



# **Part 3A**

# **Schedule of**

# **Roles and**

# **Responsibilities**

September 2025

## Part 3A Schedule of Roles and Responsibilities

- **Part 3A – Schedule of Roles and Responsibilities**
- Part 3B – Scheme of Delegation and Consent
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### Introduction

3A.1 In recognition of the role of the Police and Crime Commissioner (PCC) for Dorset in holding the Chief Constable of Dorset Police to account the PCC and the Chief Constable agree that the PCC may request a briefing on any issues which relate to operational matters or any other matter. This will ordinarily take place through agreed governance arrangements. The PCC agrees not to use this right to interfere with the operational independence of the Chief Constable. The PCC and Chief Constable recognise there may be circumstances when, for reasons of urgency, these matters cannot be raised through the agreed governance arrangements and, in those circumstances, matters will need to be raised as a priority outside of this meeting structure.

### The Police and Crime Commissioner

3A.2 The PCC has the following responsibilities set out in the PRSRA:

- a. To secure the maintenance of the police Force for that area, and secure that the police Force is efficient and effective [Section 1(6)].
- b. To hold the Chief Constable to account for the exercise of the functions of the Chief Constable, and the functions of persons under the direction and control of the Chief Constable [Section 1(7)].
- c. In particular to hold the Chief Constable to account for:
  - i) the exercise of the duty under Section 8(2) of the PRSRA (duty to have regard to Police and Crime Plan).
  - ii) the exercise of the duty under Section 37A(2) of the PRSRA (duty to have regard to strategic policing requirement).
  - iii) the effectiveness and efficiency of the Chief Constable's arrangements for co-operating with other persons in the exercise of the Chief Constable's functions (whether under section 22A of the Police Act or otherwise).

- iv) the effectiveness and efficiency of the Chief Constable's arrangements under Section 34 of the PRSRA (engagement with local people).
- v) the extent to which the Chief Constable has complied with Section 35 PRSRA (value for money).
- vi) the exercise of duties relating to equality and diversity that are imposed on the Chief Constable by any enactment.
- vii) the exercise of duties in relation to the safeguarding of children and the promotion of child welfare that are imposed on the Chief Constable by Sections 10 and 11 of the Children Act [Section 1(8) of the PRSRA].

**3A.3 Particular responsibilities of the Police and Crime Commissioner include:**

- a. Issuing a Police and Crime Plan [Section 5].
- b. Determining police and crime objectives [Section 7].
- c. Setting a precept [Section 40 of the Local Government Finance Act 1992].
- d. Setting a budget.
- e. Awarding grants for crime and disorder reduction [Section 9].
- f. Approving an annual report [Section 12].
- g. Appointing the Chief Constable [Section 38].
- h. Suspending or requiring the resignation or retirement of the Chief Constable [Section 38].
- i. Appointing, suspending and dismissing the Chief Executive to the PCC [Schedule 1].
- j. Appointing, suspending and dismissing the Treasurer to the PCC [Schedule 1].
- k. Appointing and dismissing a Deputy Police and Crime Commissioner [Section 18].
- l. Attending meetings of the Police and Crime Panel.

3A.4 The PCC also has responsibility for the following functions:

- a. Within the terms of the Policing Protocol, to be consulted on any strategies which in the opinion of the PCC affect the resourcing of the Police and Crime Plan. This includes but is not limited to strategies for: estates, procurement, human resources, treasury management, equality and diversity and information and communications technology (ICT), value for money and income, provided that such a process does not interfere with the Chief Constable's operational independence.
- b. Taking and implementing decisions on procurement of services, supplies and works in accordance with procurement processes set out in the standing orders of the PCC and the Chief Constable and to meet requirements of public procurement legislation. This does not apply to the procurement of services, supplies and works for the Chief Constable and the Force but the PCC shall have the right to be informed of contract requirements identified by the Chief Constable and to have periodic updates through the governance arrangements of the relevant management boards on procurement activity identified as necessary.
- c. Commissioning of services supplies and works in accordance with standing orders.
- d. Subject to consultation with the Joint Leadership Board, the commissioning of, and agreement to, alternative service delivery arrangements; the PCC may request the Chief Constable to evaluate the risks and benefits of proposed alternative service delivery arrangements before the PCC takes a decision about them.
- f. To ensure their decisions and/or the decisions of the Chief Constable to enter into arrangements involving working with other persons shall be formalised by appropriate mechanisms.
- g. Ownership of specified assets for the use of the Chief Constable and taking decisions on the acquisition and disposal of those assets, subject to consultation with the Chief Constable. This includes any land or property, including the lease or rental of such land or property (except for covert operational reasons). When taking a decision to acquire or dispose of assets held by the PCC for the use of the Chief Constable, the PCC shall comply with the requirements of the Financial Regulations. As the owner of all land and buildings the PCC will indemnify the Chief Constable against any claims linked to the ownership and maintenance of land and property, subject to the activities carried out within the estate being compliant with the Chief Constable's obligations as an employer.
- h. Ownership of specified assets held by the PCC for the use of the PCC and taking decisions on the acquisition and disposal of those assets. When taking a decision to acquire or dispose of any such asset the PCC shall comply with the requirements of the Financial Regulations.

- i. Management of contracts relating to assets including Public Finance Initiatives (PFIs) arrangements.
- j. Dealing with civil claims directly against the office of PCC or his/her staff.
- k. Considering the risk registers of the Chief Constable and ensuring any mitigating actions are being pursued. Ensuring adequate insurance cover is arranged in liaison with the Chief Finance Officer (CFO).
- l. Employment of staff that report to the Chief Executive of the OPCC.
- m. Providing the Medium-Term Financial Strategy, covering the financial scenario for at least the following four years and annual draft revenue and capital budgets, with associated savings plans to meet the scenario
- n. Following consultation with the Chief Constable, the Treasurer and the Chief Financial Officer, allocation of a budget to the Chief Constable divided between revenue and capital. The revenue budget will be divided between staff costs and non-staff costs.
- o. Increasing the budget allocation to the Chief Constable to allow the Chief Constable to manage one-off emergency situations.
- p. Receipt of all income e.g. precepts and grants and all other income as detailed in financial regulations.
- q. In consultation with the Chief Constable and taking account of advice from the statutory officers of the PCC and the Chief Constable, allocating income received, including income received for special police services provided under section 25 of the Police Act.
- r. Management of debtors
- s. Agreement of the treasury management strategy and the consequent management of investments and loans
- t. Agreement of the reserves strategy, covering all reserves, and contingencies within the budget, including the use of reserves.
- u. To appoint external auditors, as advised by the Treasurer.

- v. The granting of indemnities or guarantees to third parties.
- w. To provide a link between the police and community; obtaining and representing the views of local people, councils and other criminal justice organisations.
- x. Ensuring arrangements are in place for delivering victims' care.
- y. Handling of complaints and conduct matters in relation to the Chief Constable and monitoring the Chief Constable's handling and investigation of complaints against police officers and police staff, undertaking reviews as determined by the appropriate authority and complying with the requirements of the Independent Office for Police Conduct (IOPC). Responsibility for appeal tribunals for serving police officers as part of The Police (Conduct, Complaints and Misconduct and Appeal Tribunal) (Amendment) Regulations.
- z. To address the PCC's wider community safety, crime reduction and criminal justice responsibilities as described in Section 10.

3A.5 The PCC has power to delegate functions [Section 18] but this is subject to restrictions.

- a. The PCC may not delegate the following functions to any person other than his/her deputy: determining police and crime objectives; attendance at a meeting of a Police and Crime Panel in compliance with a requirement by the Panel to do so; preparing an annual report to a Police and Crime Panel [Section 18].
- b. The PCC may not delegate the following functions to any person: issuing a Police and Crime Plan; appointing the Chief Constable, suspending the Chief Constable, or calling upon the Chief Constable to retire or resign; calculating a budget requirement [Section 18(3)(b)].
- c. The PCC may not appoint any of the following as his deputy: (a) a constable; (b) a PCC; (c) the Mayor's Office for Policing and Crime; (d) the Deputy Mayor for Policing and Crime appointed by the Mayor's Office for Policing and Crime; (e) the Mayor of London; (f) the Common Council of the City of London; (g) any other person or body which maintains a police Force; (h) a member of the staff of a person falling within any of paragraphs (a) to (g) [Section 18(3)(a)].
- d. The PCC must approve statutory borrowing limits, which must be included in the annual treasury management strategy, therefore approval of the strategy cannot be delegated.

3A.6 When exercising their function and duties the PCC must have regard to the following:

- a. The views of the people in Dorset.
- b. Any report or recommendation made by the Police and Crime Panel in respect of the Police and Crime Plan, the proposed annual precept and the annual report for the previous financial year.
- c. The Police and Crime Plan and any guidance issued by the Secretary of State including specifically the Strategic Policing Requirement.

### **Deputy Police and Crime Commissioner (DPCC)**

3A.7 Should the PCC choose to appoint a DPCC, they shall be appointed by the PCC under Section 18(1) of the PRSRA.

- a. The DPCC may be authorised by their PCC to exercise any functions of that PCC except for the following: issuing a Police and Crime Plan; appointing the Chief Constable, suspending the Chief Constable, or calling upon the Chief Constable to retire or resign; and calculating a budget requirement [Section 18(3)(b) of the PRSRA].
- b. The DPCC may delegate to other persons only those functions which have been delegated to him/her but this is subject to restrictions.
  - i) The DPCC may not delegate the following functions: determining police and crime objectives; attendance at a meeting of a Police and Crime Panel in compliance with a requirement by the Panel to do so; preparing an annual report to a Police and Crime Panel [Section 18(5)(b)].
  - ii) The DPCC may not delegate functions to the following persons: (a) a constable; (b) a PCC; (c) the Mayor's Office for Policing and Crime; (d) the Deputy Mayor for Policing and Crime appointed by the Mayor's Office for Policing and Crime; (e) the Mayor of London; (f) the Common Council of the City of London; (g) any other person or body which maintains a police Force; (h) a member of the staff of a person falling within any of paragraphs (a) to (g) [Section 18(5)(a)].

### **Chief Executive of the Police and Crime Commissioner**

3A.8 The Chief Executive is appointed by the PCC under paragraph 6(1) of Schedule 1 to the PRSRA as the head of the staff of the PCC.

- a. The Chief Executive is the PCC's Monitoring Officer [Section 1(C) of the Local Government and Housing Act] and in that role has a duty to prepare a report for the PCC if it at any time it appears to the Chief Executive that any proposal, decision or omission by the PCC, by any

committee, or sub-committee of the PCC, by any person holding any office or employment under the PCC or by any joint committee on which the PCC is represented constitutes, has given rise to or is likely to or would give rise to: (a) a contravention of any enactment or rule of law or any code of practice made or approved under any enactment; or any such maladministration or failure as is mentioned in Part 3 of the Local Government Act.

- b. The Chief Executive has responsibility for the day to day management and running of the PCC's office.
- c. The Chief Executive is responsible for advising the PCC upon policy and strategy.
- d. The Chief Executive shall submit a report on governance in order to complete the Annual Governance Statement and this will be reviewed once a year by the Independent Audit Committee (IAC).
- e. The Chief Executive may make recommendations to the PCC with regard to staff terms and conditions of service, in relation to those staff who are not under the direction and control of the Chief Constable.
- f. The PCC may arrange for the discharge of any of the PCC's functions by the Chief Executive other than those functions specified at paragraphs 3A.5(a) and 3A.5(b) in respect of which it is prohibited.
- g. The Chief Executive also has the following general duties:
  - i) To oversee the development and implementation of performance monitoring and reporting arrangements.
  - ii) To consider whether, in consultation with the Treasurer, to provide indemnity to the PCC (and DPCC) in accordance with appropriate statutory provisions and to deal with or make financial provision to deal with matters arising from any proceedings.
  - iii) To consider and approve, in consultation with the Treasurer, provision of indemnity and/or insurance to individual staff of the PCC in accordance with appropriate statutory provisions and Home Office guidance.
  - iv) The financial management responsibilities of the Chief Executive as set out in the Financial Regulations.
  - v) To appoint, in consultation with the PCC, staff in the OPCC.
  - vi) To affix the common seal of the PCC to all relevant contracts, agreements or transactions, where sealing is necessary.



- vii) To respond to formal consultations (eg. by central government) on proposals affecting their PCC, if necessary, after first taking the views of the PCC, the Treasurer and/or their Chief Constable, as necessary and appropriate.
- viii) To obtain legal or other expert advice and to appoint legal professionals either internally or externally whenever this is considered to be in the PCC's best interests in the exercise of his/her functions.
- ix) To determine any reimbursement of exceptional expenses of the PCC in accordance with regulations.

## **Treasurer of the Police and Crime Commissioner**

3A.9 The Treasurer is appointed by the PCC as the CFO of the PCC under paragraph 6(1)(b).

- a. As the Treasurer to the PCC the post-holder has a statutory responsibility to manage the PCC's financial affairs in accordance with Sections 112 and 114 of the Local Government Finance Act and the Accounts and Audit Regulations (as amended).
- b. The Treasurer is the PCC's professional adviser on financial matters and has the general duties to:
  - i) Provide financial advice to the PCC on all aspects of its activity including the strategic planning and policy making process.
  - ii) Assist the PCC in seeking to obtain the best value for money.
  - iii) Advise the PCC on financial probity.
  - iv) Ensure accurate, complete and timely financial management information is provided to the PCC, and the Chief Constable upon request.
  - v) Give assistance in providing safe and efficient financial arrangements.
  - vi) Advise, as appropriate, in consultation with the Chief Executive the CFO on the safeguarding of assets, including risk management and insurance.
  - vii) Advise on budgetary matters including any consequential long term implications.

- c. The Treasurer is responsible for the proper administration of the PCC's financial affairs.
- d. The Treasurer has statutory duties to:
  - i) Make a report and send it to the PCC, each member of the Police and Crime Panel and the external auditor if it appears to the Treasurer that the PCC, a person holding any office or employment under the PCC or a joint committee on which the PCC is represented has made or is about to make a decision which involves or would involve the PCC incurring expenditure which is unlawful; or has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the PCC or is about to enter an item of account the entry of which is unlawful.
  - ii) Make a report and send it to the PCC, each member of the Police and Crime Panel and the auditor if it appears to the Treasurer that the expenditure of the PCC incurred (including expenditure he/she proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to the PCC to meet that expenditure.
  - iii) Prior to the report being sent it is expected the Treasurer will consult the CIPFA guidance.
- e. The Treasurer also has responsibility for the following:
  - i) Ensuring the financial affairs of the PCC are properly administered and financial regulations are observed and kept up to date.
  - ii) Ensuring regularity, propriety and value for money in the use of public funds.
  - iii) Ensuring the funding required to finance agreed programmes is available from central government, precept, other contributions and recharges.
  - iv) Advising the PCC on the robustness of the budget and adequacy of financial reserves.
  - v) Ensuring production of the statements of account of the PCC.
  - vi) Ensuring receipt and scrutiny of the statements of account of the Chief Constable and ensuring production of the group accounts.
  - vii) Advising on the appointment of an External Auditor in consultation with the CFO.

- viii) Advising the PCC on the application of value for money principles by the Force to support the PCC in holding the Chief Constable to account for efficient and effective financial management.
  - ix) Ensure a Reserves Strategy is produced and approved before the start of each financial year.
  - x) Ensure a Treasury Management Strategy is produced and approved before the start of each financial year supported by a mid-year report and annual report at year end.
  - xi) Ensure a Capital Strategy is produced and approved before each financial year
  - xii) To adhere to the Financial Management Code of Practice.
- f. Further financial management responsibilities of the Treasurer can be found in the Financial Regulations (Part 3C) of the Code of Corporate Governance.

## Chief Constable

3A.10 The Chief Constable is appointed under Section 38 of the PRSRA and is responsible for maintaining the King's Peace. The Chief Constable is accountable for the exercise of police powers and is operationally independent of the PCC. The Chief Constable is accountable to the PCC for the delivery of efficient and effective policing, and the management of resources and expenditure by the police Force.

- a. The Chief Constable has the following responsibilities set out in the PRSRA:
  - i) To exercise direction and control over the police Force in such a way as is reasonable to assist the PCC to exercise the PCC's functions.
- b. The Chief Constable also has responsibility for the following functions:
  - i) Having ownership of specified assets held by the Chief Constable for the use of the Chief Constable and the Force and taking decisions on the acquisition and disposal of those assets.
  - ii) Monitoring of arrangements for insurance of assets used by the PCC and the Chief Constable.
  - iii) Managing the budget allocated to the Chief Constable by the PCC.

- iv) Dealing with claims made directly against the office of Chief Constable or his/her officers and staff.
- v) To enter into contracts on behalf of services, suppliers and works for the Chief Constable and the Force. All such contracts will be compliant with standing orders and procurement legislation for services
- vi) Preparing and approving risk management arrangements for the Force.
- vii) Maintaining the Force corporate risk register.
- viii) Maintaining the Force business area risk registers.
- ix) Ensuring the administration of the pension schemes for police officers and police staff.
- x) Ensuring that a Police Pension Board is established and maintained.
- xi) Appointing officers and determining ranks. The Chief Constable must consult the PCC before appointing a person as an Assistant Chief Constable or a Deputy Chief Constable.
- xii) Dismissing and suspending police officers and discharging probationers.
- xiii) Determining remuneration, allowances, redundancies and gratuities for staff.
- xiv) Approving the Retirement of police officers and police staff on grounds of ill health or in the interests of the service.
- xv) Approving the secondment of police officers and police staff.
- xvi) Approval of police officer and police staff visits to countries outside the United Kingdom in duty time.
- xvii) Managing service contracts relating to the service budget of the Chief Constable.
- xviii) On request to the Chief Constable providing support services to the PCC.
- xix) Employment of police staff.
- xxi) The Chief Constable shall on request by the PCC produce a report providing details of the condition of the assets used by the

PCC and the Chief Constable and the arrangements for insurance of them.

### **The Chief Constable's Chief Finance Officer (CFO)**

3A.11 The Chief Constable must appoint a CFO under paragraph 6(1)(b) of Schedule 1 to the PRSRA.

- a. The CFO is appointed by the Chief Constable to manage the Force's financial affairs in accordance with Sections 112 and 114 of the Local Government Finance Act and the Accounts and Audit Regulations.
- b. The CFO is responsible for the proper administration of the Chief Constable's financial affairs.
- c. The CFO has statutory duties to:
  - i) Make a report and send it to the Chief Constable and the PCC and the external auditor if it appears to the CFO that the Chief Constable, a committee of the Chief Constable, a person holding any office or employment under the Chief Constable, or a joint committee on which the Chief Constable is represented has made or is about to make a decision which involves or would involve the relevant Chief Constable incurring expenditure which is unlawful; has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Chief Constable; or is about to enter an item of account the entry of which is unlawful.
  - ii) Make a report and send it to the Chief Constable and the PCC and the external auditor if it appears to the CFO that the expenditure of the Chief Constable incurred (including expenditure he proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to the Chief Constable to meet that expenditure.
  - iii) Prior to the report being sent it is expected the CFO will consult the CIPFA guidance.
- d. The CFO also has the following responsibilities:
  - i) Ensuring the financial affairs of the Force are properly administered and the Financial Regulations are observed and kept up to date.
  - ii) Advising the Chief Constable on value for money in respect of all aspects of the relevant police Force's expenditure.

- iii) Advising the Chief Constable on the soundness of the budget in relation to the Force.
  - iv) Liaising with the external auditor.
  - v) Ensuring adequate insurance cover is arranged in liaison with the Treasurer.
  - vi) Producing statements of accounts for the Chief Constable.
  - vii) Providing information to the Treasurer as required to enable production of group accounts.
  - viii) To manage the joint financial IT system on behalf of the OPCC and the Chief Constable in consultation with the Treasurer and to be responsible for the integrity of the computerised records and ensuring that all accounting records are maintained in accordance with legislation.
  - ix) To adhere to the Financial Management Code of Practice.
- e. Further financial management responsibilities of the CFO can be found in the Financial Regulations (Part 3C) of the Code of Corporate Governance.

## **Asset Schedule**

Assets held by the Police and Crime Commissioner for the use of the Chief Constable

- Land and Buildings including:
  - Freehold buildings
  - Enhancements to leasehold buildings

Assets held by the Police and Crime Commissioner for the use of the Police and Crime Commissioner

Furniture, ICT equipment, stocks and any other short life assets required for the operation of the Office of the Police and Crime Commissioner

Assets held by the Chief Constable for the use of the Chief Constable

- Vehicles
- Boats
- Bicycles
- IT Infrastructure including:
  - Desktops
  - Servers, storage and all related hardware
  - Capitalised software
- IT personal usage (mobiles/Blackberries/laptops)
- Body worn video
- Firearms and ammunition
- Drones
- Cameras
- Uniforms
- Airwave handsets and related software
- Stock including:
  - Vehicle parts
  - Fuel included in bunkers and in vehicles
- Scientific equipment
- Personal protective equipment, for example, body armour, tasers etc.
- Furniture and fittings
- Gym equipment
- Reprographics equipment
- Advertising and promotional boards
- Canteen equipment
- Stores equipment
- Estates equipment
- Storage containers
- Custody attack/cell call system
- Interview recording equipment
- Road scanners for accident investigation

- Operational equipment
- ANPR equipment
- Trailers