

Office of the Police and Crime Commissioner Induction



History of the Office of the Police and Crime Commissioner

Police and Crime Commissioners (PCCs) are elected representatives who oversee how crime is tackled in a police force area. Their aim is to cut crime and to ensure the police force is effective.

Every force area is represented by a PCC, except Greater Manchester and London, where PCC responsibilities lie with the Mayor.

The role of the PCCs is to be the voice of the people and hold the police to account.

For more information on the role – please review: <https://apccs.police.uk/role-of-the-pcc/what-you-need-to-know-as-a-pcc/#>

Structure and Governance

The main responsibilities of PCCs are to:

- secure the maintenance of an efficient and effective force;
- hold the Chief Constable to account for the exercise of the Chief Constable's functions.
- hold the police fund and other grants from central and local government;
- set the local policing precept; , which includes a duty to consult local ratepayers.
- issue a Police and Crime Plan.

This section lists PCC powers and duties in key areas of activity. It is by no means exhaustive but sets out the main points that PCCs, the public and others interested in the role of PCCs may wish to know.

Structure and Governance

The PCC has powers to:

- bring together community safety and criminal justice partners, with mutual duties to co-operate and formulate and implement strategies across the police area
- commission services and make grants, primarily aimed to tackle crime reduction/prevention, and support victims and vulnerable people, or those affected by crime
- take on responsibility for the emergency services collaboration and for the FRS (or play a role in local authority fire governance).

This section lists PCC powers and duties in key areas of activity. It is by no means exhaustive but sets out the main points that PCCs, the public and others interested in the role of PCCs may wish to know.

Governance

'Holding to Account'

The PCC holds the Chief Constable to account for the performance of the force and with respect to specific functions and duties, including ensuring that the Chief Constable has due regard to the Police and Crime Plan and the strategic policing requirement (SPR).

It is for the PCC to determine what mechanisms to use in discharging this duty, including both public and private accountability meetings, formal reports and informal meetings etc.

The Chief Constable has operational independence, but is accountable to the PCC for the delivery of policing services.

Governance

'Holding to Account'

The PCC holds the Chief Constable to account for the performance of the force within their force area which include:

- ❑ the exercise of the Chief Constable's duty to have regard to the PCP and to the SPR;
- ❑ the exercise of the Chief Constable's duty to have regard to codes of practice issued by the Secretary of State;
- ❑ the exercise of the Chief Constable's functions in relation to the handling of complaints;
- ❑ the effectiveness and efficiency of the Chief Constable's arrangements for collaboration;
- ❑ the effectiveness and efficiency of the Chief Constable's arrangements to engage with local people;
- ❑ the extent to which the Chief Constable has complied with Value for Money (VfM) requirements;
- ❑ the exercise of the Chief Constable's duties relating to equality and diversity imposed by any enactment; and
- ❑ the exercise of the Chief Constable's duties in relation to the safeguarding of children and the promotion of child welfare.

Governance

'Holding to Account'

It is up to the PCC to decide what accountability mechanisms to use in discharging this duty. Since 2012, PCCs have used a variety of means, including the following:

- ❑ Public accountability meetings – either held in public or webcast for the public to view where the public can see the PCC hold the Chief Constable to account.
- ❑ Private accountability or scrutiny meetings either focused on delivery against the Police and Crime Plan (or specific aspects of the plan), or in relation to the Chief Constable's management of resources and expenditure by the police force, or on other aspects of the delivery of policing in the area. These should be minuted to provide an audit trail.
- ❑ Formal reports from the Chief Constable on progress against the plan.
- ❑ Advisory committees –e.g. some PCCs have set up ethics committees or committees to oversee trends in complaints, while all PCCs must have Audit Committees (usually jointly with the force) that can be tasked to look at specific performance issues.
- ❑ Attendance by the PCC or his/her staff at existing force performance/scrutiny meetings.
- ❑ Private informal meetings with the Chief Constable or his/her senior staff.

Governance

Bedfordshire PCC uses the following:

- The PCC has weekly one to one meetings with the Chief Constable and every six weeks these meetings are recorded and published.
- The PCC has informal meeting with the Chief Constable and his senior staff.
- Performance and Governance Meetings – The OPCC Executive and the Force Executive come together to discuss performance and feedback to the PCC.
- Formal reports are requested to be submitted within the performance and governance meetings for detail and allow for questions.
- Joint Audit Committee – Joint Committee with Bedfordshire Police
- Formal and Informal meetings with the Chief Executive and Force Executive to discuss issues.

How 'holding to account' feeds into the Police and Crime Panel

The PCC is required to publish an Annual Report at the end of each financial year reporting on how the Police and Crime Plan is being met.

In addition, the Police and Crime Plan may ask for regular reports on progress against the PCC plan to scrutinise how the PCC is delivering or holding the Chief Constable to account for delivery on these commitments.

Governance

'Finance'

While the timetable may vary, normally a PCC will present their draft budget and local precept proposal to the Police and Crime Panel in and around January or early February each year.

There then follows a process of precept scrutiny before the publication of a finalised budget and commissioning plans in late February or March.

The PCC and Chief Constable are required to prepare separate Statements of Account, with the PCC required to prepare a set of group accounts covering both the PCC and the force.

The PCC's primary financial relationship will be with the PCC Chief Finance Officer (CFO or 'the Treasurer'), and all PCCs are required to appoint a CFO.

Governance

'Finance'

Who supports the PCC to fulfil their financial responsibilities?

In terms of a PCC's financial responsibilities their primary financial relationship will be with the PCC CFO (sometimes known as 'the Treasurer'). Preparation of budgets and day-to-day management of the PCC's financial affairs will normally be in the hands of this officer.

This officer holds statutory responsibilities for advising the PCC on the robustness of the budget and the adequacy of reserves, and also for issuing formal notices in the event of potentially illegal spending or unfinanced budgetary shortfalls.

‘Police and Crime Plans’ (Information for next year)

Police and Crime Plans are a statutory requirement of the Police Reform and Social Responsibility Act 2011. They are developed and owned by the PCC in each area and form a critical component of how the PCC secures efficient and effective police and criminal justice services, holds Chief Constables to account and sets the budget and strategic direction of police and other services within the PCC’s remit.

The plan acts as both a planning tool for PCCs and an important mechanism for communicating their intentions to the public, police, partner agencies, Police and Crime Panel and other stakeholders.

The plan also sets a framework by which the PCC’s achievements during their term in office can be judged. PCCs must have regard to the plan throughout their term of office and when exercising their functions, as should Chief Constables.

'Police and Crime Plans' (Information for next year)

What should a Police and Crime Plan include?

The Police and Crime Plan should determine, direct and communicate the PCC's priorities for their local area during their period in office, including:

- the PCC's police and crime objectives for the area;
- the policing of the police area which the Chief Constable is to provide;
- the financial and other resources which the PCC is to provide to the Chief Constable;
- the means by which the Chief Constable will report to the PCC on the provision of policing;
- the means by which the Chief Constable's performance in providing policing will be measured;
- the services which the PCC is to provide or arrange to support crime and disorder reduction, or help victims or witnesses of crime and anti-social behaviour; and
- any grants which the PCC is to make, and conditions (if any) of those grants.

‘Police and Crime Plans’ (Information for next year)

The objectives of the Police and Crime Plan and the actions that underpin them should be informed by a comprehensive understanding of local needs and resources, based on local performance data; officer, staff and stakeholder consultation; and financial information, amongst other resources.

It is important not to make Police and Crime Plan commitments on areas that are the operational responsibility of the Chief Constable – examples might include promises to increase the number of arrests on certain crime types or to ban the police from using certain legal police tactics. These are operational and not within the remit of the PCC.

When should the plan be issued?

The PCC is required to issue a Police and Crime Plan as soon as practicable after taking office and, in any case, before the end of the financial year (31 March) in which the PCC is elected.

As the PCC is required to consult various stakeholders on the plan at different stages of its development, it is advised that a comprehensive engagement plan is developed at an early stage to ensure that consultation activities are synchronised with the PCC's other duties.

Commissioning Responsibilities

- ❑ As part of the 'and Crime' part of the role, PCCs have a role both in respect of the local Criminal Justice System (CJS) and specifically in respect to victims of crime.
- ❑ A key part of this involves PCCs commissioning a wide range of services including reducing re-offending, diversion and other crime prevention and community safety services.
- ❑ PCCs are responsible for commissioning most local support for victims of crime and receive funding from the Ministry of Justice (MoJ) specifically for this purpose.
- ❑ PCCs also choose to commission, or co-commission with other partners, a wide range of other services to help deliver their local priorities.

Commissioning Responsibilities

- ❑ A key aspect of the PCC role in respect of the 'and Crime' responsibilities is the role played by the commissioning of services to help to deliver local priorities, and PCCs will wish to consider the development of local commissioning strategies.
- ❑ The PCC commissioning role often involves working in partnership with other key stakeholders and agencies such as local authorities, the Clinical Commissioning Groups (CCG) and the National Probation Service (NPS), and can include co-commissioning of services with partners.
- ❑ The most significant area of commissioning for PCCs is for local support services for victims of crime. In addition, PCCs also commission or fund a range of other services such as reducing re-offending, diversion/intervention, crime prevention, and other community safety services.

The OPCC Team

Staff

PCCs must appoint a Chief Executive, a Chief Finance Officer (Statutory Roles).

PCCs **may** appoint a Deputy PCC, with the Government expected to make this a requirement by the 2024 elections; the Deputy is the only role in a PCC's office that is not politically restricted and is therefore permitted to undertake political activities. PCCs cannot appoint more than one person as the statutory Deputy PCC.

The appointment of the PCC's senior staff and Deputy PCC is subject to a confirmation hearing by the Police and Crime Panel, which has no power to prevent the appointment but can make recommendations.

Staff

PCCs must appoint a Chief Executive as head of their paid staff, who has a statutory responsibility as Monitoring Officer to ensure the PCC/OPCC operates within the law.

PCCs must appoint a Chief Finance Officer (CFO), who has certain statutory and fiduciary responsibilities in relation to financial probity.

PCCs must also appoint a DPO as required by the *Data Protection Act 2018* ('the Act') to ensure the OPCC is compliant with the DPA. This role could be undertaken by the Monitoring Officer or a separate staff member. It is not in itself a senior post requiring a confirmation hearing but is a statutory requirement.

PCCs may appoint a Deputy PCC (the Government intends to bring forward legislation to mandate PCCs to appoint a Deputy PCC by the 2024 elections, as recommended by Phase One of its PCC Review).

PCCs may appoint such other staff as they think appropriate to enable the exercise of the PCC's functions.

Staff

PCCs are also obliged to make some non-staff appointments and have the flexibility to make others if they wish.

PCCs have a general power to 'do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner', which means they have significant flexibility to implement arrangements that best suit their vision, both in terms of staffing arrangements and other aspects of business.

It is also worth noting that the Policing Protocol (Paragraphs 23 (e) and (l)) place an obligation on Chief Constables to provide the PCC with access to force officers and staff. Finally, if the PCC resigns, becomes incapacitated or disqualified, the PCP has a responsibility to appoint an Acting PCC from amongst the PCC's staff.

Staff

Political restriction

All staff in the OPCC are restricted from undertaking any form of political activity. The only exceptions are the Deputy PCC.

Confirmation hearings

The PCC must notify the Police and Crime Panel of the intention to recruit a senior staff member or Deputy PCC and must provide the Police and Crime Panel with certain specified information about the post and the chosen candidate.

The Police and Crime Panel must make recommendations to the PCC after the confirmation hearing about whether to accept the candidate. The PCC is not bound to act on any recommendations, but the PCC should take them into account and must respond to the Police and Crime Panel. Depending on local circumstances, the outcome could cause inconvenience or embarrassment to the PCC if the process is not well handled, so PCCs may wish to engage panels at an early stage, where recruitment to a senior post is a factor.

- ❑ Police and Crime Commissioner
- ❑ Deputy Police and Crime Commissioner
- ❑ Chief Executive
- ❑ Director of OPCC Operations
- ❑ Chief Finance Officer
- ❑ Head of Governance and Transparency
- ❑ Performance and Accountability Manager
- ❑ Project Manager – Policing and Contact
- ❑ Project Manager – Criminal Justice
- ❑ Early Intervention and Reducing Reoffending Project Manager
- ❑ Compliance Officer
- ❑ Compliance Officer – Democratic Services
- ❑ Communications Officer
- ❑ Contacts Officer
- ❑ Executive Personal Assistant to the PCC and Office Manager
- ❑ Executive Personal Assistant to the Chief Executive
- ❑ Commissioning and Income Generation Lead
- ❑ Commissioning Officer X3
- ❑ Restorative Justice Coordinator
- ❑ Safer Street Co-Ordinator

Roles in the Office Of The Police And Crime Commissioner

Staff Facts and Figures

19 Full Time Members of Staff, including the PCC: 68%

9 Part Time Members of Staff: 32%

- Are women: 79%
- Are men: 21%
- Are, to the knowledge of the elected local policing body, members of an ethnic minority: 16%
- Have, to the knowledge of the elected local policing body, a disability (within the meaning of section 6 of the Equality Act 2010): 7%

OPCC

The Office of the Police and Crime Commissioner (OPCC) is run by a dedicated team who support the Police and Crime Commissioner (PCC).

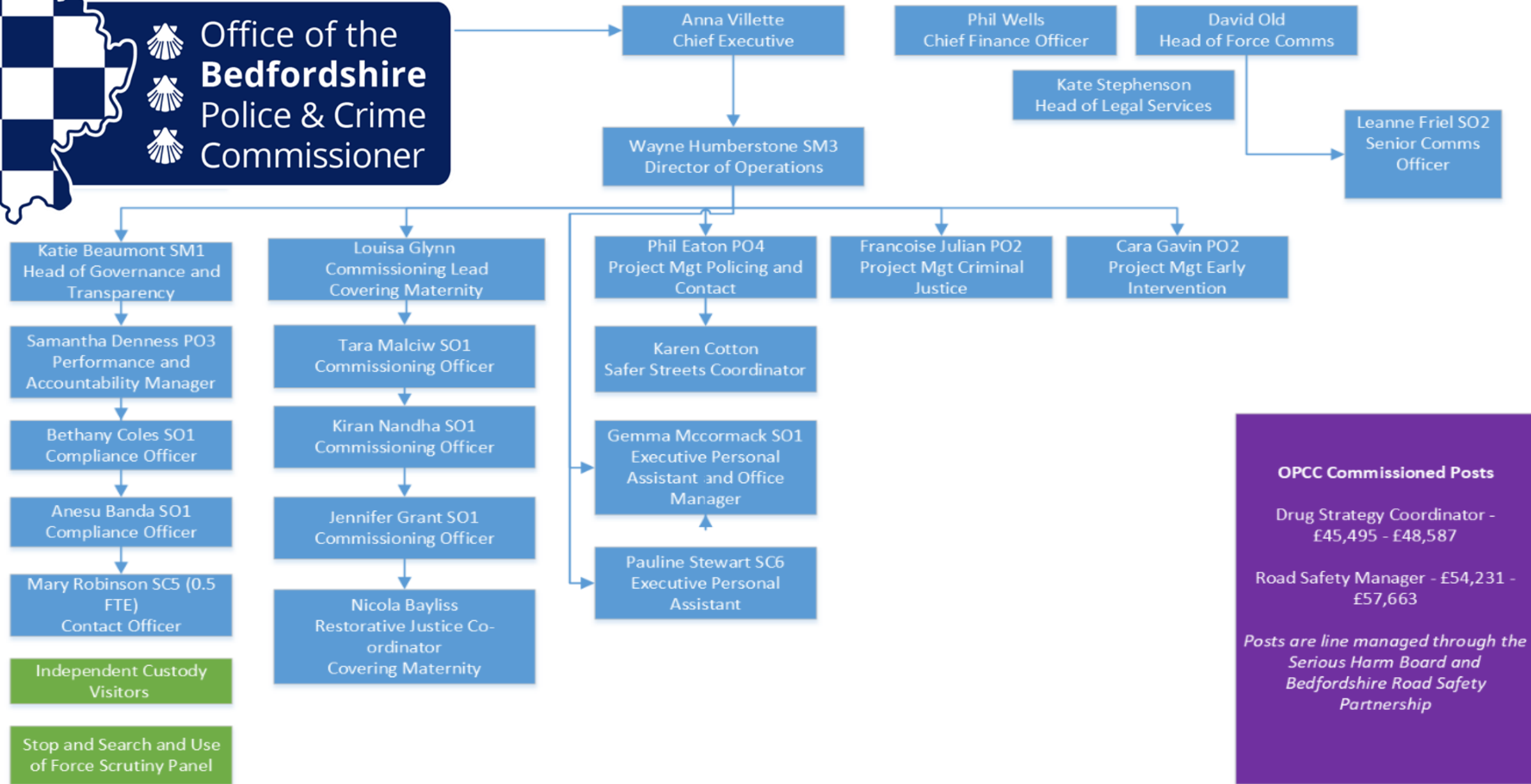
The team support:

- Delivery of the Police and Crime Plan
- Strategic financial policy
- Performance, monitoring and scrutiny
- Governance and compliance
- Commissioning, grant funding and partnerships
- Communications and engagement
- Audit and general administrative duties.

The OPCC is led by a Chief Executive whose responsibility is to manage the staff and provide a monitoring role to ensure standards remain high.

The team also includes a Chief Finance Officer to advise the PCC on financial matters and the impact on any decisions regarding the budget, spending and commissioning.

OPCC Organisational Chart



OPCC Commissioned Posts

Drug Strategy Coordinator - £45,495 - £48,587

Road Safety Manager - £54,231 - £57,663

Posts are line managed through the Serious Harm Board and Bedfordshire Road Safety Partnership

Other Functions in the Office Of The Police And Crime Commissioner

Violence and Exploitation Reduction Unit
(VERU) - <https://bedsveru.org/>

Bedfordshire Bobby Scheme -
<https://www.bedfordshire.pcc.police.uk/the-bobby-scheme/>



Violence and Exploitation Reduction Unit (VERU)

Meet the Team -
<https://bedsveru.org/who-we-are/>

What they do -
<https://bedsveru.org/what-we-do/>

Bobby Scheme

The Bobby Scheme which sat under the charity continue to deliver the vital work that they do under the management of the Office of the Police and Crime Commissioner.

The Bobby Scheme supports elderly (over 65), vulnerable victims of Crime, and victims of domestic abuse by improving their home security. This is a free service, and in the last 15 years over 20,000 households have received a visit from the Scheme.

The Bobby Scheme works in partnership with Bedfordshire Fire Service and the counties three Local Authorities to deliver their service.

The principal aims of The Bobby Scheme are:

- To support the elderly (over 65), vulnerable victims of crime and victims of domestic abuse.
- To support community based initiatives such as crime prevention and community safety.
- To support local business with their security

Key Meetings for the OPCC (Governance)



Meetings

PCC/CC 1:1 – Accountability Meetings

As part of the Police and Crime Commissioners (PCC) statutory oversight and scrutiny function of policing in Bedfordshire, he holds weekly meetings with the Chief Constable. This allows the PCC to be provided with updates on force activity, to raise matters that have been raised with him by residents, and to liaise on key areas of policing (local, regional and national).

The updates and recordings can be found - <https://www.bedfordshire.pcc.police.uk/meetings/pcc-and-chief-constable-accountability-meetings/>

Performance and Governance Board

The purpose of the Performance and Governance Board is to hold to account the Chief Constable via his Executive Team for the efficient and effective delivery of the police and crime plan, including:

- Effectiveness and efficiency including utilisation of all resources.
- Performance monitoring
- Budget monitoring
- Risk (Local and collaborated)
- Force action against the Police and Crime Plan Priorities

<https://www.bedfordshire.pcc.police.uk/performance-and-governance-board/>

Criminal Justice Board

The Bedfordshire Criminal Justice Board (BCJB) will enable improved communication, cooperation and collaboration between partners to provide fair, efficient and effective criminal justice services in Bedfordshire to provide the best possible service to victims of crime and witnesses.

We will support each other in delivering against the national Strategy and Action Plan with the aim of reducing offending and reoffending, and increasing public confidence in the Criminal Justice System.

BCJB meetings will take place every three months, in accordance with the financial year calendar. Meetings will be held virtually via Teams or at venues provided by members of the Board. Arrangements will be made prior to the start of the financial year and calendar invitations sent by the OPCC.

<https://www.bedfordshire.pcc.police.uk/criminal-justice-board/>

Joint Audit Committee (JAC)

The Joint Audit Committee reviews internal processes, spending and risk management policies. It also has the power to review finance issues referred by the Police and Crime Commissioner and the Chief Constable and monitor internal control processes, audit reports and the annual statements of accounts.

The Joint Audit Committee has been established to meet the requirements of the Home Office Financial Management Code of Practice (FMCoP), the Chartered Institute of Public Finance and Accountancy (CIPFA) Audit Committee guidance and the HM Treasury Audit Committee handbook.

<https://www.bedfordshire.pcc.police.uk/joint-audit-committee/>

Serious Harm Board (SHB)

The SHB provides the oversight and governance for four pillars of pan-Bedfordshire activity:

- ❑ The 10 year drug strategy
- ❑ The Serious Violence Duty
- ❑ The Violence and Exploitation Reduction Unit (VERU)
- ❑ Organised Crime Gangs

Its formation was agreed by the Bedfordshire Chief Executives' Forum in the summer of 2022 who confirmed that the SHB would be a Chief Officer level board to make decisions together and bind their respective organisations into this important countywide activity. The SHB replaces the VERU Oversight Board that has run successfully since 2019 and the terms of reference for the VERU Oversight Board are replicated within the SHB terms of reference, which includes the sign off of the VERU delivery plan.

Of note from the last Board meeting was confirmation of the appointment of a co-ordinator, funded by the OPCC, to work across the partnership on the delivery of the Government's 10 year Drug Strategy From harm to hope: a 10-year drugs plan to cut crime and save lives (publishing.service.gov.uk), to work alongside public health and police colleagues.

PCC Responsibility

- Declaration of Interest
- Expenses
- Gifts and Hospitality

Declaration of Interests

To safeguard the integrity of the Bedfordshire Police & Crime Commissioner (PCC), it is essential that any declarations of interest are publicly made to ensure openness and transparency and to safeguard the PCC against any potential challenge.

All declarations should be declared by the PCC.

It is the PCC responsibility to update the declarations at any time should his or her circumstances change. The declarations will be held on a register in the OPCC and will be made available through the OPCC website.

Expenses

It is the PCC responsibility to ensure that all claims/expenses are up to date and published on the OPCC Website.

Any claims for exceptional expenses incurred by the Commissioner in the exercise of the Commissioner's functions will require the approval of the Commissioner's Chief Executive.

Gifts and Hospitality

It is the responsibility of the PCC for any gift or hospitality, whether accepted or declined, will be recorded in the Gift and Hospitality Registry and will be subject to audits.

The actions of the PCC will not give rise to, or foster suspicion that outside individuals or organisations have gained favour or advantage, by any member of Bedfordshire OPCC/PCC accepting gifts or hospitality from any such person or organisation.

No member of Bedfordshire OPCC/ PCC will accept any gift or hospitality which could cause their judgement or integrity to be compromised, either in fact or by reasonable implication, and thereby damage the reputation of Bedfordshire OPCC.

Police and Crime Panels

Police and Crime Panels

Police and Crime Panels (PCP) are made up of local councillors and some independent members. They were put in place to scrutinise and support the work of their local PCC and can require the PCC to appear before the PCP to answer their questions.

The PCP:

- ❑ supports and scrutinises the PCC;
- ❑ holds veto powers over the proposed precept and appointment of a Chief Constable;
- ❑ can require the PCC to attend meetings;
- ❑ in some limited circumstances can suspend the PCC and appoint an Acting PCC; and
- ❑ has a duty to deal with complains against the PCC.

The arrangements for PCPs differ in both Wales and London.

Police and Crime Panels

The composition:

Force area of 10 or fewer local authorities:
10 members (i.e. councillors) plus as least
two independent co-opted members.

PCPs may co-opt additional members as
long as the total number does not exceed
20 and the Secretary of State approves the
co-options.

Police and Crime Panels

Statutory role and powers

Section 28 of the Act sets out the main functions of the PCP and can be summarised as follows:

- ❑ supporting and scrutinising the PCC in the exercise of his/her functions (*but note that this does not include the power to hold either the PCC or the Chief Constable to account*);
- ❑ a power of veto of the PCC's proposed precept and over the appointment of the Chief Constable;
- ❑ power to require the PCC's attendance at meetings (*but not the Chief Constable's attendance*);
- ❑ power to suspend the PCC in limited circumstances and appoint an Acting PCC; and
- ❑ duty to deal with PCC complaints (*although serious complaints must be passed to the Independent Office for Police Conduct - IOPC*).

The Panel provides checks and balances in relation to the performance of the PCC. The Panel does not scrutinise the Chief Constable – it supports and scrutinises the PCC's exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions.

Police and Crime Panels

The Main Statutory Functions of the Panel:

- ❑ Police and Crime Plan: Review the draft plan and make a report or recommendations to the PCC.
- ❑ Annual Report: Arrange a public meeting to review the Annual Report and make recommendations.
- ❑ Chief Constable appointments: The power of veto in relation to Chief Constable appointments (excluding London) on a two-thirds majority vote (but this can be used only once, not in a second attempt to appoint).
- ❑ Confirmation hearings: The PCP is also empowered to hold confirmation hearings (with no power of veto) in relation to the appointment of the PCC's most senior staff:

- the Chief Executive;

- the CFO; and

- the Deputy PCC (*but note that, in this case, because the Deputy PCC is a political appointment and not made on merit, there is less room for the PCP to test the process by which the appointment was made*)

- ❑ PCC Complaints

Police and Crime Panels

If the PCP seeks to scrutinise the PCC on an operational matter, the Chief Constable may be invited (but cannot be required) to attend alongside the PCC to offer factual accounts and clarity (if needed) of the Chief Constable's actions and decisions.

The accountability of the Chief Constable remains firmly to the PCC and not to the PCP.

The Panels Focus is not Operational Policing.

