

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	OPCC STAFFING PAPER
Date	MONDAY 20 JUNE 2022 – 1:00 p.m.
Author	LIZZIE STARR, INTERIM CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER

Purpose of Report

1. An OPCC staffing update report was requested at the Police and Crime Panel on the 16 May. This was to include details of “the effects of churn upon the office and risk management e.g. experience or skills lost, operational impact on key projects or priorities, loss of contact base and corporate knowledge, capacity and use of resources, any disruption to service provision and any impacts on staffing budgets including additional training/development costs”.
2. The Panel oversees the efficacy of the Police and Crime Commissioner’s delivery of the Police and Crime Plan. The purpose of this paper, requested by the Panel, is to provide an update to on the current staffing structure and within it, the ability, experience and capacity to deliver that Plan.

Recommendations:

3. The panel are recommended to note the contents of the report.

Introduction

4. Shortly after the current Police and Crime Commissioner took up office it was decided to conduct a review of the Office of Police and Crime Commissioner (OPCC) to ensure the organisation was structured in a way which is aligned to the new PCC’s statutory responsibilities and the strategic objectives defined within the Police and Crime Plan – which was then in the process of being written.
5. Since that time the PCC and other colleagues have been assessing the structure of the organisation with particular emphasis on whether it is running efficiently and delivering identifiable outcomes.
6. As a result of the review the current organisational structure has been put in place. This has been attached in Appendix 1.

7. Following discussions with all OPCC staff the PCC set out his views on how the organisational structure should develop. The key improvements highlighted included creating an organisation that had the following characteristics:
 - Less hierarchical, with more empowerment and greater inclusivity
 - Greater accountability
 - Activity and organisation to be more outcomes driven
 - Greater coherence and alignment with the Police and Crime Plan
 - Right people with the right skills in the right place to deliver the Police and Crime Plan
 - Organisational values to define the culture
 - The OPCC as a whole to work closely together as a united team with greater unity and less “silo working”
 - Audit trail for decisions particularly relating to contracts for employees and contracts and arrangements with outside bodies.
 - Greater investment in the training and development of colleagues
8. These principles were identified as being pivotal for developing a streamlined and coherent structure. They would help define the values for the OPCC and be the foundation for the development of a healthy culture within which employees and stakeholders operate and flourish.
9. Having set out the background, the main questions posed will now be answered in order.

Staffing Update

10. Since taking up office a total of seven people have left the organisation for a variety of reasons including career development, promotion and redundancy.
11. The restructure of the organisation resulted in five posts being made redundant, three people were redeployed into other posts.
12. After every change in political leadership there is an “churn” in staff. For example data shows the previous administration lost over 30% of the staff within the first year following the election of the new PCC.

Operational Impact

13. The Commissioning Team has experienced a loss of experience and capacity during the past six months. This is being addressed as a matter of urgency.
14. This has presented the OPCC with an opportunity to develop a Commissioning Strategy aligned to this Police and Crime Plan, which hitherto did not exist.
15. The current situation report for this team is as follows:
 - The Chief Finance Officer is maintaining oversight of the commissioned services. The administrative functions are being undertaken and new opportunities for grants and commissioned services are able to be progressed.
 - Further to this the financial regulations allied to Commissioning and grants are also currently overseen by the Chief Finance Officer and of course the Commissioning regime will be subject to formal audit.

16. The recruitment process to fill this team is well underway; the closing date for applications was 5 June 2022. It is anticipated that the permanent vacancies will be filled in the near future after a number of promising applications have been received.
17. Both the Chief Executive and Chief Finance Officer are being fulfilled on an interim basis. To enable the PCC to provide organisation stability within the team whilst the current review of Police and Crime Commissioners is underway.
18. As has been previously reported to the panel, the Chief Executive role originally became vacant a few months after the PCC took office in May 2021. This also happened following the election of the previous PCC and although a substantive CEO commenced work in January 2022, they left in April.
19. All vacancies across the organisation are regularly monitored, assessed and reviewed.

Experience and Skills

20. The workforce has a strong and diverse mix of talent and skills to enable the PCC to fulfil the statutory responsibilities of his office. The team has a wealth of knowledge, experience and accreditation. This provides an excellent opportunity for more experienced colleagues to nurture, coach and support newer colleagues which in turn provides reassurance about the organisational capability, resilience and productivity. Where there are people new to the organisation or indeed new in post, colleagues are supported by more experienced colleagues within the team.
21. Traditional organisational thinking can hinder organisational progress when recruiting colleagues in a one-dimensional way. The OPCC is moving towards being a values-based organisation where we recruit for values and train for competence. This means we will get the right people with the right qualities and characteristics who can be trained and subsequently accredited in their roles. This has and continues to make a difference to the staff moral and culture. There continues to be a vibrancy, energy and confidence which creates a firm foundation for taking the OPCC to a higher level of service delivery.
22. During a team training and development day colleagues agreed upon the organisational values which will define how we lead, manage, operate and provide the service to the public.
23. Each person who is recruited to a new role undertakes an induction and initial training, senior leaders ensure they are coached and supported and a training needs analysis is conducted.

Corporate Knowledge

24. The corporate knowledge and corporate memory is and will continue to be important as the organisation continues to evolve. It is recognised that this form of business infrastructure is important to maintain progress towards the police and crime plan, deliver outcomes for the public and most importantly information from the past will help shape the future.

25. It is inevitable that when key individuals leave an organisation very often important knowledge and experience is also lost, but it is equally the case that new employees can bring new ways of thinking, new ideas and new initiatives. In any case, people and personal experience are not the only factors necessary to achieving outstanding results.
26. Unfortunately, when the PCC took office the OPCC was not equipped to develop a sustainable approach to retaining corporate knowledge.
27. There are a number of factors impairing organisational knowledge which have already been expressed in this report. These are as follows:
- Silo mentality which inhibited information sharing
 - Culture which impaired innovation and created nervousness
 - No written and adopted policies aligned to the OPCC
 - No written guidance or procedures for operational and tactical delivery
 - No best practice sharing
 - Single points of failure where there was limited understanding of others roles
 - No culture of knowledge sharing
28. In order to recalibrate the organisation to ensure it is more sustainable than before a number of initiatives and work streams have been put in place.
- Focussed team meetings where colleagues share their experiences and work process
 - Policies and procedures put in place e.g. staff handbook
 - Training needs analysis and training delivered e.g. project management training for staff
 - Conferences and external events identifying best practice
 - Greater collaborative working and a move towards omni competence
 - Continuous improvement culture and improved repository for organisational information

Capacity and Use of Resources

29. The organisational structure as previously indicated is at **Appendix 1**.
30. Notwithstanding the short-term vacancies within the Commissioning team the capacity of the organisation has been enhanced. The organisational structure will give an understanding of how the OPCC will support the PCC in delivering not only on the Police and Crime plan but how he will hold partners and the police to account.
31. The organisation is now more balanced and better able to deliver more sophisticated and meaningful outcomes for the public.
32. By way of example, the PCC made a commitment at the beginning of his tenure to listen to the communities and stakeholders to ensure the force and partners are tailoring their services to meet their expectations. The communications team has been created which is enabling that engagement to make a difference to how the Force polices locally. The results of having this more focussed team are persuasive and has resulted in positive and regular engagement with the public, a significant number of responses to precept consultation, surveys regularly sent to the public, newsletters and leaflets etc.

33. The OPCC now has reinstated a dedicated Chief Finance Officer who is fulfilling a number of functions and adding value to the oversight of the force. This role provides greater coherence and visibility within the leadership team.
34. The wider team is now more aligned to the Police and Crime Plan with colleagues across the organisation given specific tasks to enhance service delivery, for instance specific colleagues becoming subject matter experts in crime related matters, criminal justice, rural crime, neighbourhood crime, violence against women and girls etc.

Staff Costs/Training Budget

35. The OPCC staff budget is clearly represented in the OPCC budget which was discussed and presented to the Police and Crime Panel in January 2022. As with all vacancies this creates a surplus in the office budget, this is and will be closely monitored in line with our budget management processes.
36. In line with the new organisational values, the OPCC has a commitment that staff are trained and accredited in the appropriate way and if further money is required in the training budget then earmarked reserves will be used.
37. For the 22/23 financial year the staff training budget is £8,000, this is inline with previous years investments.

Disruption to Service Provision

38. With huge thanks to the OPCC staff, I am proud that as previously indicated, the service provision has not been disrupted in terms of statutory responsibilities and in many cases, it has been enhanced. There have been a number of process issues which have been identified as a result of continually reviewing performance, such as the management of correspondence and timeliness. This is good business practice and is in line with creating a culture of continuous improvement.

Conclusion

39. The Police and Crime Commissioner has been clear from the very outset of his tenure that he did not feel as though the structures within the OPCC were fit for his purposes.
40. Those changes, whilst creating inevitable and entirely predictable short-term disruption, have created greater positivity within the organisation, greater coherence and momentum. It is recognised that the Commissioning Team is currently under-staffed but contingencies are in place to maintain service delivery.
41. The PCC will provide the panel with regular updates on progress against the Police and Crime Plan to demonstrate the efficacy of these arrangements. It is categorically stated that this structure has been designed and further developed to meet that objective and to that end it will be successful.

Implications

Finance: None, OPCC budget is managed in line with monitoring processes.

Legal: Statutory responsibilities fulfilled.

Equality Impact Assessment: N/A

Risks and Impact: As per report.

Links to Police and Crime Plan: Staffing structure will enable the delivery of the Police and Crime Plan.

List of Attachments / Appendices

Appendix 1 – OPCC Staffing Structure

Persons to Contact

Lizzie Starr – Interim Chief Executive Officer

Elizabeth.Starr8921@leicestershire.pnn.police.uk