

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

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Report of	OFFICE OF POLICE & CRIME COMMISSIONER
Subject	DEVELOPMENT OF THE OFFICE OF THE POLICE & CRIME COMMISSIONER
Date	WEDNESDAY 26 JUNE 2013 – 2.45 P.M.
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Purpose of Report

1. To brief the Panel on the development of the Office of the Police and Crime Commissioner (OPCC) from its Police Authority origins through to the current state and projecting future requirements.

Recommendation

2. It is recommended that the Panel notes this report and indicates its support for the measured approach being taken to the development of the Office.

Background

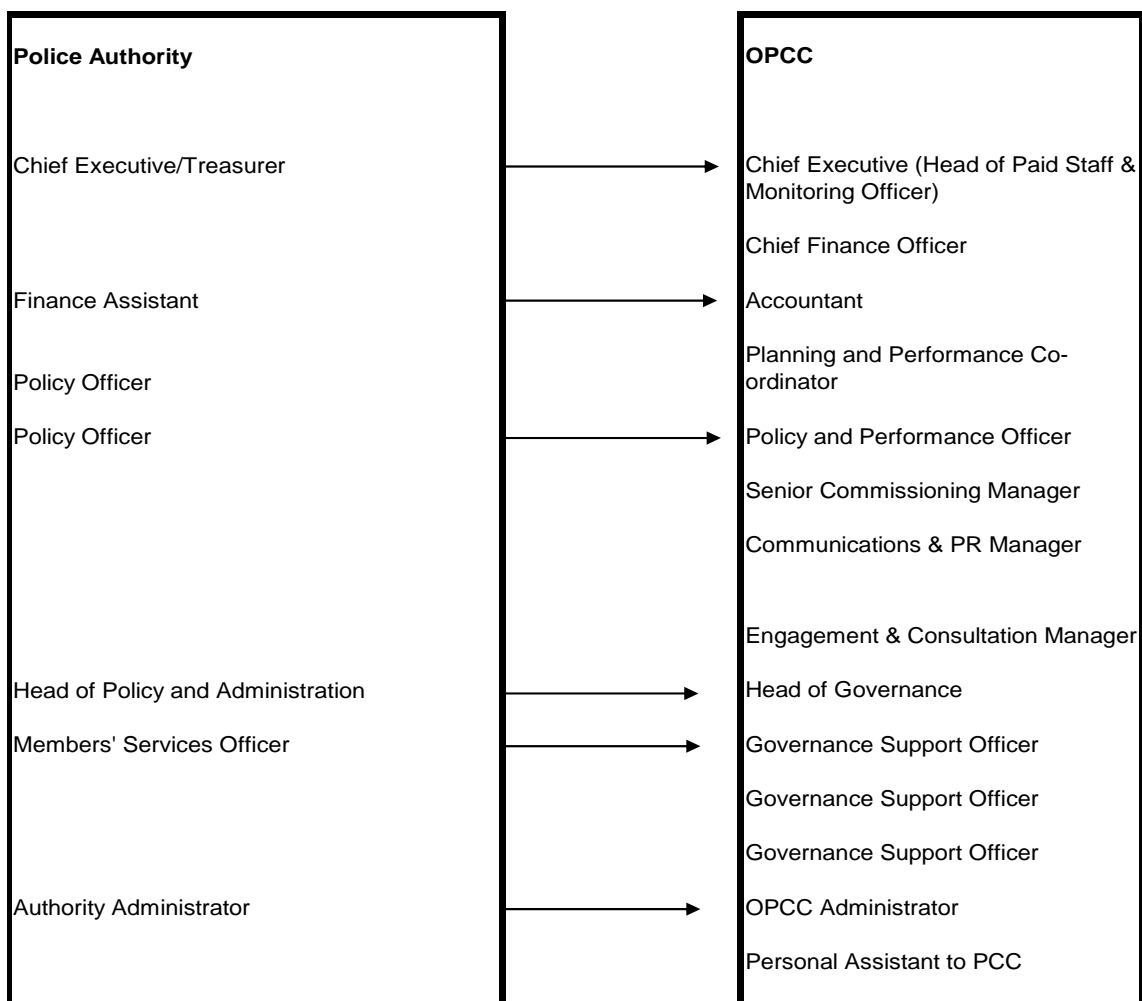
3. In creating the police and crime commissioners (PCCs) in November 2012, the Government set out a role that was broader than that of the previous police authorities. Core responsibilities include:
 - a. to hold the police to account on behalf of the public;
 - b. to hold the chief constable to account for the performance of the force area's officers and staff;
 - c. to provide the local link between the police and communities, working to turn the desires and ambitions of the public, in terms of policing and crime reduction, into action;
 - d. to receive all the funding relating to policing and reducing crime and, after consulting the chief constable, being responsible for how it is spent;
 - e. setting the strategic direction and aims for the force through the police and crime plan (the plan), and setting the local precept (council tax charge);
 - f. appointing the chief constable and removing them from office when necessary;
 - g. wider responsibilities, including responsibility for delivering community safety and reducing crime, the ability to make crime and disorder reduction grants within the force area, and a duty to deliver better value for money or improve the effectiveness of policing.

4. In order to ensure that the PCC can fulfil all the duties expected of him, bearing in mind that the previous Police Authority had 17 members to carry the load expected of them, it is essential that he has access to appropriate support and facilities. The support may come from a number of sources such as staff dedicated to the OPCC, services from Leicestershire Police, secondments, partner support and collaboration. Facilities may also be derived from a variety of sources, but will predominantly be accommodation and information systems support delivered by Leicestershire Police.
5. It is, of course, expected that the support and facilities are delivered to the OPCC in the most economical, effective and efficient way possible. For this reason, a measured approach has been taken to the development of the support arrangements so that staffing and facilities are not fixed too early, with different models of provision being tested.
6. It is also important to recognise the potential impact of the forthcoming Stage 2 transfers; with effect from 1 April 2014 the Home Secretary expects that the majority of police staff are employed by the Chief Constable, which requires a further transfer from the OPCC to the Office of the Chief Constable (OCC). To ensure that this can be done effectively requires ongoing flexibility in the way that staff are allocated between the OPCC and OCC.

Development of the OPCC - Staffing

7. The Leicestershire Police Authority historically operated with a low level of direct staffing support, instead relying on the Force for the majority of its capacity and capability in terms of discharging its functions. Indeed, according to the recently published Home Affairs Select Committee report entitled "Police and Crime Commissioners: Register of Interests", the Police Authority budget for staffing and all other costs was approximately the fourth lowest of all authorities at £860,000 (note: there is incomplete information in the report and the data is being checked).
8. Given the low level of direct support, all arrangements made during the transition periods from the Police Authority to the OPCC were interim, agency or contractor to give the successful PCC candidate an opportunity to influence the final shape of the office in terms of capacity and capability. Only existing Police Authority staff were moved across into permanent roles in the OPCC. Additional posts were funded from a transitional fund set up by the Police Authority for that purpose.
9. It has become clear, during this transitional period, that the OPCC needs dedicated support in the following skill areas, beyond that of the Police Authority, in order to ensure that the PCC can fulfil the duties expected of him:
 - a. Performance – one additional person to assist in interpreting data to hold the Chief Constable to account for the performance of the Force and to set performance measures for the Police and Crime Plan and for the commissioning framework. This additional post is filled by a **secondment** from the Force to avoid increasing the overall costs of performance posts to the OPCC and OCC taken together;
 - b. Commissioning – a new responsibility for the Commissioner and not replicated in the Force, requiring both skilled commissioning and finance input to ensure that the new funds available to the PCC are used to produce maximum impact. One **new member of staff** and one **interim accountant** have been engaged for these roles;
 - c. Communications – one post to ensure that the PCC is supported in communicating effectively with the public, special interest groups and others. Establishing such communications is an essential part of the role of the PCC. One **temporary secondment** is in place while recruitment is underway;

- d. Engagement – one member of staff to work with the Commissioner to support effective engagement with community groups, special interest groups and the public in particular. Again, this is a key duty of the PCC to ensure that the priorities set out in the Police and Crime Plan are representative of the views of people in Leicester, Leicestershire and Rutland. **Work is ongoing** with the Force to identify the most appropriate way of fulfilling this role;
 - e. Governance – a larger team reflecting the broad range of contacts, meetings and information flows that need to be managed through the OPCC. One **permanent recruit** has been added, one **fixed term contract** has been agreed, one **secondment** is in place and one member of the team is **acting into another role**.
10. As a consequence the number of posts envisaged in the OPCC is 14 compared to the previous 8 posts authorised by the Police Authority. The comparisons are set out below and a proposed organisation chart is included at Appendix A.



11. When the budget was reported to the Police and Crime Panel at its meeting on 30 January 2013, the OPCC had an indicative budget of £1.077m. This has now reduced to £1.046m and further attempts are being made to reduce costs and/or share resources with the Force. The budget of £1.046m represents an increase of £186,000 (21.6%) on the 2012/13 Police Authority budget. Approximately £55,000 of this is being mitigated by cost reductions in the Force due to the secondment, without backfill, in place.
12. Of the budget of £1.046m, £819,000 is for staffing, with the significant remainder being for supplies and services (including subscription fees to representative bodies, Legal

fees, JARAP member allowances and consultation initiatives) at £85,600 and audit fees at £105,000.

13. The 2012/13 financial year proved to be an exceptional year with transitional costs being incurred during both the Police Authority and the PCC tenures. These costs totalled £342,000, being funded from a transition reserve mentioned above. Primarily these costs arose from engaging interim staff and consultants to undertake some of the key tasks required during the transition process, especially in regard to understanding the commissioning landscape.
14. The OPCC has strong working relationships with key teams in the OCC, such as human resources, finance, procurement and corporate development. It also uses regional collaborative arrangements such as for legal services. By operating in this way the OPCC avoids duplicating resources and/or potentially causing confusion by having advice derived from multiple sources.
15. Positive work is continuing with the OCC to ensure that the OPCC can work effectively and efficiently and with the minimum possible oncost to the organisation.

Development of the OPCC – Accommodation

16. The Police Authority occupied a range of cellular offices at Police Headquarters, which served it well. When the Commissioner was elected he also decided that it would be appropriate to be located at Police Headquarters given not only the proximity to the Chief Constable and his team, but also to the range of support services referred to above.
17. In line with the Force strategy of utilising accommodation more intensively, and reducing the number of cellular offices, the OPCC offices were reconfigured to make them open plan. While the OPCC staff were able to influence the design of the office space, the basic configuration, facilities and equipment fall in line with those found elsewhere in the Force accommodation. The total cost of implementing the open plan office space in the area that the OPCC occupies was £92,500; this has enabled the expanded staff complement to be housed in no more space than was occupied by the previous smaller team.

Conclusion

18. The role of the PCC is different to that of the Police Authority and therefore requires a broader range of support to enable the post holder to fulfil their duties. The OPCC for Leicestershire has approached the issue of the capability and capacity of the office with careful consideration to ensure that it is the smallest it can be bearing in mind the duties required of it. Even at this time, close collaboration is undertaken with the OCC to identify further areas where joint working or the sharing of resources may benefit both organisations and keep the costs of the support functions as low as possible.

Implications

Financial :	outlined in the report.
Legal :	n/a
Equality Impact Assessment :	n/a
Risks and Impact :	n/a
Link to Police and Crime Plan :	n/a

List of Appendices

Appendix: A – Proposed Organisation Chart.

Background Papers

None.

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