

**OFFICE OF THE POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE  
DECISION RECORD**

Decision Record Number: **38/2013**

Title: **Stage 2 Staff Transfer Services Agreements**

**Executive Summary:**

Following various decisions at the Corporate Governance Group, there is now a need to formally approve the transfer of direction and control of specific posts / staff from the Chief Constable to the Chief Executive to enable the development and implementation of the corporate shared services team.

**Commissioner Comments:**

The Commissioner indicated that he felt that the most important aspect of the service agreements was that they provided overarching principles and enabled the service to be established. They were, however, for guidance only and were living documents that would necessarily develop over time.

**Decision:**

(a) That the Service Agreements attached at Appendix 1 to the report be approved, and (b) that the transfer of the direction and control of the posts/staff shown at Appendix 2 from the Chief Constable to the Chief Executive from 30.09.13.

**Background Report:** Open

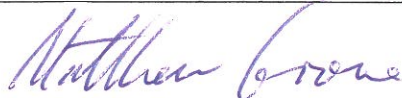
**Police and Crime Commissioner for Humberside**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct.

Any such interests are recorded below.

The above decision has my approval.

**Signature**



**Date 27.09.13**

**POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE**

**SUBMISSION FOR DECISION - OPEN**

**Title: Second stage staff transfer update – transfer direction & control**

**Date: 27 September 2013**

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**1. Executive Summary**

1.1 Following various decisions at the Corporate Governance Group, there is now a need to formally approve the transfer of direction and control of specific posts / staff from the Chief Constable to the Chief Executive to enable the development and implementation of the corporate shared services team.

**2. Recommendation**

2.1 That you approve the service agreements attached at appendix 1

2.2 That you approve the transfer of direction of control of the posts / staff shown at appendix 2 from the Chief Constable to the Chief Executive from Monday 30<sup>th</sup> September 2013.

**3. Background**

3.1 The development of the second stage staff transfer included an assessment of the capability required by you to deliver your statutory obligations.

3.2 As a consequence of that work you have agreed in principle with the Chief Constable that in addition to your statutory Office you should also employ staff working in a range of activities. These staff would be required to support you, the Chief Constable and partners and would operate in a corporate shared services team.

3.3 To provide clarity as to how this shared service would operate, service agreements have been developed and approved by the Deputy chief Constable and are attached at appendix 1.

3.4 All of the staff in the corporate shared service team are currently employed by you. However, some are currently under the direction and control of the Chief Constable (see appendix 2) and some under my line management.

3.5 The target implementation date for the corporate shared services team is 1<sup>st</sup> January 2014. However, as I have previously advised, it would be preferable to the organisation and staff who would form this team, that direction and

control would be with me from 30<sup>th</sup> September. This would allow a transitional period, whereby I could work with staff to ensure a smooth change to the new arrangements.

#### **4. Options**

- 4.1 There is the option of delaying transfer of line management to me until 1<sup>st</sup> January. This would allow time to receive the Home Secretary's response to the transfer scheme and associated plan. However, as staff are aware of the proposals, the delay in implementation will do nothing other than create a period uncertainty and in addition build in avoidable difficulties over the development of the new arrangements.

#### **5. Risks**

- 5.1 The risks have been articulated previously and include:

- Lack of trust, confidence & buy in,
- Merging 2 operations, cultures & people,
- Nothing changes,
- Doesn't deliver.

- 5.2 However, the opportunities to make this change an improvement in efficiency and effectiveness include:

- improved clarity, capability and improved joint working,
- more efficient & effective (together),
- an ability to flex resources to meet demand,
- both yourself and Chief constable are committed to the second transfer proposals.

- 5.3 Therefore it is strongly advised that this change is a positive development for the governance of policing.

#### **6. Financial Implications**

The financial implications are set out in the transfer documentation.

#### **7. Legal Implications**

The legal implications are also set out in the transfer plan.

#### **8. Equalities Implications**

There are no equalities implications in the context of the submission.

#### **9. Consultation**

Consultation has taken place with the Chief Constable, staff and respective staff associations.

**10. Media information**

There are no media issues in relation to this issue.

**11. Background documents**

Previous documentation for Corporate Governance Group meetings.

**12. Publication**

The report is open.



**Service Agreements**

**between**

**Humberside Police**

**and**

**Police and Crime Commissioner for Humberside**

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## **Background and Overarching Principles**

This document is part of the Corporate Governance Framework for the two corporations sole, Police and Crime Commissioner for Humberside and Humberside Police. It complements the agreed protocol<sup>1</sup>, which provides the basis for the provision of business support between the two corporations sole.

The protocol sets out that the responsibility for day to day management of the business support arrangements will be vested jointly with the Chief Executive and Deputy Chief Constable (“the Business Managers”).

## **Common arrangements across all shared service areas**

### **Purpose**

The purpose of this agreement is to outline the detail of the business support, which will be provided by either corporation sole to the other and how they will work jointly.

### **Regular tasks**

Each of the business support within this agreement has a pre-existing set of regular tasks, reports and activities that underpin routine business. This agreement does not seek to change these. As requirements change in the future line managers will be responsible for responding to requests for change in these ‘routine’ areas in the first instance, irrespective of which organisation requests the change.

Within each section below examples have been given of regular tasks, but this is not intended to be an exhaustive list.

### **Ad hoc tasks**

Similarly each business support function includes ad hoc tasks at the request of either corporation sole. This agreement does not seek to reduce the levels of service available to the them through informal tasking.

### **Reporting**

The Corporate Governance Group will undertake an annual review of the effectiveness of the Corporate Governance Framework, which will include this agreement. Where opportunities for improvement in these arrangements are identified the Corporate Governance Coordination Group will consider any proposals and action accordingly. The Business Managers will report any exceptions to the Corporate Governance Group as required.

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<sup>1</sup> Protocol for cooperation in provision of non operational business support, September 2013

## **Tasking of shared resources**

Business support functions will be tasked through their line management. Requests from one organisation to staff within another will be channelled through line managers who will be responsible for prioritising and negotiating tasks in the first instance.

## **Communication and confidentiality**

Nothing in this agreement seeks to reduce the current levels of communication between staff within the business support functions, or between them and the force or OPCC. Having said that, staff should be aware of common courtesy when requesting work or dealing with issues that affect other parts of either organisation, and ensure that line managers and others as appropriate are aware of ongoing work or requests for assistance.

The protocol sets out the boundaries of confidentiality (paragraphs 27 – 29).

## **Competing Priorities**

Where the business support line managers are unable to resolve competing requests for work, or have other concerns that they are unable to resolve themselves, this should be reported to the Business Managers to resolve. In exceptional circumstances an issue could be escalated to either informal discussion between the Chief and PCC or formal discussion at Corporate Governance Group.

## **Business support information**

### **Aims of the Force and PCC**

Robust, reliable and timely provision of management information and analysis will enable the Chief Constable and PCC to discharge their statutory duties.

The PCC has a statutory responsibility to issue a Police and Crime Plan<sup>2</sup>, which sets the direction for the Force and partners (criminal justice & community safety).

The PCC has the legal power and duty to scrutinise, support and challenge the overall performance of the Force including against the priorities set within the Police and Crime Plan. The PCC also has the legal power and duty to hold the Chief Constable to account for the performance of the Force's officers and staff, and to maintain an efficient and effective police force for the Humberside Police area. The

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<sup>2</sup> Police and Social Responsibility Act 2011 (sec.5)



PCC also has the legal power and duty to publish information that he considers necessary to enable the people in the Humberside Police area to assess the performance of the PCC and Chief Constable.

The Chief Constable needs access to performance information in order to measure and understand performance, as well as to compile internal and external reports on performance.

### **Objectives**

Business support information requires expert resource for measuring, reporting and understanding management information and performance. The functions undertaken will include monitoring and reporting on a whole host of management information including force and BCU performance against local and national indicators, providing statutory returns to the Home Office and assessing performance progress against national achievements.

The primary objectives for the provision of business support information are:

- Systematic production of reliable, accurate and agreed management information,
- Robust analysis of data, highlighting the areas of greatest concern or value,
- Dynamic, reactive provision of management information as requested by managers,

Performance outcomes are linked to the Police and Crime Plan, and more specifically to strategic aims and objectives, which are underpinned by the Humberside Police Operational Delivery Plan. This approach enables assurances that, by examining the risks and the controls to mitigate the risks, key outputs and outcomes will be delivered. It should be clear at all times whether the Police and Crime Plan is in the process of being implemented successfully.

### **PCC Requirements**

The approach is focused on gathering information, including contextualisation, to enable the PCC to make informed choices and ultimately hold a knowledgeable debate (where necessary) directly with the Chief Constable, relevant organisations or the public.

### **Force Requirements**

The CC has a variety of different needs and this agreement is intended to be flexible in meeting those needs without adding unnecessary bureaucracy. The work that is

currently undertaken is detailed below and will continue subject to regular review and monitoring as to its necessity and usefulness.

### **Regular tasks**

There are a number of regular requirements that will be maintained, including

:

- Daily Capacity Report
- Performance Management Guide
- Performance Summary Reports
- Facilitating the User Satisfaction Survey
- Service the Deputy Chief Constables Performance Conference.
- Data Returns to the Home Office
- Information to external Parties (such as victim support, youth offending teams, community safety Partnerships etc)

### **Ad hoc tasks**

The provision of assistance in analysing and understanding performance data for the force will continue. Examples of this include:

- Supporting divisional management team meetings (DMTs)
- Responding to Freedom of Information requests
- Database maintenance (i.e Drug seizure, SARC, Domestic Violence, Cautions, Stop Search)
- Ad hoc requests for data analysis

There will be no requirement for a form to be completed for any ad hoc requests, however in order to ensure there is no duplication of work all requests must be brought to the attention of the Principle Researcher by email. In the event that the Principle Researcher is not available the Unit Head should be contacted.

Once the email is received the Principle Researcher will nominate a staff member to carry out the request and agree a suitable timeframe for completion with the requester. Should the work not be carried out within this time frame this should be advised to the Unit Head, who will investigate the issue and inform the requester of the outcome.

If the Principle Researcher does not agree to take on the work requested they will inform the requestor of the reasons in writing. If the requestor does not feel that the



explanation is suitable the Unit Head should be advised who will investigate (see above).

Single points of contact will be available for each member of Force Leadership Team to access dynamic data sets / analysis, and a member of the unit will be available to present the information to management team at each reporting period, as required.

The function monitor performance at Force and Divisional Level. It will monitor performance against current recognised levels utilising iQuanta, Foresight and other available tools. Should the monitoring see an unusual trend that fall outside the zones of tolerance the unit will research the issue and report back to the Deputy Chief Constable, PCC, relevant division and Force Performance Liaison officer as appropriate.

The research will include (but is not limited to):

- Internal factors (e.g large scale fight limited to one area)
- National factors (e.g strikes, welfare reform etc)
- Environmental factors/trends (e.g weather)
- Most similar forces or CDRPs (dependant on if it is at force or divisional level)
- Benchmarking good practice from other forces.

## Procedure

Procedure to be followed to enable the Commissioner and Chief Constable to receive the required support:

- Beginning of each year the Business Managers will agree a suite of diagnostic management information, which will start with the public in mind, and which will be continuously monitored,
- Beginning of each year the Business Managers will agree the management information required to be produced each reporting period to specific managers / groups,
- Monthly production of the highlights / exceptions from the diagnostic data to the Performance or Corporate Governance Group as deemed appropriate by the Business Managers,

- Analysis of the reporting period data, highlighting exceptions for managers along with explanation,

### **Governance**

The force will manage performance via the Performance Board, which is chaired by the DCC. The PCC will hold the Chief Constable to account in a variety of ways including through exception reporting to the Corporate Governance Group.

## **Humberside Criminal Justice Board**

### **Aims of the Force and PCC**

To provide independent information and analysis to managers, leaders and partners within the criminal justice arena. To enable improvements in efficiency, effectiveness and fairness across the Criminal Justice System (CJS). To secure improved outcomes for local people. To provide a direct link with central government departments such as the Ministry of Justice, Home Office and Attorney Generals' Office.

The establishment and continued maintenance of effective working relationships with the Humberside Criminal Justice Board (HCJB), the Business Team and the various partners is fundamental. It is expected that the principles of goodwill, professionalism, openness and trust will underpin the relationship between them and all parties will do their utmost to make the relationship work.

Effective criminal justice management arrangements can help integrate information management in other areas of the organisation, assessment and review, financial management and improvement systems, to enable the Commissioner, Chief Constable and HCJB to make informed decisions and improve services to local people.

For this agreement to function properly, the following need to be understood:

- Information about the criminal justice system needs to be transparent to the Board, Commissioner, Chief Constable and the shared service – access to the right information will allow for determination of whether the services provided are efficient, effective and offer value for money.
- The Board, Commissioner and Chief Constable must have the ability to understand/assess the reliability of information.

- The governance framework and risk management culture will need to function.
- Trust and integrity should be key characteristics of effective relationships between the Board, partners, Commissioner and Chief Constable – where the Commissioner identifies a need to build confidence in his knowledge and reinforce relationships of trust, the Board and Business Team will play a valuable role.

### **Objectives of the business support**

The primary objectives are:

- Organising and servicing meetings within the HCJB structures
- Systematic production of reliable, accurate and agreed information throughout the HCJB structure every two months
- Robust analysis of information, highlighting the areas of greatest concern
- Dynamic, reactive provision of information as requested by the Board
- Managing and coordinating national programmes of work at the local level
- Providing summary reviews and discussion papers on national policy and change
- Developing and delivering the HCJB annual Delivery Plan and ensuring this aligns with the Police and Crime Plan and the Business Plans of the Board's constituent organisations
- Work with other Boards in the region where collaboration adds value.

HCJB is a non statutory, voluntary entity and as such the PCC has no legal duty and there are no formal or legal accountabilities between the PCC and HCJB. HCJB constituent member organisations and agencies have their own governance arrangements where such accountabilities lay.

HCJB has developed an effective partnership and the relationship with the PCC provides additional opportunities to strengthen both the Board and the Office of the PCC through effective collaboration.

### **Procedure**

The support to be provided will include:

- the provision of independent advice and require unfettered access into the criminal justice organisations in order to inform the Board, maintain joined-up working and resolve issues in a professional and discrete manner



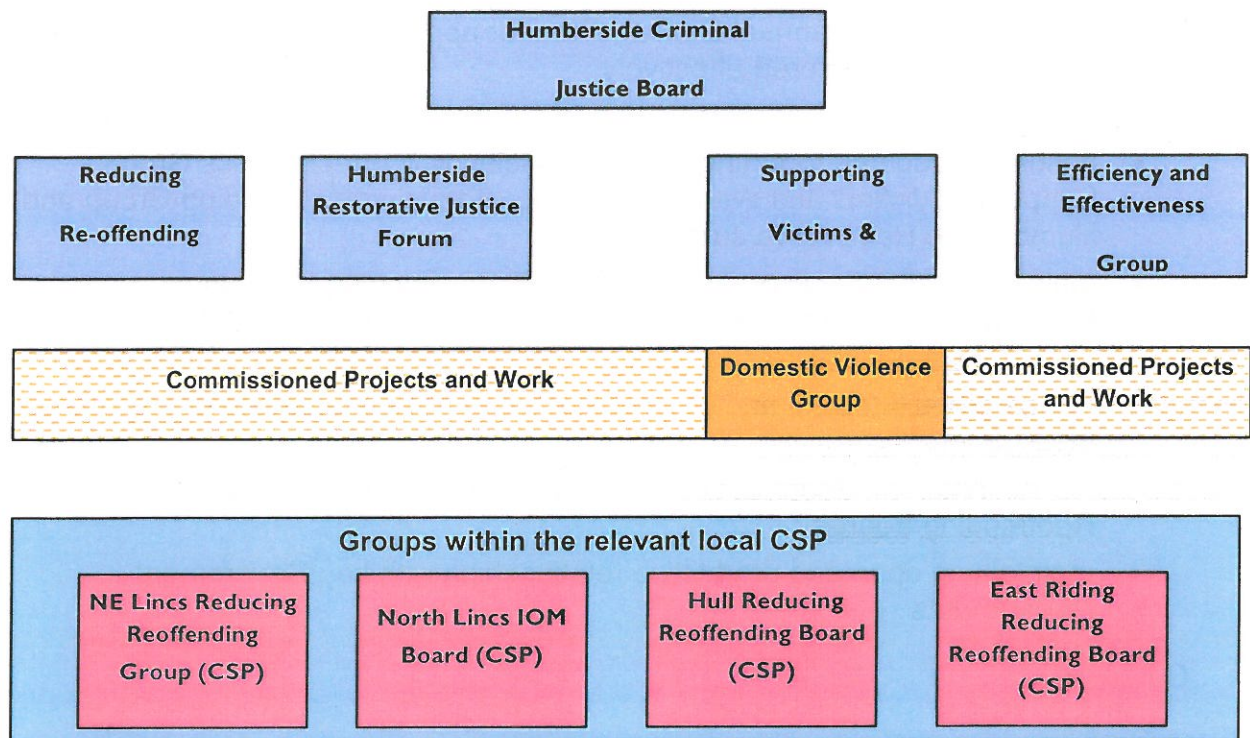
- development of an annual Delivery Plan for approval by the Board and ensure that the plan is delivered effectively
- development of in-year projects and improvement work on behalf of the Board
- ensuring adequate reporting into the, Efficiency & Effectiveness Group, Supporting Victims and Witnesses Group, Reducing Reoffending Group and Humberside Restorative Justice Forum
- maintaining the development of the HCJB Reoffending Performance Framework and develop products for partners where appropriate
- building and maintaining productive relationships with Community Safety Partnerships, projects and organisations that have interests in or impacts on the CJS locally
- representing the Board at key meetings such as the CSP Reducing Reoffending Boards
- maintaining open and productive relationships with key Government Departments

## Governance

The HCJB organisational structure is shown below. The Reducing Reoffending Boards are part of the local Community Safety Partnership governance structures and therefore are not directly accountable to HCJB.

Every constituent member of the HCJ Board have their own existing governance and accountability arrangements in place. The HCJB governance arrangements do not replace nor fetter those arrangements, but may add value as issues of shared concern emerge through the business of the Board.

Where issues can not be resolved by groups beneath the Board, issues are escalated to the full Board and resolved there. Where there is a need to do so, all constituent member organisations will escalate an issue to their own organisation's governance arrangement. Where such issues would be beneficial to the PCC, the Business Team will ensure that these are communicated to the PCC via the Shared Services function.



## Management of Risk

### Aims of the Force and PCC

Everyone in this organisation is involved in risk management on a day to day basis and individuals must be aware of their responsibilities in identifying and managing risks.

Both the Chief Constable and Commissioner are 'corporation soles', subject to threats, risks and opportunities. This is much wider than health and safety or budgets, and there are a wide range of subjects that could stop or hinder business as usual.

Both 'corporation soles' will seek to identify those threats and risks which will impact on the business as a whole and will take appropriate and effective action to manage them. Where appropriate risks will be reported through to the Audit Committee.

The business support will include the provision of organisational and operational risk information and analysis for both the Chief Constable and the Commissioner.

The Chief Constable and Commissioner have declared that both corporation soles should confidently manage risk and achieved the desired outcomes through working together.

### **Objectives**

The Risk Manager is an expert resource who provides advice and guidance on managing risk at all levels. The primary objectives for the provision of management of risk are:

- Staff across both organisations will be aware of their responsibilities and the need for effective risk identification, analysis and management,
- Risk management will be embedded in the culture and joint governance arrangements,
- Reviews of all risks will be carried out on an annual basis by the shared service function on behalf of both the Chief Constable and Commissioner,
- The service to the public will be improved through identification, control and planning to address risk,
- The reputation and confidence of both the Force and Commissioner will be improved and protected.

### **PCC and Force requirements**

Both the Chief Constable and Office of the Police and Crime Commissioner will retain their own management of risk strategy, as well as a joint strategy. This will contain a greater understanding of how the individual 'corporation soles' will achieve their own corporate objectives as well as stating the benefits of working together.

Where there is a shared view of a risk, the register will be annotated accordingly.

### **Regular tasks**

There are a number of regular requirements that will be maintained, including

- Administering the Joint Audit Committee and providing assurance on the process by which risk is effectively.
- Maintaining the Strategic Risk Register



- Recording and monitoring risks on the TENS system to enable relevant reports to be produced.
- Submitting reports by the Chief Executive on quarterly basis to the Corporate Governance Group. This report will normally use reporting by exception only principles and will include any areas for concern.
- Submitting reports via the IBM process to relevant meetings on risk.
- At the Corporate Governance Group, the Strategic Risks will be reviewed and updated accordingly.

### **Ad hoc tasks**

The Risk Manager will provide assistance in analysing and understanding risk for the force, and this will continue. A single point of contact within the shared service function will be provided for the Chief Officer Group or any member of the Force to access information and advice about the management of risk. Local risks are managed Senior Management Teams and each Branch and Division has a 'Risk Champion'. The method of escalation is clear and should the BCU or Branch not have the resources to control or mitigate risk, or the risk has a more widespread reach, the risk can be escalated to the strategic via the Risk Manager

Members of the shared service function will present information to the OPCC management team and Force Leadership Team as required.

The Strategic Risk Register will be open for inspection on application to the Chief Executive and/or Chief Constable.

### **Governance**

The force will manage risk via Senior Management Teams, the IBM process and Force Leadership Team. The PCC will hold the Chief Constable to account via quarterly reports and escalation if appropriate to the Corporate Governance Group.

The OPCC will manage risk through the senior management team and with escalation of issues to the Commissioner through weekly submissions meetings.



## Marketing and Communications

### Aims of the Force and PCC

Operational delivery is dependent on ensuring that the Office of the Police and Crime Commissioner (OPCC) and the Force are communicating with a purpose, and are joined up in terms of the message and timing around both marketing and media.

Both organisations need to ensure that reactive media activity is considered on a daily (or sometimes more frequent) basis and that the severity of the issues dictate the involvement and level of response, taking account of the operational, public and resourcing needs.

Proactive media activity needs to be considered in the context of short, medium and longer-term campaign requirements, taking account of operational needs, crime prevention issues, the focus on victims and the need to get upstream of crime.

Effective media relations enable the Commissioner and Chief Constable to deliver informed messages and improve services to local people.

For this agreement to function properly, the following need to be understood:

- Media management is a key operational tactic, and should not be subject to political interference.
- Information about media relations needs to be transparent to the Commissioner, Chief Constable and the shared service – access to and sharing of the right information will allow for determination of whether the services provided are efficient, effective and offer value for money.
- The Commissioner and Chief Constable must have the ability to understand/assess the reliability of information they are providing and receiving.
- The governance framework and risk management culture will need to function.
- The office of PCC has a political characteristic, especially around election times that may cause conflict with the requirements of the force and individuals within the shared service to remain impartial.
- Trust and integrity should be key characteristics of effective relationships between the Commissioner and Chief Constable – where either the Commissioner or Chief Constable identify a need to build confidence in their

knowledge and reinforce relationships of trust, both media teams within the OPCC and Force will play a valuable role. Equally, the media should not be used to create a wedge between the Commissioner and Chief Constable.

- In general terms, the Chief Constable will deal with operational matters, whilst the Commissioner will deal with public and resourcing issues, victims and public messages around getting upstream of crime.

### **Objectives of the arrangement**

The primary objectives are:

- Proactive campaigns information to reduce crime and the fear of crime
- Propose and deliver innovative and impactful approaches to communication, such as use of social media, video, volunteers etc.
- Increase public engagement through communication in order to improve confidence in the police
- Act as a source of professional advice to operational officers in critical incidents, and take key roles in Gold, Silver and Bronze commands as appropriate.
- Provide confidential advice on media management to Chief Officers and the PCC.
- Organising and servicing the needs of the media, where these align with force and PCC priorities.
- Systematic production of reliable, accurate and agreed media information, where this aligns with operational delivery and does not conflict with operational tactics.
- Robust analysis of the media, highlighting the areas of greatest concern
- Proactive, reactive provision of media information
- Managing and coordinating national issues, sharing good practice and developing future ways of working together
- Providing summary information on national policy and change
- Developing and delivering messages that align with the Police and Crime Plan where relevant

### **PCC Requirements**

The establishment and continued maintenance of effective working relationships between the OPCC and the Force is fundamental, especially in respect of the OPCC and Force Media Teams. It is expected that the principles of goodwill, professionalism, openness and trust will underpin this relationship and both parties will do their utmost to make the relationship work.

### **Force Requirements**

Operational policing (both reactive and proactive) is dependent upon an effective management of the media, both traditional and 'new media' such as Facebook, Twitter, blogs etc. This operational independence cannot be affected by the need to



approve or censor releases, and extends to relatively junior people within the force who have a delegated authority to discuss issues with a policing purpose with the media.

### **Regular tasks**

The media teams in both the OPCC and Force will work together to ensure that both teams, and the PCC and Chief Constable are aware of key issues and messages.

- Produce a media plan for approval at a joint communications coordination group
- Develop in-year pre-planned campaigns and improvement work on behalf of the Corporate Governance Group to an agreed annual plan.
- The OPCC and Force media teams will work together on short, medium and longer-term campaign development. Campaigns will be linked, where relevant, to the needs of the Police and Crime Plan and/or national/regional/local campaigns.

### **Ad hoc tasks**

- Ensure adequate reporting into the joint communications coordination group,
- Build and maintain productive relationships with the media and partner organisations that have interests in or impact on the OPCC and/or Force
- The shared service will provide management information to enable the development of campaigns where appropriate.
- The OPCC and Force media teams will determine, taking account of the governance structures, the need for individual and/or shared responses.
- The OPCC and Force media teams will consider future developments, scan for the latest messages and share good practice.

### **Governance**

A joint communications coordination group will meet on a regular basis to review forthcoming issues and campaigns to plan and coordinate future activity. The activity will form the basis of a forward plan. The group will be led by Deputy Police and Crime Commissioner and Deputy Chief Constable.

On a daily basis the OPCC and Force media teams will work together to consider the severity or otherwise of media issues, taking into account the political and operational dimensions. They will determine whether a shared, individual or nil response is required to any issues.

By exception the Head of Corporate Development and Chief Executive will meet to discuss any issues and concerns with the service provision, strategy and plan. Any

issues or concerns will be escalated to the Corporate Governance Group as appropriate.

## **Assessment and Review**

### **Aims of the Force and PCC**

The aim of this business support is to provide a research and development capability to support continuous improvement.

### **Objectives**

The assessment and review function provides a capability for internal reviews of functions, departments and processes to feed into the force change programme, and the force savings plan. Staff will also manage the force planning process (IBM), ensuring that savings plans, resourcing plans and deliverables from project etc work all match up. They will also act as the corporate memory for previous reviews and the rationale behind decisions taken.

This business support can also provide detailed quality assurance on regional collaborative work to chief officers and the Commissioner.

### **Requirements**

Both the PCC and Chief Constable need to be able to manage change, assess organisational performance and undertake research.

### **Force requirements**

The IBM change management process will be managed and coordinated by the staff. They will be responsible for managing the process on behalf of the Chief Constable, and be involved in business change at a force and regional level.

### **Regular tasks**

There are a number of regular requirements that will be maintained, including:

- Management of the IBM process, including arranging, planning and taking minutes at meetings, chasing up actions and providing updates on progress
- Attendance at all IBM meetings
- Production and coordination of reports for the IBM process.

### **Ad hoc tasks**

This business support function will receive a significant amount of ad hoc requests to support operational and organisational issues. These are primarily research based, but can cover a range of support for chief officers and other senior managers.

The line manager for the function will be the central point of contact for continuous improvement for both organisations, coordinating activity in the force on behalf of the Chief Constable.

On occasion there will be a need to represent the force at regional / national meetings.

## **Governance**

Corporate Governance Group shall approve the work plan for this business support at a frequency which is fit for purpose. This forward plan will incorporate the future requirements for both organisations for the forthcoming year.

The IBM forward matrix provides details of planned work that this business support would be expected to be involved in. This matrix is provided to the Corporate Governance Coordination Group monthly, and managed through the IBM process.

Ad hoc requests for work will be channelled through the manager for initial consideration. The Business Managers will resolve any significant concerns in the support provided and where appropriate issues or concerns will be escalated to the Corporate Governance Group.

## **Finance**

### **Aims of the Force and PCC**

The financial responsibilities and the delegations by the Police and Crime Commissioner to a Deputy Police and Crime Commissioner (Deputy PCC), the Chief Executive, the Police Force via senior officers such as the Chief Constable's Chief Finance Officer and the Force Solicitor are laid out in the Scheme of Corporate Governance which incorporates other instruments such as the financial regulations and standing orders relating to contracts.

### **PCC and Force requirements**

#### **Financial Regulations/Financial Management Handbook**

The Police and Crime Commissioner's Chief Finance Officer (PCCCFO) maintains Financial Regulations but consults on any changes with the Chief Constable's Chief Finance Officer (CCCFO). The CCCFO is responsible for ensuring that all police officers and police staff are aware of the Regulations and for maintaining the Financial Management Handbook.



### **Annual Statement of Accounts**

The PCCCFO is responsible for the accounting policies and records to be maintained. The CCCFO is responsible for actually preparing the accounts and providing supporting documents in accordance with legislation and the requirements of the accounting bodies.

### **Revenue and Capital Budgets**

The CCCFO prepares the Revenue Budget and Capital Strategy in conjunction with the PCCCFO. The PCCCFO 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 PCCCFO but monitoring reports are prepared by the CCCFO.

### **Insurance and Risk Management**

The PCCCFO and CCCFO make decisions on appropriate levels of insurance cover jointly. The annual insurance renewal is dealt with by the CCCFO. The area of risk management is largely dealt with in the Force under the supervision of the Deputy Chief Constable.

### **Internal Audit**

The PCCCFO and CCCFO have joint responsibility for arranging the provision of Internal Audit. The contents of the audit plan are agreed in conjunction with the Police and Crime Commissioner and the Chief Constable.

### **External Audit**

This is an imposed audit including work relating to the statement of accounts. It is important to have close liaison with external audit staff and this is carried out jointly by the PCCCFO and CCCFO.

### **Treasury Management**

The PCCCFO deals with the Treasury Management Policy and outturn reporting. The source of loans and list of financial institutions utilised are agreed by the PCCCFO. The Prudential Code, which allows the PCC to control his/her borrowing limits, is operated jointly by the PCCCFO and CCCFO. The day-to-day operations are delegated to the CCCFO and his nominated staff. The PCCCFO has overall control of the operation of bank accounts, is the cheque signatory on the pre-printed cheques and has to authorise the opening and closing of accounts. The CCCFO and his staff deal with the day-to-day operation of the accounts.

### **Income and Debtors**

The PCCCFO has responsibility for agreeing the records to be kept. The ongoing work is carried out under the supervision of the CCCFO who is required to establish and monitor appropriate recovery procedures, including legal action, for debts that are not promptly paid.

### **Payments to Creditors**

The payments are made by the CCCFO and his staff under arrangements agreed by the PCCCFO.

### **Payments to Employees**

The CCCFO has responsibility to make these payments, including pension payments subject to arrangements agreed with the PCCCFO.

### **Taxation**

The CCCFO is responsible for maintaining the tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

### **Financial Professional Standards**

The PCCCFO and CCCFO have joint responsibility for ensuring that financial professional standards are adhered to and that staff receive appropriate training.

## **Community Safety**

### **Aims of the Force and PCC**

The PCC has a statutory duty to make arrangements for obtaining the views of the community on policing, including arrangements for obtaining the views of the people in the police area on the Police and Crime Plan and proposals for expenditure.

The PCC also has a duty in carrying out any function to have regard to the views of people in the police area about policing in that area.

The Chief Constable has a duty to make arrangements for obtaining the views of persons within each neighbourhood in the police area about crime and disorder in that neighbourhood. This includes holding meetings between persons in such neighbourhoods and police officers with responsibility for supervising on carrying out policing in that neighbourhood.

Both corporations sole have staff responsible for improving safety of communities whether it be with local people or partners. This agreement sets how the resources will work together in support of both organisations.

### **Objectives**

The two organisations have a range of resources focussing on crime reduction, partners, volunteers and engagement work. They provide reassurance and advice



on a range of issues including diversity matters, as well as operational and policy input as required.

The staff in the Force unit will coordinate partnership work, lead flagship engagement activities and coordinate volunteers across the force.

The team manage the force's drugs intervention programme and national initiatives such as Prevent.

### **PCC and force requirements**

The PCC and Chief Constable are jointly responsible for the development and production of a community safety strategy and delivery plan, which should include public engagement, partnership working, public facing initiatives, diversion from the criminal justice system, crime reduction and the commissioning of resources.

The PCC and Chief Constable should put out joint messages in relation to partnership working and public engagement wherever possible, and regular consultation should take place with the public and key partners.

### **Governance**

The PCC and Chief Constable oversee the strategy and delivery plan through a governance board on which they are both represented.

## Appendix 2

**Direction and control of the following posts / staff to transfer from chief Constable to Chief Executive on 30<sup>th</sup> September 2013**

| <b>Shared service team</b>        | <b>Number of posts</b> |
|-----------------------------------|------------------------|
| Humberside Criminal Justice Board | 3                      |
| Finance                           | 3                      |
| Performance                       | 7.5                    |
| Assessment & Review               | 7                      |
| Insurance/Risk Management         | 1                      |
| <b>total</b>                      | <b>21.5</b>            |

