

OPCC Staffing Structures

Introduction

This introduction provides a high level overview, highlighting the variety of different staffing structures that have developed to suit local requirements. This document also emphasises multiple reasons why it is considered impractical and ill-advised to try to directly compare one OPCC structure with another.

Variations in Staffing Structures

Across England and Wales, there are many variations, in both size, structure and configuration of the OPCC staff structure. These variants reasonably reflect local determinants and the different priorities of individual PCCs elected on different local mandates.

Notwithstanding the local variations in office structure, by law all PCCs must employ a chief executive / monitoring officer and a chief finance officer. These are known as the two statutory officers.

The chief executive is also the 'Head of Paid Service'. The role of the head of paid service is to determine how much resource is necessary and how many staff are required, in order to manage and deliver the priorities requested by their PCC and effectively discharge the statutory responsibilities of the PCC and his/her statutory officers.

There are certain PCC functions that are mandated by statute. The PCC may have other non-statutory functions which they consider necessary to deliver their priorities.

Also to bear in mind is that some PCCs retained staff in 2014 following what was referred to as '*Stage 2 Transfer*'. The Police Reform and Social Responsibility Act 2011, that introduced PCCs, also established Chief Constables as separate legal entities (corporations sole) who could directly employ staff for the first time (as opposed to those staff being employed by their former police authorities). Thus, between the first PCCs coming into office and *Stage 2 Transfer* in 2014, each PCC and his/her Chief Constable agreed which staff each needed in their local area to discharge their respective functions. Thus, each area made a different decision on *Stage 2 Transfer* for local and legitimate reasons that had to be approved by the Home Office. For example, some PCCs retained Estates and Fleet functions because PCCs own the assets and some PCCs satisfied the Home Office that they needed direct control of the assets through directly employing the staff who managed them.

Collaboration and shared service agreements will also influence the size of the OPCC. The delivery of some services or functions may be provided jointly for the PCC and chief constables, by staff or external providers. The PCC and chief constable might share various members of staff between them, e.g. a shared chief finance officer, shared media and press officer, etc. Some PCCs employ and share staff between two OPCCs, or between multiple OPCCs on a regional basis e.g. regional policy officers/ coordinators. All of the above are legitimate means of setting up staffing structures and these types of set up have the effect of reducing the size of the OPCC 'on paper'.

Some PCCs are also taking on additional responsibilities in the areas of criminal justice, complaints or fire governance and these extra functions necessitate recruiting further staff with relevant expertise, and thereby increases the size of his/her OPCC.

It is therefore wrong to compare the current OPCC structure with the arrangements that supported the former police authority for the same area – the role of a PCC is different and far wider, than that of the former police authority.

The size of the OPCC will also vary according to how many priorities a PCC wishes to focus on, and at what level of activity. For example, a PCC may decide to place greater emphasis on commissioning services and subsequently employ a large commissioning team within their OPCC to deliver on this priority. A like-minded PCC might achieve the same objective by utilising commissioning services provided by the force or other partners, or delivered via a number of volunteers or seconded staff. Yet another PCC might deliver the same objective by convening partners and/or giving grants to external providers to deliver the same service. This explains why some OPCCs in smaller force areas may have more staff than OPCCs in larger force areas, despite all of these PCCs having similar priorities or a similar number of priorities.

Additionally, there are certain 'corporate services' such as finance, legal, HR, ICT, business support, data protection, information analysis and estate management. These services might be delivered by staff as part of the OPCC structure, or they might be delivered via contracted support services provided by the force, the local authority, or another partner. Outsourcing certain functions like this allows the PCC to maintain a smaller sized office

Some PCCs have external/match funded staff, for example criminal justice, commissioning or victims' leads, who may be funded by, for example, a Ministry of Justice grant. Other PCCs have staff who are funded via their force budget. Some PCCs have a staff officer or a police officer in an advisory or liaison capacity, on secondment from the force, or even staff seconded from another organisation. Many PCCs also make use of interns, special advisors, apprentices, community ambassadors, external auditors etc. some or all of whom may not receive any remuneration. All of these types of arrangement will increase the size of the OPCC, but without increasing the staffing costs.

Additionally, many PCCs have employed staff part-time or on a job share basis. Even the statutory posts have been subject to job share, revolving staff appointments, or part-time arrangements. It is important to note that only one person may be nominated as a statutory officer (chief executive or chief finance officer) at any particular time, and they would each be subject to a confirmation hearing by the local police and crime panel. It is therefore important to take into account the Full Time Equivalent (FTE) when examining these types of arrangements.

It can also be useful to differentiate between what constitutes the 'office of the PCC' (that is staffing required for the provision of the statutory functions of the PCC) and the wider 'OPCC' (that is staffing required for the provision of the additional priority areas of the PCC). To manage and deliver the basic PCC functions, a PCC might restrict the size of their official 'office' to a small number of key staff, which will include the two statutory posts of the chief executive/monitoring officer and the chief finance officer, along with a personal assistant or diary manager. The remaining staff employed to deliver the PCC's priorities are not listed as forming part of the office of the PCC.

These other staff in the wider OPCC structure may include personnel employed to deliver the functions of commissioning, holding to account, communications and community engagement, strategy, policy etc.

Finally, some PCCs appoint a Deputy PCC or Assistant PCC(s) who are members of staff who fall under the line management responsibility of the chief executive within the OPCC. These staff may generate work. For example, a Deputy PCC may be given a specific

portfolio or project aligned to PCC priorities, or may mean that more community engagement can be achieved. This work will inevitably require support from other staff in the OPCC, and may indeed necessitate growth in staffing

Conclusion

This introduction has detailed some of the many different and legitimate ways a PCC can choose to set up their office structure according to their local and regional requirements. It has demonstrated multiple reasons why it is important to understand why a given staffing structure has developed and why it is considered impractical and ill-advised to try to directly compare one OPCC structure with another.