



Item 8

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**Report to:** Police and Crime Panel

**Date:** 21<sup>st</sup> April 2023

**Subject:** Organisational Design – Policing and Crime Team

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**Report of:** Liz Hunter, Strategic Director for Policing, Environment and Place

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## 1. PURPOSE OF THE REPORT

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1.1 To report on a review of the structure of the Mayor's Policing and Crime Team which concluded on 1 April 2023.

## 2. INFORMATION

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- 2.1 The West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 allows for the Mayor of West Yorkshire to exercise the functions of a police and crime commissioner (PCC functions) (Part 10, para 35). On 10 May 2021 all property, rights and liabilities which were previously held by the Police and Crime Commissioner for West Yorkshire (including contracts of employment) transferred to West Yorkshire Combined Authority (Part 10, para 36) (the Combined Authority).
- 2.2 The right for Police and Crime Commissioners to appoint staff, as they think appropriate, to enable them to exercise their PCC functions, is set out in the Police Reform and Social Responsibility Act, 2011 (Para 6.3, Sch 1). Under this Act, PCCs must also appoint a head of staff and a person to be responsible for the proper administration of their police and crime commissioner financial affairs (a chief finance officer) (Para 6.1, Sch 1).
- 2.3 All staff previously employed by the PCC were transferred to the Combined Authority on 10 May 2021 in line with the Cabinet Office Statement of Practice 2000 (revised 2007). This is designed to preserve employment terms and

conditions in a transfer between two Government Bodies – similar to a TUPE (Transfer of Undertakings (Protection of Employment) arrangement. Staff were transferred on their existing terms and conditions, including salary scales and continuous employment arrangements, with some limited adjustments which were agreed based on organisational need and because the Combined Authority terms were not detrimental to staff.

- 2.4 Staff were transferred to the Combined Authority on terms and conditions which aligned to police staff terms, negotiated nationally by the Police Staff Council. Staff appointed since 11 May 2021 have been appointed on Combined Authority terms and conditions.
- 2.5 On transfer, the Chief Executive, Monitoring Officer and Chief Finance Officer for the Combined Authority assumed responsibility for exercising these responsibilities for the Mayor's PCC functions.
- 2.6 The Mayor issued a new Police and Crime Plan in March 2022 setting out her intentions for policing and crime throughout her term of office. At this point work began on reviewing the organisational design of the Mayor's Policing and Crime Team with the following objectives:
- To support the Mayor to discharge her statutory responsibilities and deliver the Police and Crime Plan by increasing resilience within the Team. In particular, to strengthen the ongoing development of the commissioning and contracts function, the management of strategic partnerships and further develop a flexible policy function.
  - To facilitate joined up working within the Team, with the Violence Reduction Unit (VRU) and with other Teams in the Combined Authority to realise the benefits associated with the development of a Mayoral Combined Authority.
  - To address vacancies within the team and associated staff wellbeing in terms of the future management of workload.
  - To support wider organisational integration and alignment.
  - To enable better staff progression and development.

## 2.7 Drivers for Change

A number of drivers for change shaped the organisational design, including:

- 2.7.1 The greater opportunity to influence national policy and develop regional and local collaborations with the Mayor being one of only three Mayors with policing and crime responsibilities.
- 2.7.2 A change in reporting lines, resulting from transfer into the Combined Authority,

including the position of the Combined Authority's statutory officers, revised schemes of delegation to the newly appointed Deputy Mayor for Policing and Crime (DMPC) and a revised scheme of consent to the Chief Constable. This meant that the role profiles for the transferred staff did not reflect the way the Team now works or the different procedures which are now in place.

- 2.7.3 The increased focus on partnership work in the new Police and Crime Plan.
- 2.7.4 Increased Government funding for community-based service provision through Mayors and PCCs. In West Yorkshire the funding increased from £9m pa in 2019 to £18m pa in 2022 and the number of commissioned contracts increased from 6 in 2019 to 30 in 2022.
- 2.7.5 Part 2 of the Government's review of PCCs recommends a statutory duty for the Mayor to collaborate with Probation Services and strengthening the role of the Mayor in convening local partners to address crime and anti-social behaviour. The review also aimed to facilitate better information sharing across partners with the expectation that the Mayor will have access to more data to support an evidence-based approach to reducing crime. The Mayor will also gain further statutory responsibilities to review criminal justice agencies (police, crown prosecution service, prisons, probation) compliance with the Victims' Code once the Victims Bill is enacted. The Mayor also convenes partners in a new Combatting Drugs Partnership, introduced as part of the Government's 10-year plan 'From Harm to Hope'.
- 2.7.6 The recently introduced Criminal Justice System Delivery Data Dashboard (crime score cards) brings together data from the police, Crown Prosecution Service and the courts to report on performance in each local area for all crime and recorded adult rape offences and illustrates the move to a more evidence based and joined up approach in the criminal justice sector.
- 2.7.7 The establishment of the Vision Zero Board for West Yorkshire, chaired by the DMPC, introduces further partnership work focussing on road safety. Two posts, Policy Manager and Policy Assistant have been established in the Policing and Crime Team with partnership funding.

### **3. Staff Engagement**

- 3.1 A staff engagement event on 25 March 2022 identified issues and gaps associated with the structure in the Policing and Crime Team, current ways of working and emerging demands.
- 3.2 The Internal Leadership Board in the Combined Authority approved the launch of formal staff consultation, on 7 February 2023, against a draft proposed structure, draft role profiles and, also, consultation on a move to the Combined Authority's employment terms and conditions, including establishing Wellington House as the permanent place of employment for Policing and Crime staff.

- 3.3 With trade union and HR support all staff were offered one-to-one meetings with the Head of Policing and Crime along with the opportunity to provide written feedback.
- 3.4 Feedback from staff was considered and the proposal was subsequently revised to strengthen resourcing in terms of strategic policy support and commissioning and contract management.

#### **4. Implementation**

- 4.1 The Internal Leadership Board agreed the revised proposal for the Policing and Crime Team on 17 March 2023. This is now being implemented against the Combined Authority's Management of Change Policy and is attached as Appendix 1.
- 4.2 The revisions seek to strengthen the policy, strategic partnerships and commissioning and contracts functions within the Team and introduce generic role profiles where possible to enable greater flexibility and opportunities for staff to work across the Combined Authority.
- 4.3 In line with the Management of Change Policy most positions have been identified as 'suitable alternative employment' for staff. The Policy Manager roles and some commissioning and contracts roles have been identified as 'alternative employment' and are subject to restricted recruitment with any subsequent vacancies being advertised more widely. Some posts are vacant and will now be recruited to.

#### **5. EQUALITY, DIVERSITY AND INCLUSION BENEFITS AND IMPLICATIONS**

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- 5.1 The Police and Crime team is a diverse team, bringing a variety of skills and experience. Vacancies will be filled in line with the Combined Authority's recruitment and selection policies and are being promoted widely to encourage the greatest diversity of applications with the intention to meet the Combined Authority's EDI objectives.

#### **6. IMPLICATIONS FOR YOUNG PEOPLE IN WEST YORKSHIRE**

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- 6.1 The Policing and Crime Team support the delivery of the Mayor's Police and Crime Plan which has a focus on early intervention and prevention and reducing risk and vulnerability as well as having implications for inclusive growth in terms of cross-cutting themes of equality/diversity/inclusion and safety of women and girls and, also, making West Yorkshire safe.

## **7. FINANCIAL IMPLICATIONS**

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- 7.1 The Policing and Crime Team is funded from the Police Fund. The budget set by the Mayor for 2023-24 for the Policing and Crime Team is £1,874,569. This is based on the draft proposal, the assumed gradings of the roles in advance of job evaluation assessments and basing each post at the top of the pay-scale. This compares to a budget of £1,732,529 which was set for 2022-23.
- 7.2 The budget set for 2023-24 includes all staff costs. Previously, some staff costs were charged against reducing reserves (budgeted at £183,000 for 2022-23). The 2023-24 budget also includes £158,373 which is recharged against the Policing and Crime Team budget for core costs associated with the statutory officer duties and support functions hosted by the Combined Authority. Savings on premises costs realised by the change to employment contracts which mean that Policing and Crime staff are now based in the Combined Authority’s premises in Wellington House are also reflected in the 2023-24 budget.
- 7.3 Once all posts are filled the budget will be reviewed as part of the financial reporting cycle; some underspend is expected in terms of vacancies during 2023-24 while recruitment is underway and recharges against external funding for staffing costs associated with management of the funding streams which are expected to be applied where possible during the year.

## **8. LEGAL IMPLICATIONS**

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None anticipated.

## **9. RECOMMENDATIONS**

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- 9.1. That the panel note this report.

## **BACKGROUND PAPERS AND APPENDICES**

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Appendix 1 – Policing and Crime Structure

## **CONTACT INFORMATION**

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**POLICING AND CRIME TEAM**

