



Billing and Cancellation Policy

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1. POLICY AIM

To ensure the NPIA meets the highest standards of service delivery by setting out the principles for billing and cancellation across the NPIA that can be applied by all areas of the business to identified customer categories. To ensure that all service delivery is contracted and billed for in a timely manner, and that cancellation fees are applied consistently across the NPIA.

2. APPLICABILITY

This policy is for use by all business areas within the NPIA, and applies to all categories of customers (internal and external) and all aspects of service delivery identified in the [Charging Policy](#). Any pre-existing arrangements will be honoured until renewal or expiry of such agreements.

3. POLICY DETAIL

3.1 Agreeing Contractual Terms and Conditions

Before agreeing to provide goods or services, all bids must be approved and signed in advance of issue by a delegated authority with sufficient financial authority in the category "Offer of services for fees or grant funding" as defined in the [Delegated Authority Scheme](#).

The contract, memorandum of agreement or service level agreement for the sale of products and services must be signed by a delegated authority with sufficient financial authority in the category "Sales or funding contract signatory" as defined in the Guide to the [Delegated Authority Scheme](#).

Contractual terms other than the standard [course or events terms and conditions](#) and customer's procurement terms and conditions will not be accepted without the authority of the Director of Resources and/or the Head of Finance in

consultation with the Head of Commercial and Procurement. This must be done **before** they are released to the customer.

3.2 Purchase Orders and Booking Confirmation

Bookings must be requested on the official NPIA Booking Form, and then inputted onto the Course Booker system through the administrators; bookings by telephone or email will not be accepted. The customer's Purchase Order (PO) or reference information must be requested at the time of booking, in order that it may be referenced on the invoice. Bookings will only be confirmed once a purchase order number has been received. For courses, joining information will only be sent out once the booking has been confirmed. No booking should be taken for anything chargeable without a PO or reference information. This should apply even when no charge is levied for attendance but where cancellation fees may apply. If a customer makes a booking within the cancellation periods specified below the cancellation fees still apply and the customer must be advised of this at the time of booking.

NB: Customers must be notified of the terms and conditions at the time of booking.

3.3 Billing and Receiving Payment

3.3.1 When to Bill

Upon confirmation of a booking, customers are liable for the relevant product, service or event fee or cancellation charge and will be invoiced within the month that the product or service has been received at the latest. The NPIA reserves the right to issue invoices for advanced payment. Where this has been specified, payment should be submitted with the booking form.

All ongoing services will be initially invoiced at least a month before the start of the service. Contracts for ongoing services will define the invoicing frequency and timing, but the following should be adopted as the standard:

- Invoices for standard charges will be issued monthly or quarterly on the last day of the second month before the start of the period being invoiced. This is in order that the invoices can be paid before the service starts to be delivered.

As an example: an invoice for the April to June quarter will be issued on 28th February and an invoice for January will be issued on 30th November.

The standard charge invoicing frequency must be approved by the appropriate [Finance Business Partner](#) **before** it is agreed with the customer.

- All ad hoc invoicing should be issued as it happens or at the very latest, the end of the month in which the charge is incurred. Ad hoc or volume charges will be invoiced in arrears although customers who are regularly billed over £1,000 per month should be approached to convert to part standing charge and part adjustment in arrears. Ad hoc services will be invoiced within a month of the completion of the service unless the service lasts for more than a month when stage payment invoices will be raised monthly.

3.3.2 How Much to Bill

The value to be billed will include all products and services listed on the booking form or set out in the contract, prospectus, and memorandum of agreement or service level agreement. Adjustment invoices will be issued if the products or services used differ from that originally booked. All invoices are to be denominated in pounds sterling.

Value Added Tax (VAT) will be added to the bill where required by Her Majesty's Revenue and Customs. Decisions about the liability to add VAT to charges will be taken by the Financial Controller. Some countries have registration requirements for suppliers to their government, such as Central Contractor Registration (CCR) in the US, and may ask for information to satisfy their taxation authorities that no withholding tax should be deducted. The Financial Controller must be approached and must be copied in on any such registrations.

3.3.3 Billing for Cancellations on Courses

All cancellation fee invoices will be raised within a week of the cancellation being notified by the customer. For courses, once it has been decided that a cancellation fee will be applied, the course administrator must arrange for invoicing quoting a PO number. For each course place cancelled, the course administrator must complete the NPIA [Course Cancellation Monitoring Form](#) (available on the intranet). This form must be retained within the Business Unit but the Service Delivery Team is responsible for analysing cancellations across the business.

3.3.4 Receiving Payment

Payment will be preferred by Bank transfer with all charges paid by the sender, but will be accepted by guaranteed personal or corporate cheque and will only be received in pounds sterling. Payment shall be made by the Client within 30 days of receipt of a correctly completed invoice. Under no circumstances will cash payments exceeding £1,000 be accepted in settlement of debt due to the Money Laundering Notification Requirements.

3.4 Unpaid Debt

Invoices are raised using SAP and recorded in the SAP Accounts Receivable module where receipts are matched to allow reporting of unpaid debt. Corporate Finance will chase customers for payment and will report unpaid debt on a monthly basis to the Financial Controller. The relevant Head of Unit will be asked to help to recover any outstanding debt where Corporate Finance cannot persuade the customer to pay. Organisations that default on paying their debt or are late payers will be highlighted on SAP and advised as potentially requiring payment in advance. In these cases, the payment for the provision of further services should be agreed with the Financial Controller.

3.5 Cancellation Fees and Notification Periods

3.5.1 Who Do Fees Apply To?

Cancellation fees apply to all customers (internal or external) for all aspects of service delivery and are based on the prices of the individual products and services and the timeframes detailed within this policy. This also applies to non-chargeable items (for example: for internal NPIA business units, or for internal business meetings and operational briefings for Home Office Forces, recognised staff associations, ACPO and APA). Where the price is zero to NPIA business units or Home Office Forces, the cancellation fee is based on the price charged to non-Home Office Forces. Customers must be advised of the cancellation policy and notification periods at the time of booking. (In the interests of maximising efficiencies, Internal Business Units are required to advise the Property & Service Delivery Planning Team of any cancellation of meeting rooms in order for these to be made available for other events/meetings and potential income generating customers).

3.5.2 Notification Periods

Notice of cancellation must be given by letter or email and should state the reason for the cancellation. We may also ask for evidence to assist in any application to waive the cancellation fee. If the customer advises a cancellation or postponement of more than 40 working days before the planned start date, no cancellation fee will apply. The following sliding scale applies across all NPIA sites; for other external venue sites, including Wyboston Lakes, the relevant site Terms and Conditions must be used:

Working days to the start of the course or exam, event or conference	Cancellation fee as a percentage of the full price
39 to 20	25%
19 to 10	50%
9 to 5	75%
Less than 5 or on the start date or after	100%
Failure to arrive at or failure to complete a course or	100%

exam	
Working days to the start of the internal business meeting / operational briefing	Cancellation fee as a percentage of the full price
Less than 10 working days or on the start date or after.	100%

3.5.3 Waiving Cancellation Charge

The NPIA recognises that from time to time there may be circumstances that lead to the need to cancel a booked product, service or event. Cancellation fees can be waived in certain circumstances and must be authorised by the relevant Head of Unit. The issue is one of whether the NPIA should bear all the associated risk and cost, or whether this should be shared with individual Forces and/or organisations. The NPIA will consider waiving a cancellation charge where the cancellation is 'genuinely unavoidable'. The following list provides examples of such circumstances where the NPIA will accept the risk and cost:

- If a customer substitutes a delegate, providing the new delegate meets the course criteria (including the completion of necessary pre-course work or other course requirements), has an identified training need and the change is notified in writing to the appropriate NPIA contact by 9am on the working day before the course or pre-work commences. The suitability of a replacement is entirely at the discretion of the NPIA.
- If the NPIA is able to secure a replacement from the course waiting list.
- If the NPIA reschedules the course date or venue and the customer is not able to attend.
- A recent unplanned or urgent major operational commitment (particularly relevant when dealing with senior or specialist staff). The nature of this commitment reasonably precludes the finding of a replacement delegate.
- An unpredictable requirement to attend court (i.e. not served in advance with a witness summons whether fully bound or conditionally bound).

- When a customer leaves the course because reasonable adjustments have not been made, when the NPIA either failed to ask at the time of booking, or the NPIA did not reply when a customer asked for reasonable adjustments to be made.
- Bereavement.
- Critical sickness.
- The customer leaves the course on the grounds of harassment, bullying, discrimination or abuse.

The following list provides examples of such instances in which the NPIA expect the Force/organisation to accept the risk and cost, and are **not** prepared to waive cancellation fees:

- Non critical sickness.
- Annual leave or other optional absence.
- Management commitments or community meetings.
- Workload or conflicting priorities.
- Failure to notify the NPIA in writing of any cancellation.
- If a delegate asks to postpone their place on a course until a later date.
- If a delegate has been asked to leave a course/conference/event due to reasons of misconduct.

3.6 International Business

Billing and cancellation for international work is subject to the provisions of this policy. However, it is also subject to risk management approach which is tailored to the unique financial arrangements and stakeholder relationships inherent in that business area. International Academy Bramshill manages the operational application of this policy for all international business of the NPIA and any queries should be directed in the first instance to the Bids and Contracts Manager at ann.walker@npia.pnn.police.uk.

4. IMPLICATIONS OF THE POLICY

4.1 Training Requirements

There are no identified training requirements for the implementation of this policy.

4.2 IT Infrastructure

The Sales Order Processing module of SAP has been implemented to enable better control of this policy.

4.3 Related Policies

[Accommodation Allocation Policy](#)

[Charging Policy](#)

[Procurement Policy](#)

Other documents:

[Delegated Authority Scheme](#)

[Course Booking Terms and Conditions](#)

[Events Terms and Conditions](#)

5. MONITORING AND REVIEW

The Business Development Manager is responsible for monitoring and reviewing this policy and will conduct a formal review of the implementation and results of the policy.

Monitoring will include:

- Collecting comments on any customer, process or commercial issues in implementing the policy.
- A review of the monitoring data collected by Business Units who are responsible for monitoring their own cancellations.

6. WHO TO CONTACT ABOUT THIS POLICY

The Head of Property and Service Delivery (Stephen Miller) owns this policy, but any queries about this policy should be made to the Business Development Manager (Lynne Graham) in the first instance, by emailing lynne.graham@npia.pnn.police.uk.

The Corporate Policy Team can be contacted in relation to any policy issues or if a policy is required in an alternative, more accessible format. Contact should be made by email to business_policy@npia.pnn.police.uk.