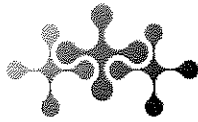


**Nottinghamshire Police and Crime Commissioner**  
**Notice of Decision**



Nottinghamshire

**POLICE & CRIME COMMISSIONER**

<b>Author:</b>	Kevin Dennis
<b>Tel:</b>	8001 2000
<b>E-mail:</b>	Kevin.dennis@nottinghamshire.pnn.police.uk
<b>Date Received*:</b>	18 <sup>th</sup> September 2013
<b>Ref*:</b>	2013.21

\*to be inserted by Office of PCC

**TITLE: Stage 2 Staff Transfer****EXECUTIVE SUMMARY:**

The terms of reference for developing the Stage Two Staff Transfer model were to identify options for police staff to transfer to the employ of the Chief Constable that complied with the statutory duty of the paragraph 10(1) of Schedule 15 of the Police Reform and Social Responsibility Act 2011, and set a local vision for the organisational structure of police staff for Nottinghamshire Police by developing the principle Stage Two Staff Transfer Scheme for the consideration of Home Secretary.

**INFORMATION IN SUPPORT OF DECISION: (e.g report or business case)**

There are supporting documents for this decision which are:

- A letter to the Rt Hon Theresa May MP – signed by the Police and Crime Commissioner, Paddy Tipping and the Chief Constable, Chris Eyre

20130912152603287  
.pdf

- Appendix A: Transfer Plan

Appendix 1. Stage 2  
Staff Transfer Plan.p

- Appendix B: Signed Explanatory Document

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.pdf

- Appendix C: Working Relationship Agreement

Final WRA vs 10  
final.pdf

**Is any of the supporting information classified as non public or confidential information\*\*?**

No

**DECISION:**

**Nottinghamshire Police and Crime Commissioner**  
**Notice of Decision**

That there is a Stage Two Maximum Transfer model of all police staff from Operational Frontline, Operational Support and Business Support functions to transfer to the employ of the Chief Constable with an agreement for the Force to provide business support to the NOPCC as identified in the Working Relationship Agreement document. Other staff who are currently employed to work within the Office of the Commissioner will remain in my employment. This includes the Deputy Police and Crime Commissioner.

That the Transfer Scheme submitted only refers to the transfer of police staff to the Chief Constable and does not transfer responsibility for all land, assets, liabilities, contracts or legal proceedings which will remain with the Commissioner.

**OFFICER APPROVAL**

I have been consulted about the proposal and confirm that the appropriate advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signature:  
**Chief Executive**

*Ken Dennis*

Date: *25/9/13*

**DECLARATION:**

I confirm that I do not have any disclosable pecuniary interests in this decision and I take the decision in compliance with the Code of Conduct for the Nottinghamshire Office of the Police and Crime Commissioner. Any interests are indicated below:

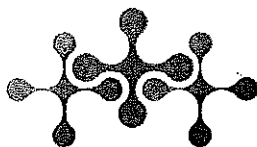
The above request has my approval.

Signature:  
**Nottinghamshire Police and Crime Commissioner**

*[Signature]*

Date: *30/9/13*

\*\* See guidance on non public information and confidential information.



Nottinghamshire

**POLICE & CRIME COMMISSIONER**



NOTTINGHAMSHIRE  
**POLICE**  
PROUD TO SERVE

Nottinghamshire Office of the Police and Crime Commissioner  
County Hall  
West Bridgford  
Nottingham  
NG2 7QP

[nopcc@nottinghamshire.pnn.police.uk](mailto:nopcc@nottinghamshire.pnn.police.uk)

12<sup>th</sup> September 2013

Dear Rt Hon Theresa May MP,

**Stage Two: Staff Transfer Submission – Nottinghamshire**

I am writing in response to the Rt Hon Theresa May MP's letter of the 27 March 2013, requesting the submission of a proposed Stage Two Staff Transfer Scheme as part of meeting the requirements of paragraph 10(1) of Schedule 15 of the Police Reform and Social Responsibility Act 2011 (PRSR Act).

As the Police and Crime Commissioner for Nottinghamshire, I hereby submit my proposal, which has been consulted on and has the agreement of the Chief Constable of Nottinghamshire Police. It proposes the maximum transfer of police staff from Operational Frontline, Operational Support and Business Support functions to the employment of the Chief Constable. The staff within the Nottinghamshire Office of Police and Crime Commissioner will remain under my employment. In addition the Chief Constable has agreed to provide a range of business support functions as set out in the Working Relationship Agreement to my office.

**Background**

This letter and the following appendices set out the proposed transfer plan, rationale for the Stage Two Staff Transfer and the current Working Relationship Agreement. A Scheme of Consent is under development, which will enable myself and the Chief Constable to meet our statutory responsibilities as set out in the Policing Protocol Order 2011:

- **Appendix 1: Nottinghamshire Police and Crime Commissioner and Chief Constable's Stage 2: Transfer Plan**  
The Transfer Plan outlines how we have considered the key legislative requirements to deliver the Stage Two Staff Transfer.
- **Appendix 2: The Stage 2: Staff Transfer Explanatory Document**



This document outlines the rationale for the vision and the reviews of statutory requirements and guidance Home Secretary's letters, key legislative requirements and guidance work to aligning policing functions to the HMIC revised Frontline Model to identify the best solution for Nottinghamshire.

- **Appendix 3: Working Relationship Agreement**

This agreement has been developed to outline what services and information the Chief Constable will share with me and how this sharing of services and information will take place. This will be further developed through the Scheme of Consent to be in operation by the 1 April 2014.

The Terms of Reference for developing the Stage Two Staff Transfer model were to identify options for police staff to transfer and to set a local vision for the organisational structure to secure an efficient and effective police that answers to the communities of Nottingham and Nottinghamshire, whilst empowering the Chief Constable to focus on cutting crime and keeping those same communities safe.

There was work led by the Deputy Police and Crime Commissioner, as the Chair of the Stage Two Programme Board, which reviewed all available correspondence from the Home Office, legislation and guidance which included the Association of Police and Crime Commissioners (APCC), the Association of Policing and Crime Chief Executives (APACE), the Association of Chief Police Officers (ACPO) and the Police and Crime Commissioners Treasurers Society (PACCTS). There was also a review conducted of all the Force functions aligned to the HMIC revised Frontline Model, to firstly identify all the Operational Frontline and Operational Support functions that could transfer to the Chief in the spirit of the PRSR Act, and secondly to identify those functions in Business Support that cover shared areas of responsibility in the Policing Protocol Order 2011. This enabled the development of options of sharing resources to be presented to the Commissioner and the Chief Constable who agree the maximum transfer as putting the future of policing for Nottinghamshire in the best position to achieve the ambitions of the Police and Crime Plan.

### **Recommendations**

In agreement with the Chief Constable, I would like to recommend the following for the Stage Two Staff Transfer for Nottinghamshire:

#### **Recommendation 1: Maximum Transfer of Police Staff**

That there is a Stage Two Maximum Transfer model of all police staff from Operational Frontline, Operational Support and Business Support functions to transfer to the employ of the Chief Constable with an agreement for the Force to provide business support to the NOPCC as identified in the Working Relationship Agreement document. Other staff who are currently employed to work within the Office of the Commissioner will remain in my employment. This includes the Deputy Police and Crime Commissioner.

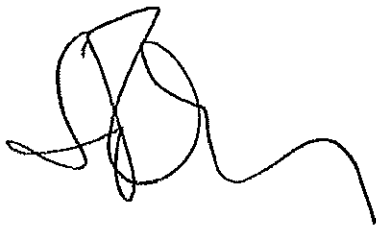
This will mean that all police staff currently employed by myself under the functions of Operational Frontline, Operational Support and Business Support will at 12.00 hours on the 31 March 2014 transfer to the employment of the Chief Constable of Nottinghamshire Police. All the staff currently employed in the NOPCC will remain under my employment, including the Deputy Police and Crime Commissioner.

The rights, powers, duties and employment liabilities of the NOPCC under or in connection with the contract of employment of a transferring employee will transfer to the Chief Constable of Nottinghamshire Police at 24.00 hours on 31 March 2014. The term police staff have been employed by the Police Authority, to myself from the PRSR Act 2011 to the transfer to the Chief Constable will be classed as continuous employment. The employment rights and Pension entitlements of individuals are protected and not affected by this transfer of employment. Under the provisions of the Pensions Act, the Chief Constable and NOPCC as Corporations Sole, will become new employers at 24.00 on 31 March 2014.

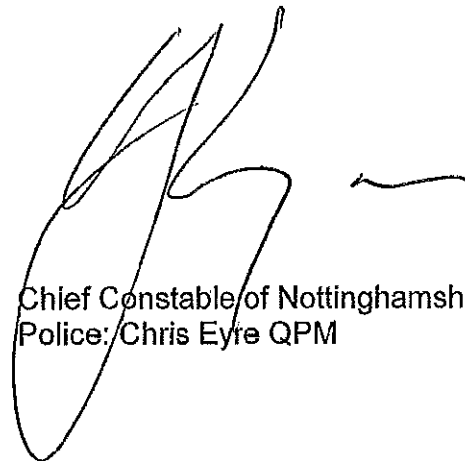
**Recommendation 2: No transfer of land and assets**

That the Transfer Scheme submitted only refers to the transfer of police staff to the Chief Constable and does not transfer responsibility for all land, assets, liabilities, contracts or legal proceedings which will remain with the Commissioner. Respective roles and responsibilities will be set out in a scheme of consent from 1<sup>st</sup> April 2014.

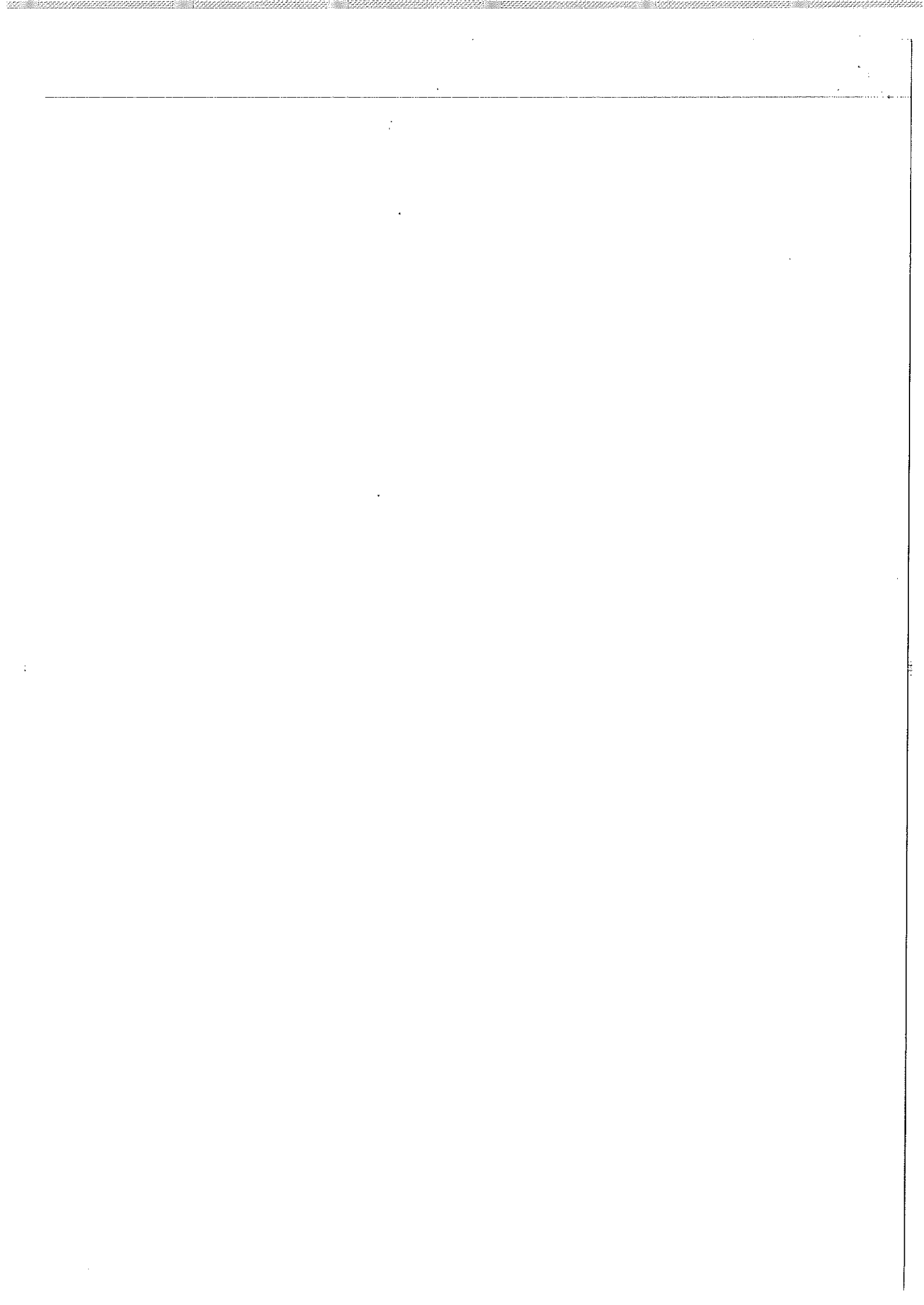
I sincerely hope that these proposals meet your approval.

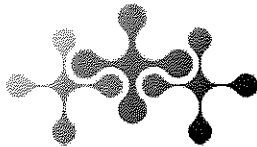


Nottinghamshire Police and Crime Commissioner  
Paddy Tipping



Chief Constable of Nottinghamshire  
Police: Chris Eyre QPM





Nottinghamshire

## **POLICE & CRIME COMMISSIONER**



NOTTINGHAMSHIRE  
**POLICE**  
PROUD TO SERVE

### **APPENDIX 1: NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE'S STAGE 2: TRANSFER PLAN**

#### **1 INTRODUCTION**

- 1.1 At midnight on 21 November 2012 the assets, liabilities and staff of police authorities were transferred to Police and Crime Commissioners (PCCs). The Home Secretary has directed PCCs to consult with their Chief Constables and submit to her a (stage two) scheme which sets out which staff will be transferred to the employment of the Chief Constable and which will remain in the employment of the PCC.
- 1.2 As part of the stage two transfer process, PCCs are required to advise the Home Secretary of Plans for the stage two transfer of staff by 16 September 2013, allowing time for them to be approved by January 2014. This allows time for the administration of the arrangements and for the transfer to take place before the deadline of 1 April 2014.
- 1.3 A scheme setting out which staff will be transferred to the employment of the Chief Constable is outlined as Appendix 2: "Stage 2: Staff Transfer Explanatory Document". Transfers must be implemented no later than 1 April 2014.

#### **2 BACKGROUND**

- 2.1 The Police Reform and Social responsibility Act 2011<sup>1</sup> makes clear that:
  - i) The PCC for a police area must hold the relevant Chief Constable to account for the exercise of:
    - (a) The functions of the Chief Constable.
    - (b) The functions of the persons under the direction and control of the Chief Constable.
  - ii) A police force, and the civilian staff of a police force, are under the direction and control of the Chief Constable of the force.
- 2.2 The Policing Protocol Order 2011<sup>2</sup> sets out how the functions of PCCs, Chief Constables and Police and Crime Panels will be exercised in relation to each other.

<sup>1</sup> Police Reform and Social Responsibility Act 2011

<sup>2</sup> Policing Protocol Order 2011

- 2.3 The Protocol makes clear that the PCC has the legal power and duty to:
- Maintain an efficient and effective police force for the police area.
  - Hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable.
- 2.4 The Order makes clear that the PCC must not fetter the operational independence of the police force and the Chief Constable who leads it.
- 2.5 In order to enable the PCC to exercise the functions of their office effectively, they need access to information and officers and staff within their force area. Such access to any information must not be unreasonably withheld or obstructed by the Chief Constable and/or fetter the Chief Constable's direction and control of the force.
- 2.6 The Chief Constable is accountable to the law for the exercise of police powers, and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. At all times the Chief Constable, their constables and staff, remain operationally independent in the service of the communities that they serve.
- 2.7 The Chief Constable's responsibilities defined by the Order include:
- Appointing the force's officers and staff (after consultation with the PCC, in the case of officers above the rank of Chief Superintendent and Police Staff equivalents).
- 2.8 The Interim Scheme of Governance – Statement of Principles (22 November 2012) jointly published by ACPO, the Association of Police Crime and Commissioners, the Association of Policing and Crime Chief Executives and CIPFA<sup>3</sup> makes clear that:
- “..... the transfer scheme will need to strike the right balance locally for both parties, and without doubt there will be variation in approach dependent on a wide range of circumstances. PCCs will consider which staff would be better transferred to employment by the Chief Constable taking account of all of these matters.”

### **3 CLASSIFICATION OF ROLES**

- 3.1 The HMIC *Valuing the Police Programme* provides a useful definition of Operational and Business Support roles (Table 1 below). Police Officer

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<sup>3</sup> [http://www.audit-commission.gov.uk/technicaldirectory/vfm1213/Interim\\_Scheme\\_of\\_Governance\\_-\\_Statement\\_of\\_Principles\\_-\\_Final.pdf](http://www.audit-commission.gov.uk/technicaldirectory/vfm1213/Interim_Scheme_of_Governance_-_Statement_of_Principles_-_Final.pdf)



and Staff roles are listed under the broad headings of Operational Frontline, Operational Support and Business Support.

3.2 The recommendation being presented is a Stage Two Maximum Transfer model of all police staff from Operational Frontline, Operational Support and Business Support functions to transfer to the employ of the Chief Constable, the rationale being provided in Appendix 2 together with staffing numbers and costs within the functions.

**Diagram 1: The revised frontline model**

OPERATIONAL FRONTLINE		OPERATIONAL SUPPORT	BUSINESS SUPPORT
Response	Custody	Coroner's Officer	Communications / IT / Audio
Neighbourhoods	Enquiry / Station	Operational Planning	Corporate Development
Community Safety / Relations	Local Commanders	ACPO and Directors	Finance
Probations Year 1	Traffic Wardens	Departmental Heads	Personnel / Human Resources
Traffic	HOMES Unit	Criminal Records Office	Press and Public Relations
Dogs	Crime & Incident Management	Criminal Justice Units	Property
Firearms – Tactical	Technical Support Unit	Intelligence	Staff Associations
Mounted	Asset confiscation	Fingerprint / Photographic	Buildings
Air	Burglary	Staff Officers	Drivers
Firearms / Explosives	CID	Complaints and Discipline	Catering
Marine	CID Specialist Crime Units		Stores / Supplies
Underwater	Drugs		Training
Surveillance Unit	Fraud		Other Admin / Clerical
Ports	Hate Crime		Vehicle Workshop / Fleet
Special Branch / Protection / Immigration / Nationality	Vehicle Crime		Welfare – Occupational Health and Welfare
Child / Sex / Domestic	Vice		
Missing Persons	Control Room (Call Handlers)		
Scenes			

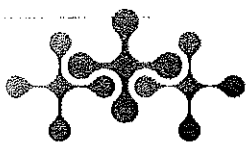
Note: Function names relate to the functional data collected as part of the Home Office annual data requirement (ADR601) workforce data collection.

## 4 PROPOSALS

The Commissioner has established an Office which comprises staff to undertake work in relation to governance and transparency, scrutiny and challenge of force performance against the Police and Crime Plan and delivery of specific PCC manifesto commitments. These staff members work exclusively under the direction and control of the Commissioner.

4.1 It is proposed that all other police staff from Operational Frontline, Operational Support and Business Support functions transfer to the Chief Constable at 24:00 hours on 31 March 2014 with an agreement for the Force to provide business support to the NOPCC as set out in the Working Relationship Agreement, these arrangements are in line with the requirements of the Policing Protocol Order 2011 as set out in Appendix 2.





Nottinghamshire

**POLICE & CRIME COMMISSIONER**



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**Appendix 2: Stage 2 - Staff Transfer Explanatory Document**

**Submission Date: 16 September 2013**

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## Foreword by the Nottinghamshire Police and Crime Commissioner

As the Nottinghamshire Police and Crime Commissioner I am submitting to the Rt Hon Theresa May MP, Home Secretary, my proposed Stage Two Staff Transfer Scheme for her consideration as part of meeting the requirements of the Police Reform and Social Responsibility Act 2011.

Since my election on the 15 November 2012, I have been working with my Deputy Commissioner to put into action the pledges I made as part of my election campaign and are now part of my commitments set out in my Police and Crime Plan. Since taking office I have had to make some key decisions which have included setting the priorities for policing identified in my Police and Crime Plan and setting the precept and the budget for the totality of policing in Nottingham and Nottinghamshire.

The creation of two corporations sole was designed to ensure that the roles and responsibilities of both myself, and the Chief Constable are clear and defined. The work underpinning the Stage Two Staff Transfer Scheme has offered the opportunity to have a shared vision of an organisational structure to deliver the vision of policing for Nottingham and Nottinghamshire, offering a chance to innovate and ensure that I support and hold the Chief Constable to account and scrutiny for the operational focus on fighting crime and protecting the public.

This has required a thorough review of my statutory roles and responsibilities which are set out in the Policing Protocol Order 2011, together with analysing the functions that are undertaken by police staff within Nottinghamshire Police that are currently under my employment. This work has been conducted under the leadership of my Deputy Police and Crime Commissioner, Chris Cutland, who has chaired the Stage Two Staff Transfer Programme Board.

The recommendation I am presenting to you is that there is a Stage Two Maximum Transfer model of all police staff from Operational Frontline, Operational Support and Business Support functions to transfer to the employ of the Chief Constable. This document identifies the proposed governance around this implementation of the staff to transfer which will enable myself and the Chief Constable to meet our respective statutory roles and responsibilities.



**Nottinghamshire's Police and Crime Commissioner: Paddy Tipping**

*Paddy Tipping*

**Nottinghamshire's Deputy Police and Crime Commissioner: Chris Cutland**

*Chris Cutland*

## **Statement of Agreement by the Chief Constable**

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As the Chief Constable for Nottinghamshire Police, I am pleased to support the proposed Stage Two Transfer Scheme that has been prepared by the Nottinghamshire Office of the Police and Crime Commissioner in partnership with the Force.

Consultation has taken place both with me and with the recognised Unions (GMB and Unison) in relation to the Stage Two Transfer Scheme. This has been done through a framework of pre-established meetings of an informal and formal nature that already exist to facilitate information sharing, two-way communication and consultation on staffing issues.

The governance structure proposed in this document will allow the Force to continue to work to achieve its vision to be the best performing force in the country. We will continue to strive to deliver against the Police and Crime Plan priorities that have been identified by the Nottinghamshire Police and Crime Commissioner in order to achieve this vision.

The proposals within this document are that the staff who are currently under the direction and control of the Commissioner within the established PCC Office should remain as they are. All other police staff (Frontline, Operation Support and Business Support) should transfer to the employ of the Chief Constable on 24:00 hours on 31 March 2013 in order to meet the requirements of the Police Reform and Social Responsibility Act 2011.



**Chief Constable of Nottinghamshire  
Police: Chris Eyre**

A handwritten signature in black ink, appearing to be 'C. Eyre', written in a cursive style.

## **Terms of Reference**

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### **Background**

The Police Reform and Social Responsibility Act 2011 (the PRSR Act)<sup>1</sup> outlined that there were two stages of staff transfer. Stage one from the 22 November 2012 when the Nottinghamshire Police and Crime Commissioner (the Commissioner) took up office, whereby all police staff moved by law to his employ, and existing delegations of direction to the Chief Constable remained. Stage two, which will be negotiated and completed by no later than the 1 April 2014, enables the movement of staff employment from the Commissioner to the Chief Constable, which will be subject to the Home Secretary's approval. This has been outlined in the Nottinghamshire Police and Crime Plan 2013-18.<sup>2</sup>

The terms of reference for developing the Stage Two Staff Transfer model were to identify options for police staff to transfer to the employ of the Chief Constable that complied with the statutory duty of the PRSR Act, and set a local vision for the organisational structure of police staff for Nottinghamshire Police by developing the principle Stage Two Staff Transfer Scheme for the consideration of Home Secretary.

### **Decision**

The Commissioner has outlined in this document the rationale for designing a Stage Two Maximum Transfer model for Nottinghamshire, which would mean the transfer all police staff from Operational Frontline, Operational Support and Business Support<sup>3</sup> functions to the employ of the Chief Constable. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) will remain under the employment of the Commissioner. In addition the Force will provide business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.

### **Powers**

In September 2012<sup>4</sup>, the then Minister of State for Policing and Criminal Justice, set out that the response to the characteristics of good police governance identified in Her Majesty's Inspectorate of Constabulary's (HMIC's) report on police authorities, 'Police Governance in Austerity'<sup>5</sup> was to distinguish between those charged with governance and those responsible for delivering policing, which the two stage transfer process is intended to enable this change.

The Home Secretary's letter of the 27 March 2013 exercised the power and direction to formally move police staff from the Commissioners employ to that of the Chief Constable through the submission of a Transfer Scheme by 16 September 2013. The transfer of police staff allows both the Commissioner and Chief Constable to fulfil their respective functions as set out in the Policing Protocol Order 2011.<sup>6</sup> The

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<sup>1</sup> [Police Reform and Social Responsibility Act 2011](#)

<sup>2</sup> [Nottinghamshire's Police and Crime Plan 2013-18](#)

<sup>3</sup> The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

<sup>4</sup> [Home Office Letter of 12 September 2012 – Staff Transfer Scheme – Stage 2](#)

<sup>5</sup> [HMIC: Police Governance in Austerity](#)

<sup>6</sup> [Policing Protocol Order 2011](#)

letter emphasised the intention underlying the PRSR Act that operational staff under the direction and control of the Chief Constable will pass to their employ.

There has been further guidance from the Home Office letter sent at the beginning of July 2013 to Police and Crime Commissioners, which outlined the minimum requirements of the submission, and is a formal variation, under paragraph 10(5)(b) of Schedule 15 to the Act, of the 27 March Direction – to include transfers of staff to local authorities.

### Publication

The Decision making record<sup>7</sup> is published on the Commissioners website together with Appendix 1: Stage 2 Staff Transfer Plan and Appendix 2: Stage 2: Staff Transfer Explanatory Document.

### Governance

There has been a Stage Two Staff Transfer Board which has been chaired by the Deputy Police and Crime Commissioner (Deputy Commissioner), Chris Cutland, who has presented researched staff transfer options to the Commissioner for decision making in consultation with the Chief Constable. There has also been work undertaken to assess legislation, relevant advice and guidance and conducting a desk top analysis of functions and resources under the current organisational structure to identify the functions and the staff to transfer to the employ of the Chief Constable.

### Contacts

The following are the key contacts for the Commissioner and his Office:

<b>Write to the Commissioner</b> Nottinghamshire Police and Crime Commissioner County Hall West Bridgford Nottingham NG2 7QP	<b>Email or Call the Commissioner</b> Telephone: 0115 9670999 Ext. 801 2005 Email: <a href="mailto:nopcc@nottinghamshire.pnn.police.uk">nopcc@nottinghamshire.pnn.police.uk</a>  <b>General Enquiries</b> Telephone: 0115 9670999 Ext. 801 2005 Fax: 0115 844 5081 Email: <a href="mailto:nopcc@nottinghamshire.pnn.police.uk">nopcc@nottinghamshire.pnn.police.uk</a>
--	---

**Deputy Nottinghamshire Police and Crime Commissioner, Chris Cutland**  
Telephone: 0115 9670999 Ext. 801 2005  
Email: [nopcc@nottinghamshire.pnn.police.uk](mailto:nopcc@nottinghamshire.pnn.police.uk)

**Chief Executive, Kevin Dennis**  
Telephone: 0115 9670999 Ext 801 2000  
[kevin.dennis@nottinghamshire.pnn.police.uk](mailto:kevin.dennis@nottinghamshire.pnn.police.uk)

**Chief Finance Officer, Charlotte Radford**  
Telephone: 0115 9670999 Ext 801 2001  
[charlotte.radford@nottinghamshire.pnn.police.uk](mailto:charlotte.radford@nottinghamshire.pnn.police.uk)

<sup>7</sup> Commissioner's [Decision making record](#)



## **1. Introduction**

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### **1.1 Purpose of Report**

The purpose of this Explanatory Document is to provide the Home Secretary with the Commissioner's recommendation and rationale for transferring police staff to the employ of the Chief Constable.

At midnight on the 21 November 2012, the Nottinghamshire Police Authority ceased to exist and by law, all land, assets, liabilities, contracts, legal proceedings and employed staff transferred automatically from the Police Authority to the newly created Commissioner. This was referred to as the 'Stage One' Transfer.

On the 22 November 2012, the PRSR Act created two new corporations sole, the Commissioner and the Chief Constable. A corporation sole is a legal entity which can employ staff, hold rights, have liabilities and own property. Prior to the 22 November, the Chief Constable was not a legal entity. While he had 'direction and control' of most police staff, and some 'employer responsibilities', he could not employ police staff. Police Offices are servants of the crown and therefore do not have an employer as such.<sup>8</sup>

The 'Stage Two' Transfer is from the 1 April 2014, which is outlined in this document where the transfer of police staff will be between the Commissioner and the Chief Constable's future employ.

The two stage transfer process was identified as ensuring that Police and Crime Commissioners were able to get on with securing an efficient and effective police force that answers to the communities that they serve, while empowering Chief Constables to focus on cutting crime and keeping those same communities safe.

### **1.2 Remit**

The remit of this document is to outline the decision taken by the Commissioner which the Chief Constable has agreed, to set out the future organisational structure through the maximum transfer of police staff employment, rights and liabilities from the Commissioner to the Chief Constable. This only involves the transfer of police staff in Nottinghamshire Police (the Force), which will ensure that the Commissioner and the Chief Constable meet their statutory roles and responsibilities in line with the Policing Protocol Order 2011.

The Home Office letter of the beginning of July 2013, which was addressed to all Police and Crime Commissioners, lays responsibility for local schemes firmly at the door of each Commissioner and Chief Constable but also outlines what arrangements might look like. This document aims to set out:

- An overview of the technical background with respect to stage two staff transfers.
- Identify the Commissioner's approach in respect of preparing his transfer scheme.

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<sup>8</sup> The Official Secrets Act 1989 defines the expression "Crown servant".

- Provide the scheme's proposed implementation for submission to the Home Secretary by the 16 September for her approval, modification or rejection and outlines preparations to meet the statutory implementation by 1 April 2014.

### 1.3 Method

The Commissioner agreed the vision for the Stage Two Staff Transfer with the Chief Constable, which was to have a maximum transfer of police staff from Operational Frontline, Operational Support functions and Business Support functions to the employ of the Chief Constable. However, the exception being that the staff within the NOPCC would remain under the employ of the Commissioner and that the Chief Constable will provide business support to the NOPCC as identified in the Working Relationship Agreement.

To support the preparation for the Transfer Scheme, the Commissioner and Chief Constable agreed for a Stage Two Staff Transfer Programme Board to be set up and chaired by the Deputy Commissioner, which was supported by a Task and Finish Group. A summary of the key activities being:

- The Board has provided relevant staff transfer options to the Commissioner for discussion with the Chief Constable on the transfer of police staff to enable the Commissioner and Chief Constable to meet their statutory roles and responsibilities set out in the Policing Protocol Order 2011.
- Assessment of legislation, relevant advice and guidance - provided by the Association of Police and Crime Commissioners (APCC), the Association of Policing and Crime Chief Executives (APACE), the Association of Chief Police Officers (ACPO) and the Police and Crime Commissioners Treasurers Society (PACCTS).
- Desk top assessment of the functions and resources under the current organisational structures and a functional analysis based on the Home Office annual data requirement (ADR601) workforce data collection.<sup>9</sup>
- Options appraisal for the transfer of staff.
- Researched and prepared information for the Board on issues and risks to the transfer.
- Set up of the programme plan, with critical path and key milestones and key work areas for delivery.
- Set out communication plan for police staff and Staff Associations.
- Drafted the outline "Stage 2 Staff Transfer Plan" and "Stage 2 – Staff Transfer Explanatory Document<sup>2</sup> for the Boards consideration for presentation to the Commissioner to seek approval before submitting to the Home Secretary.

### 1.4 Scale

The initial vision was agreed by the Commissioner in consultation with the Chief Constable. The Board explored options to be presented, but the principle was that all police staff be transferred, but there would need to be further discussion around specific functions of business support to the NOPCC. There were options discussed and presented to the Commissioner who discussed with the Chief Constable. It was

<sup>9</sup> These functions names correspond with those used in the supplementary data tables published alongside national statistics

agreed to present to the Commissioner the rationale for a maximum transfer of all police staff, with the agreement for the Chief Constable to provide additional assistance to the NOPCC for strategic finance and planning functions, which is estimated as two posts (approximately one fte).

**Recommendation 1: Maximum Transfer of Police Staff**

That there is a Stage Two Maximum Transfer model of all police staff from Operational Frontline, Operational Support and Business Support functions to transfer to the employ of the Chief Constable with an agreement for the Force to provide business support to the NOPCC as identified in the Working Relationship Agreement document. Other staff who are currently employed to work within the Office of the Commissioner will remain in my employment. This includes the Deputy Police and Crime Commissioner.

The scale of the work did not include assets and liabilities, as this has been agreed by the Commissioner in consultation with the Chief Constable that this Transfer Scheme will only apply to police staff transfer as outlined by the Home Secretary.

**Recommendation 2: No transfer of land and assets**

That the Transfer Scheme submitted only refers to the transfer of police staff to the Chief Constable and does not transfer responsibility for all land, assets, liabilities, contracts or legal proceedings which will remain with the Commissioner.

**1.5 Further Areas of Work**

There has been care taken to ensure that there has been communication with police staff on the transfer. There will be ongoing work to support the delivery of an implementation plan once the Home Secretary has approved, modified or rejected the proposed Stage Two Maximum Transfer model. There will also be further work to develop the Working Relationship Agreement and the Scheme of Consent.

## **2. Vision for the Transfer Scheme for Nottinghamshire**

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### **2.1 The Commissioner's Transfer Vision**

The Commissioner has agreed in principle the vision for a Stage Two Maximum Staff Transfer model with the Chief Constable from Operational Frontline, Operational Support and Business Support functions. This will be supported by clear arrangements for providing business support as outlined in Working Relationship Agreement and will be further supported through a Scheme of Consent.

### **2.2 Legislative and regulatory framework**

In September 2012, the then Minister of State for Policing and Criminal Justice letter identified that the PRSR Act sets out the need for a second 'Stage Two' transfer which refers to the subsequent movement of certain police staff, rights and liabilities from the Commissioner to the Chief Constable. The Stage Two Transfer is designed to allow the Commissioner the freedom to make local arrangements about how their functions and those of the police force will be discharged in the future.

The Government's overall policy intent around stage two transfers from the PRSR Act is that *"operational staff under the direction and control of the Chief Constable passes to their employ and that any discussion with the Chief on those remaining with the PCC will focus on non-operational roles"*. The Minister also notes *"The scheme will need to strike the right balance locally for both parties and without doubt there will be variation of approach dependent on a wider range of circumstances"*.

The Home Secretary's letter of the 27 March 2013 exercised the power and direction to formally move police staff from the Commissioners employ to that of the Chief Constable through the submission of a transfer scheme by 16 September 2013. The division of staff allows for both the Commissioner and Chief Constable to fulfil their respective functions as set out in the Policing Protocol Order 2011. The letter emphasises the intention underlying the Act that operational staff under the direction and control of the Chief Constable will pass to their employ.

### **2.3 Risks**

**Staff Morale** – Police staff who are eligible for transfer under the Stage Two Staff Transfer Scheme. This is being managed through a communication plan that includes consultation with the Staff Associations. This communication will continue as part of the implementation process

### **2.4 Regional**

The five East Midland forces have a long history of working in collaboration across a number of different areas. Following the election of the Police and Crime Commissioners, there has been confirmed support for regional work in line with their financial commitments in the context of their respective medium term financial strategies. It has been agreed that police staff within collaborative functions, but under the employment of the Commissioner, will also transfer to the Chief Constable.

### **3. Our Principles**

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#### **3.1 Governments Principles**

The Government has set clear principles that transfer plans will be considered against:

- That all operational staff should pass to the employ of the Chief Constable.
- That transfer plans must adhere to the principles of the Policing Protocol.
- That plans must set out clear roles and responsibilities between Police and Crime Commissioner's and Chief Constables.

#### **3.2 Nottinghamshire Principles**

The agreed Principles of working to develop the vision and the Staff Transfer Scheme for Nottinghamshire have been:

- Demonstrate putting the community at the heart of delivering policing services across Nottingham and Nottinghamshire.
- Clear agreed vision of what the Commissioner and Chief Constable want to achieve.
- Ensure that the Commissioner and the Chief Constable are able to discharge their responsibilities.
- Not to duplicate functions unless there is a potential for a conflict of interest or risk.
- Does not include police officers.
- Put staff at the heart of the process - consistent approach to terms and conditions of employment and staff HR policies and procedures to achieve greater efficiency.
- Ensure clarity of Stage 2 involvement of transfer of assets and other responsibilities.
- Demonstrate best use of public money.
- Ensure clear direction and control in the future for services.

#### **3.3 Meeting the transfer principles**

The Stage Two Staff Transfer Board has worked to the national and local principles to successfully deliver a proposal to the Home Secretary.

- i. **That all operational staff should pass to the employ of the Chief Constable**  
The Commissioner agreed in principle the vision for the Stage Two Staff Transfer model with the Chief Constable, which was to have a maximum transfer of police staff from Operational Frontline Operational Support and Business Support functions.
- ii. **That transfer plans must adhere to the principles of the Policing Protocol**  
The Stage Two Maximum Staff Transfer model does not cover the staff of the NOPCC, who will remain under the employ of the Commissioner to ensure meeting the legal powers and duties outlined in the Policing

Protocol Order 2011 and the Financial Code of Practice.<sup>10</sup> This will be further supported by the Chief Constable through providing business support to the NOPCC as identified in the Working Relationship Agreement and supported by the Scheme of Consent.

**iii That plans must set out clear roles and responsibilities between PCCs and Chief Constables**

In order to enable the Commissioner to exercise his functions of office effectively, he will need access to information and officers and staff within the Force. Such access to any information must not be unreasonably withheld or obstructed by the Chief Constable and/or fetter the Chief Constable's direction and control of the Force. This has been addressed through the Working Relationship Agreement between the Commissioner and the Chief Constable and will be refreshed with the development of a Scheme of Consent in preparation for the transfer from the 1 April 2014.

The transfer has taken into account the Chief Constables responsibilities for being accountable to the law for the exercise of police powers, and to the Commissioner for the delivery of efficient and effective policing, management of resources and expenditure by the Force. At all times the Chief Constable, their constables and police staff, remain operationally independent in the service of the communities that they serve.

This staff transfer under Stage Two is governed by the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector (COSOP) regulations.<sup>11</sup> Consultation has taken place with recognised staff associations through both a framework of pre established meetings of an informal and formal nature that already exist to allow and facilitate information sharing, two-way communication and consultation on staffing issues.

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<sup>10</sup> Financial Code of Practice 2012

<sup>11</sup> Cabinet Office Statement of Practice on Staff Transfers in the Public Sector (COSOP) regulations

## **4. Police and Crime Plan**

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### **4.1 Strategic Direction**

The Commissioner's Police and Crime Plan 2013-18 sets out the overall strategic direction and long term vision for delivering high quality, transparent and sustainable policing services across the Nottingham and Nottinghamshire. The delivery of the Stage Two Staff Transfer was identified in the Plan.<sup>12</sup>

### **4.2 The Vision:**

**"The People's Commissioner"** – by giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire.

To achieve **outcomes** of:

- Safer communities.
- Improved trust and confidence in policing.
- Delivering value for money policing services.

To achieve **objectives** of:

- Reduced crime and antisocial behaviour.
- Fairer treatment of victims and citizens.
- Better use of resources.

To be **measured** by demonstrating being:

- Ranked in the top 10 police forces for reducing crime.
- Ranked in the top 5 forces for victim satisfaction.
- Efficient and effective in the use of budgets and resources.
- Increasingly representative of black and ethnic minorities (BME) through recruitment.

**Pledges** from the Commissioner's Manifesto:

- Campaign against Government funding cuts to Nottinghamshire's Police budget.
- Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers.
- Work in partnership to reduce antisocial behaviour by 50%.
- Give extra priority and resources to domestic violence and crimes against girls and women.
- Ensure that the victims of crime are treated as people, not cases, and properly fund Victim Support.
- Be fair, honest and protect taxpayers' money.

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<sup>12</sup> Nottinghamshire Police and Crime Plan 2013-18

The Commissioner has also signed up to, or is working with key partnerships on pledges, charters and priorities which include:

- Victims' Support Pledges.
- Youth Charter.
- Rural Charter.
- RSPCA Animal Welfare Charter.
- Barnardo's Cut Them Free Campaign.

The Commissioner has developed **core values** to help define the things that are important in the way he will work and the way he will interact to deliver his Police and Crime Plan:

Victims	by listening and taking action to protect and safeguard vulnerable people.
Openness	by putting victims and the public at the heart of open and transparent decision-making.
Inclusiveness	by working effectively with communities and businesses to tackle crime and antisocial behaviour.
Communities	by ensuring fairness, respect and accountability to victims and communities.
Empowering	by engaging with victims and communities to help shape policing services and build stronger partnerships.

The seven **strategic priority themes** which have been developed through the Joint Partnership Strategic Assessment are:

- Protect support and respond to victims, witnesses and vulnerable people.
- Improve the efficiency, accessibility and effectiveness of the criminal justice process.
- Focus on those local areas that are most affected by crime and antisocial behaviour.
- Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour.
- Reduce the threat from organised crime.
- Prevention, early intervention and reduction in reoffending.
- Spending your money wisely.



## 5. Scenario

### 5.1 Functional Analysis

To ensure clarity of understanding of the roles within the police workforce, the Task and Finish Group undertook an exercise to identify functions in line with the HMIC 2011 report: Demanding Times<sup>13</sup>, which identified Frontline Model functions as frontline, middle office and back office functions as outlined in Diagram 1. The function names relate to the functional data collected as part of the Home Office annual data requirement (ADR601) workforce data collection which formed the basis of identifying staff within each of the functions.

Diagram 1: Frontline model, described in Demanding Times

PUBLIC FACING		SUPPORTING PROCESSES		
Visible	Specialist	Middle Office		Back Office
		Process Management	Process Support	
FRONTLINE FUNCTIONS		NON-FRONTLINE FUNCTIONS		
Response Neighbourhoods Community Safety Relations Probationers Yr1 Traffic Dogs Firearms – Tactical Mounted Traffic Wardens	Air Firearms / Explosives Marine Underwater Surveillance Unit Ports Special Branch / Protection / Immigration / Nationality Child / Sex / Domestic / Missing Persons Fingerprint / Photographic Scenes of Crime Technical Support Unit Asset Confiscation Burglary CID CID Specialist Crime Units Drugs Fraud Hate Crime Vehicle Crime Intelligence Vice	Coroner's Officer Operational Planning ACPO and Directors Departmental Heads HOLMES Unit Crime & Incident Management Criminal Justice Units  Custody Control Room (Call Handlers) Enquiry Station Local Commanders Complaints and Discipline	Intelligence Control Room (Call Handlers) Criminal Justice Units Criminal Records Office CID CID Specialist Crime Units Vehicle Crime HOLMES Unit Hate Crime Fraud Burglary Asset Confiscation Technical Support Unit Complaints and Discipline Crime & Incident Management Drugs Vice	Communications / IT / Audio Corporate Development Finance Personnel / Human Resources Press and Public Relations Property Staff Associations Buildings Drivers Staff Officers Catering Stores / Supplies Training Other Admin / Clerical Vehicle Workshop / Fleet Welfare – Occupational Health and Welfare
FRONTLINE FUNCTIONS		NON-FRONTLINE FUNCTIONS		

Note: Function names relate to the functional data collected as part of the Home Office annual data requirement (ADR601) workforce data collection. Functions in the shaded area were classified as frontline functions.

The Task and Finish Group undertook an exercise to go through the rationale of each of the functions, and to identify those roles that support both the Commissioner and the Chief Constable achieve their statutory responsibilities outlined in the Policing Protocol 2011, and identify potential areas for transfer to the Chief

<sup>13</sup> HMIC: Police Visibility – Demanding Times March 2011

Constable which were presented to the Board, who recommended options to the Commissioner for discussion with the Chief Constable.

In July 2013 HMIC published the Policing in Austerity: rising to the Challenge report<sup>14</sup> which identified a revised Frontline Model which is identified in Diagram 2. This model presented a further opportunity to align functions to the responsibility of the Chief Constable outlining the numbers of staff to transfer and the cost of those staff.

**Diagram 2: The revised frontline model**

OPERATIONAL FRONTLINE		OPERATIONAL SUPPORT	BUSINESS SUPPORT
Response	Custody	Coroner's Officer	Communications / IT /
Neighbourhoods	Enquiry / Station	Operational Planning	Audio
Community Safety /	Local Commanders	ACPO and Directors	Corporate Development
Relations	Traffic Wardens	Departmental Heads	Finance
Probations Year 1	HOMES Unit	Criminal Records Office	Personnel / Human
Traffic	Crime & Incident	Criminal Justice Units	Resources
Dogs	Management	Intelligence	Press and Public
Firearms – Tactical	Technical Support Unit	Fingerprint / Photographic	Relations
Mounted	Asset confiscation	Staff Officers	Property
Air	Burglary	Complaints and Discipline	Staff Associations
Firearms / Explosives	CID		Buildings
Marine	CID Specialist Crime		Drivers
Underwater	Units		Catering
Surveillance Unit	Drugs		Stores / Supplies
Ports	Fraud		Training
Special Branch /	Hate Crime		Other Admin / Clerical
Protection / Immigration /	Vehicle Crime		Vehicle Workshop / Fleet
Nationality	Vice		Welfare – Occupational
Child / Sex / Domestic	Control Room (Call		Health and Welfare
Missing Persons	Handlers)		
Scenes			

Note: Function names relate to the functional data collected as part of the Home Office annual data requirement (ADR601) workforce data collection.

The analysis of the ADR to the Revised Frontline Model, identified that there were:

**Stage 2 Transfer - Staff & Fte's**

	2012/13		2013/14	
	Fte's	£	Fte's	£
Operational Frontline	868		1,007	
Operational Support	257		263	
Business Support	402		421	
	<b>1,527</b>	<b>46,220</b>	<b>1,691</b>	<b>52,616</b>

**Notes:**

These numbers include the externally funded and seconded staff.

The staff costs include national insurance and pensions.

The 2012/13 fte split has been provided from the ADR.

Fte data for 2013/14 has been taken from the HMIC data adjusted for efficiency savings.

2012/13 actual and 2013/14 budget information data has been taken from the forecast consolidation model.

Please note the large movement year on year within Externally Funded is due to the transfer of the

<sup>14</sup> HMIC Policing in Austerity: Rising to the Challenge

Drug Intervention Programme (DIP) staff to Core Funded.

The 2012/13 costs for the NOPCC includes the staff costs of the Police Authority up to November 2012.

Based on the number of staff identified by function in 2012/13 ADR there would be 1,527 at a cost of £46,220,000 to transfer to the employ of the Chief Constable. The budget for 2013/14 identifies that there would be 1,691 at a cost of £52,616,000 to transfer to the employ of the Chief Constable.<sup>15</sup>

£'000					
	Staff	PCSO	Total	Office of PCC	Total
<b>2012/13</b>					
Core Funded	35,750	8,139	43,889	508	44,397
Externally Funded	2,124	29	2,153	-	2,153
Seconded	178	-	178	-	178
	<b>38,053</b>	<b>8,167</b>	<b>46,220</b>	<b>508</b>	<b>46,728</b>
Fte's	1,227	300	1,527	11	1,538
<b>2013/14</b>					
Core Funded	41,268	9,687	50,955	635	51,591
Externally Funded	1,547	25	1,572	-	1,572
Seconded	89	-	89	-	89
	<b>42,904</b>	<b>9,712</b>	<b>52,616</b>	<b>635</b>	<b>53,251</b>
Fte's	1,350	341	1,691	11	1,702

## 5.2 Functions to transfer to the Chief Constable's employ

The Transfer Order will be used to transfer all staff currently under the direction and control of the Commissioner to the employ of the Chief Constable excepting those staff of the NOPCC.

The following transfer has been agreed:

- **Operational Frontline:** this function was agreed as a principle to transfer to the Chief Constable. All staff within this function will transfer to the Chief Constable which is **1007 ftes** number of police staff.
- **Operational Support:** this function was agreed as a principle to transfer to the Chief Constable. All staff within this function will transfer to the Chief Constable which is **263 ftes** number of police staff.

<sup>15</sup> M:\MANAGEMENT ACCOUNTING TEAM\2013-14\10. HMIC\May 2013\Final\NOT VTP3 Questionnaire FINAL v6.xls and M:\MANAGEMENT ACCOUNTING TEAM\2013-14\2. Forecast\Q1\Consolidated Model\2013-14 Q1 Forecast & Budget

- **Business Support:** this function was agreed as a principle to transfer to the Chief Constable. All staff within this function will transfer to the Chief Constable which is **421 ftes** number of police staff.

### **5.3 Functions to remain with the Commissioner**

The NOPCC staff and activities will be retained by the Commissioner (this is required as part of the consideration of approval of the transfer scheme by the Home Secretary). Currently there is an Office restructure underway to ensure roles and responsibilities align to the Commissioner meeting his legal duties. There will be additional support provided through the Working Relationship Agreement and the development of the Scheme of Consent.

## **6. Consultation**

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### **6.1 Consultation Statement**

This statement deals with the Information Sharing and Consultation process that has been undertaken by Nottinghamshire Police with the recognised Unions [GMB and Unison] and staff in relation to the Stage Two Transfer of Staff.

The principles contained within the Cabinet Office Code of Practice on Informing and Consulting Employees in the Civil Service has been used to inform and consult with the recognised bodies and staff.

Consultation has taken place with recognised staff associations through both a framework of pre established meetings of an informal and formal nature that already exist to allow and facilitate information sharing, two-way communication and consultation on staffing issues.

Formal minutes exist for meetings on:

24<sup>th</sup> July 2013

28<sup>th</sup> August 2013

All information regarding the transfer scheme that was known at that point in time, was shared i.e the proposal of which groups of staff may transfer and the likely impact on their employment terms and conditions.

In addition to these meetings the Force Intranet has also been used to provide updates and information and responses to Frequently Asked Questions.

Information of the final details of the proposals has been shared with the Staff Associations on the 10<sup>th</sup> September 2013 in a meeting that has been formally recorded. Further Communications with staff, via the Force Intranet will then be undertaken, where the details of the final proposals of the transfer scheme will be shared.

An ongoing Communication Strategy to inform staff in relation to the Stage Two transfer and to respond to queries is planned.

## **7. Scheme of governance**

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### **7.1 Governance**

The vision for the Stage Two Second Transfer has been agreed between the Commissioner and the Chief Constable. However, key changes need to be cognisant of the future requirements to commission victim's services from October 2014, and other potential commissioning responsibilities across the criminal justice landscape. The Commissioner signed off his Governance Framework after taking up office and has recently published an amended Governance Framework<sup>16</sup>. Continuing work of the Stage Two Transition Board will ensure that the necessary Governance arrangements will be in place for the transition of staff from the 1 April 2014.

The Commissioner has responsibilities for the totality of policing within his Force area, which are set out in the Commissioner's Governance Framework<sup>17</sup> and specifically include:

- Securing an efficient and effective police force for their area.
- Appointing the Chief Constable, holding them to account for the running of the Force and if necessary dismissing them.
- Setting the police and crime objectives for their area by producing a five year Police and Crime Plan (in consultation with the Chief Constable).
- Setting the annual Force budget and police precept, and producing an annual report setting out their progress against the objectives in the Police and Crime Plan.
- Contributing to the national and international policing capabilities set out by the Home Secretary in the Strategic Policing Requirement.
- Co-operating with the criminal justice system in their area.
- Working with partners and funding community safety activity to tackle crime and disorder.

In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:

- The Policing Protocol Order 2011
- Financial Code of Practice (FMCOP)
- Strategic Policing Requirement (SPR)<sup>18</sup>
- Elected Local Policing Bodies (Specific Information) Order 2011<sup>19</sup>

There is a clear Scheme of Governance in place, however, due to the Stage Two Transfer Scheme this will be reviewed and any amendments to the Governance will be developed and be in place by the 1 April 2014.

The Commissioner's recommendation is that there is a maximum transfer of Police Staff from Operational Frontline, Operational Support and Business Support

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<sup>16</sup> The Commissioner's Corporate Governance Framework

<sup>17</sup> Governance Framework

<sup>18</sup> Strategic Policing Requirement

<sup>19</sup> Specific Information Order 2011

functions to the employ of the Chief Constable; with the exception of the NOPCC staff.

### **7.3 Property and Assets**

The development of the Transfer Scheme proposal has been to outline the police staff to transfer from the employ of the Commissioner to the Chief Constable, and has not included the transfer of property assets and liabilities. Roles and responsibilities in relation to the property and assets will be set out in the Scheme of Consent which is currently under development.

### **7.4 Finances**

The budget will be aligned with staff and with the legal entity with which they are employed.

## **8. Future**

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### **8.1 Statement of Intent**

The Commissioner and Chief Constable agree to work together in the delivery of the Police and Crime Plan. This transfer of staff from the Commissioner to the Chief Constable will facilitate the Chief Constable in delivering those elements of the Police and Crime plan specifically relating to the delivery of the service in Nottinghamshire. There will be ongoing work to ensure a robust implementation plan once the Home Secretary has approved the Transfer Scheme.



## 9. Recommendations

### 1: Maximum Transfer of Police Staff

That there is a Stage Two Maximum Transfer model of all police staff from Operational Frontline, Operational Support and Business Support functions to transfer to the employ of the Chief Constable with an agreement for the Force to provide business support to the NOPCC as identified in the Working Relationship Agreement document. Other staff who are currently employed to work within the Office of the Commissioner will remain in my employment. This includes the Deputy Police and Crime Commissioner.

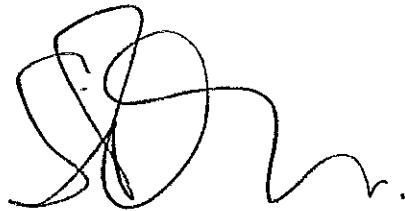
### Recommendation 2: No transfer of land and assets

That the Transfer Scheme submitted only refers to the transfer of police staff to the Chief Constable and does not transfer responsibility for all land, assets, liabilities, contracts or legal proceedings which will remain with the Commissioner.

### Declaration

I confirm that I take the decision to present the recommendations to the Home Secretary in compliance with the PRSR Act.

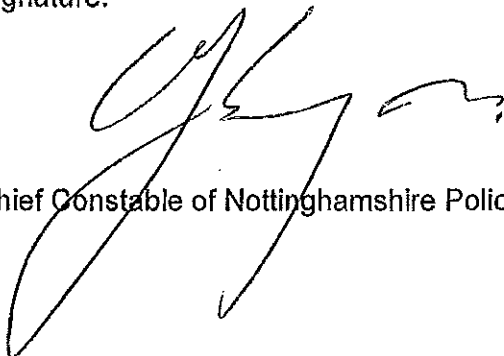
Signature:



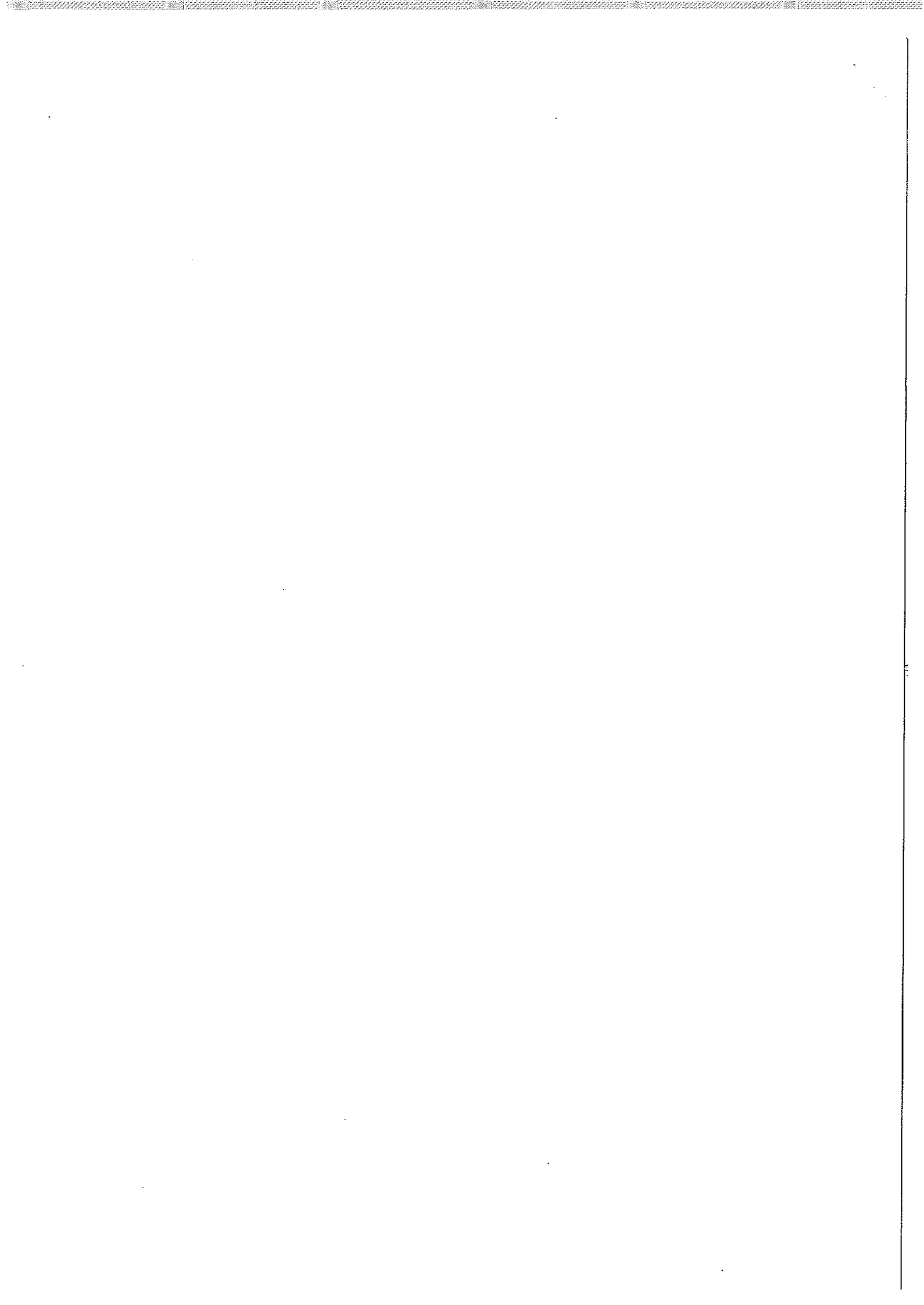
Nottinghamshire Police and Crime Commissioner: Paddy Tipping

I confirm that I have been consulted on the recommendations and agree the recommendations of the Nottinghamshire Police and Crime Commissioner.

Signature:



Chief Constable of Nottinghamshire Police: Chris Eyre





# **Working Relationship Agreement**

**Between The**

**Chief Constable of Nottinghamshire Police**

**And The**

**Nottinghamshire Police and Crime Commissioner**

**For The**

**Sharing of Services and Information**

**First Transfer: 22 November 2012 – 31 March 2014  
Second Transfer: April 2014 – April 2016**

## Document History

**Document:** This document is only valid in line with the version control.

**Location:** The source of the document will be found in NOPCC files:

## Revision History

Revision date	Previous revision date	Author	Summary Changes	of	Changes marked
Nov 2012		K.Sleigh	First Draft		To be worked on with the Force
Dec 2012	Nov 2012	Update from the Force	Re-written		Streamlined document
21.2.13	Dec 2012	K.Sleigh	Update Schedules		Document re-written
April 2013	March 2013	K.Sleigh	Update amendments		ACO comments

## Approvals

This document requires the following approvals.

### Provider

Organisation: Nottinghamshire Police  
Name: Chris Eyre  
Position: Chief Constable of Nottinghamshire Police

Signature: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Customer

Organisation: Nottinghamshire Office of Police and Crime Commissioner  
Name: Paddy Tipping  
Position: Nottinghamshire's Police and Crime Commissioner

Signature: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

## Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
K.Dennis	Chief Executive of the NOPCC	21.2.13	Vs3
Paddy Tipping, DCC, K.Dennis, ACO Monckton	Meeting to discuss WRA	4.3.13	Vs4
K.Dennis, C.Radford, K Sleigh	Amendments to WRA	27.3.13	Vs6
COT	Final Amendments	23.4.13	Vs7

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## Part A: The Agreement

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### 1. Setting out the Working Relationship Agreement

#### 1.1 Purpose of the Agreement

This Working Relationship Agreement (WRA) has been developed to outline what services and information the Chief Constable of Nottinghamshire Police (the Chief) as the Provider, will share with the Nottinghamshire Police and Crime Commissioner (the Commissioner) as the Customer, and how this sharing of services and information will take place. It:

- Defines the specific purposes for sharing services and information which the Chief and the Commissioner have agreed.
- Sets out the legislative arrangements which underpin the sharing of services and information.
- Describes the roles and structures that will support the exchange of services and information between the two bodies.
- Describes the statutory reasons why services and information may not be shared, and the processes for ensuring the protection of Operational Independence.

The WRA is divided into two parts. Part A identifies the agreement for shared services and information, Part B, identifies the schedule of services and information specifications which the Chief will provide to the Commissioner.

#### 1.2 Background to the Agreement

The WRA was set up as part of the Police Reform and Social Responsibility (PRSR) Act 2011<sup>1</sup> transition preparations and 'Thinking' meetings held between the Force and the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) to outline the shared services and information requirements of the Commissioner. It also supports the Policing Protocol 2011 with establishing and maintaining an effective working relationship, with principles of goodwill, professionalism, openness and trust underpinning the relationship, with both parties doing their utmost to make the relationship work.<sup>2</sup>

It was agreed that the WRA would set out the services and information to be shared which will cover the First Transfer of Staff which was an automatic transfer from the Police Authority to the Commissioner. It sets out the working relationships for the delivery and performance of the police service which is in the hands of the Commissioner on behalf of their electorate, and draws on his mandate to set and shape the strategic objectives of the Force area in consultation with the Chief.

The WRA will be refreshed throughout the work defining the arrangements for the Second Transfer of Staff from the Commissioner to the Chief which will be agreed and introduced by the 31 March 2014. It has been agreed to manage the WRA

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<sup>1</sup> By s1(2) of the Police Reform and Social Responsibility Act: <http://www.legislation.gov.uk/ukpga/2011/13/contents>

<sup>2</sup> Policing Protocol 2011: Scope (8): <http://www.legislation.gov.uk/ukssi/2011/2744/made>

through the application of the Force's Business Partnering Model which currently provides corporate services internally to the Force, Partners and regionally. There will be a dedicated Business Partner for the Commissioner and his Office in the exercise of the day to day requirements of the WRA.

### **1.3 Statutory underpinning of the Agreement**

Police and Crime Commissioners were established under the PRSR Act 2011, supported by the Policing Protocol Order 2011 and Secondary legislation<sup>3</sup>. The PRSR Act 2011 gives the Commissioner responsibility for the totality of policing within Nottinghamshire. It further requires him to hold the Chief to account for the operational delivery of policing including in relation to the Strategic Policing Requirement published by the home Secretary.

The Protocol does not supersede or vary the legal duties and requirements of the office of constable. The Chief remains operationally independent, and shall not be open to improper political interference.

The Chief and the Commissioner are established in law as corporations sole within the PRSR Act. For the Commissioner, this means that the office has its own legal personality, distinct from that of the Office holder. It is in this separate capacity that the Commissioner owns property, employs staff, makes contracts and takes part in legal proceedings. By being corporations sole, the Chief and the Commissioner are enabled to employ staff and hold funds. The Chief is charged with the impartial direction and control of all constables and staff within the Force. The staff of the Commissioner's Office are accountable to the Commissioner to enable the Commissioner to exercise his duties.

The Chief is accountable to the law for the exercise of police powers, and to the Commissioner for the delivery of economic, efficient and effective (value for money) policing, management of resources and expenditure by the Force. This WRA is intended to set out the principle arrangements for the provision of shared services and information to meet the Commissioner's legal responsibilities, whilst services and activities are under the direction and control of the Chief.

While this WRA is not legally binding it represents the intention of both parties to enter into an agreement for sharing services and information. In order to enable the Commissioner to exercise the functions of their office effectively, they will need access to information and officers and staff within the Force. Such access to any information must not be unreasonably withheld or obstructed by the Chief and / or fetter the Chief's direction and control of the Force.

Both parties agree that a flexible, co-operative and constructive working relationship, respecting and understanding each others' statutory functions will serve to ensure the delivery of economic, efficient, effective (value for money) policing for the communities of Nottingham and Nottinghamshire.

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<sup>3</sup> PCC Secondary Legislation: <http://www.homeoffice.gov.uk/publications/police/pcc/secondary-legislation-pcc?view=Binary>

## 1.4 Terms of the Agreement

This WRA will take effect from 1 April 2013, and will be refreshed through the Second Transfer of Staff up to 31 March 2014, thereafter being revised for the duration of the Commissioner's period in office up to 2016. This WRA will continue to operate beyond the specified election period of the Commissioner until it is formally superseded by another Agreement.

Both parties will review the effectiveness of the WRA in line with the Governance Framework and Strategic Planning Cycle quarterly, which will provide updates for the Annual Report and the Governance Statement. Any amendments must be agreed in writing by both parties.

## 1.5 Principles

There will be the spirit of collaborative working and relationship building with the sharing of services and information to ensure the delivery of respective duties and responsibilities of the Chief and the Commissioner. This relationship will be based on cooperation, trust, openness and transparency which supports the Commissioner's Good Governance Principles. The following principles set out the relationship for sharing services and information:

- **Policing and community safety** – focus on excellent victim and public service to deliver policing through cooperative sharing of services and partnership working.
- **Professional and legal context** – ensuring consistency, sustainability, securing efficiency, equality and good governance.
- **Outcomes focused** – rather than being process focused, working through the provision of services, sharing information, experience and skills to reduce bureaucracy, duplication and enable economic, efficient and effective use of resources to deliver value for money services.
- **Joint working** – being risk based, proportionate and working in the spirit of openness and trust to enable delivery of corporate responsibilities for the Chief and the Commissioner.
- **Securing accurate and reliable data** – for data and information to provide objective based decision making, which will be published and support the functions of the Police and Crime Panel and the Audit and Scrutiny Panel.
- **Flexibility** – to meet new and emerging requests to work together promoting open dialogue to provide information for robust decision making.

Both parties agree to act in good faith, providing due regard to the WRA and providing co-operative assistance, resolving service and information issues face to face and in a timely manner wherever possible.





## 2 Service Overview

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### 2.1 Description

This section provides a description of the services and information to be shared by the Chief with the Commissioner. The PRSR Act 2011 identifies the following areas of responsibility for the Commissioner which form the foundation for this WRA to sharing services and information:

- Efficiency and effectiveness
- Finance
- Planning and Performance
- Collaboration
- Complaints
- Appointments
- Dismissals
- Partnership Working
- Commissioning Inspections
- Commissioning Community Safety and Crime Reduction Services

### 2.2 Services and Information in Scope

The following key services and information are identified as being in scope of this WRA, with detailed information in Part B, Section 4, Schedule of Shared Services and Information.

#### i) **Generic services and information to be shared by the Chief and the Commissioner**

The Chief is committed to providing services and reliable, accurate and timely information to the Commissioner and his Office, to enable the conduct of duties effectively which includes generic services and information:

- **Attendance at Police and Crime Panels**  
At the request of the Commissioner, the Chief will attend the Police and Crime Panel or provide suitable representation from the Force to attend on his behalf.
- **Requests for information by the Police and Crime Panel**  
The Police and Crime Panel (the Panel) has the right to request information from the Commissioner on an ad-hoc and unplanned basis in order to discharge its own statutory functions as well as to scrutinise the actions of the Commissioner. It has a number of legislative powers in this area. The Panel does not have any powers to request information from the Force (other than general rights under the Freedom of Information Act). It is agreed that the Panel will only seek information from the Commissioner or his Office, not directly from the Chief or the Force. Therefore, the Commissioner will be requesting information from the Chief that will either be presented by the Commissioner or at the request of the Commissioner, the Chief or the

appropriate representative from the Force, which can be a response in writing, or attendance before the Panel to answer questions. A Schedule of specific Panel documents and reports is provided at Section 4.2, but this does not include specific bespoke requests made by the Panel.

- **Requests for information by the Audit and Scrutiny Panel**

The Commissioner will provide information for independent assurance by the Audit and Scrutiny Panel on the adequacy of the corporate governance and risk management arrangements in place and the associated control environment, according to the Good Governance Principles and proper practices. The Audit and Scrutiny Panel will assist the Commissioner and the Chief in fulfilling their responsibility for ensuring Value for Money. The Audit and Scrutiny Panel will assist the Chief Finance Officer to the Commissioner and the Chief's ACO Resources in fulfilling their responsibility as the statutory 151 Officers (Section 114 Local Government Finance Act 1998) relating to probity, lawfulness of expenditure and internal control. This will require the provision of information, reports and presentations to the Audit and Scrutiny Panel to oversee an annual programme of scrutiny of key areas of policing activity on behalf of the Commissioner, which includes:

- External Auditor's Annual Governance Report and Annual Audit Letter.
- Reports of the Internal and External Auditors and any implications relating to the internal control, risk and governance.
- Implementation of agreed recommendations relating to internal audit reports and HMIC inspections and scrutiny reports.
- Action taken in response to audit reports.
- Allegations of fraud and irregularity.
- Commission work from internal and external auditors.
- Annual Governance Assurance and Statement for the Forces accounts and joint accounts.
- Undertake specific scrutiny reviews requested by the Commissioner, with Scrutiny Review Groups for topics who will produce findings and recommendations with update reports on responses.

- **Forward Planning**

The Chief will, where ever possible, ensure the sharing of the Forward Planning for the Force, this will assist the Commissioner and his Office produce Forward Planning documentation for the Commissioner's governance framework that will be shared with the Chief.

- **Advice and Guidance**

The Chief will, where ever possible, ensure the provision of advice and guidance from Force specialists on key subjects or on the efficient and effective service delivery of policing, through regular briefings or meetings with the Commissioner or his Office, or through the provision of data, reports or evidence to the Commissioner and his Office as identified by the Schedule of Shared Services and Information in Section 4.1. There will be service specific information provided through specialist advisors across the Force which will be managed through the Schedule of Service Contacts identified in Section 4.3.

- **Scheduled requests for services or information**

The process for dealing with requests for services or information by the Commissioner and his Office will be as follows:

- Any requests for services or information by the Commissioner (including data, reports or evidence) should be made under the Schedule of Service Contacts identified in Section 4.3, who will act as the single point of contact for their service area.
- The request for services or information will be considered by the Service Contact, who will determine whether that request is reasonable.
- The standard timescales for providing scheduled services and information is identified in the Schedule of Services and Information, Section 4.1, or it should be agreed upon request. However, all requests for services and information should be dealt with promptly, and updates provided if information can or cannot be provided to the Commissioner or his Office as part of the confirmation of the request.
- If the request for information is complex, or the service provider may not be able to comply with a request within the required timescales, there will need to be an issue raised for agreement of timescales which can be escalated through the service provision Governance from the Service Contact to their respective Head of Service outlined in Section 3.
- If the Commissioner or his Office is dissatisfied with the services or information provided by the service area, it may be escalated through to the Head of Service and the Assistant Chief Constables and the Assistant Chief Officer (Resources) for resolution, if this fails to achieve satisfactory resolution, a discussion will be convened between the Executive, and if unresolved will be presented to the Commissioner and the Chief. Dispute resolution is dealt with in more detail in Section 3.

- **Bespoke requests for services or information**

There will be a requirement for the Commissioner or his Office, to commission bespoke requests for services or information to support the Commissioner or the Deputy Commissioner's work. These may be one off requests that would not be planned into the expectations of regular service or information requests, these can be sent through to the Force either to the nominated Service Contacts or if the requests are more complex, through to the Head of Service, or to the Assistant Chief Constables and the Assistance Chief Officer (Resources), or direct to the Chief to commission through to his relevant Portfolio Leads. Timescales for the requests will need to be agreed and escalated as appropriate if the requests cannot be achieved as identified in Section 3.

- **Access to Police Officers and Staff**

The Policing Protocol 2011 identifies in order to enable the Commissioner to exercise the functions of their office effectively, they will need access to information and officers and staff within the relevant force area. Through the WRA Principles there is a spirit of cooperation, joint working and trust to

ensure that the Chief and the Commissioner meet their statutory requirements. There will also be access made available to staff associations, although it is accepted that the Force is responsible for managing the relationship on a day to day basis. The WRA sets out a Schedule of Service Contacts, Section 4.3, which contains the list of primary contacts for services and information for the Commissioner and his Office. However, if there is a piece of work that cannot be easily referenced to any of the contacts, reasonable efforts will be made to follow the governance and go through the relevant Service Lead if known. This will include general enquiries, adhoc questions and formal requests, with detailed scheduled work being identified in Section 4.1. The arrangements for managing these requests are set out in Section 3, Service Level Governance.

- **Access to Information Systems**

Through the WRA there is a Schedule of Technical Systems identified in Section 4.4 that the Chief will ensure direct access to data and information for the Commissioner and his Office. This will include access, licences, training and support through Information Service Agreements. There will be a need to work through ensuring that the requirements of Information Management are met for the Chief and the Commissioner.

- **Briefings**

The Chief will hold regular briefings on Tuesdays to keep the Commissioner up to date with issues affecting the economy, efficiency, effectiveness (value for money) of policing, together with the provision of adhoc briefings as requested on subjects to support the Commissioner's statutory obligations. These Briefings will also include key issues of media interest and operational areas to address the Strategic Policing Requirement. Service and information Briefings can be requested as part of bespoke requests through to Service Contacts or Heads of Service, or direct to the Chief to commission to relevant Portfolio Leads.

- **Strategy and Policy Briefings**

The Commissioner is responsible for the totality of policing in his area. As part of the strategic responsibility, the Commissioner and his Office will be consulted on the implementation of all new non-operational strategies and policies, together with changes made to existing strategies and policies and their relevant impact assessments. The Chief will provide the Commissioner with specialist advice, access to specialist advisory groups and specialist training, together with updates on the Government direction, legislation and Force policy and procedures for specific policy areas which affect the Force and the Commissioner. The Chief will also provide updates on the local policy requirements and implementation that cover shared areas or statutory responsibilities with the Commissioner, together with audits, inspections and reviews of the Force policies and procedures to provide assurance that they are up to date and meet legislative compliance, which includes:

- Children's Act 2004
- Safeguarding Vulnerable Groups Act 2006
- Equality Act 2010

- Human Rights Act 1998
  - The Police Reform and Social Responsibility Act 2011
  - Strategic Policing Requirement
  - Civil Contingencies Act 2004
  - Freedom of Information Act 2000
  - Data Protection Act 1998
  - Management of Policing Information Systems (MOPI)
  - Information Assurance Maturity Model (IAMM)
  - Health and Safety at Work etc Act 1974
  - Health and Safety Laws in the Workplace
  - Statutory (as prescribed by SI2011/3050 The Elected Local Policing Bodies (Specified Information) Order
  - Financial Regulations
- **Quality Assurance**  
The Commissioner will decide how the quality of service for users is to be measured through the Police and Crime Plan and make sure that the information needed to review service quality effectively and regularly is available.<sup>4</sup> The Chief will provide information and guidance around the quality assurance frameworks in Force and the standards or accreditation requirements that are being achieved and those to be aspired to, which will include, wherever possible, provide advice and guidance from Force specialists on key subjects to the Commissioner or his Office.
  - **Staff and Process Restructures**  
The PRSR Act 2011 automatically transferred land, assets, liabilities, contracts, legal proceedings and employed staff to the Commissioner. The second stage transfer of employed staff will take place by April 2014. The Chief will ensure that the Commissioner is kept informed of the proposed restructures of the Force employed staff, particularly non-operational areas of business, which will include rationale for change and consultation and communications, together with service impact assessments to provide assurance of the continuity of service delivery and meeting efficiency and effectiveness targets.
  - **Value for Money**  
The Chief will provide updates on efficiency planning and delivery to the Commissioner, providing regular updates, reports and briefing of delivery of value for money policing which will include external and internal audit, reviews and inspections to provide enable the Commissioner to provide assurance to the Police and Crime Panel and the Audit and Scrutiny Panel.
  - **Learning and Development**  
The Chief will provide access to Learning and Development for the Commissioner and his Office which will provide bespoke training and development together with generic training and development such as NCALT training for employees, together with identified training through the Training

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<sup>4</sup> Policing Protocol Order 2011

Needs Analysis for forward planning. Anything over and above the generic requirements of employees will be paid for by the NOPCC.

**ii) Specific scheduled services and information to be shared by the Chief with the Commissioner**

The Chief will also provide specific scheduled services and information to the Commissioner and his Office which are identified in Section 4.1 Schedule of Shared Services and Information:

**Legal Services**

The Chief will ensure the provision of legal services to provide the Commissioner with legal services advice and regular reports on legal claims from the public, members of staff and officers. Claims can be broken down into four main areas: public liability, employer's liability, employment and motor liability.

**Communication Services**

Following regular briefings, adhoc meetings or information exchange with the Chief and the Commissioner, there will be issues of media statements and comments that will be planned into Communication schedules to be managed by the respective Communication leads for the Chief and the Commissioner. Media will be supported by Communication Protocols for the Chief, Commissioner and the Police and Crime Panel, which have been produced to establish clear working relationships. There will also be joint working on various marketing and branding opportunities for the Chief and the Commissioner for proactive positive press coverage of policing for Nottingham and Nottinghamshire.

**Professional Standards**

• **Complaints and conduct**

The Commissioner is responsible for ensuring that effective, transparent and accessible arrangements are in place for dealing with complaints. There is currently a draft Protocol for the Chief and the Commissioner for the processes for managing complaints and conduct with the Force, the Commissioner and his Office, key areas cover:

- The regular provision of oversight of Police complaints and misconduct issues which will include regular updates on summary case histories, investigations, new cases, open cases and monitoring for lessons learned to the Commissioner and his Office for scrutiny.
- The Commissioner will be seeking assurance from the Chief on complaints and misconduct issues, lessons learned from complaints and misconduct, and will conduct dip sampling audits on the recording systems.
- The Commissioner will need assurance that arrangements are in place for Whistle Blowing to which staff and all those contracting with the Commissioner have access. This will be provided through regular updates on key conduct compliance policies including the Whistle

- Blowing policy and the Anti-Fraud and Corruption policies which will be reported through to the Audit and Scrutiny Panel.
  - The Commissioner will present complaints against the Commissioner to the Police and Crime Panel.
  - The provision of updates from IPCC Investigations and recommendations together with assurance of actions taken will form part of the reporting to the Audit and Scrutiny Panel
- **Force Information Security and vetting**
  - The Chief will provide advice and guidance on Information Security, Information and Security breaches, together with providing updates on the assurance of the standards of information management through the Information Assurance Maturity Model (IAMM) monitoring, review and improvement outcomes.
  - There will also be access support and specialist advice on vetting for the Commissioner's staff, partners and contractors as necessary to ensure meeting compliance standards for accessing information and policing systems, together with support provided for the development of information sharing protocols.

## **Corporate Services**

- **Business and Finance**

### **Budget Governance**

The Commissioner's Chief Finance Officer is responsible for the accounting policies and records to be maintained. The Chief's Assistant Chief Officer (Resources) is responsible for preparing the accounts and providing supporting documents in accordance with legislation and the requirements of accounting bodies.

There will be a requirement to provide information and respond to requests for information for the publication of the annual Budget, reports on re-stated budgets, producing the Medium Term Financial Plan, Annual Governance Statements and the Annual Statement of Accounts, to enable the Chief and Commissioner to share and publish informed Annual reports. These will be discussed between the Chief and the Commissioner before publishing.

There will be the sharing of information and updates between the Chief's Assistant Chief Officer (Resources) and the Commissioner's Chief Finance Officer to produce the Annual Internal Audit Strategy and Internal Audit Plan to share common purpose to deliver the Good Governance Principles and meeting Financial Regulations.

### **Revenue and Capital Budgets**

The Chief's Assistant Chief Officer (Resources) prepares the Revenue Budget and Capital Plan in conjunction with the Commissioner's Chief Finance Officer. The Commissioner's Chief Finance Officer has a specific duty to state in the revenue budget report that the estimates are robust and that reserves are adequate. The monitoring of these budgets is based on a format approved

by the Chief's Assistant Chief Officer (Resources) and the Commissioner's Chief Finance Officer.

### **Treasury Management**

In accordance with the Scheme of Delegation the Chief's Assistant Chief Officer (Resources) will ensure that staff are available to the Commissioner's Chief Finance Officer to ensure the Treasury Management Strategy is developed and implemented; including the day to day management of Treasury activities and out-turn monitoring reports are produced in accordance with Regulations.

### **Returns**

The Chief's Assistant Chief Officer (Resources) and the Commissioner's Chief Finance Officer will make the decisions on returns to the appropriate bodies.

### **Insurance**

The Chief's Assistant Chief Officer (Resources) and the Commissioner's Chief Finance Officer both have a responsibility for ensuring adequate insurance cover. The Commissioner's Chief Finance Officer has responsibility for the letting and award of the contract, to which the Chief's Assistant Chief Officer (Resources) will ensure staff area available to assist in this. The Chief's Assistant Chief Officer (Resources) is responsible for the day to day management and accountability of insurance clauses and will make recommendations to the Commissioner's Chief Finance Officer on any potential changes to the Insurance Provision.

### **Financial Monitoring and virement**

The Chief's Assistant Chief Officer (Resources) and the Commissioner's Chief Finance Officer have joint responsibility for ensuring that financial professional standards are adhered to and that staff have appropriate training. The Commissioner's Chief Finance Officer has responsibility for agreeing the records to be kept. The Commissioner's Chief Finance Officer has responsibility for agreeing the records to be kept. The ongoing work is carried out under the supervision of the Chief's Assistant Chief Officer (Resources) who is required to:

- **Income and Debtors** - establish and monitor appropriate recovery procedures, including legal actions, for debts that are not promptly paid.
- **The payments to Creditors** - under arrangements agreed by the Commissioner's Chief Finance Officer.
- **The Payments to Employees** - responsible for maintaining the Commissioner's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

### **Governance Improvement Plans**

Provide information and monitoring reports on the Force Governance Improvement Plans to assist the Commissioner's Governance Self-Assessment for Audit and Scrutiny which will be shared with the Chief, together with the production of the Annual Governance Statement which will be monitored through the Commissioner's Code of Governance. This will also



provide information for the Governance Statement for the Force and the Commissioner. To share the Force Lessons Learned from improvement activities and outcomes achieved to be shared for the Annual Plan and Audit and Scrutiny.

### **Police and Crime Plan**

- Provide timely information for the production and updates for the delivery of the Police and Crime Plan which will be led by the Commissioner and his Office.
- Provide updates on the Policing Plan and supporting Business Plans to ensure that the Chief demonstrates meeting the Commissioner's responsibility to secure economy, efficiency and effectiveness (value for money).
- Provide the Commissioner with timely and accurate information for the Commissioner and his Office to coordinate and produce the Joint Partnership Strategic Assessment. This will be managed by the Commissioner and his Office as part of the strategic planning responsibilities. The Commissioner and his Office will co-ordinate the work of partners to deliver the Joint Assessment and identify the activities to be delivered as part of the Police and Crime Plan Delivery Plan.

### **Audit, Inspection and Review**

Provide briefings and reports on audits, inspections and reviews to include the Independent Police Complaints Commission (IPCC), monitoring and action planning and assurance reporting. Keep the Commissioner updated on planned and pending audits, inspections and reviews, including tracking of action plans, assurance outcomes of improvements and lessons learned for demonstration of value for money. To share reports that relate to the Force to enable the Commissioner to send copies of comments to the Home Secretary as required.

### **Risk Management**

Provide information on the Forces Risk Management policy, process, strategic and organisational risks, together with assurance of mitigation.

### **Policies**

Provide updates on, and be included in, non-operational policy implementation and consultation, which will include the introduction of new policies and changes to existing policies, together with updates of procedures and guidance, impact assessments and implementation through reporting on assurance of strategic policy implementation.

### **Business Continuity**

The Commissioner is required to hold the Chief to account for the operational delivery of policing including in relation to the Strategic Policing Requirement. The Chief will provide the Commissioner with Business Continuity advice and specialist planning in relation to the strategic responsibilities and continuity of statutory functions of the Commissioner, together with assurance on the

compliance of Business Continuity for the Force in line with the Civil Contingencies Act 2004 and totality of policing.

### **Information Management**

The Chief and Commissioner and his Office will work to ensure compliance with Information Management legislation.

- Provide FOI, Data Protection advice and policy updates, provision of information and support to deliver FOI responses and data subject access requests together with weekly updates of requests. This will include the provision of monitoring and analysis of audits on FOI and Data Protection; together with sharing and working on shared service Information Sharing Protocols, to meet the Commissioner's with the overarching responsibilities of Information Sharing requirements.
- Records review, retention and disposal guidance and audit information to demonstrate compliance with Management of Policing Information (MoPI) systems and assurance.
- Provide information for compliance with the Specific Information Order 2010, to ensure the Publication Scheme is kept up to date with information routinely required for publishing.

### **Horizon Scanning**

The Chief and the Commissioner will share the future scanning information with each other for interpretation into briefings and strategic planning processes. The Chief will provide the information for the Commissioner's Futures Scanning looking back at actions taken through identifying Futures scanning impacts, the Commissioner will report to the quarterly and annually on Futures Scanning, and provide information for the Police and Crime Plan through the Joint Partnership Strategic Assessment and the Annual Report. There will also be specific Briefings produced for the Commissioner from Futures Scanning which can be shared with the Chief.

### **Research**

Through forward planning there will be the identification of specialist qualitative and quantitative research support and information, specialist predictive modelling of services for improvements to services through lean reviews and restructuring service provision, which will be commissioned by the Commissioner to the Chief. The Chief will also provide information for scanning best practice for service delivery and supporting research specialist support as part of the Futures Scanning and will support the delivery of the actions within the Police and Crime Plan.

### **Performance**

- Provide performance information on the monitoring of the Police and Crime strategic themes and assurance of delivery of activity within the strategic themes. Provide six monthly reports on the Police and Crime Plan performance of the Force's activities against the strategic themes in the Plan.
- Provide regular Performance and Insight information to the Commissioner and his Office. This should also include regular briefings

and updates on performance, providing data and reports as required for information by the Commissioner and his Office. This will include the Performance and Insight Reports and control plans to meet the outlined performance improvements.

- Provide responses to consultation that supports activities to deliver services, together with information sharing of results for reporting consultation against the Police and Crime Plan. Through cooperative working, there will be a need to conduct consultation for the totality of policing and for the production of the Police and Crime Plan in line with the strategic planning cycle. There will be ongoing consultation activities that can provide opportunities to share information for the Joint Partnership Strategic Assessment, together with the Commissioner's Community Engagement and Consultation Strategy
- There will also be regular updates provided on the Staff Survey and supporting activities.
- There should be a schedule of consultation activity shared with the Commissioner, together with the scheduled results which the Commissioner will publish. This information should be submitted to the Commissioner's Office along with any reports or briefings for the Commissioner or for the Police and Crime Panel.
- There should also be the accessibility to specialist advisory groups which can be contacted by the Commissioner.
- There will be the requirement for sharing specialist information and analysis on public consultation and research, to support the actions in the Community Engagement and Consultation Strategy's Action Plan and be accessible through publication of results to the public and key stakeholders.
- Provide access to services for Geographic Information Systems and mapping of performance and social profiling data services.

### **Programmes and Projects**

Provide regular information and highlight reports on the delivery of the Force strategic programmes and projects to the Commissioner and his Office, demonstrating efficiency and savings to address the budget deficit, together with the performance monitoring of improvements in effectiveness.

- **Estates and Facilities**
  - Provision of Estates Strategy and regular update reports for the Audit and Scrutiny Panel.
  - Provide updates on the Environmental Management strategy, policy and performance and provide specialist advice and guidance for the Commissioner and his Office to meet the Environment Management requirements of demonstrating the delivery of policing and the activities within the Police and Crime Plan.
- **Human Resources**
  - Provide updates on Force restructures of non-operational staff and functions, together with post implementation reviews to provide lessons learned and demonstration of improved efficiency and effectiveness of service delivery.

- Provide workforce planning reports, data, risks and issues particularly with non-operational staff, together with assurance of meeting future planning arrangements to deliver the Police and Crime Plan.
  - Provide specialist Health and Safety and Human Rights advice and guidance on policy and procedures
  - Provide updates and access to specialist HR policy, procedure advice and assistance to the Commissioner and his Office, together with updates on liabilities.
  - Provide Learning and Development services to the Commissioner and his Office, ensuring inclusion in Force wide training for shared service areas of responsibility. This will also include Training Needs Assessment requirements and the inclusion of the Commissioner and his Office of specific training given to non-operational police staff such as NCALT training and other mandatory training for police staff. Provide regular updates on workforce planning and learning and development provision to demonstrate improved capacity and capability for the Commissioner and his Office.
- **Information Services**
    - Ensure a clear Information Service Level Agreement to provide systems support to the functionality of the Commissioner's Office.
    - Provide updates on the ICT Strategy.
    - Provide regular updates on the non operational systems owned by the Commissioner, which will include contractors, data controllers and data sharing protocols in line with providing information assurance on the delivery of the ICT Strategy, Information Management and future needs.
- **Procurement**
    - Provide an overview of the Procurement Strategy, including reviewing the annual forward looking plan for new contracts, together with reporting regularly on existing contracts and tendering.
    - Ensure the provision of information for the procurement of assets in line with statutory responsibilities for the Commissioner.
    - Provide quarterly reports to the Performance and Resources Board on contracts in accordance with the Contracts Standing Order.

#### **Crime, Justice and Protective Services**

- Provide the Commissioner with an update on the Strategic Policing Requirement, Threat, Risk and Harm assessments and assurance of capability and capacity.
- Provide regular crime reporting and intelligence for updates, reports and assurance of meeting strategic priorities or actions in line with the Strategic Policing Requirement.
- Provide information for the Joint Partnership Strategic Assessment through the Strategic Intelligence Assessment.
- Provide briefings on key areas of strategic risk, threat and harm to highlight Force performance to mitigate problem policing in line with the Strategic Policing Requirement.

### **Territorial**

- Regular feedback and analysis of Neighbourhood consultation and meetings to keep the Commissioner up to date with key community issues, particularly with information that will provide background to community safety and criminal justice partnerships.
- Provide updates and feedback on Neighbourhood surveys, escalating issues as required.

### **Collaboration,**

Provide updates on proposed business cases for the sharing of services and functions, which will include non-operational functions that will form part of the Stage 2: Transfer Schedule. There will also be a requirement by the Commissioner for regular monitoring and performance reports of existing collaborations, which will demonstrate efficiency and effectiveness of the service delivery through the arrangements.

### **iii) Attendance at meetings**

There is an opportunity to share information through the attendance of meetings. The Force will provide the Commissioner and his Office with updates from the Force executive, strategic and tactical meetings, together with Staff Association Meetings. The Chief will open invites to the Commissioner for attendance at Force meetings as part of the agreed Commissioner's Governance Framework. The Commissioner's Governance Framework will be shared with the Force and reported on regularly to demonstrate its effectiveness, which will provide evidence of Good in the Annual Governance Statement. The Schedule of meetings at 4.5 provides an overview of the meetings that will include representation by the Commissioner or delegated representative of his Office.

### **iv) Access to information systems**

Data Controller responsibilities are critical as they cover key areas of content, retention, disclosure and the purpose for which and manner in which the data is processed. The PRSR Act 2011 and the Policing Protocol 2011 assists in defining where the various responsibilities will lie. The Chief retains responsibility for the operational control of the Force. It therefore follows that all information produced by police officers and police staff, which is in furtherance of this responsibility, remains within the Data Controller responsibility of the Chief. The Commissioner will have Data Controller responsibility for key areas such as finance, ownership of land, assets, liabilities, contracts, legal proceedings and employed staff.

The Commissioner is a trusted part of the overall mechanism through which policing is delivered, therefore, initially information should be managed through common sense and developing those processes that existed with the Police Authority. This will be the subject of a separate Information Sharing Agreement. The Information Commissioner encourages a free flow of information within an organisation and not to over complicate business processes with bureaucratic procedures.

However, to facilitate the delivery of functions, there will be advantages for the sharing of access to information systems covering various services, which are included in the Schedule of Technology Specifications in Section 4.4.

## 3 Service Governance

### 3.1 Governance Structure

To ensure the smooth running of the services and information between the Chief and the Commissioner there needs to be clear governance arrangements for the WRA.

The WRA will be managed and aligned to the requirements of the Chief's and Commissioner's Governance Frameworks. The monitoring and assurance will be through the 'Delivering Good Governance Self-Assessment' which will be managed through the Commissioner's Office and reported quarterly as part of risk management reporting at the Audit and Scrutiny Panel. There will also be reviews of disputes or disagreements escalated to the Briefings of the Chief and Commissioner as necessary.

Monitoring to facilitate the effective operation of the WRA is the responsibility of both parties and will be discussed as a regular standing item for the Chief Executive with the Assistant Chief Constables and the Assistant Chief Office (Resources), and the Chief Executive with the Deputy Chief Constable, reporting by exception to the bi-monthly briefings of the Chief and the Commissioner.

### 3.2 Disagreements

It is important that disagreements are resolved at the lowest practicable level, i.e. Service Contact or first level of escalation as identified in the following table:

Level	Service Contact	Definition
1	Contact	Those identified individuals to provide services or information within the WRA
2	Head of Service	The accountable service provider
3	ACCs and ACO	Portfolio leads
4	The DCC and the Chief Executive of the NOPCC	The Executive Group for the WRA
5	The Chief and the Commissioner	Owners of the WRA

It is expected that most issues, which arise, will be resolved through informal discussions with colleagues. Where it does not prove possible to resolve an issue through these means it should be referred to the next level nominated, who may need to escalate to the next level to ensure consistency of approach, before the final level of the Chief and the Commissioner as owners of the WRA.

### 3.3 Dispute Resolution and Escalation

In the event that either party is considered to have failed to meet its obligations, or there is identified substantive breach of responsibility, or other problems that require resolution prior to the next periodic review, the Executive Group will engage in a joint effort of understanding and rectification of the issue. In the event that this remedial effort fails, either party can raise the issue to the Chief or Commissioner as the owners of the WRA. The escalation path is as follows:

<b>Issue</b>	<b>Responsibility</b>
Unsatisfactory response by Service Contact / delays in service	Head of Service
Customer Complaints sequence of events	ACCs and ACO
Complaints resolution	Executive Group
Unsatisfactory compliance with the WRA	Chief /Commissioner

### **3.4 Lessons Learnt**

It is important that all lessons learned are logged throughout the period of this WRA, to ensure the capture of information to enhance the reviewing and improvements of the future delivery of shared services and information between the Chief and the Commissioner.

### **3.5 Prioritisation and timescales**

The Commissioner is responsible for ensuring that when there is a service or information failure there are effective arrangements put in place to identify and deal with the failure.

The mission of sharing services and information is to ensure quality, timely and efficient services. This will be achieved by utilising technology, cultivating the skills of staff and building strong relationships between the Chief and the Commissioner. The WRA aims to create a flexible and responsive environment that reduces bureaucracy, encourages problem solving, relationship management and shares goals to achieve improved policing services for the communities of Nottingham and Nottinghamshire.



## Part B: Service Expectations

### 4. Schedules

#### 4.1 Schedule of Services and Information

The following table identifies the schedule of services, documents and reports aligned to the standard or control, governance and timescales:

Department	Service	Service	Standards	Governance	Timescale
Legal	Legal Services	Report on claims covering public liability, employer's liability, employment and motor liabilities including costing and lessons learned	Statutory obligations	PCC	Quarterly
		Report on value of insurance claims	Financial Regulations and Scheme of Delegation	Chief Finance Officer	Quarterly
Communications	Media Services	Communication and media reporting / briefings and reputational risks	Protocols / Briefings	PCC	As required
Professional Standards	Complaints and Conduct	Report on complaints and mis-conduct, investigations, new cases, open cases, together with monitoring, dip-sampling recommendations and implementation of actions and lessons learned	Statutory obligations	PCC	Quarterly
		Report on IPCC investigations, recommendations and actions taken together with implementation of lessons learned	IPCC	PCC/Audit & Scrutiny Panel	Quarterly
		Report on the Whistle Blowing policy and review of compliance (process of grievances and appeals)	Whistle Blowing	PCC/Audit & Scrutiny Panel	Quarterly

		Report on Anti-Fraud and Corruption policy review of compliance updates	Anti-Fraud and Corruption	PCC / Audit & Scrutiny Panel	Quarterly
	Security	Report on Information Security Assurance	IAMM	PCC / Audit & Scrutiny Panel	Quarterly
		Reports on Information Breaches	Breaches	PCC	As required
<b>Business and Finance</b>	Budget Governance Reporting	Report on Force and PCC Annual Governance Statements	PRSR Act 2011/ Financial Regulations	PCC / Audit & Scrutiny Panel / Police and Crime Panel	Annually
		Report on Annual Internal Audit Strategy and Audit Plan	Financial Regulations	PCC / Audit & Scrutiny Panel	Quarterly
		Internal Audit Progress Reports	Financial Regulations	PCC / Audit & Scrutiny Panel	Quarterly
		Annual Budget Report	Financial Regulations	PCC/Police and Crime Panel	Annually
		Reports on the Medium Term Financial Plan	Statutory/ Financial Regulations	PCC/Audit and Scrutiny Panel	Quarterly
		Virement Request Reports	Financial Regulations	PCC	As required
		Report on latest spend on Collaborative working	Section 22	PCC	Quarterly
		Revenue Budget Monitoring Report (including External Funding Report)	Financial Regulations	PCC	Monthly
		Quarterly re-stated Revenue Budget	Financial	PCC	Quarterly

Report	Regulations	Chief Finance Officer	Monthly
Management Accounts Internal Reports	Financial Regulations	Chief Finance Officer	Monthly
Budget Holder Reports	Financial Regulations	Chief Finance Officer	Monthly
Fleet Internal Reports	Performance and Insight Packs	PCC	Monthly
Internal Report produced on cost of vulnerable people alarms	Performance & Insight Packs	PCC	Monthly
Report on PFI Contracts	Financial Regulations	CFO	As required
Report on overtime	Performance & Insight Packs	PCC	Monthly
Statutory Accounts	Statutory / CIPFA Code of Practice	PCC	Annually
Produce a summary set of accounts for publication	CIPFA Guidance	PCC	Annually
Produce 4 year Capital Plan	Statutory / Financial Regulations	PCC	Annually
Produce the Annual Capital Budget	Statutory / Financial Regulations	PCC	Annually
Produce Capital Out-turn report with request for carry forwards	Financial Regulations	PCC	Annually
Produce Capital Monitoring Report (to be reported with the Re-stated Budget Report)	Financial Regulations	PCC	Quarterly

	Whole Government Accounts unaudited and audited	Treasury Guidance	Chief Finance Officer	Monthly
Treasury Management	Produce the Treasury Management Strategy	CIPFA Treasury Management Code of Practice	Chief Finance Officer	Annually
	Produce a report detailing the Treasury Out-turn	CIPFA Treasury Management Code of Practice	Chief Finance Officer	Annually
	Treasury Update report to show compliance with the Treasury Management Strategy	CIPFA Treasury Management Code of Practice	Chief Finance Officer	Quarterly
	Completion of Returns	Statutory / regulatory	Chief Finance Officer	As required
Returns	Assurance Report on returns (RA Estimates, Capital Estimates and outturn forecast, Revenue Estimates & Actuals, Loan Charges Grant Estimates & Actuals, Public Works Loans Board, PCSO, Spike Cavell spend analysis, Council Tax, Revenue Out-turn, Shared Services, Officer & Staff Pensions, Balance Sheet, Treasury Management Statistics, Actuals and Budgets, Pay Census, National Fraud Initiative, Wages and salaries)	CIPFA / Home Office etc/ONS / Statutory / regulatory	Chief Finance Officer	As required
Insurance	Insurance Tender Process reports	CIPFA	Chief Finance Officer	As

		Treasury Management Code of Practice	Officer	required
		Insurance Provision Reports	Chief Finance Officer	6 monthly
Financial monitoring and virements		Report on processing and returns (Borrowing & Lending, Capital payments & receipts, accrued quarterly revenue)	Chief Finance Officer	Quarterly
		Report on processing and payments of invoices and salaries (creditor payments, debtor accounts, HMRC tax returns, VAT returns, etc)	PCC	Monthly
Governance and Improvement Plans		Report on new policies and changes to existing policies	PCC	6 monthly
		Report on the Force Governance monitoring, assurance and improvement outcomes for decision making	Audit & Scrutiny Panel	Quarterly
		Report on Force Improvement Activity Lessons Learned monitoring, IPCC lessons learned	Audit & Scrutiny Panel	Quarterly
Police & Crime Plan		Provide information for the Joint Partnership Strategic Assessment.	PCC	Annually
		Provide a Strategic Organisational Assessment of risk, threat and harm	PCC	Annually
		Provide information for the production of the Police and Crime Plan	PCC	Annually
		Report on the performance of the last years Policing Plan against the Police and Crime Plan	PCC / Police & Crime Panel / Audit & Scrutiny Panel	Annually

		Reports and information to support updates for monitoring the Police and Crime Plan	Police and Crime Panel / Annual Report	PCC / Police & Crime Panel / Audit & Scrutiny Panel	Quarterly
Internal & External Audit		Annual Internal Audit Assurance Report	Section 114 of the Local Government Finance Act 1988		Annual
		Internal Audit Progress Reports	Section 114 of the Local Government Finance Act 1988	PCC / Audit & Scrutiny Panel	Quarterly
Risk Management		Report on Internal Audit, Review and Inspection monitoring, assurance and improvement outcomes	Section 114 of the Local Government Finance Act 1988	PCC / Audit & Scrutiny Panel	Quarterly
		Briefings on Internal and External Audits, Review and Inspections	Good Governance	PCC	Ad hoc
		Risk update for Annual Report and Governance Statement	Good Governance	PCC	Annually
Policies		Risk report on monitoring and actions for mitigation	Good Governance	PCC / Audit & Scrutiny Panel	Quarterly
		Report on policy and procedure compliance and assurance	Good Governance	PCC / Audit & Scrutiny Panel	Quarterly
Business Continuity		Report on Business continuity compliance and assurance of testing and	Civil Contingencie	PCC / Audit & Scrutiny	Quarterly

Information Management	exercising plan lessons learned	s Act 2004	Panel	Annually
	Report on the Publication Scheme monitoring, review and assurance	Specific Information Order 2010	PCC / Audit & Scrutiny Panel	Annually
	Report on Information Management, FOI, DP audits and assurance reports	Freedom of Information Act 2000 / Data Protection Act 1998 / Information Management Policy / ACPO Manual of Guidance for FOI / MOPI	PCC / Audit & Scrutiny Panel	Quarterly
Information Management	Report on Information Sharing Protocols monitoring, assurance and improvement outcomes	Sec 115 - Crime and Disorder Act, Sec 47 Social Security Act, Data Protection Act Exemptions e.g. Childrens Act, IAMM.	PCC	Quarterly
	Records review, retention and disposal guidance and audit monitoring, review and assurance	MOPI / FOI	PCC / Audit & Scrutiny Panel	Quarterly
	FOI and DP requests monitoring and	Information	PCC	Weekly

	analysis updates	Management Information Management	PCC	Adhoc
	Report on Information Management Policy monitoring, assurance and improvement outcomes	Information Management	PCC	Adhoc
Horizon Scanning	Provision of information for monitoring of Horizon Scanning actions and outcomes	Futures Scanning	PCC	Quarterly
	Horizon Scanning reports	Strategic Planning	PCC	Monthly
Research	Report on research monitoring and analysis and business benefits	Improvement Plan	PCC	Quarterly
Performance	Performance and Insight reports	Performance Management Strategy	PCC	Monthly
	Report on target setting methodology and targets for the Police and Crime Plan and the Policing Plan	Performance	PCC	Annually
	Report on target setting methodology and targets for the Police and Crime Plan and the Policing Plan	Performance	PCC	Annually
	Report on statistical returns	HMIC	PCC	Quarterly
	Report on Engagement and Consultation monitoring, analysis and reporting	Engagement and Consultation Strategy	PCC	Quarterly
	Report on staff surveys	Engagement and Consultation Strategy	PCC	Quarterly
	Reports on Geographic Information Systems and mapping of performance and social profiling data services	Performance	PCC	As required
Programmes	Report on programme and project	Improvement	PCC	Quarterly



	&Projects	monitoring, analysis and business benefits	Plan		
<b>Estates and Facilities</b>	Estates & Facilities	Report on Estates Strategy / changes to estate / closure programme / sales etc	Estates Strategy	PCC	Quarterly
	Environmental Management	Report on Environmental Management performance	Environmental Strategy / Performance and Insight	PCC	Quarterly
<b>Human Resources and Learning and Development</b>	Human Resources	Report on Health and Safety monitoring together dip-sampling recommendations and implementation of actions and lessons learned	Health & Safety at Work Act	PCC	6 monthly
		Report on Human Resources policies monitoring and legislative compliance	Employment Legislation	PCC	Quarterly
		Report on Learning and Development programme	Performance and Insight	PCC	Quarterly
		Report on Equality and Diversity and Human Rights performance and monitoring	Equality Act / Human Rights Act	PCC	Quarterly
		Workforce planning report on discipline and grievances, case management, transactional updates,	Workforce planning	PCC	Monthly
		Report on Workforce planning, retention, recruitment, leavers and starters, forward planning, and performance monitoring	Performance and Insight	PCC	Monthly
		Report on organisational change / rationale for change / redundancy programme / non-operational staffing restructures	Workforce planning	PCC	Monthly
		Report on HMIC returns	HMIC	PCC	Monthly
		Provide updates on Information Technology strategy and outcomes	Efficiency	PCC	Quarterly
		<b>Information</b>	Information services		

<b>Procurement</b>	Regional Procurement	Section 23 Agreement Report	Finance	PCC	6 monthly
		Savings Report to meet financial deficit	Finance	PCC	Quarterly
<b>Crime and Justice</b>	Intelligence	Management information Reports on contracts, assurance to relevant policy agreements	Finance / Standing Orders	PCC	Monthly
		Provide Intelligence Assessment for the Police and Crime Plan (risk, threat and harm) and Control Strategy	Strategic Policing Requirement	PCC	Annually
	Crime	Provide Crime Reports (STRA)	Strategic Policing Requirement	PCC	As required
	Public Protection	Provide Public Protection and Safeguarding reports	Safeguarding Vulnerable Groups Act	PCC	6 monthly
	Criminal Justice	Reports on Criminal Justice		PCC	Quarterly
<b>Territorial</b>	Local Policing	Reports on Neighbourhood Policing Consultation	Citizen Focus / Community Engagement and Consultation Strategy	PCC	As required
		Report on collaboration projects	Section 22	PCC / Audit & Scrutiny / Police and Crime Panel	Quarterly
<b>Collaboration Team</b>	Collaboration				

#### 4.2 Schedule of Police and Crime Panel documents and reports

The following table identifies the documents that will be presented by the Commissioner in line with the statutory functions of the Police and Crime Panel:

Reports	Description	Timescale
<b>Police and Crime Plan</b>	The Panel is a statutory consultee on the Commissioner's Police and Crime Plan. A draft of this Plan will be submitted formally to the Panel for comments and recommendations, but the Commissioner will also seek to engage the Panel on its development. Where relevant, this Plan will be submitted alongside any precept and budget proposals. The Panel will be consulted before any Plan is issued or revised by the Commissioner.	Annually
<b>Police and Crime Plan delivery</b>	The Commissioner will provide updates to the Panel on the Police and Crime Plan to demonstrate securing economy, efficiency and effectiveness (Value for Money)	Standard item
<b>Precept Proposals</b>	Details of the Commissioner's precept proposal and any assumptions upon which it is built must be submitted to the Panel each year. The Commissioner will also provide additional information and analysis on why the proposed precept has been selected and the outcomes of any budgetary consultation.	Annually
<b>Budget and Medium Term Financial Plan</b>	As good practice, the Commissioner's full budget and Medium Term Plan will be submitted to the Panel alongside the precept proposal. The Panel has a statutory duty to review the Commissioner's expenditure proposals and can veto the proposed precept.	Bi-annually
<b>Annual Report</b>	The Commissioner will produce an Annual Report at the conclusion of each financial year. This is a requirement for the Chief and the Commissioner as corporations sole. There is no statutory timeframe for the completion of this document, but it is anticipated that this will typically be submitted to the Panel for review and recommendations at its June meeting.	Annually
<b>Complaints to the Commissioner's Office</b>	The Commissioner's Office will ensure that any non-criminal complaints made against the Commissioner are properly recorded and passed to the Police and Crime Panel to deal with.	Standard Item

<b>Details of senior appointments</b>	The Police and Crime Panel must hold a confirmation hearing for the appointment of a Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner. The Panel also has the power of veto over the appointment of the Chief Constable.	As necessary
<b>Finance Reports</b>	Schedule 16 s188 and 189 of the PRSR Act amends the Local Government Finance Act 1988 and requires that finance reports produced by either the Commissioner or Chief Constable's Chief Finance Officer must be sent to each individual Member of the Police and Crime Panel. The Panel may wish to liaise with the Commissioner and Chief Constable's Audit & Scrutiny Panel in this regard. This also includes the Statements of Accounts.	Standard Item
<b>Information shared on a programmed basis</b>	<ul style="list-style-type: none"> <li>• A record of all decisions taken by the Commissioner</li> <li>• Performance Reports</li> <li>• Consultation Arrangements and Findings</li> <li>• Dates of public meetings</li> </ul>	Standard Item

### 4.3 Schedule of Service Contacts

The following table identifies the Service Contacts:

Department	Service	Service Contact	Head of Service	Executive Level
Legal Professional Standards	Legal services	Malcolm Turner	Craig Sutherland	DCC Scarrott
	Complaints and Conduct	Supt Jackie Alexander	Supt Jackie Alexander	DCC Scarrott
	Information security	Pat Stocker Information Security Manager	Supt Jackie Alexander	DCC Scarrott
Communication	Media		Matt Tapp	DCC Scarrott
Business and Finance	Budget Governance and Reporting	Wendy Walker	Simon Tovey	ACO Monckton
	Revenue and Capital	Wendy Walker	Simon Tovey	ACO Monckton
	Treasury Management / Financial Control	Wendy Walker	Simon Tovey	ACO Monckton
	Returns	Wendy Walker	Simon Tovey	ACO Monckton
	Insurance	Wendy Walker	Simon Tovey	ACO Monckton
	Financial services, inc payroll	Wendy Walker	Simon Tovey	ACO Monckton
	Governance and Improvement Planning	Wendy Walker	Simon Tovey	ACO Monckton
Police and Crime Plan Internal & External Audit Risk Management Policies Business Continuity Information Management	Police and Crime Plan	Wendy Walker	Simon Tovey	ACO Monckton
	Internal & External Audit	Wendy Walker	Simon Tovey	ACO Monckton
	Risk Management	Wendy Walker	Simon Tovey	ACO Monckton
	Policies	Wendy Walker	Simon Tovey	ACO Monckton
	Business Continuity	Wendy Walker	Simon Tovey	ACO Monckton
	Information Management	Wendy Walker	Simon Tovey	ACO Monckton

	Horizon Scanning	Wendy Walker			
	Research	Wendy Walker		Simon Tovey	ACO Monckton
	Performance and insight	Wendy Walker		Simon Tovey	ACO Monckton
Estates and Facilities	Programmes and Projects	Wendy Walker		Simon Tovey	ACO Monckton
	Estates and facilities	Tim Wendels		Tim Wendels	ACO Monckton
Human Resources and Organisational Development	Human resources	Sharon Ault		Sharon Ault	ACO Monckton
Information Services	Information Technology Services	Help Desk		Christi Carson	ACO Monckton
Procurement	Procurement	James Trotte		Ronnie Adams Commercial Director	ACO Monckton
Crime & Justice	Intelligence Public Protection Criminal Justice	Supt Pollock Helen Chamberlain Jane Dean		CSupt Jebb	Acting ACC Waterfield
Territorial	Local Policing	CSupt Nickless CSupt Kahn		CSupt Nickless CSupt Kahn	ACC Fish
Collaboration		DCC Goodman			DCC Goodman

#### 4.4 Schedule of Shared Systems

The following outlines the list of systems required by the Commissioner to access data and information:

##### **Generic**

- Intranet
- Centurion

##### **Crime**

- Vision
- CRMS
- NSPIS
- NFLMS (Firearms)
- VISOR
- Genie
- BATS
- POETS
- Voters Electoral Role
- CATS Domestic Violence

##### **Corporate Services**

- Origin - HRMS
- Business Objects
- Compass
- Orchid
- Vehicle Fleet Management
- TELLUS
- Process Expert
- Cyclops
- Corporate Documentation Database
- Crystal Reports

- E-financials
- Health and Safety NSPIS
- Mosaic
- Mapinfo
- NMIS
- SPSS
- iQuanta



#### 4.5 Schedule of Meetings

This table sets out the Commissioners responsibility for meetings and delegated responsibilities for attendance:

Meeting	Representative	Purpose
Executive	Chief Officer Team	Invited to provide updates or reports at the request of the Chief.
	Strategic Business Review	Invited to provide updates or reports at the request of the Chief.
Strategic	EDHR	Invited to provide updates or reports at the request of the Chief.
	JNCC	Invited to provide updates or reports at the request of the Chief.
	Strategic Working Group	Invited to provide updates or reports at the request of the Head of Business & Finance.
	Corporate Performance Review	Invited to provide updates or reports at the request of the DCC.
	Local Policing Board	Invited to provide updates or reports At the request of the Assistant Chief Constable (Local Policing).
	Corporate Services Programme Board	Invited to provide updates or reports at the request of the Assistant Chief Officer (Resources).
	Operational	Invited to provide updates or reports at the request of the Assistant chief

	Support Board	nominated representative	Constable (Specialist Services).
	Citizen Focus	Commissioner / nominated representative	Invited to provide updates or reports at the request of the Assistant Chief Constable (Local Policing).
Tactical	Staff Consultation Committee	Commissioner / nominated representative	Invited to provide updates or reports at the request of the Head of HR.
	Professional Standards Liaison Committee	Commissioner / nominated representative	Invited to provide updates or reports at the request of the Chief.
	Force L2 Tasking & Co-ordination	Commissioner / nominated representative	Invited to provide updates or reports at the request of the Chief.
	Force Information Assurance Board	Commissioner / nominated representative	Invited to provide updates or reports on the request of the DCC.
	Business Planning Group	Commissioner / nominated representative	Invited to provide updates or reports on the request of the Head of Business & Finance.
	Public Protection Executive Board	Commissioner / nominated representative	Invited to provide updates or reports on the request of the Chief.
	Professional Standards and Conduct Committee	Commissioner / nominated representative	Invited to provide updates or reports on the request of the Chief.
	Crime and Incident Data	Commissioner / nominated	Invited to provide updates or reports on the request of the Chief.

	Quality Strategic Transport Group	representative Commissioner / nominated representative	Invited to provide updates or reports on the request of the ACO (Resources)
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