



Office of the Police and Crime
Commissioner for Surrey

The Office of the Police & Crime Commissioner for Surrey

and

The Office of the Police & Crime Commissioner for Sussex

Scheme of Delegation

**June November 2016,
2015**

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Introduction

This Scheme of Delegation details the key roles of the Sussex & Surrey Police and Crime Commissioners (PCCs), and lists those functions which they designate will be carried out by their respective Deputy Police & Crime Commissioners [\(where appointed\)](#), the Chief Executives, Treasurers and other staff employed by the PCCs. This Scheme also details those areas of business support that are being provided to the PCCs by staff who are directly employed by the Chief Constables, under the arrangements outlined in the Memorandum of Understanding agreed between the PCCs and their respective Chief Constables.

This Scheme of Delegation document is part of the governance arrangements outlined in the overarching Scheme of Corporate Governance for the Sussex & Surrey Police & Crime Commissioners and their respective Chief Constables and should be read in conjunction with other the other governance documents listed in the Statement of Corporate Governance i.e. Financial Regulations, Contract Standing Orders and the Memorandum of Understanding.

This Scheme provides a framework which makes sure that business is carried out efficiently and cost effectively, ensuring that decisions are not unnecessarily delayed.

This Scheme does not identify all the statutory duties which are contained in specific laws and regulations.

The Scheme is to be reviewed annually.

The Police and Crime Commissioners may set out reporting arrangements on any authorised powers.

Powers are given to the Chief Constables by laws, orders, rules or regulations. Also, national conditions of employment give powers to the Police and Crime Commissioners or the Chief Constables or, as in the case of police regulations, the Secretary of State for the Home Department.

Under Section 18(3) (c) and (6) of the Police Reform & Social Responsibility Act 2011 ('the Act'), the Police and Crime Commissioner is prohibited from delegating the functions (listed below) listed in subsection (7) of that Act to a police constable (i.e. any warranted police officer). There can therefore be no direct delegation of a function listed in subsection (7) by the Police and Crime Commissioner to the Chief Constable:

- Issuing the Police and Crime Plan
- Determining objectives in the Police and Crime Plan
- Calculation of, and decision on, budget requirements
- Making recommendations to the Home Secretary in relation to the appointment of the Chief Constable
- Making representations in relation to the appointment of Chief Officer posts
- Being consulted in relation to the appointment or removal of Chief Officer posts
- Suspension of the Chief Constable, or asking him/her to resign or retire

- Attendance at the Police and Crime Panel for specified duties
- Preparing the annual report

The Chief Constables will manage all complaints against Force officers, except in relation to the Chief Constables, which will be dealt with by their respective PCCs. The Chief Constables will ensure that the Police and Crime Commissioners are kept informed to enable them 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 Police Complaints Commission.

The Chief Constables will exercise the power of direction and control in such a way that the Police and Crime Commissioners will be able to access all necessary information and staff within their respective Forces.

The Police Forces will support their respective Police and Crime Commissioners in the delivery of the strategy and objectives set out in the Police and Crime Plans.

The Police Forces will provide their respective Police and Crime Commissioners with access to information, officers and staff as required. These arrangements are detailed in the Information Sharing Protocol and the Protocol between the two Chief Finance Officers.

The Chief Constables of Sussex and Surrey Police Forces will have regard to the respective Strategic Policing Requirements when exercising and planning their policing functions in respect of each Force's national and international policing responsibilities.

1. Key Roles of the Police and Crime Commissioner

1.1 The key roles of the Police and Crime Commissioner are to:

- Ensure the provision of an efficient and effective police service for the area
- Set the annual revenue and capital budgets
- Formulate a Council Tax Precept proposal for submission to the Police and Crime Panel and to allocate funds and the operational use of assets to the Chief Constable
- Appoint and, if necessary, dismiss the Chief Constable. The Chief Constable will consult the Police and Crime Commissioner on appointments and dismissals affecting posts above the rank of Chief Superintendent and police staff equivalent
- Hold the Chief Constable to account on behalf of the public, ensuring that they have regard to the Police and Crime Plan and the Strategic Policing Requirement
- Set the strategic direction and objectives for the Police through the Police and Crime Plan, monitoring the performance of the Force against the agreed priorities
- Scrutinise, support and challenge the overall performance of the Force
- Commission appropriate Victim Support Services
- Put in place secure and appropriate arrangements for managing and dispensing grants from the Community Safety Fund [\(where in place\)](#)
- Produce an annual report
- Have regard to statutory responsibilities, e.g. Freedom of Information Act 2000 and all human rights and equality laws
- Maintain an effective Independent Custody Visiting Scheme for monitoring facilities for people being held in custody
- Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action
- Have a duty to collaborate with other policing bodies [and other blue-light services as per emerging legislation](#).

The Police and Crime Commissioner is the legal contracting body who owns all the assets and liabilities, with the responsibility for the financial administration of his/her office and the Force, including all borrowing limits.

The Police and Crime Commissioner will receive all funding, including government grant, precept and other sources of income related to policing and crime reduction. All funding for the Force must come via the Police and Crime Commissioner. How this money is allocated is for the Police and Crime Commissioner to decide in consultation with the Chief Constable, subject to any grant terms or conditions.

The Police and Crime Commissioner will be [held to account both scrutinised and supported](#) by the Police and Crime Panel, ~~who will scrutinise his/her decisions~~. The Panel has a check and balance role only in respect of the Police and Crime Commissioner and not the Chief Constable.

The Police and Crime Commissioner may appoint a Deputy to exercise

his/her functions, with the exception of functions listed in sub section (7) under Section 18 of the Police Reform & Social Responsibility Act 2011, which among others includes the power to dismiss the Chief Constable and the power to calculate a budget requirement.

The Police and Crime Commissioner will be responsible for handling complaints and conduct matters in relation to the Chief Constable, monitoring complaints against police officers and police staff and complying with the requirements of the Independent Police Complaints Commission.

2. General principles of scheme of delegation

- 2.1 The Police and Crime Commissioner can always require that a specific matter is referred to him/her for a decision and not dealt with under powers of delegation.
- 2.2 This Scheme does not attempt to list all matters which form part of everyday management responsibilities.
- 2.3 Delegations given under this Scheme do not prevent individuals from referring matters to the Police and Crime Commissioner for a decision if this is thought appropriate, for example, because of sensitive issues or any matter which may have a significant financial implication.
- 2.4 When individuals with delegated functions consider a matter that is outside their area of professional expertise, they must ensure that they consult with officers who have the relevant professional expertise before making any decision.
- 2.5 All key decisions are made by individuals who have delegations under this Scheme must be recorded and be available for inspection.
- 2.6 There is an expectation that the Police and Crime Commissioner will want to be involved in any projects/areas of work which may have a significant impact on the public. They will want to be involved in the scoping, tendering process and evaluation of any business case that could have such an impact.
- 2.7 In this document, reference made to the Chief Executive, the Chief Finance Officers, Chief Constable, ~~the Assistant Chief Officer (Surrey)~~ and Head of People Services includes individuals authorised by them to act on their behalf.
- 2.8 Chief Officers are responsible for making sure that the staff whom they supervise, know about the provisions and obligations contained in this Scheme.
- 2.9 The persons appointed as the Chief Executive (who will also be the Monitoring Officer) and the Chief Finance Officer (Section 151 Officer) have statutory powers and duties relating to their positions and therefore do not rely on matters being delegated to them for the authority to carry out such duties.

2.10 The Scheme provides members of police staff with the legal power to carry out duties of the Police and Crime Commissioner. In carrying out these duties, individuals must comply with all other statutory and regulatory requirements and relevant professional guidance including:

- The Police [Reform](#) and Social Responsibility Act 2011 and other relevant legislation issued under this Act.
- Financial Regulations
- Home Office Financial Management Code of Practice
- CIPFA Statement on the role of the Chief Finance Officer of the Police and Crime Commissioner and the Chief Finance Officer of the Chief Constable.
- Contract Regulations
- The Police and Crime Commissioner's governance framework
- The Police and Crime Commissioner's and the Chief Constable's employment policies and procedures.
- The Data Protection Act 1998 and the Freedom of Information Act 2000
- Health and safety at work legislation and codes.
- CIPFA Code of Practice on Local Authority Accounting

2.11 When carrying out any duties, the Police and Crime Commissioner and staff must have regard to the following:

- The views of the public.
- Any report or recommendation made by the Police and Crime Panel on the annual report for the previous financial year.
- The Police and Crime Plan and any guidance issued by the Secretary of State.

(This list is a summary and is not exhaustive)

2.12 The Police and Crime Commissioner may either appoint any member of his/her staff to carry out any function of the PCC, or alternatively have that function performed by the relevant area of business support, provided by staff who are directly employed by the Chief Constable, under the arrangements outlined in the Memorandum of Understanding agreed between the PCC and the Chief Constable, with the exception of those functions listed in the introduction.

2.13 The Police and Crime Commissioner may give additional consent under section 18 of the Police and Social Responsibility Act 2011. This scheme is a record of the formal consents that are in effect at the time of its publication. The Police and Crime Commissioner's governance framework, including the Scheme of Consent, will be reviewed annually.

With the exception of those matters listed in paragraph 2.12, the scheme allows any person, with appropriate authority, to delegate that power further.

2.14 The Police and Crime Commissioner must not restrict the operational independence of the Force or that of the Chief Constable who leads it. The Act provides for the Chief Constable to have a general power to do

anything which is calculated to facilitate the exercise of functions of a Chief Constable.

- 2.15 To enable the Police and Crime Commissioner to exercise the functions of their office effectively, they will require access to information and officers and staff within the Force. This access must not be unreasonably withheld or obstructed by the Chief Constable, or restrict the Chief Constable's direction and control of the Force.
- 2.16 The Police and Crime Commissioner has wider responsibilities than those solely relating to the Police Force, namely:
- The delivery of community safety and crime reduction
 - The ability to bring together Community Safety Partnerships at a Force level
 - The ability to make crime and disorder reduction grants for their Force area.
 - A duty to ensure that all collaboration agreements with other local policing bodies and forces deliver better value for money and enhance the effectiveness of policing capabilities and resilience.
 - The enhancement of the delivery of criminal justice in their area
 - [The provision of services for victims of crime](#)

3. Functions delegated to the Deputy Police and Crime Commissioner (if appointed)

- 3.1 The Police and Crime Commissioner may appoint a Deputy to exercise his/her functions (except those which cannot be delegated, these are listed in the introduction). The Deputy Police and Crime Commissioner can give consent to the Chief Executive to carry out any functions (with the exception of those listed in the introduction) in his/her absence (defined as leave or illness).

4. Functions delegated to the Chief Executive, Office of the Police and Crime Commissioner

Introduction

The Chief Executive is the head of the Police and Crime Commissioner's staff and is also the Monitoring Office for the Police and Crime Commissioner.

The formal delegations, listed below, are those given to the Chief Executive, which are in effect at the time of the publication of the scheme.

General

- 4.1 To act as 'Monitoring Officer' under section 5(1) of the Local Government and Housing Act 1989.
- 4.2 To prepare the Police and Crime Plan in consultation with the public and Chief Constable for submission to the Police and Crime Commissioner.

- 4.3 To produce an annual report.
- 4.4 To provide information to the Police and Crime Panel as reasonably required enabling the Panel to carry out its functions.
- 4.5 To sign contracts on behalf of the Police & Crime Commissioner including those which are required to be executed under the common seal of the Police and Crime Commissioner and to sign and affix the seal. In the absence of the Chief Executive, the Chief Finance Officer can fulfil this function.
- 4.6 To consider whether, in consultation with the Chief Finance Officer, to provide indemnity to the Police and Crime Commissioner (and Deputy Police and Crime Commissioner if appointed) in accordance with the Local Authorities (Indemnities for Members and Officers) Order 2004 and to deal with or make provision to deal with other matters arising from any proceedings relating to them.
- 4.7 To consider and approve, in consultation with the Chief Finance Officer, provision of indemnity and/or insurance to individual staff of the Police and Crime Commissioner in accordance with the Local Authorities (Indemnities for Members and Officers) Order 2004.
- 4.8 To issue certificates staff have asked for to make them exempt from political restrictions under the correct legal provisions.
- 4.9 To make arrangements to institute, defend, withdraw or settle any claims or legal proceedings on the Police & Crime Commissioner's behalf, in consultation with an appropriate legal advisor and the Chief Finance Officer if there is a significant financial implication.

Financial

- 4.10 To approve expenses in exceptional cases in the provision of police advice and assistance to international agencies where:
 - The full cost is £4,000 or more (including air flights, accommodation and salary costs of the police officer or member of staff) or
 - It is a sensitive case involving travel to a politically sensitive country.
- 4.11 To manage the budget of the Office of the Police and Crime Commissioner, along with the Chief Finance Officer, in line with Financial Regulations.
- 4.12 To commit expenditure within the approved budget of the Office of the Police & Crime Commissioner to meet the policies and objectives agreed with the Police & Crime Commissioner and reflected in the Policing Plan.
- 4.13 To manage grants awarded by the Police & Crime Commissioner or Deputy Police & Crime Commissioner if appointed.

4.14 To authorise payments, without having to get approval and regardless of whether or not provision has been made in the revenue budget in relation to:

- Payments we have to make by law
- Payments ordered by the court.
- Payments due under any agreement entered into by the Police & Crime Commissioner.

All such payments must be reported to the Police & Crime Commissioner.

4.15 To fix fees for copies of documents and extracts of documents members of the public ask for under the Local Government (Access to Information) Act 1985, the Freedom of Information Act 2000, or the Data Protection Act 1998.

Human Resources

4.16 To appoint and dismiss, in consultation with the Police and Crime Commissioner, all staff directly employed by the Police and Crime Commissioner in line with the Police & Crime Commissioner's and Chief Constable's employment policies and procedures.

4.17 To make ~~recommendations to the Police and Crime Commissioner with regard to staff terms and conditions of service, in consultation with the Chief Finance Officer(s) and Chief Constables' Assistant Chief Officer (Surrey) and Head of People Services (where appropriate) for those staff employed by Police and Crime Commissioner.~~

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4.18 To undertake the management of staffing resources for all staff employed by the Police and Crime Commissioner in line with agreed policies and procedures.

4.19 To settle appeals against decisions of the Senior Administrator of the Local Government Pension Scheme, in line with the Occupational Pension Schemes (Internal Dispute Resolution Procedures) Regulations 1996.

4.20 To appoint Independent Custody Visitors and terminate appointments if necessary.

Other

4.21 To affix the common seal of the Police and Crime Commissioner:

To all contracts, agreements or transactions in respect of which there is no consideration

To contracts, agreements or transactions:

- That relate to the provision of goods and services by the Police and Crime Commissioner to another body as set out in the Financial Regulations.
- Which grant or convey an interest in land.
- Which represent grants of £150,000 or above.

- Where it is determined by the Police & Crime Commissioner (or Deputy Police & Crime Commissioner if appointed) there is a particular need for the seal to be attached.

- 4.22 To exercise the statutory powers of the Police and Crime Commissioner for professional standards, on behalf of the Deputy Police and Crime Commissioner (if appointed), as delegated to them on a temporary or permanent basis.
- 4.23 To authorise people to make, defend, withdraw or settle any claims or legal proceedings on the Police and Crime Commissioner's behalf, taking appropriate legal advice and consulting with the Chief Finance Officer if there are significant financial implications.
- 4.24 To consider, with the Police and Crime Commissioner, any complaint made against the Chief Constable, and where appropriate, to make arrangements for the complaint to be properly investigated.
- 4.25 To respond to consultations on proposals affecting the Police and Crime Commissioner, if necessary, after first taking the views of the Police and Crime Commissioner, the Chief Finance Officer or the Chief Constable, as appropriate.
- 4.26 To obtain legal or other expert advice and to appoint legal professionals whenever this is considered to be in the Police and Crime Commissioner's best interests and for his/her benefit.
- 4.27 To make sure, in consultation with the Chief Constable, appropriate arrangements are made to gather the community's views on the policing of Sussex and the policing of Surrey and the preventing of crime.

5 Functions delegated to the Chief Finance Officer, Office of the Police and Crime Commissioner

Introduction

The Chief Finance Officer is the financial adviser to the Police and Crime Commissioner and has statutory responsibility to manage his/her financial affairs as set out in sections 112 and 114 of the Local Government Finance Act 1988, and the Accounts and Audit Regulations 2011.

The Chief Finance Officer must ensure that the financial affairs of the Police and Crime Commissioner and the Force are properly administered having regard to their probity, legality and appropriate standards.

The Deputy Chief Finance Officer is authorised to undertake the functions of the Chief Finance Officer in his/her absence.

The formal consents, listed below, are those given to the Chief Finance Officer, which are in effect at the time of the publication of this scheme.

- 5.1 To approve the arrangements for the treasury management function,

including the day to day management, the production of the treasury management strategy and supporting policies and procedures.

- 5.2 To approve the arrangements for securing and preparing the Police and Crime Commissioner's accounts and seek assurances that there are appropriate arrangements in place for the preparation of the Force's accounts.
- 5.3 To sign off the group Annual Statement of Accounts.
- 5.4 To be responsible for all banking arrangements, together with creating, closing or authorising all bank accounts.
- 5.5 To undertake the day to day financial management of the Police and Crime Commissioner's budget.
- 5.6 To commit expenditure within the approved budget to meet the policies and objectives agreed with the Police and Crime Commissioner and reflected in the [Policing Plan](#) ~~Police and Crime Plan~~.
- 5.8 To be responsible for investing and borrowing money, as necessary, in line with the treasury management strategy.
- 5.9 To authorise payments, without having to get approval and regardless of whether or not provision has been made in the revenue budget in relation to:
 - payments we have to make by law
 - payments ordered by the court
 - payments due under any agreement entered into by the Police & Crime Commissioner.
- 5.10 To act as 'Money Laundering Reporting Officer' under the Proceeds of Crime Act 2002 and Money Laundering Regulations 2003.
- 5.11 To prepare and annually review draft financial regulations, in consultation with the Force, for approval by the Police and Crime Commissioner, or Deputy Police and Crime Commissioner, if appointed.
- 5.12 To prepare and annually review a draft expenses and benefits framework for approval by the Police and Crime Commissioner.
- 5.13 To determine when goods are surplus to requirements or obsolete and arrange for disposal, subject to the limits set out in Financial Regulations.
- 5.14 To provide for an adequate and effective internal audit service (joint responsibility with Chief Constable's Chief Finance Officer).
- 5.15 To report to the Police and Crime Commissioner and the external auditor any unlawful or potentially unlawful spending by the staff of the Police and Crime Commissioner, or the Force's officers.
- 5.16 The write-off of bad debt subject to limits and arrangements in Financial

Regulations.

- 5.17 To make arrangements for the effective management and control of the Surrey Homes Scheme (applies to Surrey Police only).

6. Functions and responsibilities delegated to the Chief Constable's Chief Finance Officer in Surrey and the Chief Constable's Chief Finance Officer in Sussex

- 6.1 The Chief Constable through the Chief Finance Officer has the 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 Police & Crime Commissioner.
- 6.2 The Chief Constable's Chief Financial Officer is financial advisor to the Chief Constable and has responsibility to ensure that the financial affairs of Surrey/Sussex Police are properly administered having regard to probity, legality, and appropriate standards in line with the role's statutory responsibilities.
- 6.3 To provide all necessary financial information and records to the Police and Crime Commissioner's Chief Finance Officer to allow him to carry out his statutory role.
- 6.4 To commit expenditure within the approved budget to meet policies and objectives agreed with the Police and Crime Commissioner and reflected in the Police and Crime Plan.
- 6.5 To transfer vire budgets between budget headings within Chief Constable's approved budget, on a permanent or temporary basis up to the values set out in the Financial Regulations, notifying the Police & Crime Commissioner through the agreed financial and budget reporting process.
- 6.6 To undertake the day to day management of the insurance function in line with the strategy approved by the Police and Crime Commissioner.
- 6.7 To approve non exceptional cases in the provision of police advice and assistance to international agencies.
- 6.8 **To be responsible for managing the payroll and pensions functions (Surrey Police only).**
- 6.9 To keep the Police and Crime Commissioner informed of how the approved capital programme is put into effect.
- 6.10 The write-off of bad debt subject to limits and arrangements in Financial Regulations.
- 6.11 To sign all contracts on behalf of the Police and Crime Commissioner, irrespective of value, once they have been properly approved in accordance with Contract Standing Orders, except those which are required to be

executed under the common seal of the Police and Crime Commissioner.

- 6.12 To approve business cases for revenue and capital expenditure below total limits outlined in Financial Regulations, with the exception of expenditure proposals of an exceptional nature.
- 6.13 To approve all agreements for the provision of police services to other organisations in accordance with Financial Regulations. (This does not apply to the provision of mutual aid by the Chief Constable to another force under section 24 of the Police Act 1996, or the provision of advice or assistance to international organisations under the Police Act 1996, which are operational matters. However these are subject to consultation with the Police and Crime Commissioner).

7. Procurement functions delegated to the Chief Constable's Chief Finance Officer

- 7.1 The Sussex or Surrey Chief Financial Officer will undertake the day to day management of the Joint Procurement Function in accordance with Contract Standing Orders. All contracts entered into will be in the name of the Police & Crime Commissioner.
- 7.2 To approve exemption waivers within limits and arrangements (set out in Contract Standing Orders)
- 7.3 To approve (on the advice of the Head of Procurement) all requests to go out to tender for contracts in line with limits and arrangements set out in Contract Standing Orders.
- 7.4 To approve (on the advice of the Head of Procurement) the award of all contracts up to limits set put in Contract Standing Orders)
- 7.5 To approve all unforeseen variations and extensions for contracts in accordance with limits and arrangements set out in Contract Standing Orders.
- 7.6 To approve the early termination of all contracts. Where the original value of the contract exceeds limits sets out in Contract Standing Orders, this must be in consultation with the Police and Crime Commissioner.

8. Property functions delegated to the Chief Constable's Chief Finance Officer.

- 8.1 To undertake the day to day management of the property function subject to the provision of Financial Regulations.
- 8.2 To acquire freeholds and leaseholds in the name of the Police and Crime Commissioner, up the values outlined in Financial Regulations.
- 8.3 To approve all requests to grant a lease with a total contract value up to limits set out in Financial Regulations over the lifetime of the lease

- 8.4 To dispose of all properties subject to the limits and arrangements set out in Financial Regulations.
- 8.5 The Police and Crime Commissioner must be notified of all property disposals in writing.
- 8.6 To keep a register of all property and major assets owned by the Police and Crime Commissioner or leased by him/her in line with the values set out in Financial Regulations.
- 8.7 To approve the temporarily letting of surplus police houses.

9. Personnel Functions delegated to the Chief Constable's Assistant Chief Officer (Surrey) Head of People Services

- 9.1 The ACO (Surrey) will be responsible for approving actions in relation to individual pension cases for both police officers and police staff on the advice of the Surrey/Sussex Pension Boards. The Pension Board is authorised to give advice on pensions policy and administration in line with Pensions regulation. The Chief Constable will nominate a Chairperson for their Police Officer Pensions Board (in line with regulations); and nominate representatives for their relevant police staff pension schemes as required.

To settle employment tribunal cases and grievances and other employee related compensation payments to staff under the direction and control of the Chief Constable with the exception of those cases felt to be exceptional as set out in the Financial Regulations.

- 9.2 To issue certificates staff have asked for to make them exempt from political restrictions under the legal provisions of the Local Government & Housing Act.

10. Legal Functions delegated to the Deputy Chief Constable or Chief Constable's Chief Financial Officer

- 10.1 To approve the financial settlement of all claims or requests for compensation assessed to be non-significant in line with the limits and arrangements set out in Financial Regulations.

- 10.2 To approve all requests for financial assistance to officers and staff involved in legal proceedings or inquests except those felt to be significant because:-

- they involve a high profile claimant
- there is a particular public interest in the case
- there is an assessed risk that the Police and Crime Commissioner or the Chief Constable will be exposed to serious public criticism or serious weaknesses in the organisation's policies and procedures will be revealed.

- 10.3 To ensure that correct legal advice is taken to institute, defend or

participate in legal actions to protect the interests of the Police Force and the Office of the Police and Crime Commissioner.

11. Other Matters

11.1 The Chief Constable's Chief Finance Officer to exercise the powers and duties of the Police (Property) Regulations 1997 by:

- authorising, where appropriate, request to donate unclaimed lost property to charity; and
- approve the keeping of unclaimed lost property if it can be put to good use for police purposes

12. Urgent Matters

12.1 If any matter which would normally be referred to the Police and Crime Commissioner (or Deputy Police and Crime Commissioner, if appointed) for a decision arises and cannot be delayed, the matter may be decided by the appropriate chief officer.

12.2 The appropriate chief officers authorised to decide urgent matters are:

- the Chief Executive (all issues other than operational matters)
- the PCC's Chief Finance Officer (financial and related issues)
- the Chief Constable (operational issues)

12.3 Urgent decisions taken must be reported to the Police and Crime Commissioner as soon as practically possible.