SUBJECT: Restructure of OPCC Community Engagement Team and Private Office

SUMMARY:
The changing work of the OPCC since its inception, the continued budget cuts and requirement to find more efficient and effective ways to deliver the business, along with taking account of reviews within the Police Force, require the OPCC to review current structures and roles on an on-going basis.

On this basis there has been a review of the Community Engagement Team and Private Office. The conclusion to the review is that:

- The Community Engagement team should reduce by one post. This will align the staff numbers within the overall team to the revised BCU structure within the Force;
- There should be a new post of Head of Private Office to help ensure that the inner office of the PCC runs as effectively as possible, and to assist the Press Secretary;
- That the role of Private Secretaries should be reviewed against the revised role of Secretary with the Force;
- That the post of Correspondence Officer be created; and
- That the posts of Administrative Assistant and Office Manager be deleted.

A full business case has been considered, which is attached. Staff and the TUS have been consulted.

The proposed changes will be overall savings of almost £30k to OPCC.

RECOMMENDATION:
That the proposed restructure of OPCC is agreed. 19/12/14

Agreed: Jane Kennedy
PART 1 – For publication

1. Purpose of the Report

The purpose of this report is to set out the proposed restructure of the Community Engagement Team and Private Office within the OPCC.

2. Background

Since its creation, the OPCC has taken on significant additional duties. These include responsibility for commissioning services for victims of crime across Merseyside, and responsibility for victims to be referred in to an appropriate service. In relation to Anti-Social Behaviour, the Commissioner also now has a duty to consult with Local Authority, and Criminal Justice partners to establish which community remedies are available to victims of ASB across Merseyside and to publish a Community Remedy document for Merseyside outlining these. It has also been agreed with Local Authority partners that, in relation to the Community Trigger across Merseyside, the Commissioner will receive appeals from any member of the public who is not satisfied with the response that they have had from their local authority, if certain criteria are met.

The Commissioner also recently concluded a public consultation on the estates strategy in October 2014, which has involved a considerable amount of consultation and public meetings. Since the launch over 3,000 people and staff have been spoken to by the Commissioner, the Deputy Commissioner and OPCC Community Engagement staff. Since January this year there has been over 250 public engagement and consultation meetings, organised, co-ordinated and attended by the team.

The changing work of the OPCC since its inception, the continued budget cuts and requirement to find more efficient and effective ways to deliver the business, along with taking account of reviews within the Force, require the OPCC to review current structures and roles.

On this basis there has been a review of the Community Engagement Team and Private Office. There will be a review of the Commissioning, Policy & Research team in the new year, to take account of the commissioning duties.

The following section summarises the proposals and rationale for change in each team.

Community Engagement

The Community Engagement Team develop and maintain a network of positive relationships with the local community, directly and through existing community groups, community and safety partnerships, local authority community safety teams, local police BCU's and press associations, in order to assist with the delivery and proactively promote the aims and objectives of the Police & Crime Plan.
The team represents the Police and Crime Commissioner at a strategic level on police BCU, Community Safety Partnership, MCJB sub groups and area and issue based multi-agency meetings, to identify and help resolve any issues, improve relationships, and provide feedback in support of Police & Crime Plan. The team provides regular briefings to the Police and Crime Commissioner and Chief of Staff on developments and feedback within the local area, including any potential future issues which may impact upon local crime and safety.

The team provides support and assistance to local community initiatives and projects, including the co-ordination and management of local projects, to foster joint working and promoting the objectives of the Police and Crime Plan.

In OPCC the Community Engagement team has operated with a total of 6 staff (including the Manager). This overall number has mirrored the total number of Force Basic Command Units (BCUs). However, with the recent decision to merge the Liverpool North and Liverpool South BCUs into just one, Liverpool BCU, it was felt that it was appropriate to also review the structure of OPCC’s CEO team. Two years on since the structure of the team was originally created, it is felt that the work can be done more efficiently to make savings by redistributing the work amongst the team.

Private Office

Private Office currently consists of 2 Private Secretaries, who work to the PCC and to the Chief of Staff. The key duties include booking all meetings and events for the PCC and the Chief of Staff, ensuring that they have meeting packs for each day, putting together correspondence and decision papers and other material that might need clearing, ensuring that briefing is passed on, and booking all travel and accommodation. They also deal with all telephone calls to the (D)PCC and Chief of Staff, and they assist OPCC staff in moving accommodation and ensuring IT and telephone equipment is in place as required. The DPCC has a secretary from Liverpool City Council, who covers both of her diaries.

When the OPCC was created, it was envisaged that the Private Secretaries would carry out a number of roles which, in fact, they have not been required to perform, due to the wider structure of the office, particularly around drafting correspondence (which is in fact done separately), writing briefings and giving verbal briefings (which are done by the Community Engagement Team and the Policy & Research team), and carrying out research in order to inform the PCC about local and national issues (which is done by the Policy & Research Team).

However, at the same time, as the Office structured has bedded-in, there are clear gaps in the service provided to the PCC. The identified gaps are around Private Office having sufficient political awareness, and ability to prepare the PCC for all meetings in terms of having the strategic knowledge base to brief on items, to make broader links to a wider range of background or related material that may be required for a meeting item. The Private Secretaries, needing to be based at the office to deal with diary management, preparing meeting packs, and answering telephone calls, have been unable to get out and about to accompany the PCC and be at hand to provide support and also to engage with social media on behalf of the PCC whilst out
and about at events, or to assist in going through detailed material, to be able to support the PCC in answering questions etc.

The Private Secretaries' role has also been revised given that they have not in fact been carrying out some of the duties originally envisaged for that role. There has also recently been a review of the role of Secretary within the Force, which is relevant, since many of the duties are similar. Revised JDQs have been produced which need to be independently assessed by the Panel.

At the same time, it has been identified that having only one Press Secretary does not give adequate resilience or cover for the Office during extremely busy periods, or during periods of annual leave/sickness absence etc. The current period has been extremely challenging, with the Estates Strategy consultation getting underway, new ASB duties coming online, and the Victims Commissioning work steadily increasing up to April 2015.

The work of the Press Secretary has increased significantly as this post has also been responsible for writing speeches, therefore the Office has no resilience for media issues when the postholder is on leave or absent.

For these reasons, for operational efficiency, it has been decided to create a Head of Private Office role, to fill these emerging gaps and to carry out the tasks listed.

**Correspondence**
The Office Manager has dealt with complaints, FOIs, and correspondence, along with having responsibility for the Independent Custody Visitors scheme, and some financial duties. However, with the development of the Policy & Research area of the OPCC, responsibility for ICVs has moved to that team where it more naturally fits.

The Administrative Assistant supports the Office Manager, and carries out general administrative functions for the OPCC.

The chart below summarises correspondence received by the OPCC from the public double over the last 12 months:

<table>
<thead>
<tr>
<th></th>
<th>public</th>
<th>others</th>
<th>total</th>
</tr>
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<tbody>
<tr>
<td>Aug-13</td>
<td>15</td>
<td>86</td>
<td>101</td>
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<tr>
<td>Sep-13</td>
<td>16</td>
<td>79</td>
<td>95</td>
</tr>
<tr>
<td>Oct-13</td>
<td>8</td>
<td>110</td>
<td>118</td>
</tr>
<tr>
<td>Nov-13</td>
<td>10</td>
<td>62</td>
<td>72</td>
</tr>
<tr>
<td>Dec-13</td>
<td>12</td>
<td>44</td>
<td>56</td>
</tr>
<tr>
<td>Jan-14</td>
<td>8</td>
<td>30</td>
<td>38</td>
</tr>
<tr>
<td>Feb-14</td>
<td>17</td>
<td>90</td>
<td>107</td>
</tr>
<tr>
<td>Mar-14</td>
<td>15</td>
<td>138</td>
<td>153</td>
</tr>
<tr>
<td>Apr-14</td>
<td>19</td>
<td>162</td>
<td>181</td>
</tr>
<tr>
<td>May-14</td>
<td>33</td>
<td>147</td>
<td>180</td>
</tr>
<tr>
<td>Jun-14</td>
<td>36</td>
<td>175</td>
<td>211</td>
</tr>
<tr>
<td>Jul-14</td>
<td>63</td>
<td>103</td>
<td>166</td>
</tr>
<tr>
<td>Aug-14</td>
<td>101</td>
<td>94</td>
<td>195</td>
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<td>--------</td>
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</tr>
<tr>
<td>Sep-14</td>
<td>82</td>
<td>93</td>
<td>175</td>
</tr>
<tr>
<td>Oct-14</td>
<td>89</td>
<td>94</td>
<td>183</td>
</tr>
<tr>
<td>Grand  Total</td>
<td>524</td>
<td>1,507</td>
<td>2,031</td>
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</tbody>
</table>

Since February, there has been a robust tracking system in place and files created to record all correspondence in and out of the office. Policies and procedures for dealing with complaints and correspondence have also been produced, along with a customer service charter. However, there is a need to move this on to the Force’s Centurion system, to make the system electronically based and to bring OPCC in line with Force procedures, which will bring about a more efficient and effective system as it is a system designed for handling correspondence, and it will enable more resilience for OPCC by putting its systems in line with the Force’s.

Although overall correspondence levels appear to have increased, there are still only around 25 items per week. Approximately 5 of which are complaints. Given the relatively low overall volumes of correspondence and that systems and policies are now developed, along with the focus of this new role solely on complaints, FOIs and correspondence, it is felt that it is appropriate to look at the grade required for this role.

3. **Decision**

It is proposed that the PCC agrees to the following changes within OPCC:

- The Community Engagement team should reduce by one post. This will align the staff numbers within the overall team to the revised BCU structure within the Force;
- There should be a new post of Head of Private Office to help ensure that the inner office of the PCC runs as effectively as possible, and to assist the Press Secretary;
- That the role of Private Secretaries should be reviewed against the revised role of Secretary with the Force;
- That the post of Correspondence Officer be created; and
- That the posts of Administrative Assistant and Office Manager be deleted.

4. **Financial and Staffing Implications**

These proposed changes will save the OPCC just under £30k per annum.

The staffing implications are that five posts within OPCC are deleted, and four posts are created:

- One post is deleted within the Community Engagement team.
- One new post is created of Head of Private Office.
The two Private Secretary posts are deleted and two posts of Secretary are created, which are reviewed by the Hay’s Panel along the lines of the Force review of the Secretary role.
- The post of Correspondence Officer is created.
- The post of Office Manager is deleted.
- The post of Administrative Assistant is deleted.

Staff have been consulted on these changes, as has the relevant Trades Union, Unison.

5. **Risk Assessment**

The risks and impacts have been considered within the attached business case. It is deemed that the changes will bring about a more efficient and effective service to the PCC whilst saving £30k per annum to OPCC.

6. **Equality & Diversity Impact Assessment**

The impact on Equality and Diversity has been considered with the business case. It is deemed that there is no negative impact.

7. **Environmental Impact Assessment**

N/A

8. **Conclusion**

In conclusion, it is proposed that the changes are made to OPCC.
PART 2 – Not for publication

This section should only include information that, if published:

a) would, in the view of the chief officer of the police, be against the interests of national security;

b) might, in the view of the chief officer of police, jeopardise the safety of any person;

c) might, in the view of the chief officer of police, prejudice the prevention or detection of crime, the apprehension or prosecution of offenders, or the administration of justice; or

d) is prohibited by any enactment.

Paragraph 2(2) Elected Local Policing Bodies (Specified Information) Order 2011 refers.
Public Access to Information

Information in this form and associated reports is subject to the Freedom of Information Act 2000 and the Elected Local Policing Bodies (Specified Information) Order 2011. Where it has been indicated that this is a decision of significant public interest, all of this form except Part 2 will be made available on the website within 3 working days of approval. Any information that should not be automatically available on request should not be included in Part 1 but instead on a separate Part 2 form. Deferment of publication is only applicable where release before that date would compromise the implementation of the decision being approved.

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<th>Answer</th>
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<tr>
<td>Is this a decision of significant public interest?</td>
<td>YES</td>
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<tr>
<td>This includes a decision with any impact on the community, expenditure in excess of £50,000, or any decision that would be of obvious interest to the media or the general public</td>
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<tr>
<td>Is there a Part 2 form?</td>
<td>NO</td>
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<tr>
<td>Is the publication of this form to be deferred?</td>
<td>NO</td>
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**ORIGINATOR CHECKLIST (MUST BE COMPLETED)**

<table>
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<tr>
<th>Question</th>
<th>Comments including who has approved the report if applicable</th>
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<tbody>
<tr>
<td>Has legal advice been sought on this submission if required?</td>
<td>Yes</td>
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<tr>
<td>Has the PCC / Force Chief Finance Officer been consulted, if required?</td>
<td>Yes</td>
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<tr>
<td>Have equality, diversity and human rights implications been considered, as appropriate?</td>
<td>Yes</td>
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<tr>
<td>Is the recommendation consistent with the objectives in the Police and Crime Plan?</td>
<td>Yes</td>
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<tr>
<td>Has consultation been undertaken with people or agencies likely to be affected by the recommendation?</td>
<td>Yes</td>
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<tr>
<td>Has communications advice been sought on areas of likely media interest and how they might be managed?</td>
<td>No</td>
</tr>
<tr>
<td>Have all relevant implications and risks been considered?</td>
<td>Yes</td>
</tr>
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</table>
ORIGINATOR APPROVAL

Name    Joanne Liddy
Job title    Chief of Staff to the PCC
Signature    Date 18th December 2014

CHIEF OF STAFF APPROVAL

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

Signature    Date 19/12/14