

**REPORT / SUMMARY DECISION SHEET****PURPOSE: COMMISSIONER DECISION****Timing: Urgent / Pressing / Routine**
(Specify date required and why, where possible)**Title: Structure of the Office for Police and Crime Commissioner (OPCC)****Category of Decision / Business Area Impact: Human Resources****Executive Summary:**

Despite the restructure of the OPCC earlier in 2013, the continually evolving role and profile of the Police and Crime Commissioner and his office is such that there is a requirement to give further thought to the resources within the OPCC to ensure maximum efficiency and optimum support. With this in mind a proposal is presented to further restructure the OPCC. The proposal does not seek to increase the overall staffing budget of the OPCC and it is suggested that where appropriate, positions are introduced a secondment basis thereby giving optimum flexibility to further restructure the Office in the future.

Recommendation:

That the Commissioner consider the proposed structure and approve as deemed appropriate.

Police and Crime Commissioner for Dyfed-Powys

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the NOLAN Principles for Conduct in Public Life.

The above has my approval.

Signature:
Date:

17 / 07 / 2013

Report of the Chief of Staff to the Police and Crime Commissioner

Structure of the Office for the Police and Crime Commissioner

1. Purpose of Report

The purpose of this report is to present to the Police and Crime Commissioner a proposal to further restructure the OPCC in order to ensure that resources are appropriately placed within the organisation to support the delivery of efficient and effective service provision.

2. Detailed Background

Despite the restructure of the OPCC earlier in 2013, the continually evolving role and profile of the Police and Crime Commissioner and his office is such that there is a requirement to give further thought to the resources within the OPCC to ensure maximum efficiency and optimum support.

7 months after the first election of Police and Crime Commissioners, there are clear patterns emerging in respect of the role and function of the OPCC to which we need to respond. For example, since November 2012 we have received 194 complaint type correspondence. Such levels of correspondence were anticipated nationally, although the general view was that there would be an initially flurry of correspondence that would in time plateau. This stabilisation has yet to be realised in Dyfed-Powys as levels of complaint related correspondence continue to rise. Whilst 78 cases received between January and March, 91 cases were received in the last quarter (April – June).

Responsibility for managing a portfolio of complaint related enquiries and complaints lies with the Policy Advisor – Quality of Service, whose remit also includes responding to requests for information, the OPCC volunteer schemes and supporting the Joint Force and PCC Audit Committee. Since January 2013, 24 requests have been made for information under the Freedom of Information Act and two recruitment campaigns have been undertaken for volunteers to support the OPCC Independent Custody Visiting Scheme. Since April 2013, the Policy Advisor – Quality of Service has been supported by a Casework Support Officer. This is currently a temporary 6 month secondment arrangement.

The commitment and contributions of both the Policy Advisor and Casework Support Officer are to be commended; however there is a concern that the volume of work has been such that the strategic development of portfolio has been hindered. This includes not having been able to undertake, to date, dip-sampling of closed complaint files, in line with the Commissioner's duty to scrutinise the performance of the Force's complaints management process.

It is proposed that to support the development of the Quality of Service function within the OPCC the Casework Support Officer position is made permanent and that an additional temporary Casework Support Officer position is created for the ensuing 12 months. The continued requirement for the second Casework Support Officer will be further assessed in due course in line with the volume of complaint related correspondence and requests for information being received by the OPCC.

Strengthening the Quality of Service team also presents an opportunity to reorganise duties currently being undertaken by others. For example, it is proposed that the Casework Support Officers take responsibility for supporting the administration of the OPCC volunteer schemes which would assist with creating capacity within the administrative function of the OPCC which is currently overstretched. Furthermore, it is suggested that supporting the Commissioner's public surgeries should sit within the remit of the Casework Support Officers as opposed to the Policy Advisor – Engagement.

With the secondment of the current Policy Advisor – Engagement coming to an end, there is an opportunity to consider whether the requirement is a direct replacement of the role or whether an altogether different structure would be more appropriate.

3 major tasks within the Policy Advisor – Engagement role specifically relate to commissioning:

- To identify, promote and facilitate commissioning opportunities amongst service providers and users with a view to encouraging co-commissioning and collaboration where appropriate.
- To analyse and evaluate commissioning outcomes in line with identified need and delivery of the Police and Crime Plan.
- To have an awareness and understanding of budgetary issues, particularly in the context of commissioning goods and services to deliver the priorities as set out in the Police and Crime Plan.

Discussions relating to the formation of the Director of Resources (DoR) role and portfolio to date have indicated a desire for the commissioning function to be placed under the DoR remit, thereby removing the above responsibilities from the Policy Advisor – Engagement within the OPCC.

As such, in essence the Policy Advisor – Engagement becomes a role focussed on consultation, engagement and the development of partnership relations. This raises a fundamental question as to whether a resource is required at this level, particularly in view of the introduction of the Deputy Police and Crime Commissioner, whose responsibilities include developing and supporting partnership relations at a strategic level.

There are also a number of further options available in relation to absorbing elements of the Policy Advisor – Engagement role which specifically relate to commissioning. These are currently being considered as part of the on-going review of Partnerships and the associated requisite for portfolio management.

A core responsibility of the OPCC is to support the PCC in discharging his scrutiny and oversight duties. The initial 6 months of the PCC's term of office were mainly focussed on supporting the development of structures in support of this, for example the development of the Police and Crime Plan and Chief Constable appointment process. However, the OPCC must now turn its attention to supporting the fundamental scrutiny responsibility. Progress is being made in this area with the establishment of the Policing Board Forward Work Programme, publication of quarterly reports on progress against the Police and Crime Plan and involvement in Force governance arrangements e.g. membership on the Force Learning the Lessons Board.

At present, it is the Policy Advisor – Planning and Performance who mainly supports the PCC’s scrutiny function. Responsibility for drafting key documentation such as the Police and Crime Plan and Annual Report also fall within the remit of this function. In addition during the past 7 months, the OPCC responded to over 20 consultations – the majority of which have been compiled by the Policy Advisor – Planning and Performance. Whilst the detail and complexity of response required vary between consultations, each need considering and can be time consuming.

To be in a position to effectively discharge the OPCC’s scrutiny responsibilities, it is suggested that further resources are required within this area. As such, it is proposed that a temporary position of Policy Support Officer is created for the ensuing 12 months.

The role of the Policy Support Officer will be to support the Policy Advisor – Planning and Performance by:

- Undertaking research and analysis;
- Support the development of the quarterly progress reports and newsletters;
- Environmental scanning;
- Support engagement activity.

Should this proposal be accepted, a role profile will be developed. However, in benchmarking against other roles of a similar nature, it is suggested that this will be in the region of a grade E (£23,046 - £25,449).

With the implementation of the above structure, one area which remains to have limited support is that of partnership relations, particularly from a financial perspective. There are significant opportunities to engage with partners and to explore funding opportunities such as the national and regional collaboration fund and innovation fund.

Every Force will be targeting the same pot of money. As such we need to be dynamic and proactive in our plans and timely in our submission of bids. To assist with this it is proposed that the External Funding Manager be seconded to the OPCC. This would be an interim measure pending the commencement of the DoR and establishment of processes within the function. Furthermore it would assist with supporting the recently established Commissioner’s Fund which has proven hugely popular and is significantly oversubscribed in the first quarter. There are opportunities of match funding to the Fund to be explored which could be progressed by the External Funding Manager. The employment costs of the External Funding Manager for 2013/14 are £41,216, the majority of which are covered through income generation.

The current structure is detailed in Appendix A. The proposed structure is outlined in Appendix B.

The original budget for the OPCC in 2013/14 is detailed below:

POST	AUTHORISED ESTABLISHMENT	COST
Police and Crime Commissioner	1	£78,287
Chief Executive	1	£109,584
Assistant Chief Executive	1	£58,652
Chief Finance Officer	0.33	£39,382

Policy Officer	0.87	£35,724
Policy Officer	1	£41,062
Policy Officer	1	£38,911
Public Affairs Officer	1	£35,966
Support Officer	1	£26,258
Support Officer	0.8	£21,006
		£484,832

During the last restructure this was revised as follows:

POST	AUTHORISED ESTABLISHMENT	COST
Police and Crime Commissioner	1	£78,287
Deputy Police & Crime Commissioner	1	£63,627
Chief of Staff	1	£68,322
Chief Finance Officer	0.33	£39,382
Policy Advisor	0.87	£35,724
Policy Advisor	1	£41,062
Policy Advisor	1	£38,911
Public Affairs Advisor	1	£41,062
Office Manager	1	£30,729
Casework Support Officer	1	£26,258
Support Officer	0.8	£21,006
		£485,668

The cost of the proposed structure within this report is estimated below:

POST	AUTHORISED ESTABLISHMENT	COST
Police and Crime Commissioner	1	£78,287
Deputy Police & Crime Commissioner	1	£63,627
Chief of Staff	1	£68,322
Chief Finance Officer	0.33	£39,382
Policy Advisor	0.87	£35,724
Policy Advisor	1	£41,062
Public Affairs Advisor	1	£41,062
Policy Support Advisor	1	£30,729
Office Manager	1	£30,729
Casework Support Officer	1	£26,258
Casework Support Officer	1	£26,258
Support Officer	0.8	£21,006
		£502,446

At present, the OPCC budget contains a sum of £39,382 for the provision of a part time Chief Finance Officer. Discussions in relation to the future of this function suggest that there are opportunities to be explored which could make significant efficiency savings. On this basis, I would suggest reducing the budget for the Chief Finance Officer function to £20,000 resulting in a total staffing budget of £483,064 for the OPCC. This does not include the cost of the External Funding Manager which is largely self-funding and would transfer from Force establishment on an interim basis.

3. Background / Issues for consideration

Implication	Impact Considered (Yes/No)	Impact Identified (paragraph reference)
Legal	Yes	Covering Report
Financial	Yes	Main Report
Race and Equality	Yes	Main Report
Human Rights	Yes	None
Environmental and Sustainability	Yes	None
Risk Analysis	Yes	Main Report
Contribution to Police and Crime Plan	Yes	Main Report
National Park Implications	Yes	None

4. Appendices

Appendix A – Current OPCC structure

Appendix B – Proposed OPCC structure

5. Background / Supporting papers

None

6. Contact details

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7. Public Access to Information

Information in this form is subject to the Freedom of Information Act 2000 (FOI Act) including the exemptions set out within the Act and other relevant legislation. Where the exemptions or other restrictions are applicable, this form will be edited prior to being made available on the OPCC website within 5 working days of the decision being made by the Police and Crime Commissioner.

8. Officer Approval

Chief of Staff / Chief Financial Officer (Delete as appropriate)

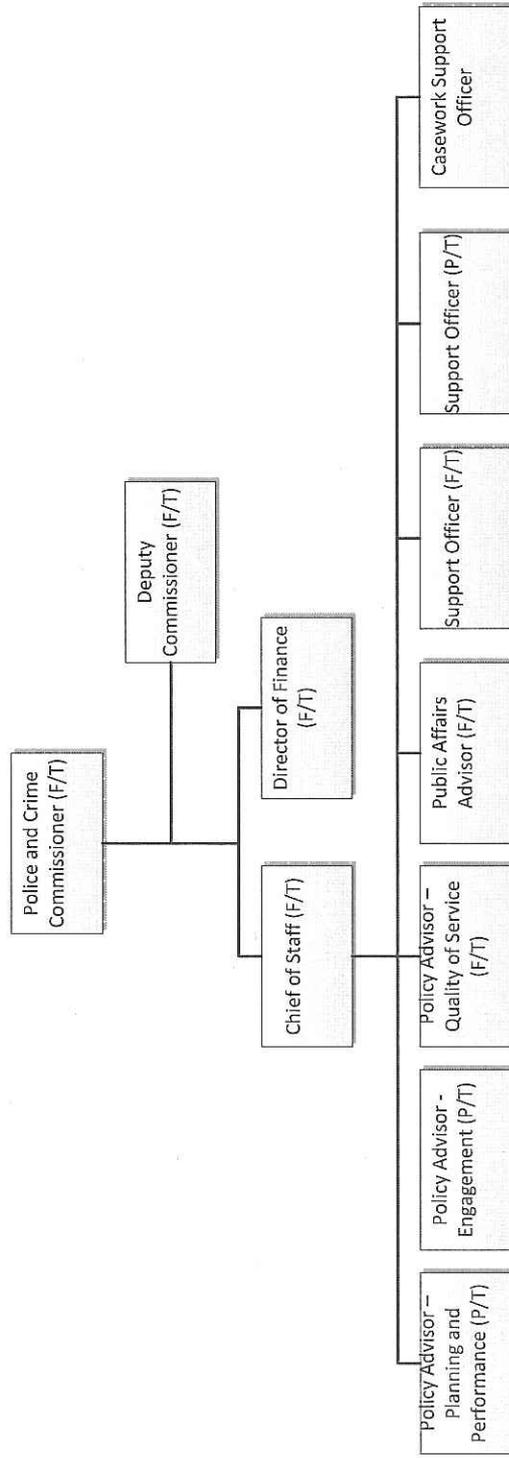
I have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report. I am satisfied that this an appropriate request to be submitted to the Commissioner

Signature

E. Thomas MP
J. Jones

Date 17/7/13.

Appendix A



Appendix B

