

**Northumbria Office of the Police and Crime Commissioner and the Chief Constable for
Northumbria
SERVICE LEVEL AGREEMENT**

This agreement is made between the Police & Crime Commissioner and the Chief Constable from April 1st 2014. It is a joint agreement to which the PCC and CCC are committed. Both parties have given their full support to ensure the long term viability of their partnership working in order to best serve the people of Northumbria. It will be formally reviewed annually and updated or at any other times as necessary by agreement. This is a statement of intent between the parties to work in partnership and to define an effective working relationship between the PCC and the CC.

1. Purpose

The Police Reform and Social Responsibility Act 2011 and the Policing Protocol Order 2011 set out the respective roles and responsibilities of the Police and Crime Commissioner and Chief Constable. The CC is charged with exercising the power of direction and control of officers and staff employed by her in such a way as is reasonable to assist the PCC to exercise her functions. The PCC requires additional services to supplement her core office of staff (OPCC) which the CC agrees to provide pursuant to her obligations of assistance and in furtherance of the PCC and CC's joint commitment to working together in partnership without compromise to the PCC's power and duty to hold the CC to account for the performance of the force's officers and staff.

This agreement identifies the services that will be shared in order to best fulfil the duties and responsibilities of each in an efficient and effective way. This arrangement will ensure that Northumbria Police remain focussed and dedicated to ensuring that they continue to deliver the priorities as set out in the Police and Crime Plan whilst supporting the PCC in her responsibilities to maintain a strategic overview and to undertake her scrutiny and public consultation role. Both parties agree to work in co-operation to ensure the effective and efficient delivery of policing services to people who live work and visit the policing area. The agreement provides for effective and efficient arrangements for the provision of all forms of business support to both the PCC and CC which would best support them and their respective statutory offices in the discharge of their obligations and recognises the need to balance the requirement for effectiveness and efficiency in provision of business support against a need to put in place arrangements which represents best value for money.

2. Context

The principal activity of the Police and Crime Commissioner is to be responsible for the totality of policing, including setting strategic direction, and holding the Chief Constable to account for delivery of effective and efficient policing within the policing area. The Commissioner also has other responsibilities and obligations in respect of the wider criminal justice and community safety frameworks

The essence of this service level agreement is to facilitate her role by the;

- Focus on supporting the PCC to fulfil her duties and responsibilities
- Flexible use of staff
- Minimise costs
- Clarity and Accountability

- Spirit of cooperation and constructive working relations
- Responsive to changing needs

All the current staff under the direction and control of the Chief Constable will be transferred to her under the second stage police staff transfer process. This will leave the PCC with only a very small number of core staff.

In the context stated above, support services will be provided from the CC to the PCC. This agreement sets out those services, expected standards and key deliverables together with the allocation staff and delivery arrangements for these services. The relationship between the parties is that of independent organisations, as each party is a separate corporation sole. This agreement is made between each corporation sole and is intended to bind their successors to this role.

For the purposes of the Data Protection Act 1998 the Commissioner and the Chief Constable remain the data controller for any personal information recorded (in whatever format) on any information system under their respective control.

For the purposes of the Freedom of Information Act 2000 (FOI) if either the Commissioner or the Chief Constable should receive a FOI request then the Commissioner or Chief Constable as appropriate would be responsible for responding to that request and with any subsequent compliance arrangements required under FOI. Any FOI requests received by either the Commissioner or the Chief Constable which relate to or touch upon the subject matter of this SLA or any matters arising from it would be brought to the attention of the other party as soon as practicable, and where necessary the Commissioner and the Chief Constable will provide reasonable assistance to the other in order to facilitate a timely and compliant response to the FOI request or any subsequent compliance requirement

3. General Principles:

- Emphasis on the delivery of the Priorities and Objectives set out in the Police & Crime Plan.
- Maximise the use of limited resources.
- Deliver Value for Money and minimise costs to the PCC and CC.
- Provide clarity and accountability, with minimum bureaucracy.
- All staff currently under the direction & control will transfer to CC.
- Staff transfer will be in accordance with the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector
- There will no changes terms and conditions of employment for staff transferring under stage 2.
- There will full consultation with recognised trades unions and staff.
- CC will maintain her commitment to minimise staff reductions.
- Any staffing reductions will be agreed in full by the PCC in advance of any implementation
- Executive staff appointments will be joint appointments between the CC and PCC
- Provision of support services to the PCC, to agreed standards, will be defined in a Service Level Agreement.

- There is no intention to outsource functions to the private sector.
- Public / public collaborations will be encouraged where services can be improved, costs can be reduced and where resilience increased

4. Schedule of services

The services to be provided to the PCC can be categorised under the following functional areas:

- Finance
- Strategic Communications
- Consultation
- Research and performance analysis
- Estates and property
- Business Planning / Risk Management
- ICT
- HR
- Legal
- Administration

A detailed schedule of services is provided at Appendix 2. The schedule identifies the agreed service standards and key deliverables; the senior responsible person accountable for ensuring delivery of services and; the allocation of staff.

Where appropriate staff will be located at the Office of the PCC and/or may be required to attend from time to time to ensure effective delivery of services. This requirement will be negotiated between the CEX and CEO and reported to the PCC and CC.

5. Points of contact / lines of communications

The OPCC has direct access to all service leads and allocated staff as may be necessary.

6. Resources

The services will be provided from the existing budgetary provision allocated by the PCC to the CC unless provision of the services require third party expenditure by the CC. Such third party expenditure will be subject to agreement by the PCC and unless otherwise agreed by the PCC to be met by the OPCC budget

7. Availability and flexibility of staff

The agreed allocation of staff will be maintained. Where the service is provided by a named individual and if, for whatever reason, this individual is not available the OPCC will be notified and where necessary an alternative resource identified.

Where an individual is working at the office of the PCC and under their day to day supervision of her staff, it will necessary to keep the service lead informed of any planned or unplanned absences.

Planned absences need to be coordinated where it is necessary to provide alternative resources in order to ensure the availability of alternative staff.

Unplanned absences e.g. sickness absence, will be managed by the individuals Northumbria Police supervisor and HR systems maintained as necessary.

All staff providing services to the PCC will be made aware of the importance of this service level agreement, the context in which it has been formed and the importance of delivering against agreed expectations.

Any issues in relation to staff conduct, performance or discipline will be managed by Northumbria Police.

8. Performance Review / Resolution of Issues

The Chief Executive (CEX) and Assistant Chief Officer (ACO) will have primary responsibility for the effectiveness of this service level agreement.

CEX and ACO will review the effectiveness of the service level agreement on a quarterly basis.

The OPCC, and likewise staff involved in delivering services, should raise any day to day issues directly with service leads. If issues are not resolved then they should be escalated in a timely manner to the CEX and ACO.

Issues that cannot be resolved by the CEX and ACO will be escalated to the PCC and Chief Constable. The context provided at section 2 above will remain in sharp focus at all times.

9. Conflicts of interest / confidentiality

It is recognised that on occasion certain elements of service delivery may necessitate a degree of confidentiality and/or could place an individual in a position of a conflict of interests between the PCC and the Chief Constable. It is anticipated these circumstances would be rare, if at all, and would more likely involve senior personnel, typically the service lead.

In such circumstances the individual must identify any concerns and bring these to the attention of the CEX, ACO or if necessary directly with the PCC and Chief Constable who will provide direction on the matter. In rare instances, it may be necessary for the CC or the PCC to obtain independent advice.

Both parties agree that, during the term of this SLA, or at any time thereafter, neither they nor any of their employees, agents (including volunteer staff) or sub-contractors, shall divulge, furnish or make accessible to anyone any confidential information unless:

- at the date of this SLA, the confidential information is already in the public domain or subsequently comes into the public domain through no fault of the other party;
- the confidential information rightfully becomes available to the other party from sources not bound by obligations of confidentiality
- the confidential information was available to the other party on a non-confidential basis prior to its disclosure to such party;
- the other party is required by compulsion of law to disclose

- The parties agree that all discussions and negotiations shall be carried out on a strictly confidential basis and any statements (either written or oral) to be made in relation to the existence of the negotiations between the parties shall be subject always to written agreement by both parties and the overarching provisions of the scheme of governance.

The disclosure of confidential information is a matter for discussion between the Commissioner and Chief Constable.

10. Changes to the SLA

This agreement will be subject to annual review. In addition, any proposed changes to this SLA will be considered in the first instance by the CEX and ACO and presented for approval to the PCC and Chief Constable. Where changes could have a detrimental impact on staff e.g. a reduction in staff numbers, these should be identified at the earliest opportunity in order to facilitate staff consultation and redeployment considerations.

This Agreement may be terminated forthwith by agreement between the PCC and CC or unilaterally by the PCC giving 3 months notice to the CC of withdrawal from all or any part of the Agreement in any relevant business area.

Schedule of Services to be provided to the Police and Crime Commissioner

This service level agreement identifies the services that will be shared between the PCC and CC in order to best fulfil the duties and responsibilities of each. Those services marked with an * are services which are currently, and have historically, been provided to the PCC by a neighbouring council. That arrangement ends 31.3.14 and discussions are underway to have those services provided by Northumbria Police. The inclusion of those services in this SLA therefore, is subject to a successful conclusion of the aforementioned discussions with the local authority.

Department	Services
Finance	<p>The Chief Finance Officer will</p> <ul style="list-style-type: none"> • Be a joint appointment and will provide financial advice to both the Force and the PCC • Be the Section 151 statutory Chief Finance Officer for the PCC and the Force, ensuring the financial affairs of the force are properly administered and that financial regulation drawn up by the PCC are observed and up to date for proper financial administration under the Act. • Establish and deliver governance, consultation and reporting processes to ensure delivery of statutory requirements. • Lead the development and delivery of the Medium Term Financial Plan to ensure the achievement of the Police and Crime Plan strategic objectives. • Provide professional advice on financial matters, governance and scrutiny to the PCC to ensure promotion of consistent and legally compliant financial management. • Represent the PCC at a senior level on external bodies to influence and advise on national financial issues. • Prepare and present quarterly financial reports as detailed below • Lead the Independent audit Committee work programme
	<p>Accountancy Services * will</p> <ul style="list-style-type: none"> • Provide financial input and direction to business planning and performance. • Prepare and deliver reporting requirements to meet statutory PCC requirements. • Prepare figures leading to the annual council tax precept for the PCC. • Prepare quarterly monitoring reports of the revenue and capital budgets for the Office of the PCC and coordinating the overall revenue and capital budgets. This includes the setting, monitoring and reporting of Prudential Indicators and preparing outturn projections and regular monitoring reports.

- Prepare all statutory reports relating to the adequacy of the overall resource envelope available to meet the Chief Constable and PCC expenditure.
- Compile and submit consultation responses on finance issues.
- Co-ordinate and produce the statutory annual final accounts.
- Liaise with the external auditor.
- Maintain the Asset Register.
- Maintain the Balance Sheet and reconciling the accounts.
- Provide, maintain and upgrade an online financial management system, including interfaces and feeder systems.
- Review and update Financial Regulations.
- Receive and monitor Central Government grant funding and precept payments, including liaising with Home Office and other contributors.
- Submit pension information to the Government Actuary Department (GAD) and the Home Office.
- Complete returns for government and other bodies, for example CIPFA.
- Provide finance training, where appropriate.
- Provide VAT advice to the Office of the PCC Completing monthly and year end VAT returns to HM Revenues and Customs.
- Maintain appropriate records relating to the activities outlined above
- Process orders and invoices, sourcing suppliers and ensure appropriate spend authorisation

Insurance services * will

- Provide a comprehensive insurance policy and claims service, together with Legal Services and Business Support as well as Finance.
- Log claims received from the PCC onto the claims recording system.
- Process payments received from the insurer, the PCC or the Chief Constable.
- Monitor the stop loss applicable for each policy year.
- Monitor insurer's records to ensure that they reflect the claims recording records.
- Maintain accurate records of number, type, cost of claims, type of payment, etc received for each policy year.
- Provide management information in relation to claims and costs as and when required.
- Gather and collate renewal information required by the insurers or broker prior to renewal of policies.
- Ensure policies are renewed in a timely manner to protect the PCC's interests.

- Carry out procurement exercises, where applicable, for policy renewals.
- Ensure the policies arranged meet the needs of the PCC.
- Ensure that premium invoices are correct and paid in a timely manner to take advantage of any discounts available.
- Give advice to the PCC's officers and staff in relation to insurance cover, scope of policies, etc.
- Maintain business continuity plans for each of the support services provided to the PCC
- Participate in a national risk management benchmarking club (ALARM / CIPFA)

Financial Services * will

- Provide high quality financial processing and support to the PCC
- Manage corporate financial administration systems including Agresso as well as the car leasing, car loans, and car allowances systems.
- Maximise income collection
- Issue accurate and timely bills and invoices
- Liaise with the bank as required
- Provide prompt and accurate payment service
- Maintain appropriate controls to maximise cash flow
- Provide and maintain a database of suppliers
- Ensure compliance with regulations relating to the Contractor Industry Scheme.
- Manage, develop & administer creditors payment systems & processes
- Provide comprehensive invoice production service
- Provide recovery service for outstanding debt
- Manage transaction processing (write-offs, credit notes etc)
- Provide database of debts raised and recovered.
- Manage, develop & administer debtors payment systems & processes
- Establish control procedures for monies received by the Force and allocation to appropriate accounts
- Balance the Force's bank accounts
- Provide and manage suspense accounts

Payroll Services*

- Pay net salaries, including applying all statutory requirements in respect of income tax and national insurance.
- Produce and distribute payslips.
- Maintain computerised payroll records and produce standard reports.

	<ul style="list-style-type: none"> • Ensure security and confidentiality of payroll information • Ensure business continuity procedures are in place should systems fail. • Process annual pension increases. • Maintain salary scales as prescribed by Northumbria Police. • Process and administer pensions benefits in respect of retired police officers and their dependents. • Review injury benefit payments in relation to state benefits • Ensure compliance with in year and year-end reporting requirements to HMRC, including taxable benefits. • Produce payroll expenditure for posting to the general ledger. • Reconcile payroll control accounts to the general ledger during the year and at year end. • Deal with statutory changes and notifications received from HM Revenue and Customs. • Pay statutory and non-statutory deductions to appropriate bodies. • Procurement and supplies services* will • Prepare and implement an OPCC Procurement Strategy • Provide Strategic Procurement Advice • Arrange and manage contracts for goods, services and works in accordance with EU/ UK procurement law and OPCC Financial and Contract Regulations • Prepare and sign formal contract documentation including drafting contracts for signature by the PCC • Review Terms and Conditions of contract for Goods and Services so that they provide suitable protection for the PCC • Maintain a register of Contracts for goods, services and works • Provide information on Tenders and Contracts for publication as required by the Specified Information Order.
Human Resources	HR Advisory * service will <ul style="list-style-type: none"> • Support the PCC in formulating HR strategies, and ensuring policies and processes are in place and fairly applied • Assist the PCC with responses to discussion and consultation documents • Represent the PCC at seminars and working groups • Advise on the interpretation of the terms and conditions of employment • Update and advise on changes to conditions of employment • Advise on employment best practice • Advise on potential solutions to issues raised either formally or informally by employees or trade union reps • Provide updates on changes in employment legislation and how they affect the OPCC or the force • Provide advice on all matters of attendance, engagement, discipline, performance and grievance related issues – including

	<p>disciplinary and capability management, redundancy and pensions</p> <ul style="list-style-type: none"> • Provide recruitment administration support. • Undertake inputs all sickness absence reports and fit notes • Manage recruitment, resourcing, pay and reward and workforce planning and management • Support the PCC and report to the PCP at Confirmation hearings • Assist in ensuring compliance with all equality legislation • Workforce data reporting* will • Maintain and report to the PCC quarterly on core HR data • Co-ordinate and produce reports to the PCC/PCP regarding employee matters • Review and make recommendations on proposals for Police Staff establishment changes to the PCC <p>Training* will</p> <ul style="list-style-type: none"> • Advise on learning & development interventions/activities for the PCC • Provide skills training, induction and refresher training and staff development programmes • Occupational Health *will • Provide an efficient occupational health service for all employees including absence management, accident management, recruitment and pre appointment screening • Health and safety, which includes advising on policy and advising on training and conducting risk assessments
Legal Services	<p>Legal Services will</p> <ul style="list-style-type: none"> • Provide Strategic legal advice • Negotiate, prepare and complete all necessary contract documentation entered into by the PCC for the carrying out of works and the supply of goods and services • Provide advice on procurement and contracts, property law, planning and development, and litigation • Provide employment law services, particularly in relation to police pensions, disciplinary and personnel matters; • Advise on all issues of procurement, under both EU and domestic law, including use of appropriate procurement vehicles; • Advise on, and draft all contracts entered into by the PCC for the carrying out of works and the supply of goods and services; • Advise on all matters of property law, and carrying out, the purchase, sale or letting of all property on behalf of the PCC • Instituting / defending legal proceedings on behalf of the PCC, particularly for the recovery of debt due to the PCC, uninsured loss claims and police house possessions. • Advise on FOI and complaints directed to the OPCC • Advise and administer on all civil claims settlements

Property and Estates Services

- Property and Estates services will
- Provide general land and property advice and estate management – including licensing and leasing issues
- Undertake management of property acquisition and disposal and management or commissioning of property rating assessment
- Provide property valuations
- Maintain property drawing database
- Prepare, develop and review the Estate Strategy
- Provide day to day property maintenance service and safe operation of the property facilities that would include Minor Works and Term Contract Procurement and Contract Management.
- Health and Safety Compliance - ensuring the building meets health and safety requirements, legislative Compliance - ensuring the building meets legislative requirements, planned and programmed maintenance including building condition monitoring. term contract and minor works contracts management, sustainability and energy conservation, property operating costs, utilities, maintenance costs, business rates, providing an emergency response service for property related matters, property performance and benchmarking, directing and planning essential central services such as reception, security, archiving, cleaning, catering, waste disposal and recycling and property record management and archiving of files.
- Prepare project budgets and briefs in accordance with Financial & Contract Regulations
- Commission, manage and monitor projects and programmes
- Maintain an approved List of Building Contractors Provide Energy management and sustainability
- Report to PCC as required
- Represent the PCC on property related organisations / working groups
- Provide quarterly report on the implementation and review of the Estates Strategy
- Provide six monthly reports on the implementation of the Sustainable Development Strategy
- Provide reports on projects and property transactions as appropriate.
- Provide quarterly report of orders dealt with under delegated powers in accordance with Standing Orders, by the end of the month following the quarter end
- Manage and lead estate change to ensure minimum disruption to operational activities.
- Investigate availability and suitability of options for premises and facilities

	<ul style="list-style-type: none"> • Undertake general landlord and tenant matters such as liaising with landlords / tenants of commercial properties; lease breaks, lease renewals, lease clauses and rent reviews, dilapidations / repairs notices; landlord consents, service charges and claims • Undertake general surveying Services including feasibility studies and development appraisal, planning issues, including market intelligence; valuations for financial statements and insurance assessments and maintaining estates terrier • Procure from appropriate external providers the specialist surveying services when required - including day-lighting, sun-lighting, overshadowing and rights of light, wayleaves, easements and rights of way, party wall work, asbestos and other contamination surveys and compulsory purchase. Provide arrangements for the secure storage Property Title Deeds and other Legal Property Documentation • Make recommendations concerning the appointment of technical consultants in accordance with Financial & Contract Regulations • Apply for planning permissions, building regulations approvals and to negotiate with statutory bodies e.g. English Heritage in respect of matters affecting the Commissioner’s property.
<p>Strategic Communications</p>	<p>Strategic Communications will:</p> <ul style="list-style-type: none"> • Provide effective strategic corporate communications advice and professional support to the OPCC. • Media Relations • Provide an effective strategic communication and media programme for the OPCC • Handle media enquiries for the OPCC as required through resource working within the OPCC • Provide a daily briefing on news items covering national and regional issues that impact on the OPCC, policing and criminal justice agenda. • Produce joint news releases for NP / OPCC • Produce news releases for the PCC • Ensure the PCC is fully briefed in advance on any significant stories/issues that have/may appear in the media. • Liaise with local and national media to promote the OPCC and the Police & Crime Commissioner • Proactively seek media opportunities in relation to the Police & Crime Plan to raise the profile of the PCC • Advise on all aspects of media relations <p>Public Relations Support</p> <ul style="list-style-type: none"> • Promote and market the PCC • Promote through a range of communication channels, including the media, the PCC Advisory Groups

- Promote through a range of communication channels, including the media, visits undertaken by the PCC
- Maintain and enhance contact with local MPs and Councilors
- Provide a pro-active advice service in relation to local MP's and their interests
- Promote engagement opportunities and public forums through a variety of communications channels, including news releases and visual materials.
- Facilitate and participate in public affairs activities, including supporting stakeholder relationships and contributing to the regional and national profile
- Provide internal communications support and advice as required
- Ensure PCC messages are communicated in a variety of ways internally

Marketing Support

- Support the OPCC in the delivery of publications including newsletters, annual reports and policing summaries
- Deliver an annual joint campaigns programme aligned to the Police and Crime Plan
- Establish and deliver a corporate communications strategy to support the delivery of the annual campaigns programme
- Public Insight
- Undertake surveys on behalf of the PCC using the most appropriate survey techniques - including the Safer Communities Survey, User Satisfaction Survey, ASB and bespoke surveys as required (including campaign evaluation).
- Produce reports for the PCC on the Safer Communities Survey, Victims Survey – User Satisfaction and ASB
- Provide an in depth quarterly analysis of the questions which relate to OPCC in the SCS including a geographical breakdown and changes over time to give more understanding of the information provided

Creative Services

- Manage a consistent joint brand strategy and promotion of the OPCC
- Design and produce materials as required by the OPCC
- Provide a cost effective in-house print service
- Provide effective audio visual materials to enhance PCC communication
- E Communications
- Maintain and develop the PCC Website to meet ever growing need
- Ensure the force social media accounts link in to the OPCC e-communication
- Provide advice and support on new and emerging e communications services

	<ul style="list-style-type: none"> • Ensure internal on line communications channels are representative of the OPCC • Assist with public facing transparent governance and accountability via the web site design and upkeep
ICT	<p>ICT services will</p> <ul style="list-style-type: none"> • Manage and maintain ICT assets and provide ICT technical support to the OPCC, ensuring that faults or disruptions to computing services are rectified efficiently and in accordance with agreed service levels. • Provide secure core computing services as part of the Force's existing network and computing service provision. • Manage the procurement, development and implementation of non-core PCC specific computing services. • Work with the OPCC to ensure that existing computing services are sustainable, maximised and that new technology opportunities are considered in support of the objectives of the OPCC.
Strategy & Performance Unit	<p>Strategy & Performance services will</p> <ul style="list-style-type: none"> • In partnership with the OPCC carry out the Strategic Assessment to help inform the development of the Police and Crime Plan and Chief Constable's Delivery plan. • Target setting for the Police and Crime plan and the Force delivery plan. • Provision of detailed performance information and advice on performance issues. • Collate and produce quarterly reports covering the delivery of the Police and Crime Plan. • Analysis of performance issues identified by the OPCC. • Collate and produce quarterly reports on both the force's and OPCC risk management position for the Core Management Team within the OPCC and Independent Audit Committee. • Consult with key stakeholders and produce the joint annual equality report on behalf of the OPCC and force. • Collate and produce quarterly reports on the force's and OPCC progress against the joint equality objectives • Provision of an environmental and horizon scanning service to the OPCC • Carry out research on behalf of the OPCC. Provide reports which summarise findings and provide potential implications to the OPCC and the policing environment. • Update the PCC of work that other PCCs undertake (monthly) • Support the OPCC in maintaining a strategic and operational risk register risk register

Other
Services

Support

- Develop corporate risk management reports for presentation to the Joint Independent Audit Committee on a quarterly basis
- Provide a Corporate Risk Management Policy Statement for approval by the PCC in compliance with the external auditor's guidance on best practice and the principles of good corporate governance.
- Arrange for bespoke training and workshop sessions facilitated by external consultants on risk management and business continuity management issues, as required.

Fleet

- Ensure that police officers and staff have the vehicles needed to perform operational duties effectively
- Provide strategic advice and support about all fleet and transport issues

Criminal Justice

- Coordinate and support effective multi-agency partnership approaches in all Criminal Justice matters relating to YOT, IOM, DIP and Licensing
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- Oversee the appropriate use of Out of Court Disposals
- •
- Manage the delivery of a healthcare service in Custody
- •
- Provide support to and maximise the benefits from Independent Custody Visitors

Professional Standards Department

- Maintain public confidence, accountability and integrity of the police via effective and efficient dealing of complaints
- Establish a clear professional framework for dealing with complaints and allegations of misconduct of police officers and staff
- Carry out administration, analysis and assessment of complaints and ensure high resolution rates
- To provide a first class system of recording and dealing with all complaints and allegations of misconduct which fall below the 'standards of professional behaviour'
- Promote a culture of learning and development from complaints and misconduct matters
- To ensure that complaints and misconduct are dealt with in an open, fair and proportionate manner and ensure early intervention and timely investigation
- Guarantee that Northumbria Police will work closely with the IPCC to demonstrate arrangements for the handling of complaints and misconduct are independent, accountable and operate with integrity so as to increase public confidence

- To collaborate with the PCC Scrutiny Panel in their work to improve the complaints and misconduct process

Administration

- Provide a central driving team for the transportation of mail and postal services
- Provide reception and office administration service at the OPCC – current secondment

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