

Police and Crime Panel

1st February 2016

Report of Chief of Staff



OPCC Restructure

1. This paper sets out the new staffing structure and complement in the Office of the Police and Crime Commissioner.
2. On appointment in August 2014, I made a number of straightforward and immediate changes to the structure of the office and team members' responsibilities – clarifying roles and reporting lines – pending a broader review. The structure as it stood in the first part of 2015 is attached at annex 2.
3. In April 2015, I carried out a review of the functions of the office and put proposals to the PCC to ensure that the capacity and capability of the office is fit for purpose. The PCC approved these proposals, which were subsequently approved by the Police Staff Group.
4. Broadly, the review identified the following requirements:
 - Greater capacity and capability in our media and communications function – so that we can maximise potential for the PCC to hold the Constabulary to account, maximise his influence, and increase confidence in local policing
 - Greater capacity in our governance function – so that due diligence is applied to all aspects of business, including collaboration and commissioning arrangements, and improvements in the way that we manage information
 - Greater capacity in the office for strategic thinking and quality assurance, and to ensure work is done at an appropriate level (we need to ensure senior time is spent on senior tasks, and we have sufficient capacity at a more junior level)
 - Increase the capacity of the Chief of Staff (and indeed the rest of the office) to be outward facing, locally, regionally and nationally – so that we can increase our influence – including of Government policy.
5. I then identified the core functions of the office:
 - i. Office and financial management (including information, records and HR)

- ii. Governance (e.g. decision making, collaboration agreements)
- iii. Commissioning
- iv. Strategy and policy development and delivery
- v. Engagement and consultation
- vi. Media and Communications, including website
- vii. Accountability (of the Chief Constable and partners)
- viii. Complaints handling
- ix. Influencing national policy e.g. considering and responding to consultations
- x. Commissioning victims' services and restorative justice
- xi. Influencing the wider criminal justice system

6. I proposed allocating these functions into two broad categories, as below:

1. Commissioning and Governance	2. Policy and Communications
Office and financial management (including information, records and HR)	Strategy and policy development and delivery
Governance (e.g. decision making, collaboration agreements)	Engagement and consultation
Commissioning	Media and Communications, including website
Accountability (of the Chief Constable and partners)	Accountability (of the Chief Constable and partners)
Complaints handling	Influencing national policy e.g. considering and responding to consultations
Commissioning victims' services and restorative justice	
Influencing the wider criminal justice system	

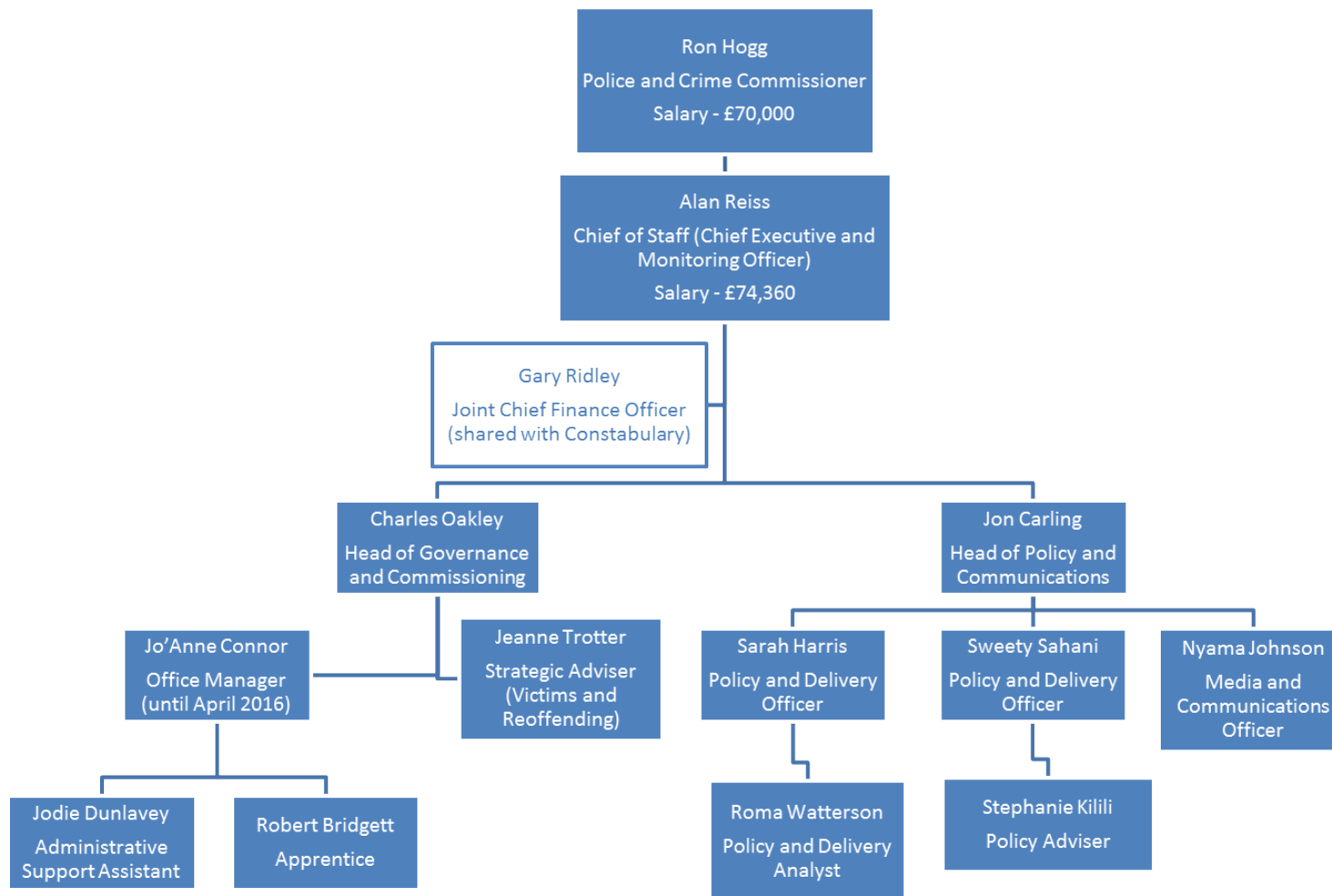
7. I therefore proposed two new senior positions, with team members reporting to them: the Head of Governance and Commissioning, and the Head of Policy and Communications.

8. In addition to the responsibilities in column 1 above, the Head of Governance and Commissioning is the Deputy Chief Finance Officer (deputy section 151 officer), which brings a greater degree of formality to the Joint Chief Finance Officer Protocol. This post is now filled by Charles Oakley.

9. In addition to the responsibilities in column 2 above, the Head of Policy and Communications will be the Deputy Monitoring Officer, providing greater resilience to the office. This post has now been filled by Jon Carling, following open external competition. He began work on 4th January 2016.
10. All members of staff have been consulted on revised job descriptions and titles. All roles were evaluated using the Constabulary job evaluation process. None of the posts currently held by permanent members of staff had their grades revised.
11. Gary Ridley remains as the Joint Chief Finance Officer, reporting to me in respect of his functions vis a vis the PCC. The Joint Chief Finance Officer protocol is reviewed every 12 months, and was last re-approved by the Joint Audit Committee in the autumn 2015.
12. The new structure therefore is shown overleaf.
13. The Panel is invited to note the contents of the paper and ask any questions.

Alan Reiss
Chief of Staff

Annex 1: Office of the Durham Police and Crime Commissioner Organisation Chart – from January 2016



Annex 2: Previous structure (to July 2015)

