

Nottinghamshire PCC Holding to Account Arrangements

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1. Governance, Assurance and ‘Holding to Account’

1.1 Introduction

The [Police Reform and Social Responsibility Act 2011](#) established directly elected police and crime commissioners to govern police forces in England and Wales.

The [Policing Protocol Order 2023](#) sets out an expectation that the relationship between a Police and Crime Commissioner (PCC) and Chief Constable (CC) is built on the principles of goodwill, professionalism, openness and trust.

In Nottinghamshire, the PCC and CC have a Joint Corporate Governance Framework (the JCGF) which describes how the PCC and Office of the PCC (OPCC) and the CC and Nottinghamshire Police will do business together.

The JCGF sets out the relationship between the PCC and CC as two separate legal entities and is informed by legislation and the principle of operational independence of the CC as outlined in the Policing Protocol 2011. The JCGF also includes schemes of delegation and consent, financial regulations and standing orders as to contracts.

This framework sets out how the PCC will discharge his statutory ‘holding to account’ duties and obtain assurance in relation to the exercise of the functions and duties of the CC and those under their direction and control. This includes delivery against the police and crime plan and other statutory duties specified in the Police Reform and Social Responsibility Act 2011 as outlined in section 1.2.

‘Holding to Account’ arrangements in Nottinghamshire are just one part of wider arrangements which the PCC uses to assure himself that his statutory functions and wider legal responsibilities are being properly discharged, and his Police and Crime Plan is being successfully delivered. The OPCC’s broader mechanisms for scrutiny and assurance which are used to help inform and underpin the PCC’s holding to account arrangements are set out in section 3.

Section 4 provides an overview of the PCC’s approach to engaging with the partnership governance boards on which he is a standing member, including local community safety partnerships and regional collaboration boards.

1.2 PCC's Role and Responsibilities

The PCC has a statutory duty and electoral mandate to hold the CC to account on behalf of the public. The legal duties for **holding to account** are set out in both the Policing Protocol 2023 and the Police Reform and Social Responsibility Act 2011 (PRSRA).

These include responsibilities to:

- hold the CC to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under their direction and control;
- maintain an efficient and effective police force for the police area;
- scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Police and Crime Plan;
- hold the CC to account for the performance of force officers and staff;

More specifically, Section 1(8) of the Police Reform and Social Responsibility Act 2011 states that states that the PCC must hold the CC to account for the exercise of:

- (a) the duty to have regard to the police and crime plan;
- (b) the duty to have regard to strategic policing requirement;
- (c) the duty to have regard to any codes of practice issued by the Secretary of State;
- (ca) chief constable functions in the handling of complaints (Police Reform Act 2002);
- (d) the duty to co-operate with other persons in ensuring effectiveness and efficiency, including collaboration agreements under section 22A of the Police Act 1996;
- (e) effective and efficient arrangements for engagement with local people (section 34);
- (f) requirements to secure value for money (section 35);
- (g) Any duties relating to equality and diversity;
- (h) Duties in relation to the safeguarding of children and the promotion of child welfare under sections 10 and 11 of the Children Act 2004.

The PCC's arrangements for holding the CC to account are set out in section 2.

The PCC's broader mechanisms for securing assurance are set out in section 3.

The PCC's arrangements for engaging with strategic partnerships in the delivery of the Police and Crime Plan and partnership-related statutory duties are set out in section 4.

2 Holding to Account Arrangements

2.1 Key principles and approach

There is no legal definition of 'holding to account', or statutory or Government guidance on what 'holding to account' arrangements should look like. While holding to account arrangements vary considerably across PCC areas, the approach in Nottinghamshire is guided by the following key principles¹:

- **Constructive challenge:** PCC undertakes the role as “critical friend”, asking difficult questions in a supportive manner, using critical thinking to judge the situation;
- **Public-centred:** The PCC is accountable to the communities of Nottinghamshire and will amplify their voices and concerns in holding the CC to account;
- **Transparent:** Ensuring that holding to account arrangements are clear to Nottinghamshire Police, the public, partners, and the Police and Crime Panel;
- **Priority and risk-based:** Focusing on priority threats or risks to the delivery of the police and crime plan in view of the (O)PCC's finite time and resources;
- **Proportionate:** The (O)PCC takes appropriate steps to co-ordinate holding to account arrangements in order to minimise duplication and bureaucracy;
- **Independent:** The PCC is supported by an independent OPCC team who take responsibility for their role;
- **Improvement-focused:** The PCC's holding to account arrangements are designed to drive continual improvement in policing services and outcomes for the public.

Effective holding to account arrangements in Nottinghamshire are supported by:

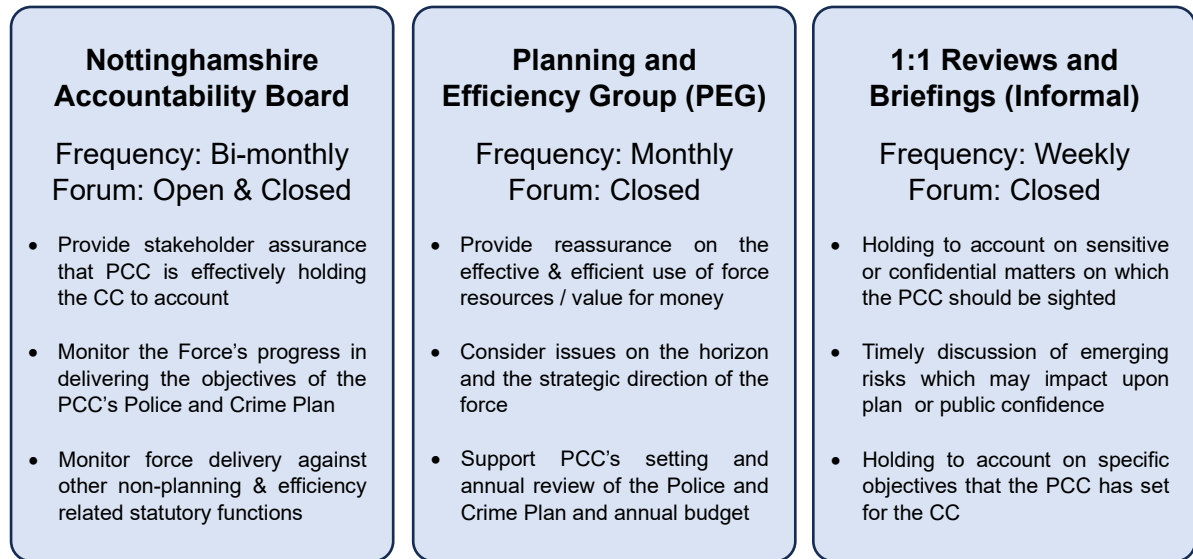
- The development and maintenance of a professional working relationship between PCC and CC, where the CC can look to the PCC for appropriate support, and the PCC can ask the CC for full co-operation and transparency in giving information;
- Consensus on the line between operational independence of the CC and the PCC's duty to hold the CC to account in the exercise of functions on behalf of the public;
- Joint working between the PCC / OPCC and CC / Force to highlight examples of good and improved practice and areas where improvements need to be made.

The PCC and CC are two separate legal entities, each a corporation sole. As such, the holding-to-account relationship is principally between these two entities. The PCC cannot hold individual police officers or staff to account, however, local scrutiny arrangements will often involve working with, and asking questions of, the Chief Constable's officers and staff, with the implicit agreement of the Chief.

¹ Informed by the [Four Principles of Good Scrutiny](#) (2020) as advocated by the Centre for Governance and Scrutiny

The CC is held to account through a combination of meetings and activities outlined below:

Fig 1. Nottinghamshire PCC Holding to Account Arrangements



2.2 Accountability Board (Formal)

The PCC holds a bi-monthly Accountability Board which provides a structured process to enable the PCC to hold the CC to account for delivery against aspects of the police and crime plan which do not primarily relate to planning and efficiency functions.

The Accountability Board aims to operate openly and transparently, engaging residents and other stakeholders in directing questions to the CC on specific topics pertaining to the Police and Crime Plan. The meeting includes an open session which is recorded and published on the OPCC website, and a closed session in which sensitive or confidential matters can be discussed.

A forward work programme is set and agreed on an annual basis which is aligned to the objectives set out in the Police and Crime plan. The PCC receives formal reports from Nottinghamshire Police on these topics alongside presentations from force leads which will form the basis of scrutiny questions and holding to account discussions.

The programme of thematic topics to be covered via the Accountability Board are published on the OPCC website in advance and promoted using social media to encourage the public to participate and ask questions. Third party reports, for example those produced by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), are closely scrutinised and where necessary, actions identified and monitored to support improvement.

Although the PCC and OPCC are not bound by the requirements of the Local Government Act 1972, the work programme and all agendas and minutes for Accountability Board are published after approval by the PCC, and subject to any relevant exemptions as set out

in Schedule 12A of the Act. The OPCC aims to publish agendas at least 10 days before meetings, and minutes within 10 days after meetings.

Terms of reference for the Accountability Board are shown at Appendix A.

2.3 Planning and Efficiency Group (Formal)

The PCC holds a monthly Planning and Efficiency Group (PEG) which provides a structured process to enable the PCC to hold the CC to account for efficient use of resources and effective resource and financial planning in line with her statutory duties.

The Planning and Efficiency Group aims to facilitate strategic, focused and closed session discussions between the PCC and CC in order to provide reassurance to the PCC on the effective / efficient use of resources and value for money. The group also enables the CC and PCC to review and consider annual budget and precept setting in a joined-up way and review issues on the horizon which are likely to impact upon the strategic direction of the force.

The meeting provides a forum for the PCC to hold the CC to account for delivery against the force's financial position and for the PCC to assess how the resources given to Nottinghamshire Police have been used. This will include a review of the extent of and reasons for any potential variation in the resources given, the degree to which they facilitate delivery of the PCC's Plan requirements and extent to which they demonstrate Value for Money.

Reports cover the budget process for the following financial year, including updates on the Medium-Term Financial Strategy, and the identification of spending and savings proposals. Nottinghamshire Police's financial reporting allows the PCC's Chief Finance Officer to concentrate on her own statutory responsibilities and supporting the PCC in his holding to account role.

Terms of Reference for the Planning and Efficiency Group are shown at Appendix B

2.4 PCC and Chief Constable 1:1 Meetings (Informal)

The PCC holds weekly closed briefings with the CC which enable timely dynamic discussion on matters relating to performance, emerging risks and delivery against the Police and Crime Plan. The meetings provide an opportunity to discuss and hold the CC to account on matters including:

- Sensitive or confidential matters on which the PCC should be sighted
- Newly emerging risks and threats, particularly those which are likely to impact upon delivery of the police and crime plan or public trust and confidence in policing
- Delivery against specific objectives that the PCC has set for the CC

These meetings are typically conversational in nature and do not require the production of detailed reports or minutes, however actions from the meetings will be recorded and followed up.

The PCC and CC aim to foster a co-operative working relationship between the two organisations built on mutual respect for their different roles. Officers and staff are encouraged to communicate on an informal basis as much as possible to balance the need for the two organisations to function effectively, with the need to demonstrate sound decision-making and due diligence within more formal arrangements.

2.5 Collaboration Governance

PCCs have a key role in monitoring the efficiency and effectiveness of collaborative working between their police force and other police forces and/or police partners, including arrangements made under and defined by Section 22 of the 2011 Act and the Police and Crime Act 2017. These arrangements will be primarily discussed and overseen via the regional Chiefs and PCC Board, however, the PCC may also hold the CC to account locally via the Planning and Efficiency Group for ensuring that collaboration arrangements represent an efficient and effective way of delivering particular elements of policing for their police force area.

The East Midlands PCCs are supported by a small, dedicated team to assist with regional collaboration arrangements. Key regional collaborations include: Regional Organised Crime Unit; Counter Terrorism; Forensic Services; Learning and Development Hub and; Major Crime. These services form the East Midlands Special Operations Unit (EMSOU) and are subject to a S.22a Collaboration Agreement as per the [Police Act 1996](#).

3 Assurance and Scrutiny Arrangements

3.1 Key principles and approach

The PCC has a broad range of scrutiny and assurance mechanisms in place to help inform and underpin his holding to account arrangements. This includes assurance derived from internal and external audits and inspections in addition to scrutiny directly undertaken by the OPCC or by independent members of the community on the OPCC's behalf.

Recognised hallmarks of effective scrutiny are clear governance structures; openness and transparency; robust questioning; follow up of actions and ensuring discussions are, wherever possible, clearly linked to the objectives of the Police and Crime Plan or the HMICFRS PEEL Assessment Framework.

The PEEL Assessment Framework (shown at Appendix C) provides clear hallmarks for what a well-performing force should look like. Nottinghamshire OPCC will use the core questions, topics and characteristics of good outlined in the framework to direct scrutiny questions and activity. This helps to both complement the HMICFRS inspection programme and support and challenge the force in preparedness.

The OPCC sets an overarching scrutiny programme each year which is informed by assessments of risk, progress in delivering the Police and Crime Plan, audit and inspection processes and the views and priorities of residents and stakeholders. The programme is flexible to allow for scrutiny of any emerging issues during the year. Key considerations when identifying and prioritising areas for scrutiny include:

- **Current performance picture:** How is the service performing and is it ensuring value for money? Are there any risks to delivery of the police and crime plan?
- **Threat, risk and harm:** Does the issue present a significant risk to the public?
- **Public interest:** Is there significant public interest in this topic? Has this topic featured in any complaints received?
- **Timeliness:** When was the issue last scrutinised? Have any significant changes occurred since? Is there a need to ensure that the focus has remained?
- **Impact of scrutiny:** Will it support and deliver improvements? Is there a need to support and influence change in this area?

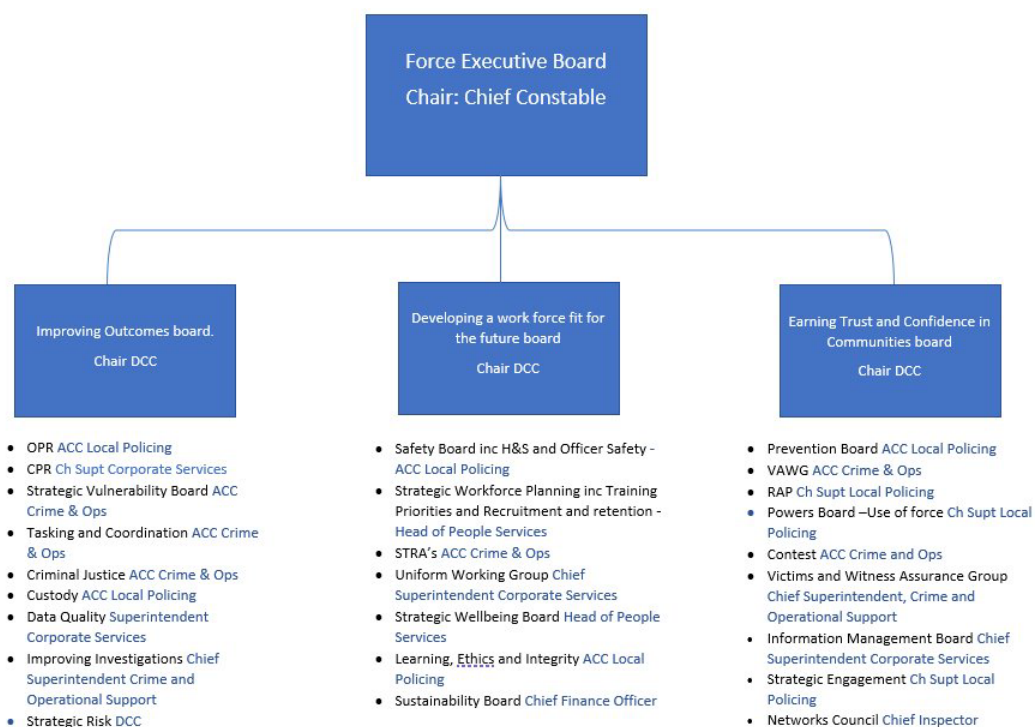
Any emerging issues of concern identified by OPCC staff which have potential to impact upon delivery of the Police and Crime Plan or discharge of the CC's statutory functions are reported directly to the OPCC's Strategy and Performance Team (OPCCStratandPerf@Notts.Police.uk).

Issues captured on the OPCC's Intelligence Log and assessed and triaged by the OPCC's Strategy and Performance Team managers on a weekly basis and referred to the OPCC's Senior Leadership team for consideration. Issues captured via the log are used to inform the OPCC's scrutiny programme or where necessary escalated to the PCC weekly briefing or OPCC risk register.

3.2 Force Governance Meetings

OPCC staff attend a range of internal force governance meetings to gain assurance that key performance issues and areas of risk are being adequately addressed.

Fig 2. Representation at Force Governance Meetings



Force Meeting	Designated OPCC Responsibility
Op Catalyst Gold and Silver Group	CEO & Head of Strategy and Performance
Operational Performance Review	Performance and Insight Manager
Improving Investigations Board	Performance and Insight Manager
Strategic Workforce Planning	CEO & Head of Strategy and Performance
Data Quality Steering Group	Performance and Insight Manager
Local Policing Board	Policy and Scrutiny Manager
Use of Powers Board	Policy and Scrutiny Manager
Sustainability Board	CEO/Head of Strategy & Performance
Learning, Ethics and Integrity	CEO/Head of Strategy & Performance
Strategic Wellbeing Board	Policy and Scrutiny Manager
Race Action Plan Board	Policy and Scrutiny Manager
Diversity, Equality, and Inclusion Board	Policy and Scrutiny Manager
Strategic Vulnerability Board	Policy and Scrutiny Manager
Victim and Witness Assurance Group	Policy and Scrutiny Manager

OPCC staff are routinely represented at each of the three strategic force governance boards: 'Improving Outcomes', 'Developing a Workforce Fit for the Future' and the 'Earning Trust and Confidence' Board for the purpose of informing the OPCC's scrutiny and assurance process.

Staff will also attend additional force meetings on an ad hoc basis to secure assurance on specific topics or areas of business.

OPCC staff attending these meetings are asked to capture and relay any insights or emerging issues of concern to the OPCC's Strategy and Performance Team (OPCCStratandPerf@Notts.Police.uk) to be captured on the OPCC Intelligence Log.

3.3 Public Scrutiny

The OPCC involves the public in undertaking scrutiny activity on its behalf in line with recognised good practice². This includes activity undertaken by the following schemes:

Independent Community Scrutiny Panel (ICSP): Meets on a quarterly basis to scrutinise and provide challenge to the force from a community perspective with a particular focus Stop and Search and use of force. The panel members are all vetted enabling them to select for itself stop searches encounters for review, and the accompanying Body Worn Video footage captured by the searching officer. The panel members are additionally invited to attend Officer safety scenario training to support understanding of safe and appropriate practice when interacting with the public.

Independent Custody Visitors Scheme: Section 51 of the Police Reform Act 2002 (as amended) requires PCCs to make arrangements for detainees to be visited by Independent Custody Visitors (ICVs). Independent Custody Visitors (ICV) are unpaid members of the public who make unannounced visits to police custody to check that people held in custody are being treated properly. The role of the ICV is to observe, comment and report on the rights of the detainee, the health and welfare of the detainee and conditions of the facilities of detention. Findings from visits are recorded and issues are discussed with Nottinghamshire Police so that improvements can be made if required or good practice highlighted. Volunteers are recruited from a variety of backgrounds and are rostered in pairs to cover custody suites in the City of Nottingham and Mansfield. ICVs are asked to produce an electronic report each time they make a visit and issues raised are recorded and actioned as appropriate through the OPCC.

Custody Detention Scrutiny Panel: Meets on a quarterly basis to scrutinise and provide challenge to the force on custody detention practices. Community scrutineers sit alongside external professionals (health, defence solicitors, appropriate adults) who operate within the custody environment, to review police practice independently and objectively via reviewing footage (where appropriate) and custody records on agreed

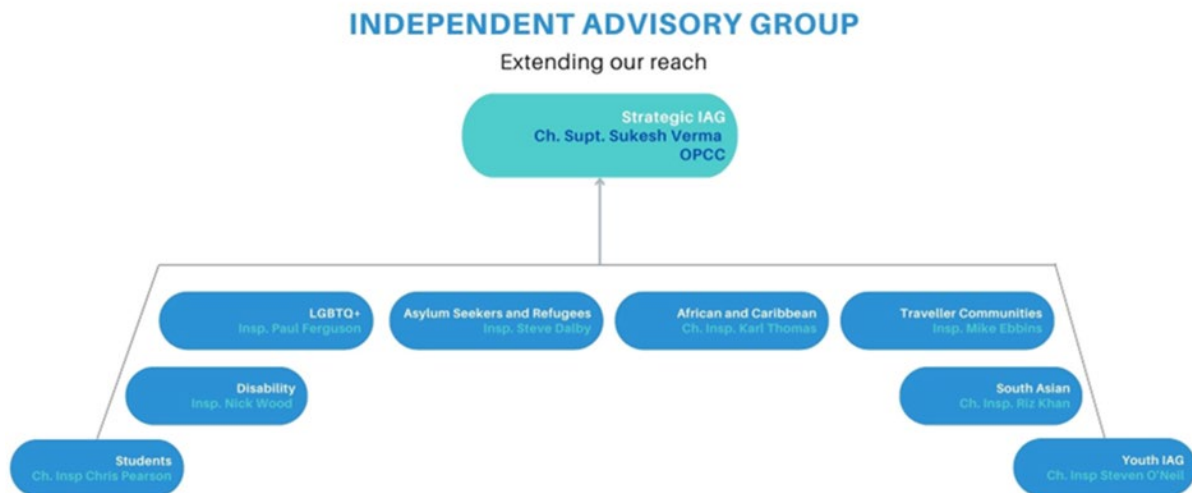
² [National Guidance for Community Scrutiny Panels](#), published in August 2023

thematic topics. These topics include but are not limited to remand offenders, strip search, use of force, mental health, access to services and other topics at the request of the panel. The panel examine disproportionality in the treatment of detainees as well as wider consideration around respect and dignity.

Animal Welfare Scheme: Animal Welfare Volunteers are members of the local community who makes random, unannounced visits to Nottinghamshire Police dog kennels to provide an impartial view on the health and wellbeing of the Police Dogs and condition of the kennels. The Volunteers may also visit dog training sessions and check Nottinghamshire Police vehicles to ensure working conditions for police dogs are of a high standard. A written report is produced each time a visit is made, and any issues raised are recorded and actioned as appropriate through the monitoring arrangements of the OPCC.

Nottinghamshire Youth Commission: supports, challenges, and informs the work of the PCC and Nottinghamshire Police. Members are 14 – 25 years olds from within the policing area. The Youth Commission meet on a quarterly basis to look at specific topics that are of concern or important to its members and the wider views of young people in Nottinghamshire. Topic in the past have included ASB, Knife Crime, Stop and Search and are reviewed on an annual basis. The Youth Commission additionally undertakes peer research with schools, colleges, Universities, and youth groups so that young people can have their say on local policing. The finding and recommendations from the Youth Commission are reported back to the PCC, Nottinghamshire Police, and wider partners through an annual conference.

Independent Advisory Group Structure: The Force has established a structure of eight subgroups to represent the diverse communities of Nottinghamshire. These groups provide independent advice, guidance, and challenge to Nottinghamshire Police and the Office of the Police and Crime Commissioner in terms of policy, procedure, and practice. They also help the force in the wake of critical incidents where the police response has potential to significantly impact upon public trust and confidence among specific sectors of the community. The feedback and insight obtained via the subgroups is reported into the Strategic IAG, Chaired by the Head of Local Policing. This ensures that community voices are heard at a senior level and that these concerns can be fed back to the Chief Officer Team to drive improvements and organisational learning. The OPCC is represented on the strategic IAG and uses these meetings to gain assurance that the force is actively responding to and delivering upon the learning identified. The Youth IAG is serviced by the Nottinghamshire Youth Commission, who are commissioned by the OPCC to provide targeted peer engagement with young people. The IAG structure is shown below.



3.4 Secondary Sources of Assurance

The OPCC also obtains assurance from a range of a range of other sources which include HMICFRS reports and performance monitoring products, products such as the Force Management Statement and themes emerging from correspondence and complaints.

HMICFRS operates to strict methodology and Key Lines of Enquiry (KLOE) and their inspection findings and recommendations provide one of a number of sources of assurance within the PCC's broader assurance arrangements. Inspections provide important insight into how the Force is performing operationally and the policing issues and risks they face. The OPCC will also hold regular meetings with inspectorates to explore outliers and any emerging issues of concern. The PCC monitors and expects Nottinghamshire Police to address HMICFRS inspection report recommendations and other service improvements in accordance with agreed timescales. The PCC also has a statutory responsibility to respond to HMICFRS inspection reports whether they focus on Nottinghamshire specifically or are national thematic reports focussed on all forces. The response is an opportunity for the PCC and CC to consider how HMICFRS recommendations fit with the Police and Crime Plan, whether they complement the plan and will assist the force in meeting local priorities or whether there is a difference between the plan and HMICFRS findings.

Force Management Statements: Nottinghamshire Police are required to submit a self-assessment to HMICFRS called a Force Management Statement (FMS) each year. This provides an explanation of the force's assessment of future demand, future workforce requirements, explanations of change requirements, a risk analysis and budgeting in relation to these areas of assessment. The PCC uses the FMS as part of his due diligence work in the strategic planning process and to hold the force to account during the year.

Performance products: The OPCC tracks progress against a wide range of indicators linked to ambitions set out in the Police and Crime Plan on a quarterly basis via the Nottinghamshire Performance and Insight report. The OPCC will also use national reports and comparative data to benchmark performance against other similar police force areas. This includes HMICFRS Value for Money Profiles, recorded crimes and outcomes via i-Quanta and ForceSight and data drawn from national products such as the Digital Crime and Performance Pack. These enable the OPCC to scrutinise relative performance and query disparities and hold the force to account where disparities cannot be reasonably justified.

Complaints: The PCC deals with complaints and conduct matters in respect of the CC and also oversees the Chief Constable's (Force's) handling of police complaints. The PCC is also the review body for all police complaints, where a complainant is not satisfied with the Force's resolution of their complaint.

3.5 Joint Independent Audit Committee

The PCC and CC are required statutorily to establish an audit committee to provide independent assurance on the adequacy of the risk management framework, the internal control environment, value for money and the integrity of financial reporting and annual governance processes. This is discharged in Nottinghamshire via the Joint Independent Audit Committee (JIAC).

JIAC provides a formal mechanism for reporting on the CC and PCC's:

The Internal Audit Service which provides independent, objective and relevant assurance that contributes to the effectiveness and efficiency of governance, risk management and control processes. The PCC looks to the Internal Audit service to support his 'holding to account' arrangements by focussing on whether any gaps or weaknesses in Nottinghamshire's organisational infrastructure exist, including its arrangements, controls, systems and processes for risk management; financial management; information / IT governance; performance management; asset management; and decision-making. The CC may have additional requirements of the Internal Audit service for inclusion in the Audit Plan, and the Head of Internal Audit will take a cross section of work to provide his professional opinion for inclusion in the Annual Governance Statement.

External Audit in which auditors are appointed to give an independent opinion on the organisation's financial statements. They may review and, where appropriate, report on aspects of the arrangements set in place by the organisation to ensure the proper conduct of its financial affairs and to manage its performance and use of resources. As such, external audit is an essential element in the process of accountability and makes an important contribution to the stewardship of public money and the corporate governance of public services. External audit opinions, reviews and annual reports provide a level of assurance that the PCC can use as part of their holding to account

arrangements, particularly around financial matters and ensuring the delivery of value for money services.

Organisational risk registers which offer a useful indicator of what each service currently considers as significant threats to the achievement of Police or OPCC objectives. This can be used to direct and prioritise oversight and scrutiny activity and enable the PCC to confidently discharge their function of securing an efficient and effective service.

Where appropriate, items presented to JIAC are discussed in public in compliance with the Home Office Financial Management Code of Practice and 2018 CIPFA guidance, with a view to enhancing public trust and confidence in the governance of the OPCC and Notts Police. It also assists the PCC in discharging statutory responsibilities in holding the Force to account.

Appendix A – Terms of Reference

Nottinghamshire Accountability Board Terms of Reference

Nottinghamshire Accountability Board	
The meeting will be split into two parts:	
<ul style="list-style-type: none"> a. Public session – holding force to account on the issues of greatest concern to local communities b. Closed session – holding Chief Constable on matters of sensitive, confidential or technical nature. 	
Attendees:	
PCC (Chair)	Chief Constable
Chief Executive & Monitoring Officer	Deputy Chief Constable
OPCC’s Head of Strategy & Performance	Lead portfolio holders as requested
<i>(Others co-opted from the OPCC or Force as and when required by the agenda)</i>	
Frequency:	
Bi-Monthly	
Purpose:	
<p>The overarching purpose of the Accountability Board is:</p> <ul style="list-style-type: none"> a) to provide the public and other external stakeholders with confidence that the Police and Crime Commissioner (PCC) is effectively supporting, challenging and holding the Chief Constable to account for delivering efficient and effective policing services; and, b) to monitor progress in delivering the objectives of the PCC’s Police and Crime Plan and setting the strategic direction of local policing services <p>The Accountability Board supports the PCC’s duties under the Police Reform and Social Responsibility Act 2011 to hold the Chief Constable to account for the exercise of:</p> <ul style="list-style-type: none"> a) The functions of the Chief Constable; and, b) The functions of persons under the direction and control of the Chief Constable <p>The Accountability Board is principally a governance board. Its purpose is to provide the PCC with an opportunity to discharge the statutory duty of holding the Chief Constable to account in accordance with the Legislative Framework, cognisant of parameters set out in the Policing Protocol Order 2013.</p> <p>The Accountability Board is responsible for:</p> <ul style="list-style-type: none"> a) Monitoring of performance exceptions and progress in the delivery of statutory plans 	

- b) Oversight of performance and delivery against key corporate plans, major projects, programmes and organisationally significant matters.

Principles and Approach

The Accountability Board enables determination to be undertaken by the PCC for any matters which are at law decisions for the PCC, except for:

- a) matters which the Commissioner as a reasonable exercise of discretion from time to time determines outside of the meeting; or
- b) matters which are for the time being determinable by delegates under the Scheme of Delegation.

The Accountability Board provides a framework by which the PCC and Chief Constable can exercise good governance and public accountability in a meaningful and transparent way. This includes opportunities to demonstrate:

- progress against objectives set out in the Police and Crime Plan
- response to matters of national policy, publications and inspections

The Accountability Board also provides the opportunity to record any key decisions, matters of organisational significance, relating to the police service. Such decisions must be scheduled in advance on the Forward Work Programme, and information on the decision request, recommendations and rationale must be provided to the Office of Police and Crime Commissioner (OPCC) no later than five working days in advance of the meeting.

In consultation with the OPCC, the Accountability Board can provide opportunity to raise issues by exception, and to receive direction on those issues. Such issues can relate to a range of organisationally relevant topics, themes, and risk issues, of which the Police and Crime Plan forms the foundation.

The Chief Constable is expected to ensure that their PCC is kept regularly informed of their decisions and operational activity in a timely manner so that the PCC can hold the Chief Constable to account for the totality of policing within their force area, including the operational delivery of the police service.

The Accountability Board aims to ensure openness and transparency in the activities undertaken by the PCC to support, challenge and hold the Chief Constable to account over a broad range of police functions and decisions.

The work of the Accountability Board is underpinned by the nine policing principles set out in the College of Policing's Code of Ethics, which are, in turn built upon the Nolan principles for public life. These are: accountability, integrity, openness, fairness, leadership, respect, honesty, objectivity and selflessness.

The Accountability Board will be furnished with any information that is considered necessary by the PCC and CEO to fulfil its role, as far as is practicable.

Nottinghamshire Planning and Efficiency Group (PEG) Terms of Reference

Planning and Efficiency Group

The meeting will be split into two parts:

- c. Efficiency monitoring for the current delivery year / financial year
- d. Planning for the year ahead and medium-term

Attendees:

PCC (Chair)	Chief Constable
Chief Executive & Monitoring Officer	Deputy Chief Constable
OPCC's Chief Finance Officer	Force's Chief Finance Officer
OPCC's Head of Strategy & Performance	Force's Head of Corporate Services
	Force's Head of People Services

(Others co-opted from the OPCC or Force as and when required by the agenda)

Frequency:

Monthly, but with more frequent meetings if required by the strategic and financial planning cycle – e.g. at budget-setting critical points.

Purpose:

The Planning and Efficiency Group is to facilitate strategic, focused and closed-session discussions between the PCC/OPCC and Chief Constable/Force, to:

1. provide reassurance to the PCC on the effective and efficient use of Force resources / value for money
2. consider issues on the horizon and the strategic direction of the Force
3. support the PCC's setting and annual review of the Police and Crime Plan and the setting of the annual budget and precept in a joined-up way.

It is intended that the focus should be on the conversations to be had, supported by agreed standardised products that will be of equal assistance to the Force's Chief Officer Team as they will to the PCC and OPCC.

It is not intended to replicate the work of the various strategic and tactical groups already in existence, which should support the work of this Group.

[N.B. The PCC and OPCC's Chief Executive & Monitoring Officer will oversee the 'and crime' elements of the PCC's responsibilities separately – e.g. in relation to commissioned services, grants, the PCC/OPCC budget etc.]

Appendix B: HMICFRS PEEL Inspection Framework: 2023-2025

The PEEL inspection framework provides clear hallmarks for what a well-performing force should look like. Forces are assessed against the following core questions, topics and characteristics of good:

How good is the force's service for victims of crime?

The force manages incoming calls, assesses risk and prioritises its response well.

- The force answers 999 calls to the standards set out in the National Contact Management Strategy. And only a low number of callers hang up before their 101 calls are answered.
- The call handler correctly records the details of the call and identifies vulnerability, including repeat callers and others in the household. They use and correctly record a structured initial triage and complete a risk assessment to inform the prioritisation to give the call and to provide the most appropriate response to the caller.
- Call handlers act politely, appropriately and ethically, and use clear, unambiguous language. They give appropriate advice on safeguarding and evidence preservation.

The force deploys its resources to respond to victims and incidents in an appropriate manner.

- The force responds to calls for service within its published time frames and its response is consistent with the prioritisation given to the call. It changes the prioritisation given to the call only if appropriate.
- The force provides an appropriate response. It takes into consideration risk and victim vulnerability, including any information it obtains after the initial call (such as information from the public, officers or systems checks).

The force's crime recording can be trusted.

- The force is effective at recording reported crime.
- The force's systems and processes support accurate crime recording.
- The force's leaders maintain oversight of the force's processes for crime recording and strive to make sure that they meet national standards.

The force carries out a proportionate, thorough and timely investigation into reported crimes.

- All investigative opportunities are considered. Those which are proportionate are carried out in a timely manner.
- The force enables victims to access their rights under the Code of Practice for Victims of Crime.
- The force makes sure that its line managers supervise and review investigations appropriately.

The force makes sure that it follows national guidance/rules for deciding which outcome code it assigns to each report.

- When making a decision on an outcome, the force's systems and processes make sure that appropriate consideration is given to the nature of the crime, the offender and the victim.

How good is the force at treating the public fairly, appropriately and respectfully?

The workforce interacts with the public fairly and respectfully.

- Officers are effective at communicating and interacting with the public without bias. They consider the needs of their communities.
- In line with its policy and national mandates, the force uses body-worn video in all appropriate use of force and stop and search encounters. Interactions between officers and the public are improved as a result.

The force uses stop and search powers fairly and respectfully.

- The force makes appropriate use of stop and search as an investigative tactic and can show that its use is fair and effective.
- The force acts upon scrutiny and challenge it receives from an external independent forum to improve officers' use of stop and search powers.

Officers' use of force is fair and appropriate.

- The force understands how, and with what impact, its officers use force and can show that it is fair and appropriate.
- The force acts upon scrutiny and challenge received from an external independent forum to improve how officers use force.

How good is the force at preventing and deterring crime and antisocial behaviour (ASB), and reducing vulnerability?

At its core function, the force prioritises the prevention and deterrence of crime, ASB, harm and vulnerability.

- The force uses its own and shared data to identify and prioritise vulnerable people, groups, locations, repeat ASB, victims and suspects.
- Working in partnership, the force uses primary, secondary and tertiary prevention initiatives to deter and tackle crime and ASB. It also uses these initiatives to reduce harm, vulnerability, offending and repeat demand.
- The force provides a sustainable neighbourhood policing model that can provide positive long-term solutions to community problems.

The force uses partnership-orientated evidence-based problem-solving to reduce and prevent long-term crime, ASB, harm and vulnerability.

- The force understands and demonstrates a long-term commitment to problem-solving and evidence-based policing. It maximises opportunities to prevent public harm and reduce demand through working with partner organisations.
- The force has systems and processes in place to consistently evaluate its problem-solving and share any learning.

The force actively seeks views and support from its communities.

- The force uses two-way community engagement, showing that it understands, listens and responds to what matters to its communities.
- The force uses community engagement to gather information and intelligence to address local, force and national priorities.
- The force empowers local people to become involved in local policing activity.

How good is the force at responding to the public?

The force has effective oversight of its response to public contact and understands risk effectively at first point of contact.

- The force has an effective management structure in place that provides appropriate governance and oversight of the control room. Senior leaders take an active interest in the control room.
- The force answers 999 calls to the standards set out in the National Contact Management Strategy. And only a low number of callers hang up before their 101 calls are answered.
- The public can contact the force through appropriate, accessible and monitored channels to report a crime.
- The force understands and promptly identifies vulnerability at first point of contact. This includes repeat callers and others in the household.
- The call handler uses and correctly records a structured initial triage and completes a risk assessment to inform the prioritisation to give to the call and provide the most appropriate response to the caller.
- Call handlers provide appropriate advice on safeguarding, evidence preservation and crime prevention.

The force provides an appropriate response to incidents, including those involving vulnerable people.

- The force seeks advice from internal and external experts to inform better decision-making and risk assessments.
- The force attends incidents quickly enough to secure scenes. Responding officers receive appropriate information and intelligence to understand the risk and vulnerability posed to themselves and others.
- The force thoroughly assesses a victim's vulnerability at initial response and makes sure it completes appropriate risk assessments.
- The force is effective at managing crime scenes and makes the most of early evidence opportunities.

How good is the force at investigating crime?

The force has effective oversight of investigations and carries out quality investigations to get the best results for victims.

- The force has an effective management structure in place that provides appropriate governance and oversight of investigations. Leaders make sure that staff and officers have sufficient skills and capabilities to achieve quality investigations and the right outcome for the victim.
- The force consistently carries out thorough investigations, which lead to satisfactory results for victims.
- The force supervises and reviews investigations effectively and appropriately. The quality of investigations is improved as a result.

The force secures justice for victims.

- The force consistently achieves appropriate outcomes for victims, which include bringing offenders to justice.
- The force achieves good results for victims by pursuing evidence-led investigations when appropriate. It actively pursues prosecution on behalf of the victim.

The force provides a quality service to victims of crime.

- The force maintains victim and witness confidence by enabling victims to access their rights through the Code of Practice for Victims of Crime/Victims' Bill.

How good is the force at protecting vulnerable people?

The force understands and effectively addresses the vulnerabilities it identifies.

- The force has an effective strategy, performance framework and governance structure in relation to all College of Policing vulnerability strands.
- The force requests feedback from victims on a regular basis and uses it to enhance and improve its services to protect vulnerable people.

The force provides good-quality safeguarding and support for all vulnerable people.

- The force applies for and monitors preventative orders/schemes in all applicable cases to safeguard vulnerable people.
- The force makes sure that the risk of further and/or increased harm to vulnerable victims is reduced via timely and appropriate safeguarding activity.
- Staff involved in multi-agency working arrangements understand their roles and have the necessary skills to perform them. They work to develop risk-reducing actions that safeguard vulnerable people and challenge perpetrators.

How good is the force at managing offenders and suspects?

The force is effective at apprehending and managing suspects and offenders and uses appropriate safeguarding tools to protect the public from harm.

- Senior leads are held to account for apprehending outstanding suspects and wanted persons. The force has processes in place to monitor performance.
- Supervisors monitor use of pre-charge bail to make sure its safeguarding benefits are considered and that it is used in all appropriate cases.
- The force monitors its use of released under investigation or subject to voluntary attendance to make sure they are timely and appropriate. Use shows consideration of the impact on victim safeguarding.

The force effectively manages the risk posed to the public by registered sex offenders.

- The force uses nationally recognised risk assessment tools and follows best practice guidance for accurate and adequate management of registered sex offenders. It has monitoring processes that make sure risk is managed in a timely manner.
- The force complies with Authorised Professional Practice (APP) when managing registered sex offenders, including those reactively managed. If it deviates from APP, it can assure itself that no risk is posed to the public.
- The force routinely considers preventive or ancillary orders. It monitors any breaches and takes action as a result.

The force effectively manages the risk posed by online child abuse offenders.

- The force manages images of online child abuse in line with nationally recognised risk assessment timescales. It considers a range of risk factors when taking timely enforcement action.
- The force uses specialist software to identify, in a proactive and timely way, the sharing of indecent images of children.
- The force makes sure that timely and appropriate safeguarding is in place for both potential victims and suspects.
- The force has effective digital triage capabilities to support timely and quality investigations.
- The force continually risk assesses any backlogs in referrals and those cases awaiting enforcement action.

How good is the force at disrupting serious and organised crime?

The force makes good use of all available intelligence to identify, understand and prioritise serious and organised crime (SOC) and inform effective decision making.

- Strategic analysis directs and prioritises SOC intelligence collection.
- The force assesses threat, harm, risk and vulnerability to inform an operational response that reduces the effects of SOC.

The force has the right systems, processes, people and skills to tackle SOC and keep the public safe.

- Effective strategic management and planning meet SOC demand.
- The force effectively manages and co-ordinates its response to serious and organised crime threats.
- The force aims to continually improve and develop how it responds to SOC threats.

Disruptive activity reduces the threat from SOC (Pursue).

- The force maximises disruption of serious and organised crime by considering a range of overt and covert tactics; this includes using the powers of partner agencies to frustrate organised criminals.

The force prevents people from engaging or re-engaging in organised crime (Prevent).

- The force has a consistent and structured approach to identifying those people at risk of being drawn into SOC or whose offending is likely to intensify and become more serious.
- The force works with public and private sector partners to effectively deliver prevent initiatives and diversionary schemes.
- SOC offender management prevents those people in the criminal justice system from continuing to offend.

Communities, organisations and individuals are resistant and resilient to the impact from serious and organised crime (Protect and Prepare).

- Police and partner agencies reduce risk and vulnerability in local communities.

How good is the force at building, developing and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?

The force understands the main factors that influence its workforce's well-being and takes effective action to address any related problems.

- The force clearly understands what factors have positive and negative effects on its workforce's well-being, as well as any related stress, in all areas. It uses this understanding to inform resourcing decisions and aims to strike a balance between operational needs and looking after its people.
- The force is taking effective action to address any well-being challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support to those in high-risk roles or those experiencing potentially traumatic incidents.
- The force's occupational health service provides support and interventions that improve officer and staff well-being.

The force effectively supports its new recruits, encouraging them to remain.

- The force understands the specific challenges faced by new recruits. It makes sure that their well-being and development needs are prioritised and monitored by effective and supportive supervisors and tutors.
- The force promotes equality, diversity and inclusion. It makes new recruits feel welcome and included. It helps supervisors to foster an ethical and inclusive working environment.
- The force is making good efforts to retain new recruits, with specific consideration given to understanding and overcoming the challenges faced by those from diverse backgrounds.
- The force is effectively developing its workforce and first-line leaders.
- The force effectively equips, develops and supports its first-line leaders to meet leadership standards, exemplify the behaviours expected of them and effectively support both teams and individuals.

- The force uses effective individual performance appraisals and continuing professional development processes to understand, monitor and prioritise the development needs of its workforce.
- The force creates opportunities for officers and staff from under-represented groups to develop and progress and provides support when appropriate.

How good is the force at leading and managing its services to make sure they are efficient, effective and sustainable?

The force has an effective strategic planning and performance management framework and makes sure it addresses what is important both locally and nationally.

- The force has effective governance and performance management processes that reflect its communities' needs and local and national priorities.
- The force uses relevant analysis and data to make sure it operates effectively and efficiently. The force's performance objectives are aligned to its strategy.
- Force management statements and performance objectives are supported by plans on how the force will achieve the goals it has set.

The force's leaders are visible and effective.

- The force has assessed the capacity and capability of leadership at all levels. It has plans in place to address identified gaps in leadership.
- The force understands how senior and general leadership is perceived and understood throughout the workforce at all levels. It is taking action to improve standards of leadership.
- Leaders throughout the force have a clear understanding of what is expected of them and are acting on those expectations.

The force is effective at managing demand and can demonstrate it has the right resources and partnerships in place to meet future needs.

- The force's operating model and workforce helps it to respond to priorities and current and future demand.
- The force's has effective systems in place that make sure crimes are allocated to appropriately skilled staff and units.

The force provides value for money and can demonstrate continuous improvement, efficiency savings and improved productivity.

- The force makes the most of the productivity of its resources and assets.
- The force continues to improve productivity through digital, data and technology solutions, including mobile working.
- The force can clearly demonstrate why it is or isn't collaborating with other bodies when appropriate. It uses effective programme management techniques throughout any collaborative activity.

The force makes the best use of the finance it has available, and its plans are both ambitious and sustainable.

- The force has enough resource to make sure it can follow its priorities.

- The force's financial plans are affordable and sustainable. They will support it to continue to meet future demands.

Counter-corruption units and vetting

Proactive and disruptive action taken by the force and effective vetting management reduce the threat and risk posed by police corruption.

- The force manages the vetting of its workforce effectively.
- The force has IT monitoring software that operates across all its IT systems.
- The force's counter-corruption units understand and act successfully on the threat and risk posed by police corruption.

Glossary of Terms

Advisory Groups: Consider past, present or future scenarios to provide advice to decision makers. The remit of these groups is generally broader than those of scrutiny groups although they may still be required to receive specific data.

Assurance: 'A positive declaration that a thing is true'. Assurance is therefore the information and evidence provided or presented which are intended to induce confidence that a thing is true amongst those who have not witnessed it for themselves.

Governance: The overall oversight framework the PCC has in place including finance, scheme of governance, accountability, Chief Constable reviews etc. Governance meetings are focussed on structure and processes for decision making, accountability, control and behaviour. Therefore, these are almost always statutory bodies in this context. They may make recommendations for others to consider, but they may also be able to dictate actions which must be followed.

Holding to Account: There is no legal definition of 'holding to account' or clear guidance on what 'holding to account' arrangements should look like. The [Centre for Governance and Scrutiny](#) advocates four principles for effective 'holding to account' arrangements: provide constructive "critical friend" challenge; amplify the voice and concerns of the public; be led by independent people who take responsibility for their role and; drive improvement in public services.

Oversight: Oversight is the process of overseeing a job or activity, with responsibility for ensuring that it is being done correctly.

Scrutiny: A 'reality check' to assurance. Scrutiny enables the organisation to provide effective and formal evidence that positive progress and outcomes are being achieved. Scrutiny groups make critical observations and examine evidence to comment on past activity and specific incidents or data with the intention of making changes for the future. They may make recommendations, possibly about specific issues which are not required to be followed but should, as a minimum, be responded to.