

## Making a Positive Difference for the Public Every Day – OPFCC Organisational Development

This report summarises progress to date and planned future work in respect of development of the Office of the Police, Fire and Crime Commissioner as an organisation.

It sets out the organisational Vision, Statement of Purpose, Values and the way in which the team will deliver and assure the outcomes set by the Commissioner in the Police & Crime Plan and Fire & Rescue Plan – and drive the delivery of the joint strategic Violence Against Women & Girls Strategy.

### 1. Background

- 1.1. The Office of the Police, Fire and Crime Commissioner (OPFCC) consists of staff appointed by the Commissioner to support the delivery of the powers, duties and functions of the Police, Fire and Crime Commissioner.
- 1.2. The OPFCC operates in practice as a small public authority in its own right. The Chief Executive is Head of Paid Service, responsible for ensuring that the Commissioner has the resources, skills and experience in the team to support the delivery of the role of Commissioner.
- 1.3. North Yorkshire's OPFCC appointed its first full time, permanent Chief Executive in May 2021. The role had previously been fulfilled by a combination of part time and secondment arrangements.
- 1.4. Temporary executive leadership team roles have been in place since 2019. These temporary roles expired on 30 September 2022.
- 1.5. The team's leadership, structure and resourcing has not been comprehensively reviewed since its inception in 2012. Functional review was recommended as part of the Transform 2020 consultancy recommendations, but not progressed at that time. Since its establishment, the team has been modified to include both fire governance responsibilities (one of only four in the country to do so) and the 'Model 3' full service police complaints reforms functionality (until recently, unique in England and Wales and still one of only two in the country). The team also delivers its core victim referral service, Supporting Victims in North Yorkshire, on an in-house basis as part of the OPFCC.
- 1.6. Preparation for the necessary review began in 2021 with a staff-led analysis of strengths, challenges, opportunities, aims and results. Progress was interrupted by the change of

Commissioner in 2021 and resumed in December 2021 following the completion of the by-election cycle. Extensive staff involvement and feedback has underpinned the development of the resulting proposals.

- 1.7. The Police & Crime Plan and Fire & Rescue Plan were both launched in May 2022. More recently, with the support of partners, the Commissioner has launched a multi-agency joint strategic VAWG strategy – progress against which must also be delivered rapidly.
- 1.8. Provision was made in the most recent financial planning round, for the necessary review and for the anticipated investment in the team.
- 1.9. Working with the Executive Management Team, the Chief Executive has made recommendations to the Commissioner for
  - 1.9.1. Organisational Vision, Statement of Purpose and Values – the aim being for the whole team to coalesce around those clear foundational and motivational principles.
  - 1.9.2. The adoption of an Assurance Model to underpin the approach to ensuring that rapid and lasting progress is made towards the Principles, Priorities and Outcomes in the Police & Crime Plan and the Fire & Rescue Plan.
  - 1.9.3. The adoption of a Delivery Plan for the OPFCC, setting out the elements of work that are for the team to deliver, alongside those which will be delivered by North Yorkshire Police, North Yorkshire Fire & Rescue Service, Enable North Yorkshire and our partner agencies locally, regionally and nationally.
  - 1.9.4. A revised organisational structure for implementation in October 2022 or as soon as reasonably practicable thereafter. The structure has been designed to ensure resilience and closely reflect the Commissioner’s strategies and plans, as well as the priorities of the public drawn from our extensive programmes of public consultation.
  - 1.9.5. Ancillary proposals for changes to
    - 1.9.5.1. Grading methodology for OPFCC posts;
    - 1.9.5.2. Post-pandemic ways of working;
    - 1.9.5.3. Staff development and performance methods;
    - 1.9.5.4. In-house provision of services and reduced reliance on external practitioners;
    - 1.9.5.5. Meeting the Government’s expectation for resilience in the role of Commissioner, but without appointing a separate statutory Deputy;
    - 1.9.5.6. Office accommodation changes – including proposals to co-locate the OPFCC with North Yorkshire Police and North Yorkshire Fire & Rescue in their Harrogate bases. This is anticipated to save in the region of £80,000 and as a result, significantly offset the investment in the team.
- 1.10. The Commissioner was satisfied with the Chief Executive’s recommendations. Staff consultation commenced on 22 August 2022 and concluded on 30 September 2022.
- 1.11. Proposals have also been agreed for temporary, time-limited project support resources to deliver the anticipated transition to the York and North Yorkshire Mayoral Combined Authority in 2024. Recruitment will begin at an appropriate point after local authority partners have approved the devolution proposals.

1.12. The Commissioner and the Chief Executive are grateful for the constructive engagement of OPFCC staff and the police staff union, UNISON, throughout the consultation.

## 2. Vision, Statement of Purpose and Values



- 2.1. The OPFCC's chosen Vision is that all staff will commit to **Making a Positive Difference for the Public Every Day.**
- 2.2. The OPFCC's Statement of Purpose is **Working to Enhance Public Confidence, Keep People Safe and Support Victims in our Communities.**
- 2.3. These core foundations reflect the totality of the work of the OPFCC and the commitment to delivering the core functions of the Commissioner.
- 2.4. Organisational Values have been adopted which precisely reflect the Commissioner's Ethical Declaration, drawn from the 'Nolan' Principles of Public Life.

Selflessness	Integrity	Objectivity	Accountability	Openness	Honesty	Leadership
<ul style="list-style-type: none"> <li>•We act solely in the public interest.</li> </ul>	<ul style="list-style-type: none"> <li>•We avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work. We do not act or take decisions in order to gain financial or other material benefits for ourselves, our families or our friends. We declare and resolve any interests and relationships.</li> </ul>	<ul style="list-style-type: none"> <li>•We act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.</li> </ul>	<ul style="list-style-type: none"> <li>•We are accountable to the public for our decisions and actions and we submit ourselves to the scrutiny necessary to ensure this.</li> </ul>	<ul style="list-style-type: none"> <li>•We act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.</li> </ul>	<ul style="list-style-type: none"> <li>•We are truthful.</li> </ul>	<ul style="list-style-type: none"> <li>•We exhibit these Values in our own behaviour. We actively promote and robustly support our Values and we are willing to challenge poor behaviour wherever it occurs.</li> </ul>

### 3. Assurance Model and OPFCC Delivery Plan

- 3.1. Following on from the recommendations summarised at Section 1 above, the Commissioner has agreed an Assurance Model with the Chief Constable, Chief Fire Officer, Managing Director of Enable North Yorkshire and the Chief Executive.
- 3.2. Under that model, each constituent organisation will report progress towards the PCP and FRP Outcomes by exception, to the joint Executive Board.
- 3.3. The Assurance Model will
  - 3.3.1. build upon the collegiate approach to governance, strategy, scrutiny and holding to account which have matured since 2011 and which have incorporated Fire and Rescue since 2018; and
  - 3.3.2. offer both operational Chiefs the opportunity to align their work in pursuit of the NYP Force Management Statement and the NYFRS Risk & Resource Model operational plans (in addition to national strategy and priorities for both services), and to map progress on national indicators (such as the Strategic Policing Requirement, National Policing Measures, Fire Standards, and HMICFRS pillars) with delivery of the local statutory Plans; and
  - 3.3.3. offer both operational Chiefs an augmented degree of strategic empowerment to work in pursuit of the statutory duty to have regard to the Priorities – and to have sharp clarity in respect of the Commissioner’s strategic expectations, upon which she will hold policing and fire to account on behalf of the public; and
  - 3.3.4. set an expectation upon the Chief Executive and the Executive Management Team of the OPFCC to settle and deliver an OPFCC Delivery Plan; and
  - 3.3.5. crucially, offer the key opportunity to work in an enmeshed and ambitious collaboration in respect of the fifth (or more properly, the foundation) Priority entitled “Enhance positive culture, openness, integrity and public trust”
- 3.4. The OPFCC is developing the Delivery Plan for implementation as soon as new structures for the team are in place.

## 4. OPFCC Organisational Structure

4.1. Until September 2022, the structure of the OPFCC was essentially as follows:

- 4.1.1. Business Governance, Communications and Engagement, Projects, Policy & Scrutiny and Complaints and Recognition functions, forming the portfolio responsibilities of temporary Assistant Chief Executives.
- 4.1.2. Commissioning and Partnerships and Supporting Victims functions led by the Head of Commissioning & Partnerships.

4.2. From October 2022 the revised organisational structure will be

- 4.2.1. Commissioning & Partnerships – including the C&P Management Team, Strategic Commissioning, Offending & Criminal Justice and the Supporting Victims Team
- 4.2.2. Delivery & Assurance – including Delivery & Assurance of the Plans, Fire Authority Management, Business Governance
- 4.2.3. Public Confidence – including an enhanced Customer Service Team (complaints, compliments, casework, scrutiny panels), Communications & Public Engagement, Inclusivity & Public Confidence (working jointly with NYP and NYFRS)

4.3. Role mapping is in the process of being completed. The Commissioner and Chief Executive are pleased to note that the change proposal process has not resulted in any requirement for staff redundancy. They are also pleased to report that there are several roles in the team which are new opportunities, meaning that the roles will be the subject of open recruitment and appointment.

4.3.1. Recruitment to the roles of Director of Delivery & Assurance and Director of Public Confidence has been completed. Following vetting and contractual steps, announcements will be made about the new postholders and an opportunity will be found for the new appointees to introduce themselves to Members.

4.3.2. Recruitment to the remaining roles in the new structure is getting underway.

4.4. The cost of the new organisational structure is in line with the budget presented earlier in the financial year. Savings of circa £119,000 per annum have been identified. The new structure contains an additional 3.40FTE and is anticipated to cost circa £33,000 more than the previous structure, net of the savings identified. As noted earlier in this report, this is the first significant review of investment in the OPFCC since its inception.

4.5. Members will be aware from papers presented at their earlier meetings that the Government wishes Commissioners to ensure that their own role has resilience and may legislate in future to mandate the appointment of a statutory Deputy Commissioner. Until that time, the Commissioner has determined that the necessary resilience can be achieved by designating an existing, experienced and accomplished senior colleague as non-statutory Assistant Commissioner. This measure will also deliver the national Victims Commissioner expectation for all OPCCs to designate a role as Victims Champion – although in practice, championing the rights of victims will be a remit which remains shared between the Commissioner, the Assistant Commissioner as well as being a core element of the OPFCC as a whole. Commissioner Metcalfe is delighted to announce that

Jennifer Newberry has agreed to perform these roles alongside her responsibilities as Director of Commissioning & Partnerships.

## 5. Recommendation

5.1. That Members note the content of this report

### Report Author

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