in custody)

	<ul style="list-style-type: none"> determine procedures for the safekeeping of third-party assets, other than a member of staff, under her/his guardianship or supervision and ensure that these procedures are drawn to the attention of all appropriate officers and members of staff.
All officers and staff	<ul style="list-style-type: none"> notify the Chief Constable in the case of loss or diminution in the value of such private property.

Joint working arrangements

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

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

- before entering into the agreement, a risk assessment must be prepared
- such agreements must not impact adversely upon the services provided by the Authority or Chief Constable.
- project appraisal is in place to assess the viability of the project in terms of resources, staffing and expertise, all arrangements are properly documented, regular communication is held with other partners throughout the project in order to achieve the most successful outcome and audit and control requirements are satisfied
- accounting and taxation requirements, particularly VAT, are understood fully and complied with and an appropriate exit strategy has been produced
- financial management and controls including reporting should be exercised over externally funded projects