



WEST YORKSHIRE POLICE AND CRIME PANEL

19 JULY 2019

Office of the Police and Crime Commissioner - Organisational Review and Holding to Account Arrangements: Update

1. Purpose

- 1.1** To provide Panel members with an update on implementation of the Office of the Police and Crime Commissioner (OPCC) organisational review and developments in our holding to account arrangements.

2. Background

- 2.1** The Police and Crime Commissioner (PCC) requested that an organisational review of his office take place after the 2016 PCC election and publication of the 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 the broader responsibilities for the PCCs term in office.
- 2.2** The resulting Business Case was approved for implementation from November 2017. Since that time, implementation has included:
 - 2.2.1** Recruitment to each post in the new structure
 - 2.2.2** Development of a supporting operating model to ensure effective business practice
 - 2.2.3** Addendum to the original Business Case to amend two roles, to ensure a better fit for purpose in the area of Policy and Delivery
 - 2.2.4** Environmental scanning to ensure the structure and operating model reflect current and future requirements.
- 2.3** The process for implementation has included adherence to the West Yorkshire Police Organisational Change policy, support from HR specialists at West Yorkshire Police and full consultation with the unions. Furthermore, we have utilised staff Away Days, staff meetings and one to one meetings to discuss any issues or concerns of staff.
- 2.4** Development of the supporting operating model has led to changes in the PCCs arrangements for holding the Chief Constable to account.

Key Changes to the staffing structure since November 2017

- 2.5 Appendix A sets out the original structure chart set out in the Business Case and updated chart to reflect learning from implementation of the operating model
- 2.6 The Business Case included roles for Head of Policy and Head of Delivery. These were envisaged as individual leadership roles however, developing the operating model identified a more fit for purpose structure that created a single Head of Policy and Delivery complimented by a Delivery Manager to ensure both strategic and operational delivery
- 2.7 Environmental scanning has identified additional resource requirements as follows:
 - 2.7.1 Information Governance Officer (to ensure compliance with GDPR)
 - 2.7.2 Equality Advisor (to compliment the existing Advisor roles and strengthen our focus on equality and diversity).

3. Current Position

- 3.1 Recruitment to all existing / new roles in the Business Case is now complete.
- 3.2 Recruitment is underway for the Information Governance Officer and Equality Advisor.

4. Costs and Budget

- 4.1 The Business Case set out a staffing budget requirement of £1,470,174 for 2017/18. The budget, to reflect the changes outlined above, for 2019/20 amounts to £1,512,284¹

5. Key Changes in holding to account arrangements

- 5.1 Developing the operating model for OPCC included a review of the PCCs arrangements for holding the Chief Constable to account for the performance of West Yorkshire Police. This led to changes to the Community Outcomes Meeting (COM), as the PCCs key public facing qualitative scrutiny of specific Police and Crime Plan issues that are of particular interest to the public) and the Delivery Quarterly (DQ) process, as the PCCs key quantitative focus on delivery across the Police and Crime Plan.
- 5.2 The review and key changes to arrangements for COM and DQ are set out in Appendix B and aim to deliver increased accountability and public scrutiny, better alignment between the two processes and improved follow-up and focus on emerging themes.

6. Ongoing work

- 6.1 Recruitment processes are nearing completion.

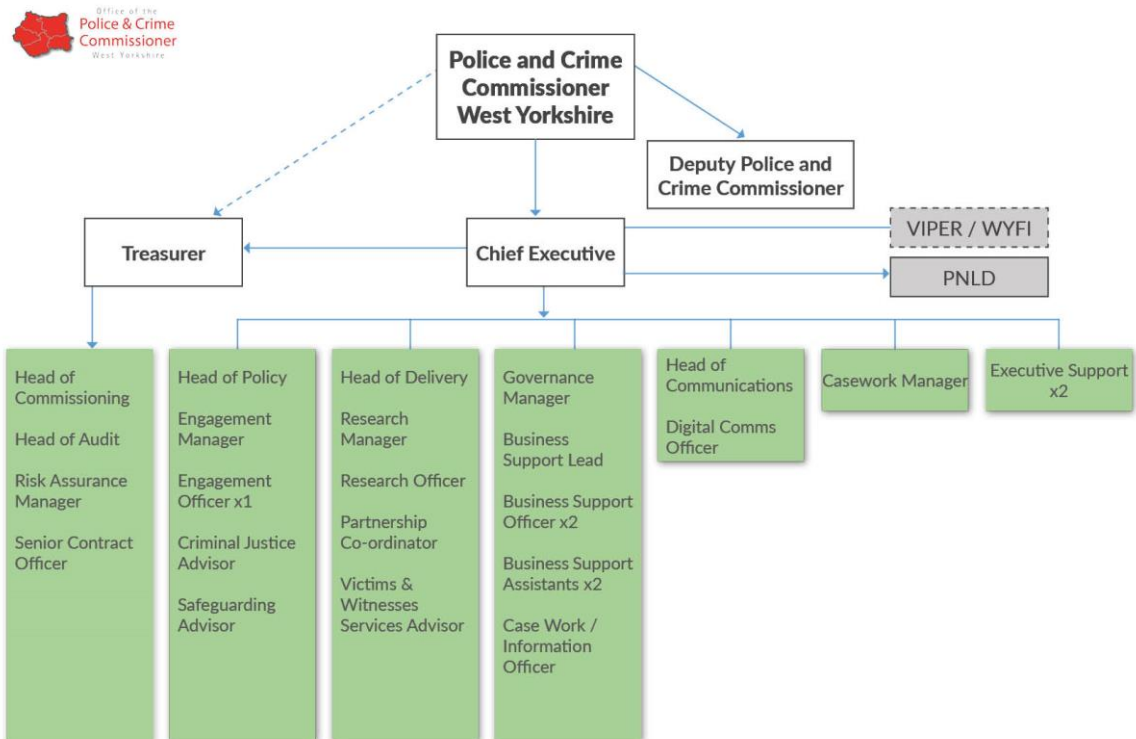
¹ Excludes the cost for Equality Advisor as this role is not yet graded

- 6.2 A full complement of staff will allow completion of our operating model and a move to business as usual.
- 6.3 This will allow us to undertake a formal Post Implementation Review in line with the Organisational Change policy and good practice.
- 6.4 We are underway with a review of wider governance arrangements, to ensure we remain fit for purpose in light of recent changes to funding for Violence Reduction Units and anticipated changes in legislation.

7. Conclusion

- 7.1 Staff have worked hard to implement the new structure for staffing and develop an operating model that supports the PCC in the delivery of the Police and Crime Plan and broader PCC responsibilities.
- 7.2 A full complement of staff and the operating model will ensure appropriate workloads and working arrangements.
- 7.3 The Post Implementation Review will identify any further issues or requirement for change.

New Structure Overview provided in the Business Case:



Amended Structure to reflect Operating Model:

