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## REPORT / SUMMARY DECISION SHEET

**PURPOSE: COMMISSIONER DECISION – REF. DLI 064**

**Timing: Pressing**

**Title:** Restructure of the Office of the Police and Crime Commissioner (OPCC)

**Category of Decision / Business Area Impact:** e.g. Primary Legislation, Statutory Requirement, Finance, Performance, Complaints etc. (amend as appropriate)

Organisational

### **Executive Summary:**

The statutory responsibilities of the Police and Crime Commissioner are clearly set out in The Policing Protocol Order 2011. In order to achieve these statutory responsibilities the Police and Crime Commissioner, in accordance with the Police Reform and Social Responsibility Act 2011 may, in addition to the statutory officers of Chief of Staff and Chief Finance Officer, appoint staff as he thinks appropriate to enable him to exercise the functions of the Commissioner.

Since the Estates function have transferred from the Force to the OPCC (decision log DLL 030) in April 2017 and given that a number of staff members for various reasons are moving on from the OPCC, it was recently considered an opportune time to review the office structure to ensure it aligns with the Commissioner's needs and expectations.

Staffing levels in the current structure are 38.5 FTE and cost £1,353,000. The new structure staffing levels are proposed to be 41.1 FTE at a cost of £1,500,000. This increase in staffing includes a greater investment in the areas of compliance / performance management and finance. Part of the increase in cost is attributable to pay inflation and the progression of staff through the pay scales.

### **Recommendation:**

That the Office of the Police and Crime Commissioner be restructured to ensure that it provides efficient and effective support to the Police and Crime Commissioner in discharging his statutory responsibilities.

**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 request has my approval.

**Signature:**

**Date: 30/01/2018**

A handwritten signature in black ink, appearing to read "Dafydd Iwan", is written over a white rectangular background.



## **Structure of the Office of Police and Crime Commissioner**

The core function of the Police and Crime Commissioner is to represent the diverse communities of the Dyfed-Powys Police Force area and to hold the police to account on behalf of the public. The Commissioner's statutory responsibilities are set out in The Policing Protocol Order 2011, which stipulates that the Commissioner has a legal power and duty to, amongst other things:

- Scrutinise, support and challenge overall performance of the Force against the agreed priorities of the Police and Crime Plan which he has set;
- Maintain an efficient and effective police force for the police area;
- Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action;
- Monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable;
- Have a specific responsibility for the delivery of community safety and crime reduction; and
- Have a wider responsibility for the enhancement of the delivery of criminal justice in their area.

In order to achieve these statutory responsibilities the Police and Crime Commissioner, in accordance with the Police Reform and Social Responsibility Act 2011 may, in addition to the statutory officers of Chief of Staff and Chief Finance Officer, appoint staff as he thinks appropriate to enable him to exercise the functions of the Commissioner.

In taking into consideration the statutory responsibilities of the Police and Crime Commissioner, alongside his Police and Crime Plan 2017-2021, it is deemed appropriate to review the structure of the Office of the Police and Crime Commissioner (OPCC) in order to ensure that the structure aligns with the needs and expectations of the Commissioner. Furthermore, there is a requirement for the OPCC to be established in a way in which there is sustainable organisational performance that is consistent and self-perpetuating.

Upon transference of the estates function from the Force to the OPCC in April 2017 a review of the efficiency of the estates operation was instigated which would give consideration to staffing requirements. The findings informed the review of the overall structure of the OPCC which seeks to bring the two areas together thereby providing a greater level of resilience particularly in relation to performance management and business support.

Initial consultation was undertaken with the team to determine their views on the effectiveness of current structure and seek opinions for future arrangements. It is pleasing to note that during the second phase of the consultation process when a proposed structure was presented for consideration, feedback was overwhelmingly positive and a general agreement that the proposed staffing structure would support the PCC to achieve effective outcomes for the public.

Staffing levels in the current structure (Appendix A) are 38.5 FTE and cost £1,353,000. The new structure staffing levels (Appendix B) are proposed to be 41.1 FTE at a cost of £1,500,000. This increase in staffing includes a greater investment in the areas of compliance / performance management and finance. Part of the increase in cost is attributable to pay inflation and the progression of staff through the pay scales. The review into the efficiency of the estates function identified a number of concerns in relation to statutory compliance matters and highlighted a need to invest to ensure that the PCC meets his statutory responsibilities, for example in relation to health and safety and to put provisions in place to monitor the performance of the OPCC. Additionally, it is considered necessary to invest in a business and financial service to facilitate sound business and financial management and control, and develop business performance and appropriate governance controls.

A key consideration for the proposed OPCC structure is the need to develop a staffing structure fit for purpose for future service provision. As such the proposed structure includes the outsourcing of hard and soft fabric maintenance services which is intended to deliver an improved service in a more cost effective manner. It also sees the transference of the Public Service Bureau to the Force in view of the impending changes to police complaint handling under the Policing and Crime Act 2017. By transferring the Public Service Bureau to the sole responsibility of the Chief Constable, the Commissioner will be able to discharge a fully independent approach to appeals when received.

The proposed structure will work alongside a new corporate governance structure for Dyfed-Powys Police and will be aligned to the Commissioner's partnership approach of developing constructive professional relationships both within the Force and with external partners involved in the delivery of local services. In this regard, the OPCC will be a catalyst to positive change that delivers effective and efficient services for our local communities.

### **Appendices**

- Current structure of the OPCC
- New structure of the OPCC

### **Background / Supporting papers**

- The Policing Protocol Order 2011
- Police Reform and Social Responsibility Act 2011