LONDON FIRE COMMISSIONER

SCHEME OF GOVERNANCE

October 2026

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Updated July 2026

PART 1 – Code of Corporate Governance

Context

1. The London Fire Brigade ('the Brigade') provides the fire and rescue service for London. The Brigade is governed by the London Fire Commissioner (the 'Commissioner') which is a statutory corporation sole. This Scheme of Governance sets out the Commissioner's governance arrangements, as follows:

    - Part 1 – Code of Corporate Governance
    - Part 2 – Standing Orders relating to Business set out the Commissioner's formal rules for the conduct of business.
    - Part 3 – Standing Orders relating to Procurement set out the Commissioner's formal rules for the purchase of works, goods, and services
    - Part 4 – Delegations to Officers set out the decisions reserved to the Commissioner and those decisions delegated by the Commissioner to Officers
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Changes to the Scheme of Governance

2. Substantive changes to the Scheme of Governance are reserved to a decision of the London Fire Commissioner upon a report prepared by the Monitoring Officer.

    The Monitoring Officer shall have power to amend the Scheme of Governance:
    i. to correct errors;
    ii. to comply with any statutory requirement;
    iii. to reflect organisational changes;
    iv. make non-contentious and/or minor amendments;

    In the event that the Monitoring Officer makes any such amendment(s) to the Scheme of Governance, he or she must notify the Commissioner's Board at the first reasonable opportunity .

3. The Commissioner was created under the Greater London Authority Act 1999, following changes brought in by the Policing and Crime Act 2017, which makes them one of the ***functional bodies*** of the GLA. Consequently:

    - the Mayor of London (the 'Mayor') holds the Commissioner to account for the exercise of the Commissioner's functions
    - the Commissioner's budget is set by the Mayor
    - the Mayor can give guidance and directions to the Commissioner as to the exercise of the Commissioner's functions
    - the London Assembly scrutinises the actions of the Commissioner through their Fire Committee
    - the Commissioner must have regard to various strategies which the Mayor is required by law to produce
    - the Mayor requires the Commissioner to address certain policy concerns and to work co-operatively with the other functional bodies.

4. The Commissioner is the ***Fire and Rescue Authority*** for Greater London under the Fire and Rescue Service Act 2004. In this capacity, the Commissioner:

- must ensure that the Brigade is efficient and effective
- has a direct and close relationship with the Home Office, the Ministry of Housing, Communities and Local Government and the Cabinet Office, as the government service responsible for fire and rescue services, resilience capabilities and local authorities' resilience arrangements, as well as other government services regarding its fire prevention function
- must fulfil other statutory functions of the fire and rescue authority.

Organisational structure

5. The Commissioner is supported by five Directors. These officers meet regularly with the Commissioner as the Commissioner's Board ('CB'). Beneath Commissioner's Board exists a suite of Themed Boards, attended by Directors and other senior officers as appropriate, and an Audit Committee comprised of independent persons. Their collective purpose is to provide the Commissioner with the necessary assurances that the Brigade's strategic priorities are being delivered and achieve intended outcomes.

6. Many responsibilities of the Commissioner are undertaken through Delegated Decisions taken by senior officers – Directors and Heads of Service. The delegations to these officers are set out in Part 4 of this Scheme.

7. The Commissioner has statutory officers who have specific duties to ensure the good governance of the body corporate:

    - The **Head of Paid Service** is responsible for reporting to the Commissioner on the co-ordination of the discharge of functions, the numbers and grades of staff required and their organisation, appointment and management. The Commissioner is required to consider any such report within three months of receiving a copy of it.

    - The Section 127 Officer ('**Chief Finance Officer**') of the Greater London Authority Act 1999 reports to the Commissioner on the proper administration of financial affairs and specifically if it appears that the Commissioner or a person holding any office or employment under the Commissioner: (a) has made or is about to make a decision which involves or would involve the Commissioner incurring expenditure which is unlawful, (b) 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 Commissioner, or (c) is about to enter an item of account, the entry of which is unlawful. The Section 127 Officer is also required to report to the Commissioner if it appears that the expenditure of the Commissioner incurred (including expenditure proposed to be incurred) in a financial year is likely to exceed the resources (including sums borrowed) available to the Commissioner to meet that expenditure. The Section 127 Officer must send a copy of the report to the Mayor of London and to the Chair of the London Assembly.

    - The **Monitoring Officer** is responsible for monitoring the business of the Commissioner and reporting to the Commissioner upon any unlawful proposals, decisions omissions or actions, by the Commissioner or by anyone holding office or employment under the Commissioner. The Monitoring Officer is also responsible for reporting to the Commissioner any maladministration on the part of the Commissioner or by anyone holding office or employment under the Commissioner that is the subject of a report issued by the Local Government Ombudsman. The Commissioner is required to consider the Monitoring Officer's report within three months of receiving a copy of it.

In addition, the Commissioner may appoint a statutory **Deputy London Fire Commissioner** who may exercise any or all the powers and duties of the Commissioner:

- during any absence, incapacity or suspension from duty of the Commissioner,
- during any vacancy in the office of the Commissioner but not for a continuous period of three months or more without the consent of the Mayor, or
- at any other time, with the consent of the Commissioner but not for a continuous period of three months or more without the consent of the Mayor.

Principles of good governance

8. The Commissioner has adopted the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government* which sets out the core principles on which effective governance should be built. These are:

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- Ensuring openness and comprehensive stakeholder engagement
- Defining outcomes in terms of sustainable economic, social, and environmental benefits
- Determining the interventions necessary to optimise the achievement of the intended outcomes
- Developing the entity's capacity, including the capability of its leadership and the individuals within it
- Managing risks and performance through robust internal control and strong public financial management
- Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

9. This Scheme of Governance incorporates the core good governance principles in a way that is relevant to the Commissioner's role and responsibilities. It also sets out the arrangements for reviewing how effective the Commissioner is in following them.

10. The way in which the Commissioner puts each of the core principles of good governance into practice and its proposals to enhance its governance arrangements are set out below.

11. In **executing a strategy for London in relation to its core functions**, the Commissioner will:

- explicitly state in their Community Risk Management Plan (Your London Fire Brigade) how an effective and efficient fire and rescue service is being provided for London
- develop and implement specific strategies and action plans appropriate to their functions
- maintain and develop partnerships at borough and pan-London levels
- operate a performance, risk and assurance management framework ensuring that the information needed to scrutinise service delivery is effectively and regularly available
- support, and appropriately resource, the Commissioner's statutory officers
- have regard to the statutory powers and duties of their officers when making decisions
- be innovative in exercising available powers for the benefit of the people of London
- produce an Annual Statement of Assurance detailing their adherence to these principles, which is submitted to the Mayor of London and the London Assembly's Fire Committee
- collaborate with other emergency services.

12. Ensuring that officers work within **clearly defined functions and roles**, the Commissioner:

- defines the responsibilities of staff through clear job descriptions, monitoring and managing the performance of their staff
- defines performance indicators against which performance is regularly monitored by officers and are the subject of regular report to and scrutiny by the London Assembly
- demonstrates best practice in their financial management and procurement through compliance with and regular reviews of their Standing Orders, financial regulations and procurement policies
- through the activities of the Section 127 Officer, ensures the financial scrutiny of proposed actions and the management of an annual programme of audits.

13. Upholding high standards of **conduct and behaviour**, the Commissioner:

- adopts a set of values which are communicated through initiatives such as staff briefings
- expects senior officers to set a tone for the organisation of openness, support, good communication and respect
- continues to ensure that equality, diversity and inclusion strategy drives best practice and is integral to how the organisation and their staff conduct business
- ensures staff interests and offers of gifts and hospitality to staff are available to be scrutinised through easily accessible registers
- ensures standards and expectations of staff are set and enforced through Brigade policies
- works with the GLA and other functional bodies to maintain common standards of ethical governance in accordance with the GLA Group's Corporate Governance Framework Agreement
- maintain effective policies and procedures on whistle-blowing, compliments, complaints and conflicts of interest, ensuring effective, transparent and accessible arrangements are in place for their management.

14. Taking **robust, accountable and transparent decisions**, which are subject to effective scrutiny and risk management, the Commissioner will:

- ensure that informed decisions are taken, based on the correct and sufficient information that has been subject to appropriate due diligence and impact assessments
- ensure robust systems for identifying and managing corporate risks are in place, including the regular review of the Corporate Risk Register by Theme Boards and the Commissioner's Board and regular reporting of significant risks for scrutiny by the London Assembly
- maintain a statutory publication scheme, ensuring access to information in accordance with the Freedom of Information legislation and refusing access to information only where the public interest in doing so clearly outweighs the public interest in granting access
- acknowledge the scrutiny role of the London Assembly by supporting the Mayor and Deputy Mayor in responding on scrutiny issues and attending the Assembly's appropriate committee as required
- consult on relevant plans, policies and proposals and take account of the results of that consultation in taking decisions
- ensure that as much of its formal business as possible is published and that members of the public can ask questions or raise matters of concern
- ensure good practice in workplace equality and diversity.

Assuring the governance arrangements

15. Each year the Commissioner validates their governance arrangements by preparing an Annual Governance Statement for submission to the external auditor upon the closure of the annual accounts. The Statement must include commentary on the effectiveness of the governance framework, including the system of internal control and an evaluation of performance against this Code. In addition, the Code itself will be reviewed against the CIPFA/SOLACE framework, notable practice identified elsewhere and any subsequently produced standards or regulatory guidance. Any actions required to address identified failings or areas for improvement will be included the Annual Governance Statement action plan.

PART 2 – Standing Orders Relating to Business

1. Commissioner's Decisions

1.1 Commissioner's Decisions will be taken on the recommendation of, and following consideration of, a report of a Director or Head of Service.

1.2 Reports recommending a Commissioner's Decision will be published on the Commissioner's website five clear working days before the report is considered for decision. This Standing Order will not apply where the General Counsel determines that an earlier decision is required to protect the interests of the Commissioner, the community or any members of it.

1.3 Commissioner's Decisions will be published not later than the third working day after the decision is taken.

1.4 The publication requirements set out in Standing Orders 1.2 and 1.3 will not apply to any report or decision containing information which in the written determination of the General Counsel is exempt from disclosure under freedom of information or other legislation. In such cases, and wherever possible, a summary of the report and decision will be published.

2. Execution of Documents

2.1 The Seal and electronic Seal of the Commissioner shall be kept in the control of the General Counsel.

2.2 The General Counsel will execute and affix the seal, either by hand or electronically, to any document which is required to be sealed to give effect to a Commissioner's Decision. The General Counsel will attest the fixing of the seal with their signature or electronic signature This signature or electronic signature will be a full and sufficient certificate that the document has been duly and validly sealed in compliance with the Standing Orders of the Commissioner.

2.3 The General Counsel may execute as a deed under their hand or seal or electronic seal or sign any document required to give effect to a Commissioner's Decision.

2.4 The General Counsel may authorise in writing officers of the General Counsel's Department to exercise on their behalf the functions set out in Paragraphs 2.2 and 2.3 of the Standing Orders Relating to Business.

2.5 All Contracts with an estimated value exceeding £500,000 or which is complex or unusual, must be executed as deeds unless the General Counsel's Department agrees otherwise. This is designed to ensure a limitation period of 12 years, rather than 6 to commence legal proceedings for any breach of Contract. Such Contracts should be sent to the General Counsel's Department together with the sealing and signing form.

2.6 Except for the provisions in Table 2 of Part 3 (Procurement Standing Orders), Directors, Head of Service and other officers nominated by Directors may sign any document related to matters for which they are responsible and required to give effect to a Commissioner's or delegated decision.

3. Privacy of documents

3.1 Where information is exempt under legislation or otherwise, from disclosure by the Commissioner, the General Counsel may:

- decide which documents or parts of documents should not be published
- mark such documents in accordance with the Commissioner's Protective Marking Scheme.

3.2 The General Counsel will remove the markings, when they are no longer required, from all or part of the document.

4. Waiver of Standing Orders

4.1 Following consultation with the General Counsel, any provision of these Standing Orders Relating to Business may be waived, suspended or amended by a Commissioner's Decision.

PART 3 – STANDING ORDERS RELATING TO PROCUREMENT

1. Purpose

1.1. The purpose of these Procurement Standing Orders ('PSOs') is to ensure that the Commissioner's procurement activities:

1.1.1. Comply with relevant laws relating to procurement and spending public money;

1.1.2. Ensure Best Value is achieved;

1.1.3. Ensure appropriate market competition through fair and transparent sourcing; and

1.1.4. Protect the business and reputational interests of the Commissioner through robust contracting and Contractor management.

1.1.5. PSOs must be complied with at all times. Non-compliance may be grounds for disciplinary proceedings under the Commissioner's disciplinary policy.

1.1.6. These PSOs are subject to the London Fire Commissioner Governance Direction 2018 which must be complied with in addition to any process or decision-making set out here.

2. The Regulations

2.1. Public sector procurement is a regulated sector, governed by the Procurement Act 2023 ('PA2023'). All officers are responsible for complying with the requirements of the PA2023. Further advice is available from Procurement and Commercial Services.

3. Scope

3.1. These PSOs apply to the procurement of, and award of contracts for all goods, works or services, except those in paragraph 3.3 below.

3.2. Contracts with a Contract Value of less than £30k are only in scope of PSO5.

3.3. The following contracts are not subject to these PSOs:

3.3.1. Contracts for the acquisition or lease of land and/or real estate;

3.3.2. Employment contracts for the employees of the Commissioner; and

3.3.3. Contracts for legal services or advice in contemplation of legal proceedings.

3.3.4. Any other Goods, Works and Services exempt by the Regulations (PA2023).

4. Estimating the Contract Value

4.1. The Contract Value must be based on the full duration that the requirement may be needed including any contract extension terms and should include VAT at the prevailing rate.

4.2. If the duration of a contract requirement is unknown, the estimate should be based on the estimated monthly value of the contract over 48 month (four year) period.

4.3. When calculating the Contract Value, it must not be:

4.3.1. estimated at a value as to deliberately avoid the application of the PA2023 or PSOs; or

4.3.2. subdivided into multiple contracts to avoid the application of the PA2023 or PSOs.

4.4. PSO 4.3 applies to all Purchases regardless of value.

5. General principles

5.1. When procuring, or proposing to procure, officers must:

5.1.1. comply with all legal requirements, including the PA2023 and the applicable Standing Orders contained within this Scheme of Governance;

5.1.2. ensure that impartiality is maintained and shown to be maintained;

5.1.3. ensure that no Contract is awarded unless it provides Best Value to the Commissioner having regard to a combination of economy, efficiency and effectiveness;

5.1.4. ensure that procurements identified as novel, contentious or repercussive are given the appropriate level of governance regardless of value;

5.1.5. ensure that Contractors are managed in accordance with Contract provisions, and that requisitions and purchase orders are raised in accordance with that Contract; and

5.1.6. ensure that all procurements and contract management are carried out in a proportionate manner.

6. Competition Thresholds

Table 1

SUPPLY OF WORKS/GOODS/SERVICES						
Purchase Value Range (all values include VAT where applicable)	**Quotation or Tender**	**Number Required**	**Written Evidence Required?**	**Business Case Required?**	**PA2023 Compliant Procurement Procedure?**	**DM Governance Process Required?**
Purchases between £0 and £1,000	Not Required	0	No	No	No	No
Purchases between £1,001 and £29,999	Quotation	Minimum 3 Requested	Yes (Spend Approval Form)	No	No	No
Purchases between £30,000 and £149,999	Tender / Request for Quotation	Minimum 3[1]	Yes (Request to Purchase)	Dependent on requirement	No	No (unless novel, contentious or repercussive)
Purchases of £150,000 and over	Tender facilitated by Procurement Team	Dependent on procedure	Yes (Request to Purchase)	Yes	Yes (dependent on PA2023 thresholds)	Yes

[1] Where the purchase is made via a compliant framework the minimum number of tenders/quotes will be in line with the relevant framework procedure

6.1. Purchases up to £30,000

6.1.1. Purchases up to £1,000 does not require a competitive process therefore will not require any supporting documentation.

6.1.2. Purchases up to £30,000 will be approved by the budget holder. An approval form will be completed and stored in a central location for audit purposes, along with any supplementary documentation such as email quotations, catalogue entries etc. The Head of Service is responsible for ensuring compliance with this process.

6.2. Purchases between £30,000 and £149,999

6.2.1. Purchases between £30,000 and £149,999 will be managed by an online form with approval for procurement granted by the Assistant Director Procurement and Commercial or their Delegated Authority. The Budget holder for the purchase requestor will need to complete the relevant part of the form prior to any procurement activity or market engagement. Contract Award will be in line with Section 12 of these PSOs. The Head of Service is responsible for ensuring compliance with this process. The information requested will include:

- A description of the need e.g. the works, goods or services required
- Confirmation of the approved budget allocated to the request to purchase
- Whether the purchase is considered to be novel, contentious or repercussive (in this event the Head of Service must confirm that a report has been drafted in line with the required governance process for submission to the Deputy Mayor's Fire Board (DMFB).

6.2.2. The subsequent purchase will be managed via a Request for Quotation (RFQ) procedure, or an Invitation to Tender (ITT) procedure dependent on the value, complexity and risk profile of the purchase. The relevant Procurement Lead will support this procedure to contract award. All purchases will include the LFB standard contract terms or appropriate alternative as agree by the Head of Category in collaboration with General Counsel.

6.3. Purchases of £150,000 or greater

6.3.1. Purchases of £150,000 or greater will be managed via an online form with approval for procurement granted by the Assistant Director, Procurement and Commercial or their Delegated Authority. The mandate to proceed will be managed via an online form. The Budget Holder for the purchase requestor will need to complete the relevant part of the form prior to any procurement activity or market engagement. Contract Award will be in line with Section 12 of these PSO's. The Head of Service is responsible for ensuring compliance with this process. The information requested will include:

- A description of the need e.g. the works, goods or services required
- Confirmation of the approved budget allocated to the request to purchase
- Whether the purchase is novel, contentious or repercussive
- Confirmation that a report has been drafted in line with the required governance process for submission to DMFB.

7. Governance

7.1. It is proposed that oversight of the decision to procure for procurement requests of £150,000 or more and/or that are novel, contentious or repercussive will be taken by the Director for Corporate Services via the relevant board (e.g. Investment and Finance Board,) and Commissioners Board prior to submission to DMFB.

8. Roles and responsibilities

8.1. Compliance with PSO's is necessary to ensure the correct delegations of authority between financial budget authority, procurement authority and contract signature authority.

Procurement and Commercial Services

8.2. Procurement and Commercial Services are responsible for the oversight of all procurements that are subject to these PSOs. Procurement and Commercial Services are responsible for:

8.2.1. Managing all procurement activities over £30K and advising on the procurement process;

8.2.2. Providing commercial contract management advice and support;

8.2.3. Managing contract management arrangements for Strategic Contracts;

8.2.4. Overseeing that purchase orders are placed in accordance with Contract payment schedule and any applicable procurement regulations;

8.2.5. Maintaining a list of Contracts in accordance with the requirements stated within the Transparency Code;

8.2.6. Quality controlling procurement documentation and advising of market readiness. The relevant project board are responsible approval to go to market;

8.2.7. Deciding which route to market will likely provide a Best Value outcome.

Lead Client Officer (LCO)

8.3. It is the responsibility of Lead Client Officer (LCO) to ensure the following actions are fulfilled in a timely and sufficient manner:

8.3.1. Initiating procurements, contract extensions and subsequent re-tendering of a Contract by submitting an online Procurement Request Form for approval in line with the processes set out under Paragraph 6;

8.3.2. Ensuring stakeholders are engaged appropriately in all contract strategies and contract awards;

8.3.3. Budget management of the procurement and their contracts;

8.3.4. Ownership and approval of the contract specification, ensuring it is fit for purpose, including performance management and identification of performance measures, and securing the Delegated Specification Approval (DPA) for market release. Procurement and Commercial Services will support and advise on commercial aspects of the specification;

8.3.5. Arranging for adhering to the governance process for approval of contract as per table 1 in PSO 6;

8.3.6. Providing selection criteria and award criteria, with weightings, for the Contract Award process; and

8.3.7. Ensuring that requisitions are raised in accordance with the Contract payment schedule and securing the Delegated Financial Authority (DFA) from the budget holder and receipting Purchase Orders in accordance with the contract delivery requirements.

8.3.8. Providing the procurement lead with a copy of the delegated authority documentation in relation to the procurement.

8.3.9. Management of all contracts in line with clause 14.

8.4. The LCO and Procurement and Commercial Services are jointly responsible for working collaboratively to develop the Contract Documentation and ensure it is fit for purpose

9. Contracts register

9.1. The Assistant Director, Procurement and Commercial is responsible for holding and maintaining a register of all current Contracts and future Contracts for which a Procurement Request Form has been submitted.

10. Waivers

10.1. Where an LCO requests to waive a competitive procurement process, approval must be sought from the Assistant Director Procurement and Commercial if the Contract Value is under the PA2023 Threshold.

10.2. If the Contract Value is in excess of the PA2023 Threshold, approval to waive a competitive procurement process must be sought from the Assistant Director of Procurement and Commercial Services, in consultation with the General Counsel. Permission will only be granted if the criteria stated in PA2023 regarding a non-competitive procurement procedure apply:

10.2.1. where no tenders, no suitable tenders, no requests to participate or no suitable requests to participate have been submitted in response to an open procedure or a restricted procedure, provided that the initial conditions of the contract are not substantially altered;

10.2.2. where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons:—

(i) the aim of the procurement is the creation or acquisition of a unique work of art or artistic performance,

(ii) competition is absent for technical reasons,

(iii) the protection of exclusive rights, including intellectual property rights,

but only, in the case of paragraphs (ii) and (iii), where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement;

10.2.3. insofar as is strictly necessary where, for reasons of extreme urgency brought about by events unforeseeable by the contracting authority, the time limits for the open or restricted procedures or competitive procedures with negotiation cannot be complied with.

10.3. Approval in accordance with Paragraph 10.2 above, must be granted prior to commencement of any commercial engagement with the Contractor.

10.4. All other PSOs will apply including the requirement to acquire Procurement Initiation consent and Contract Award consent.

11. Responsible Procurement

11.1. Appropriate Responsible Procurement requirements must be included within all Procurement Documents to fulfil the requirements of the Responsible Procurement Policy.

12. Contract Award

12.1. Prior to the award of any Contract, approval to award must be granted by the appropriate delegated authority.

12.2. When the evaluation of tenders is complete, the successful Contractor has been identified and approval to award has been granted, Procurement and Commercial Services will issue correspondence to the successful and unsuccessful Contractors.

13. Contract Execution

13.1. Where provision to extend a contract exists Procurement and Commercial Services, in consultation with General Counsel, will draft and issue the appropriate Contract documentation to the appointed Contractors.

13.2. Contracts will be executed in accordance with Standing Order 2 of Part 2.

Table 2

Purchase Value Range (all values include VAT where applicable)	**Contract Form**	**Execution Method**
Purchases between £0 and £1,000	Purchase Order Agreement created via the Authority's Finance & Purchasing System	No Signature required
Purchases between £1,001 and £29,999	Purchase Order Agreement created via the Authority's Finance & Purchasing System	No Signature required
Purchases between £30,000 and £149,999	Purchase Order Agreement created via the Authority's Finance & Purchasing System	No Signature required
	Formal Contract Executed under signature	Executed by General Counsel or Assistant Director, Procurement & Commercial
Purchases of £150,000 and over	Formal Contract Executed under signature	Executed by General Counsel or Assistant Director, Procurement & Commercial
	Formal Contract Executed as a Deed (for all contracts where the value exceeds £500k)	Executed under Seal by General Counsel.

13.3. Prior to a contract being awarded, contract award consent must be granted. Approval of such an award is in accordance with the below:

13.3.1. Less than £100,000- Head of Service

13.3.2. Less than £150,000- Director Approval or Assistant Director, Procurement and Commercial

13.3.3. Greater than £150,000- Commissioner's Decision

13.4. If the contract is £150,000 or greater, a report will need to be submitted to the Commissioner via the LFC governance process. This will involve taking a report to the appropriate Directorate Board(s) followed by the Commissioner's Board, the Mayoral Delivery Board (MDB) and DMFB.

13.5. Where the value of the Contract Value exceeds £500k, the contract must be executed as a Deed unless the General Counsel's Department agrees otherwise.

13.6. Where a Contract is to be a non LFC form of contract General Counsel must be consulted prior to any agreement to accept terms and conditions.

13.7. Where a Contract is to be terminated prior to the contract term being concluded, the LFC signatory of the contract may terminate in consultation with General Counsel and the Lead Client Officer and in line with the contractual terms.

14. Contract Management

14.1. The Head of Service responsible for the Contract must:

14.1.1. ensure that effective management arrangements are in place to secure delivery of the Contract including performance against the Contract and Contract dispute resolution in collaboration with Procurement and Commercial.

14.1.2. after consultation with the Assistant Director Procurement and Commercial, Director for Corporate Services and the General Counsel as appropriate, deal with all matters arising from the management of the Contract including delays or claims by Contractors; and

14.1.3. provide Procurement and Commercial with an evaluation of the Contractor's performance when requested.

15. Contract Extensions

15.1. Contracts which have been subject to a PA2023 and PSO compliant procurement process and which contain an extension clause may be extended subject to Paragraph 17 of these PSO's. In the absence of the extension clause advice must be sought from Procurement and Commercial.

16. Variation of contracts

16.1. In the event that there is a change in the contract terms and conditions over the term of the agreement, including any change to the value, duration or scope of a contract, Procurement and Commercial Services must be consulted before any variation is agreed with a contractor.

16.2. This applies to all contracts where the total contract value is £30,000 or more, including contracts below £30,000 where the impact of applying the variation will mean that the resulting total contract value will be £30,000 or more.

16.3. Procurement and Commercial services in consultation with the client department and, where applicable, General Counsel will draft and issue the appropriate documentation to the Contractor

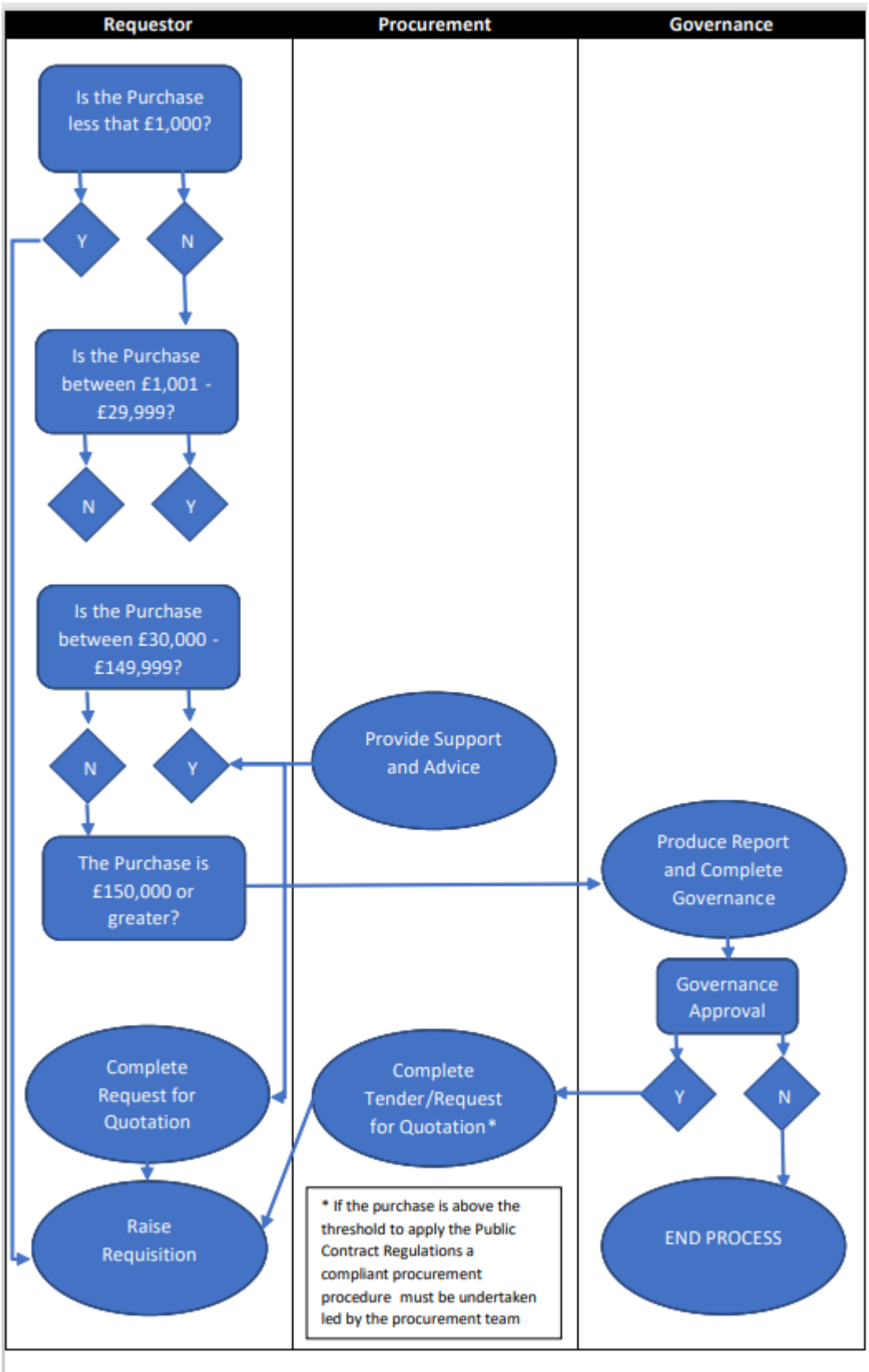
Table 3: Contract Change Ready Reckoner

			Compliance with PA2023		Compliance with LFC Standing Orders		
Contract Provisions	**Form of Change**	**Materiality**	**Permitted by PA2023**	**Notice of Publication Required**	**Value of the Change**	**Included in the Current Budget**	**Approval Required**
The Contract includes change Provisions and was set out in the Original Procurement Notice	Major Change	Potential for change Included in the Original Notice	**Yes**	**Yes* (depending on value)**	<£10k	Yes	Head of Service/or Delegated Manager
					>£10k<£150k	Yes	Head of Service/or Delegated Manager
					>£150k	Yes	Head of Service/or Delegated Manager
					<£10k	No	Director/Assistant Director Procurement
					>£10k<£150k	No	Director/Assistant Director Procurement
					>£150k	No	LFC
		Not included in the Original Notice <50% of Value	**Yes**	**Yes**	<£10k	Yes	Director/Assistant Director Procurement
					>£10k<£150k	Yes	Director/Assistant Director Procurement
					>£150k	Yes	LFC

			Compliance with PA2023		Compliance with LFC Standing Orders		
Contract Provisions	**Form of Change**	**Materiality**	**Permitted by PA2023**	**Notice of Publication Required**	**Value of the Change**	**Included in the Current Budget**	**Approval Required**
					<£10k	No	Director/Assistant Director Procurement
					>£10k<£150k	No	Director/Assistant Director Procurement
					>£150k	No	LFC
		Not included in the Original Notice >50% of Value	**No**	**N/A**	N/A		
		The need for change could not have been foreseen and is less than 50% of the value	**Yes**	**Yes* (depending on value)**			
	Minor Change	Does not exceed 10% of the contract, nature of the contract or breach any thresholds	**Yes**	**No**			
The Contract does not include Change provision and No provisions were made in the Procurement Notice	Major Change	Not included in the Original Notice <50% of Value	**Yes**	**Yes**			
		Not included in the Original Notice >50% of Value	**No**	**N/A**			

			Compliance with PA2023		Compliance with LFC Standing Orders		
Contract Provisions	**Form of Change**	**Materiality**	**Permitted by PA2023**	**Notice of Publication Required**	**Value of the Change**	**Included in the Current Budget**	**Approval Required**
		The need for change could not have been foreseen and is less than 50% of the value	**Yes**	**Yes**			
	Minor Change	Does not exceed 10% of the contract, nature of the contract or breach any thresholds	**Yes**	**No**			
Is there a Supplier Change	Company	May require novation of contract rights	**Yes**	**Yes**			

1. Procurement Purchase Process Overview



APPENDIX 2

SPEND APPROVAL FORM

Description of purchase:			
Purchase Price			
£			
Supporting evidence provided:	**Supplier Quote ☐ Catalogue Entry ☐ Other (Please Describe) ☐**		
Budget Holder Name		**Job Title**	
Signature		**Date of Signature**	

APPENDIX 3

DEFINITIONS – GLOSSARY OF TERMS

In this Scheme of Governance, the following terms have the following meanings:

Term	Description
Award Criteria	The criteria used to identify the Most Economically Advantageous Tender on the basis of the best price / quality ratio. Award Criteria which must be assessed on the basis of criteria linked to the subject matter of the contract and must include the price or cost using a cost effectiveness approach.
Best Value	The duty imposed on the Commissioner by Part 1 of the Local Government Act 1999 and under which the Commissioner must seek continuous improvement in the way their functions are exercised, having regard to a combination of economy, efficiency and effectiveness and to the guidance issued by the Secretary of State and the Chartered Institute of Public Finance and Accountancy (and their successor bodies as the case may be) under Part 1 of the Local Government Act 1999.
Budget Holder	The member of staff responsible for managing a specific budget. This is often (but not always) the Head of Service.
Budget Provision	The amount identified in the Commissioner's budget for a particular purpose
Commissioner	The London Fire Commissioner created by under Part 6A S.327A(1) of the Greater London Authority Act 1999 by virtue of an amendment under S.9 of Schedule 2 of the Policing and Crime Act 2017
Commissioner's Decision	Non-operational decisions taken by: • the Commissioner or a statutory deputy appointed by the Commissioner under Section 112 of the Local Government Act 1972 and Schedule 27A of the Greater London Authority Act 1999 as fire and rescue authority • in accordance with Standing Order 1 of Part 2
Contract	Any agreement for the for the supply of works, goods or services to the Commissioner, including Framework Agreements, call off contracts made under a Framework Agreement and Land Transactions, but does not include employment contracts or contracts for legal services or advice in contemplation of legal proceedings.
Contract Award	The decision to award a contract of any value
Contract Award Consent	Approval to award a contract from the party that has the authority to do so (including delegated authority where appropriate)
Contract Extension	An extension to a contract term that is in line with the provision to extend within the contract.
Contractor	The other party or potential other party to a Contract.
Contract Payment Schedule	A schedule that forms part of the contract and sets out the timing, milestone triggers and payment amounts related to payment for the contract works, goods or services.
Contract Requirement	A written statement of requirement(s) that forms part of the contracted works, goods or services. Usually set out in a contract schedule that forms part of the contract.
Contract Specification	Part of the procurement document set that describes the requirements and deliverables of the works, goods or services required under the contract, including but not limited to performance management,

	identification of performance measures and technical requirements
Contract Strategies	The strategy document that describes the background, procedure, methodology, assumptions and decisions related to a specific procurement project.
Contract Term	The duration of the Contract from Commencement date to End date, excluding extension options.
Contract Value	The estimated value of a Contract which shall be the total anticipated Purchases under that Contract including all options to extend the term, inclusive of VAT
Contracting Authority	The State, regional or local authorities, bodies governed by public law or associations formed by one or more such authorities or one or more such bodies governed by public law. LFB is a Contracting Authority.
Contractor Management	Management of the contract including but not limited to deliverables, service levels, performance measures and disputes.
Deed	A form of agreement enforceable without the need for consideration.
Delegated Authority	Authority to make decisions such as the award of contracts conferred by the person with inherent authority to another person in line with the scheme of delegation and/or governance process.
Delegated Decisions	Decisions delegated by the Commissioner to another person such as Directors and Heads of Service
Delegated Financial Authority	Authority to make financial decisions such as approval to Purchases against a budget conferred by the person with inherent authority to another person in line with the scheme of delegation and/or governance process.
Delegated Specification Approval	Authority to make contract specification decisions such as approval of functional requirements conferred by the person with inherent authority to another person in line with the scheme of delegation and/or governance process.
Framework Agreement	An agreement between one or more contracting authorities (bodies governed by public law) and one or more Contractors which establishes the terms governing call off contracts to be awarded during a given period, with regard to price and, where appropriate, the quantity envisaged.
Director(S)	The Commissioner's: • Deputy Commissioner (statutory) and Director for Preparedness and Response (Operational Delivery); • Deputy Commissioner and Director for Prevention and Protection; • Director for Corporate Services; • Director for Communications and Engagement; and • Director for People; and
Goods	The purchase, lease, rental or hire-purchase, with or without an option to buy, of products, whether or not the contract also includes, as an incidental matter, siting and installation operations
Head(s) Of Service	the Assistant Commissioners and Assistant Directors appointed to manage the following departments: • Prevention and Protection • Fire Stations • Operational Resilience and Control • Risk, Assurance, Strategy and Portfolio • Health and Safety • Operational Improvement

	• Data and Improvement • Learning and Development • Communications and Engagement • Finance • People Services • Procurement and Commercial Services • Property and Technical Support Services • General Counsel • Information and Communications Technology
Invitation To Tender (ITT)	The procurement document set related to a procurement project including but not limited to instructions to tenderers, evaluation criteria and methodology, statement of requirements and contract terms and conditions.
Lead Client Officer (LCO)	A senior officer designated by the relevant Head of Service, after consultation with the Assistant Director Procurement and Commercial, for the procurement of a Contract.
LFC Governance Process	The process of publishing a report to the appropriate Corporate Boards followed by the Commissioner's Board, the Mayoral Delivery Board (MDB) and Deputy Mayor's Fire Board for the purpose of achieving a governance decision, for example approval to delegate the award of a contract.
Market Competition	The act of publishing a procurement project to enable suppliers to submit a tender, thereby encouraging competition.
Market Readiness	The assessment of a particular market for works, goods and/or services including but not limited to the number of suppliers, maturity of service offer, political and environmental factors
Novel, Contentious Or Repercussive	A requirement that has any aspect that could be considered to be novel, contentious or cause repercussion and therefore needs to be given oversight via the LFC Governance Process.
PA2023 Threshold	The threshold values for Works, Goods and/or Services at which public procurement opportunities are subject to the full suite of regulations governing public contracts
Performance Management	Management of supplier performance in line with the performance measures and targets set out in the contract.
Performance Measures	The tools and method(s) used to measure supplier performance against the targets set out in the contract.
Procurement And Commercial Services	The department within LFB that supports the organisation to deliver procurement and commercial outcomes.
Procurement Documentation	The documents used in the procurement process including but not limited to the Invitation to Tender (ITT), the Specification, the evaluation methodology, the form of tender, the bid pricing template, the terms and conditions of Contract and Contract schedules.
Procurement Initiation Consent	The process described in PSO Part 3 Paragraph 6
Procurement Request Form	The Commissioner's internal online form seeking approval to initiate a new procurement in the process described in PSO Part 3 Paragraph 6
Project Board	The governance board set up to provide oversight of a specific procurement project.
Procurement Lead	Any member of the Procurement team designated to lead a procurement

Procurement Act 2023 (PA2023)	UK regulations in force from 28 October 2024 covering the purchase of Works, Goods or Services between one or more economic operators and one or more contracting authorities and having as their object the execution of works, the supply of products or the provision of services.
Public Contract Regulations 2015 (15)	UK regulations covering the purchase of Works, Goods or Services between one or more economic operators and one or more contracting authorities and having as their object the execution of works, the supply of products or the provision of services. By implication the term includes the Utilities Contracts Regulations 2016, Concession Contracts Regulations 2016 and the Defence and Security Public Contracts Regulations 2011 as applicable. These will apply to pre-existing contracts awarded prior to October 2024.
Purchase Orders	The order that describes the Works, Goods or Services purchased, volume and cost raised following approval of a requisition through the finance system.
Request For Quotation (RFQ)	A simple format procurement document set including but not limited to statement of requirements and contract terms and conditions that can be used when procuring Works, Goods or Services below the PCR Thresholds.
Responsible Procurement	A procurement methodology that considers factors such as sustainability and social value in line with the Responsible Procurement Implementation Plan
Responsible Procurement Policy	the Greater London Authority (GLA) group Responsible Procurement Policy adopted by the Commissioner as policy number 696
Route To Market	The method used to procure a procurement project, for example via an appropriate public sector framework
Scheme Of Governance	The rules and guidance concerned with the LFC Scheme of Governance
Selection Criteria	Selection criteria set out by a contracting authority in accordance with Public Contracts Regulation 58 for contracts initiated or awarded prior to 28/10/24
Services	The provision of services other than those referred to in the definition of "Works"
Sourcing	The act of procuring Works, Goods or Services
Specification	the description of the Works, Goods or Services being procured to meet the Commissioner's stated requirements.
Stakeholders	A person with an interest or concern in the procurement or commercial project or process
Standing Orders	the Standing Orders of the Commissioner, including the Procurement Standing Orders (Part 3).
Strategic Contracts	A contract that meets specific parameters including value, complexity and level of risk in order to be classified as Strategic. This is set by the relevant Head of Category
Transparency Code	The local government transparency code 2015, as amended from time to time, which sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published.
Weightings	A factor, for example a percentage or multiplier, applied to a scored element of the evaluation criteria in order to differentiate it in terms of relative importance to the overall evaluation model.
Works	Any of the following:— (a)the execution, or both the design and execution, of works related to one of the activities listed in Schedule 2 of the Public Contract Regulations*; (b)the execution, or both the design and execution, of a work*;

	(c)the realisation, by whatever means, of a work corresponding to the requirements specified by the contracting authority exercising a decisive influence on the type or design of the work *the outcome of building or civil engineering works taken as a whole which is sufficient in itself to fulfil an economic or technical function

PART 4 – DELEGATIONS TO OFFICERS OF THE LONDON FIRE COMMISSIONER

1. Introduction

1.1 The Commissioner delegates to Directors and Heads of Service, the functions set out in the Delegations to Officers in this Part 4 of this Scheme of Governance.

1.2 Directors and Heads of Service may nominate officers within their Directorate/ Department to act on their behalf in relation to delegations in Part 4 or specific delegations made by the London Fire Commissioner. Any such nomination does not prevent the Director, or Head of Service, who made the nomination from taking the decision themselves.

1.2 The Commissioner may make additional specific or general delegations from time to time.

1.3 The exercise of all functions delegated is subject to:

- The Standing Orders in Part 2 of this Scheme of Governance
- All decisions, policies, procedures, codes of practice and protocols adopted by the Commissioner (or the predecessor Authority to the extent that they remain relevant)
- Any expenditure falling within the Commissioner's approved budget
- The responsibility of staff appointed to management and supervisory posts to manage staff and resources
- Consultation with professional and operational officers, external advisers and the Commissioner's statutory officers as appropriate
- Consultation with staff and their representatives where appropriate.

1.3 Any delegated function may be exercised by the Commissioner.

1.4 Any function delegated to a Head of Service as set out in Appendix 1 may be exercised by the relevant Director.

1.5 Any delegations in this Scheme of Governance are intended to apply to those acting in that role on a temporary basis.

2. Delegations

2.1 The matters reserved to the Commissioner, and those matters delegated to officers are set out in **Appendix 1** – Scheme of Delegations to this Scheme of Governance.

PART 5 – APPOINTMENTS BY THE LONDON FIRE COMMISSIONER OF STATUTORY AND PROPER OFFICERS

1.1 Statutory Officers

Statutory Officer	Officer Appointed
Deputy London Fire Commissioner	Deputy Commissioner (Operational Delivery)
Head of Paid Service	Director for Corporate Services
Chief Finance Officer	Director for Corporate Services
Monitoring Officer	General Counsel

1.2. Proper Officers

Statutory Provision	Responsibilities	Officer Appointed
Section 115 Local Government Act 1972	Taking receipt of monies due to the Commissioner and held by officers.	Assistant Director (Finance)
Section 146 Local Government Act 1972	Provision of statutory declaration/certificate specifying securities and verifying change of name and identity of the Commissioner.	Assistant Director (Finance)
Section 225 Local Government Act 1972	Taking receipt of and retaining documents deposited with the Commissioner.	Head of Information Governance
Section 229 Local Government Act 1972	Certifying photographic copy as true copy of document which is in the Commissioner's possession or which has been destroyed whilst in the Commissioner's possession.	Head of Information Governance
Section 234 Local Government Act 1972	Authentication of documents which the Commissioner is authorised /required by/under legislation to give/make/issue.	General Counsel
Section 23 Landlord and Tenant Act 1927	Taking receipt of service of notices.	Assistant Director (Property and Technical Support Services)
Section 30 Local Government Act 1974	Giving public notice by advertisement in newspapers of availability of LGO's report.	General Counsel

Scheme of Governance – Appointment of Statutory and Proper Officers

Statutory Provision	**Responsibilities**	**Officer Appointed**
Section 41 Local Government (Miscellaneous Provisions) Act 1976	Certifying copies of resolution/order/report/minutes of the Commissioner or minutes of its predecessors.	General Counsel
Section 2(4) Local Government and Housing Act 1989	Taking receipt from the Commissioner of deposited list of politically restricted posts.	General Counsel
Local Government Area Change Regulations 1976	Duties relating to transfer of statutory registers to successor authorities.	General Counsel
Article 37(1) of the General Data Protection Regulations 2016	Data protection officer	Head of Information Governance

PART 6 – FINANCIAL REGULATIONS

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Financial Regulations

These Financial Regulations (Regulations) set out how the Commissioner meets their statutory responsibilities in relation to the administration of their financial affairs.

1. Scope of these Regulations

(a) Allstaff have a responsibility for resources under their control, ensuring that the use is legal, appropriately authorised, offers value for money and best value.

(b) All staff who have responsibility for financial management or who have control of budgets must adhere to these Regulations.

2. Financial Management Responsibilities

(a) The Director for Corporate Services has responsibility for the administration of the Commissioner's financial affairs, under Section 127 of the Greater London Authority Act 1999, and is required to ensure that arrangements are made by Heads of Service for all financial and accounting matters and the security of money and other assets are economic, efficient and effective.

(b) The Director for Corporate Services is also required to:

- set and monitor compliance with financial management standards;
- advise on the corporate financial position and on the key financial controls necessary to secure sound financial management;
- provide financial information;
- prepare the revenue budget and capital programme;
- carry out treasury management and;
- prepare the Commissioner's statutory statement of accounts and accounting returns.

(c) Heads of Service must consult with the Director for Corporate Services on issuing financial instructions and making arrangements as necessary.

(d) All financial systems, methods, records and controls must be agreed with the Director for Corporate Services. The Director for Corporate Services reports to the Commissioner not less frequently than once a year on the effectiveness of the financial administration.

FINANCIAL PLANNING, MONITORING AND CONTROL

3. Budget process

(a) The Mayor is responsible for setting a consolidated budget and council tax requirement for the Commissioner.

4. Budget timetable

(a) The Commissioner receives budget guidance from the Mayor in the early summer and then sets their detailed budget for the following financial year in March in line with the overall funding level set by the Mayor.

5. Revenue budgets

(a) The Commissioner is responsible for management of the approved budgets, Heads of Service must:

- advise the Commissioner of the financial implications of all proposals (as previously agreed by the Director for Corporate Services);
- advise the Director for Corporate Services on variations and take action to avoid exceeding their budget allocation;
- consult with the Director for Corporate Services on issuing instructions for all financial and accounting matters and the security of money and other assets;
- agree in year virements (transfers of budget) within delegated limits (in consultation with the Director for Corporate Services).

6. Capital Budgets

(a) The Director for Corporate Services must prepare the medium-term capital programme and annual capital estimate for approval by the Commissioner as part of a November budget submission to the Mayor and in the final budget report.

7. Reserves

(a) To meet the requirement of the Local Government Act 2003 in respect of adequacy of reserves and to comply with the guidance on local authority reserves and balances issued by The Chartered Institute of Public Finance and Accountancy (CIPFA), the Commissioner must provide, as part of the budget submission to the Mayor:

- a statement of reserve policy;
- details of all reserves and general balances;

- an analysis and explanation of the expected movements between the start and end of each financial year;
- medium term forecast;
- in the case of earmarked reserves, an indication should be given as to when they are likely to be applied; and
- proposed allowances for contingencies separately identified and justified.

(b) In support of the detailed statement on the adequacy of reserves, the corporate and service financial risk assessment must be refreshed annually.

8. Budget Monitoring

(a) The Director for Corporate Services must provide appropriate financial information to enable budgets to be monitored effectively.

(b) Each Head of Service must actively manage the budget delegated to them and control income and expenditure within their area and to monitor performance, taking account of financial information provided by the Director for Corporate Services.

(c) Each Director is responsible for oversight of directorate spending, ensuring departmental spending plans align with the priorities of the Community Risk Management Plan and reporting any problems to the Director for Corporate Services.

(d) At least once a month the Director for Corporate Services will provide access to budgetary control information to Heads of Service and guidance on variances that require explanation. Heads of Service are required to provide an explanation of key variances within agreed timetables.

(e) Heads of Service must continually monitor and control the budgets, in respect of income and expenditure, and forecast out-turn, throughout the financial year and:

- forecast outturn and report on all variances at thresholds set by the Director for Corporate Services to the Director for Corporate Services;
- advise of any action to be taken to contain under or over spends; and
- review outstanding orders and the forecast position on agency payments to the end of the year.

(f) Heads of Service must advise the Director for Corporate Services of the financial impact of the long-term forecasts (Medium Term Financial Strategy) for income and expenditure for each of the activities being undertaken.

(g) Following consultation with the relevant Heads of Service the Director for Corporate Services will present budget monitoring reports to the relevant Board regularly.

9. Virements (Transfers of Budget)

A virement is a transfer of a revenue budget that has not been committed. Virements between capital and revenue budgets are not permitted.

(a) With the agreement of the Director for Corporate Services Directors may transfer up to £150k between budget heads within that department's approved budget.

(b) With the agreement of the Director for Corporate Services, a Head of Service may transfer up to £50k from a budget head within that department's approved budget to a budget head within another department's approved budget, but if those budget heads are in different Directorates the agreement of the appropriate Director or the Commissioner is also required.

(c) With the agreement of the Director for Corporate Services Directors may transfer up to £150k from a budget head within that department's approved budget to a budget head within another department's approved budget.

(d) The Director for Corporate Services shall report all transfers under (b) and (c) to the Commissioner as part of the quarterly financial position reports.

(e) A virement is also permissible to gross up income and expenditure budgets to reflect the in-year receipt of income.

10. Accounting Records

(a) The Director for Corporate Services must maintain accurate accounting records to ensure that the Commissioner meets their obligation to manage public resources. To achieve this the Director for Corporate Services is required by the Accounts and Audit Regulations 2015 to:

- Develop the accounting procedures and records for the Commissioner;
- Arrange for the collation of all accounts and accounting records;
- Make arrangements for the audit of the Commissioner's accounts and ensure all claims for funds including grants are made by the due date;
- Prepare and publish the audited accounts of the Commissioner for each financial year and ensure the Commissioner approves the statement of accounts before 31 July; and
- Retain all financial documents in accordance with statutory and the Commissioner's requirements.

(b) The Director for Corporate Services is responsible for the preparation of the Commissioner's statement of accounts. The statement of accounts is required to ensure that the financial position correctly reflects the Commissioner's income and

expenditure, correct accounting records are maintained, suitable accounting policies are selected and applied and systems of internal control are in place.

(c) The Director for Corporate Services is responsible for the completion, in a timely manner, of all statutory accounting returns.

FINANCIAL CONTROLS AND INSURANCE

11. Financial Risk Management and Insurance

(a) Heads of Service are required to immediately advise the Director for Corporate Services of:

- the acquisition or disposal of assets requiring insurance cover;
- any incident or occurrence that may adversely affect the Commissioner's assets and likely to give rise to a claim on the Commissioner's insurers;
- any incident or occurrence that might give rise to a claim against the Commissioner such notice or estimate is to also be given to the General Counsel.
- any incident or occurrence that might give rise to a claim being made by the Commissioner on its insurance policies, for e.g. thefts, accidents; and
- in cases of marine and motor accidents such notice or estimate is to also be given to the General Counsel.

(b) The Director for Corporate Services is responsible for negotiating all claims with the Commissioner's insurers.

(c) Heads of Service must consult with the Director for Corporate Services and the General Counsel in respect of any terms of any indemnity which the Commissioner is requested to give.

(d) The Director for Corporate Services is responsible for ensuring that proper insurance exists where appropriate and the level of cover and risk is reported in the Statement of Accounts.

12. Internal controls

(a) The Director for Corporate Services must identify, meet and monitor compliance with the Commissioner's statutory obligations and to ensure that the Commissioner's assets and interests are safeguarded.

(b) When allocating tasks dealing with the control of the Commissioner's assets, officers must:

- separate the tasks of providing information about amounts due to or from the Commissioner and calculating, checking and recording these amounts from the task of collecting or paying them; and

- ensure staff with the task of examining or checking the accounts of cash transactions must not themselves be involved in these transactions.

(c) The Director for Corporate Services is responsible for:

- advising on effective systems of internal control which need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice; and

- ensuring that the Commissioner's funds are properly safeguarded and used economically and efficiently.

13. Internal Audit

(a) The Commissioner is required to make arrangements for the proper administration of their financial affairs and maintain an adequate and effective system of internal audit of their accounting records and control systems.

(b) The Head of Internal Audit, who reports to the Director for Corporate Services, liaises closely with the Director for Corporate Services.

(c) Heads of Service are required to provide the Head of Internal Audit:

- access at all reasonable times to enter any the Commissioner premises or land;

- access to records, documents and correspondence relating to any transaction of the Commissioner;

- explanations as are necessary concerning any matter under examination; and

- access to any asset or property under their control.

(d) Heads of Service are required to ensure that any agreed actions arising from audit recommendations are carried out to agreed deadlines.

(e) Heads of Service are required to inform the Director for Corporate Services, of any matter which involves irregularities or any suspected irregularity concerning cash, stores, property or any irregularity in the exercise of the functions of the Commissioner.

(f) Where there are sufficient grounds to believe that a criminal act has been committed, the Director for Corporate Services will consult with the General Counsel and, as appropriate with the Commissioner or his/her nominated officer, before referring the matter to the police for investigation.

(g) Any confirmed irregularities falling under the responsibilities of internal audit may result in the Commissioner taking disciplinary action against those responsible.

(h) Heads of Service are required to ensure that records and assets are properly maintained and securely held.

(i) Heads of Service are responsible for contingency plans for the security of assets and the continuity of service in the event of disaster or system failure.

(j) The Head of Internal Audit must provide an annual report to the Commissioner which:

- Gives an opinion on the overall adequacy and effectiveness of the Commissioner's control environment, disclosing any qualification to that opinion, together with the reasons for the qualification;
- Summarises the audit work from which the opinion is derived, including reliance placed on work by other assurance bodies;
- Draws attention to any issues the Head of Internal Audit judges particularly relevant to the preparation of the Annual Governance Statement;
- Compares the work undertaken against that planned and summarises audit performance; and
- Comments on Internal Audit's compliance with the CIPFA Code of Practice for Internal Audit in Local Government in the UK.

(j) The Head of Internal Audit will notify the Director for Corporate Services of any loss or financial irregularity and will use this information to inform the opinion on the internal control environment and the Internal Audit work programme.

(k) Internal Audit supports on the Commissioner's anti-fraud and corruption framework. It is responsible for:

- Leading the Commissioner's work on fraud prevention;
- Conducting investigations into potential fraud or abuse involving members, staff or contractors; and
- Making recommendations to address any control weaknesses identified as a result of investigative work.

(l) The Director for Corporate Services ensures that serious losses and irregularities are reported to the relevant Board.

(m) The Director for Corporate Services agrees the draft audit plan with the Head of Internal Audit prior to approval by the Commissioner.

(n) The Director for Corporate Services reports progress in implementation of internal audit recommendations to the Commissioner.

(o) The Director for Corporate Services updates and maintains the Commissioner's Anti-Fraud Policy.

14. Fraud and Corruption Irregularities

(a) In all matters, Heads of Service shall comply with the Commissioner's Counter Fraud And Corruption Policy, and Response Plan.

15. Stores

(a) Heads of Service are responsible for the safe custody and control of stores held by their department and to ensure that the stocks held at any one time reflect consumption needs and do not exceed an appropriate level necessary to service the appropriate operations.

(b) Heads of Service must undertake stock checks of all stores at least once each financial year in accordance with a programme approved by the Director for Corporate Services.

(c) For every stocktaking, a list shall be prepared of the stock checked, indicating discrepancies with the stock records. Each list is to be accompanied by a certificate from the Head of Service that the stock shown in the list is held and whether the stock is in good condition and necessary and suitable for the requirements of the department.

(d) A copy of the list is to be forwarded to the Director for Corporate Services. The Head of Service is to determine in conjunction with the Director for Corporate Services what action is to be taken to deal with any discrepancies.

16. Inventories

(a) Inventories of the Commissioner's property must be prepared and kept up to date by Heads of Service in a form as advised by the Director for Corporate Services.

(b) Inventories are to be checked with the physical asset regularly. Should deficiencies occur the Head of Service is to determine in conjunction with the Director for Corporate Services what action is to be taken.

(c) The Commissioner's property is not to be removed otherwise than in accordance with the course of the Commissioner's business.

17. Disposal of Assets

(a) Heads of Service are responsible for making arrangements for the disposal of surplus stores, equipment, furniture etc., subject to agreement by the Director for Corporate Services and in accordance with any policy laid down by the Commissioner.

(b) Disposal of the Commissioner's land (including buildings) is to be in accordance with the relevant Code of Practice on the Disposal of Land as approved by the Commissioner.

18. Writing off

(a) *Part 4 – Delegations* of this Scheme of Governance authorises writing off of losses by Heads of Service and the Director for Corporate Services up to specified limits. Any writing off is to be done in accordance with arrangements to be determined by the Director for Corporate Services.

19. External Audit

(a) The Commissioner's accounts are scrutinised by external auditors, who must be satisfied that the statement of accounts presents a true and fair view of the financial position of the Commissioner and their income and expenditure for the year in question and complies with the legal requirements.

(b) Heads of Service are required to:

- Give the external auditors access at all reasonable times to premises, personnel, documents and assets which are considered necessary for the purposes of their work; and

- Ensure that all records and systems are up to date and available for inspection.

(c) The Director for Corporate Services has responsibility for identifying and leading implementation of recommendations from External Audit Reviews and to report progress in implementation to the relevant committee.

20. Treasury Management

(a) Responsibility for the execution and administration of Treasury Management decisions are delegated to the Director for Corporate Services who will act in accordance with the Commissioner's Policy Statement on Treasury Management Activities and Treasury Management Practices and CIPFA's "Standard of Professional Practice on Treasury Management".

(b) The Director for Corporate Services is authorised to make use of balances to fund internal borrowing when it is considered advantageous, provided the overall borrowing limit, determined by the Mayor for the Commissioner, is not exceeded.

(c) In relation to The Prudential Code for Capital Finance in Local Authorities, the Commissioner delegates responsibility to the Director for Corporate Services, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities (both "authorised limits" and "operational boundary"), in accordance with option appraisal and best value for money for the Commissioner, and any such changes made are to be reported to the relevant committee at its next meeting following the change.

(d) The Director for Corporate Services must secure appropriate banking arrangements and treasury management borrowing and investments subject to approved treasury management and annual investment strategies.

(e) The Director for Corporate Services must produce annually a Treasury Management Strategy report setting out the requirements for the forthcoming year and the proposals to meet them, for approval by the Commissioner.

21. Staffing

(a) The Director for Corporate Services must ensure that Budget Provision exists for all existing and new employees and to advise the Commissioner, Directors and Heads of Service on National Insurance and pension contributions, as appropriate.

FINANCIAL SYSTEMS AND PROCEDURES

22. Financial Systems and Procedures

(a) Any material change or amendment to any financial systems or procedures by Heads of Service must be carried out in consultation with the Director for Corporate Services.

(b) Heads of Service must ensure there is a documented and tested disaster recovery plan to allow information system processing to resume quickly in the event of an interruption.

(c) The Director for Corporate Services must authorise the financial systems and procedures for the receipt and payment of all Commissioner monies and determines the procedures and work practices to ensure there is adequate internal control and internal checks.

(d) The Director for Corporate Services is responsible for the day to day operation and control of the systems and procedures required to:

- order goods and Service;
- pay salaries, wages and pensions;
- pay creditors, allowances and expenses;
- collect and bank all income due to the Commissioner;
- provide, safeguard and subsequently dispose of all Commissioner assets (both tangible and intangible) within the limits set out in the Scheme of Delegation;
- account for taxes and make necessary payments to the appropriate authorities; and
- be responsible for meeting statutory requirements in relation to keeping records of all financial transactions, such as to enable financial control and audit of the accounts.

(e) The Director for Corporate Services must arrange for the proper administration of the Commissioner's financial affairs to:

- issue advice, guidance and procedures for officers and others acting on behalf of the Commissioner;
- determine the accounting systems, form of accounts and supporting financial records;
- establish arrangements for the audit of the Commissioner's financial affairs;
- approve any new financial systems to be introduced; and
- approve any changes to be made to existing financial systems.

23. Income

(a) Heads of Service must arrange for prompt collection, control and deposit of money due to the Commissioner and notify the Director for Corporate Services of all cash collected and income due to the Commissioner:

- all monies received on behalf of the Commissioner is to be banked without delay in the Commissioner's name; and
- all documentation relating to income receivable by the Commissioner must be in the name of the Commissioner, including agreements for the provision of Service, invoices and receipts.

(b) At regular intervals agreed with the Director for Corporate Services, Heads of Service, must review income received and likely to be received and bring any likely shortfall in income over departmental budgets to the attention of the Director for Corporate Services, together with any likely significant increase in income.

(c) The Director for Corporate Services must as part of the annual budget cycle review all rents, fees and charges for services provided.

(d) All agreements for the provision of services to other organisations must be on the basis of cost recovery.

24. Procedures for Payments and Authorisation of Accounts

(a) The Director for Corporate Services is responsible for paying all properly authorised accounts submitted for payment.

(b) Before approving a VAT invoice, those doing so must confirm that:

- the works, goods or services to which the invoice relates have been received, carried out, examined and approved

- the prices, extensions, calculations, trade discounts, other allowances, credits and tax rates are correct
- the relevant expenditure has been properly incurred and is within the estimate
- stock records (were appropriate) have been updated
- the invoice has not previously been approved for payment and is a correct liability
- the invoice meets HM Revenue and Customs definition of a valid VAT invoice for the purpose of reclaiming VAT.

(c) Payments must be made in compliance with the statutory requirements regarding prompt payment.

(d) The Commissioner and Directors may request, in writing, for the Director for Corporate Services to make payment where prices have increased beyond the control of the contractor/supplier. The Director for Corporate Services may make payment provided he/she is satisfied the increases are reasonable, and are in accordance with a decision of the Commissioner and are within overall Budget Provision (provided by virement if necessary).

(e) Heads of Service must as soon as possible after 31st March in each year notify the Director for Corporate Services of all outstanding expenditure relating to the previous financial year, as set out in the closing of accounts timetable.

25. Salaries and pensions

(a) The Director for Corporate Services is responsible for making payments of salaries, wages and pension benefits.

(b) Any extraordinary payroll payments and payments outside of agreements of general application must be specifically approved by the Director for Corporate Services after consultation with the General Counsel.

(c) The Director for Corporate Services is responsible for ensuring that the payment of salaries and allowances reflects:

- appointments, resignations, dismissals, suspensions, secondments and transfers;
- changes in remuneration.

26. Credit Cards

(a) Credit cards must only be used in relation to the Commissioner's business, and only when this means of purchasing is appropriate.

27. Banking Arrangements

(a) The Director for Corporate Services will advise the Commissioner on all banking and related arrangements. The Director for Corporate Services will open, operate and close bank accounts on behalf of the Commissioner.

(b) The Director for Corporate Services will arrange that all bank accounts which contain monies that form part of the Commissioner's funds bear an official title that includes the name of the Commissioner.

(c) The Director for Corporate Services will determine the arrangements for authorising and making payments from the Commissioner's bank accounts.

28. Taxation

(a) The Director for Corporate Services is responsible for the Commissioner's compliance with taxation legislation, including making tax payments, receiving tax credits, maintaining tax records and completing and submitting all statutory returns by due dates.

(b) The Director for Corporate Services is responsible for issuing guidance on taxation issues that affect the Commissioner.

29. External Funding

(a) Draft grant funding bids must be submitted to the Director for Corporate Services for review and full account taken of the conditions of grant, before it is approved.

(b) The Director for Corporate Services must be consulted on the Value Added Tax implications of grant funding and raise invoices for the amounts due to the Commissioner.

PART 7 – DEFINITIONS

In this Scheme of Governance, the following terms have the following meanings:

Best Value is the duty imposed on the Commissioner by Part 1 of the Local Government Act 1999 and under which the Commissioner must seek continuous improvement in the way their functions are exercised, having regard to a combination of economy, efficiency and effectiveness and to the guidance issued by the Secretary of State and the Chartered Institute of Public Finance and Accountancy (and their successor bodies as the case may be) under Part 1 of the Local Government Act 1999.

Budget provision is the amount identified in the Commissioner's budget for a particular purpose.

Commissioner is the London Fire Commissioner created by under Part 6A S.327A(1) of the Greater London Authority Act 1999 by virtue of an amendment under S.9 of Schedule 2 of the Policing and Crime Act 2017.

Commissioner's Decisions are non-operational decisions taken by:

- the Commissioner or a statutory deputy appointed by the Commissioner under Section 112 of the Local Government Act 1972 and Schedule 27A of the Greater London Authority Act 1999 as fire and rescue authority
- in accordance with Standing Order 1 of Part 2.

Contract Award is the process described in PSO 12.

Contract is any agreement for the for the supply of works, goods or services to the Commissioner, including Framework Agreements, call off contracts made under a Framework Agreement and Land Transactions, but does not include employment contracts or contracts for legal services or advice in contemplation of legal proceedings.

Contractor means the other party or potential other party to a Contract.

Contract Value is the estimated value of a Contract which shall be the total anticipated spend under that Contract including all options to extend the term, net of VAT.

Delegated Decisions are decisions delegated by the Commissioner to Directors and Heads of Service.

Directors are the Commissioner's:

- Deputy Commissioner (statutory) and Director for Preparedness and Response;
- Deputy Commissioner and Director for Prevention, Protection and Operational Policy;
- Director for Corporate Services;
- Director for People; and
- Director for Communications

EU Thresholds means the thresholds for public advertisement of works, goods and services contracts as provided for in the EU Public Procurement Directives and advised by the Government.

Framework Agreement means an agreement between one or more contracting authorities (bodies governed by public law) and one or more Contractors which establishes the terms governing call off contracts to be awarded during a given period, with regard to price and, where appropriate, the quantity envisaged.

Heads of Service are the Assistant Commissioners and Assistant Directors appointed to manage the following departments:

- Prevention and Protection
- Fire Stations
- Operational Resilience and Control
- Risk, Assurance, Strategy and Portfolio
- Health and Safety
- Operational Improvement
- Data and Improvement
- Learning and Development
- Communications and Engagement
- Finance
- People Services
- Procurement and Commercial Services
- Property and Technical Support Services
- General Counsel
- Information and Communications Technology

The Chief Information Officer and the General Counsel, and in the Procurement Standing Orders, unless the context indicates otherwise, are individually the Head of Service for whose purposes a contract is to be entered into.

Lead Client Officer (LCO) is a senior officer designated by the relevant Head of Service, after consultation with the Assistant Director Procurement and Commercial, for the procurement of a Contract.

Procurement Documents are the documents used in the procurement process and include the invitation to tender, the Specification, the evaluation methodology, the form of tender, the bid pricing template, the terms and conditions of Contract and Contract schedules.

Procurement Initiation is the process described in PSO 6

Procurement Request Form is the Commissioner's internal online form seeking the approval of the Director of Corporate Services to initiate a new procurement in the process described in PSO 6.

Responsible Procurement Policy is the Greater London Authority group Responsible Procurement policy adopted by the Commissioner as policy number 696.

Specification is the description of the works, goods or services to meet the Commissioner's requirements.

Standing Orders are the Standing Orders of the Commissioner, including the PSOs.

Tender Request Form is the Commissioner's internal online request form required to record in the Contract Register a new Contract for procurement.

Transparency Code is the local government transparency code 2015, as amended from time to time, which sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published.