



WEST YORKSHIRE POLICE AND CRIME PANEL

3 November 2017

Office of the Police and Crime Commissioner Organisational Review Update

1. Purpose

- 1.1 To provide Panel members with an update on the Office of the Police and Crime Commissioner (OPCC) organisational review and the plans for implementation and evaluation.
- 1.2 For this briefing, the Panel are presented with the following information:
 - i. This cover report summarising the background, scope, key changes, status and plans for implementation and evaluation of the organisational review
 - ii. A copy at Appendix A of the detailed final business case which is the primary decision record for the organisational review

2. Background

- 2.1 I requested that an organisational review of my office take place after the 2016 PCC election and the publication of my Police and Crime Plan 2016-21 in November 2016. The purpose of the review was to make sure the OPCC has the capacity, capability, resources and resilience, to deliver effectively on the statutory functions of the PCC, the Police and Crime Plan 2016-21 and to ensure the office is equipped to support my broader responsibilities for my term in office.
- 2.2 This review represented the first opportunity to review the OPCC in light of the outcomes and priorities set out in the Police and Crime Plan 2016-21. Since November 2012 the role and responsibilities of PCCs have developed and therefore an additional driver for the organisational review has been the broadening role of the PCC including the responsibility to deliver victims' services after devolution from the Ministry Of Justice to PCCs and latterly collaboration across the emergency services.

3. Scope of the Review

- 3.1 The review covered all roles within the OPCC except the PCC, the Chief Executive and Solicitor, the Treasurer and the DPCC. Whilst these roles will inevitably be impacted by structural change the roles and as such responsibilities were out of the scope of this review.
- 3.2 The review did not include the following teams: Police National Legal Database: West Yorkshire for Innovation; Internal Audit; Risk Management and VIPER. These teams are either not within scope or are part of separate reviews to determine whether they are best located within the OPCC or within West Yorkshire Police Force or other options where a national service is provided.

4. Key Changes

- 4.1 The key changes to the organisational structure following the organisational review are:
- Increased capacity within the OPCC through temporary reserve funding
 - Refreshed role profiles to ensure there is clarity but also resilience and that all staff are involved directly in delivering the Police and Crime Plan
 - Policy resource provided through a specific function with a permanent role with appropriate knowledge and experience supported by key policy advisor roles for the term of office
 - Commissioning and contract management functions provided through permanent roles
 - Specific governance responsibilities reflected within the structure

5. Costs and Budget

- 5.1 The new structure costings give an outline of £1,120,380 for the OPCC staffing budget compared to the cost of the previous structure of £1,198,024. This gives a total staffing budget of £1,470,174 for 2017 to 2018 compared to a total of £1,345,000 for 2016 to 2017. This is an increase of £125,174. The slight reduction in core budget will allow the flat cash settlement forecast to be absorbed whilst providing additional resource for training in line with staff feedback.
- 5.2 The additional cost will be met through partnership working monies already set aside from reserves to better deliver on the outcomes in the Police and Crime Plan.

6. Implementation

- 6.1 The organisational change policy has been followed for all stages of the review including implementation. The key steps have been:
- Assessing the needs of the organisation through Executive review

- Undertaking workshops with staff to ascertain views on how the organisation could be structured with SWOT analysis facilitated by a member of the Force Performance and Improvement Unit
- Redesign based on staff feedback and analysis by the Executive of future demands on the OPCC
- Frequent union consultation
- Staff consultation
- Amendment following consultation
- Where possible confirming staffing roles
- Recruitment for roles where there is a significant change or competition.
- Recruitment to new roles

7. Current Status

- 7.1 All staff who were placed at risk are now confirmed in roles following a large number of recruitment processes. We are currently recruiting to two of the new posts.
- 7.2 Full implementation is targeted for the first of November where all staff transitioning to new roles will commence their new role.
- 7.3 All staff will have Performance Development Review meetings in November to set the objectives for new roles and ensure performance is linked effectively to the delivery of the Police and Crime Plan 2016-2021.

8. Evaluation

- 8.1 A Post Implementation Review, led by the new Interim Chief Executive is planned in for six months post implementation in May 2018.