

Decision by the Police and Crime Commissioner for Hertfordshire

Item: OPCC Restructure – Savings Position

Date: 24th November 2025

Background: Overview of savings position following OPCC restructure and budget planning for 2026/27.

Paper: 20251125 EMT OPCC_Restructure_Report (FINAL VERSION)

Decision: Financial assumptions and creation of OPCC efficiency fund approved by PCC

Meeting/Decision Maker	EMT
Date	24 November 2025
Title of Report	OPCC Restructure: Savings Position
Submitted By	Director of Resources & Oversight
Purpose of Report	To provide an overview of the savings position following the recent restructure of the Office of the Police and Crime Commissioner (OPCC)
Decision(s) Required	To note the update and approve the financial assumptions for 2026/27 budget planning, including the projected full-year staff cost savings and consideration of non-pay cost increases.
Financial Implications	The projected full year saving for 2026/27 is £197,000 (£3.093m less £2.896m), prior to factoring in non-pay cost increases. These savings contribute to bringing OPCC costs closer to the sector benchmark of under 1% of the net policing budget.
Legal Implications	The restructure was conducted in compliance with statutory consultation requirements under employment law. The process adhered to collective consultation obligations, including engagement with UNISON and provision for individual staff meetings. No legal challenges have arisen to date.
Equalities Impact (Ensures compatibility with Public Sector Equality Duty under the Equality Act 2010)	The restructure was designed and implemented in accordance with the Public Sector Equality Duty under the Equality Act 2010. Equality considerations were embedded throughout the consultation process, ensuring fair treatment of all staff, transparent selection processes, and opportunities for redeployment where possible. No adverse impact on protected characteristics has been identified.
Is this document Exempt from Freedom of Information Act?	No.

Introduction

This report provides an update on the financial position following the recent restructure of the Office of the Police and Crime Commissioner (OPCC) in Hertfordshire. It explains the rationale behind the changes, the intended benefits, and the actual and projected financial outcomes following implementation. The restructure was a significant organisational change aimed at improving efficiency, aligning resources with strategic priorities, and ensuring financial sustainability.

Restructure

The OPCC had not undergone a formal restructure since 2017, despite substantial changes in statutory responsibilities, public expectations, and strategic priorities.

Over time, the office had grown organically, resulting in a structure that no longer reflected current operational needs. The introduction of the new Police and Crime Plan (2025–29) highlighted the need for a more agile and proactive operating model. While the restructure of the OPCC was driven by several strategic and operational factors, one of the most pressing and influential was the need to address financial pressures and ensure long-term sustainability. The ambition was to reduce the permanent cost of the office to below 1% of the net policing budget, bringing it in line with sector benchmarks and ensuring value for money.

At the time of review, the OPCC's cost base was approximately 1.08% (including permanent and temporary staff, plus none-pay costs), which exceeded the sector standard. When roles funded by external grants secured by the Office are included, this figure peaked at 1.15%. If no action were taken, this would create a budgetary pressure of around £167k on the 2025/26 budget of £3.093m. Considering other emerging pressures, such as inflation and unfunded pay increases, this level of cost was not sustainable. This prompted a comprehensive reassessment of the structure to identify efficiencies and reduce overheads. The table below shows a cost breakdown of the OPCC prior to the restructure.

2025-26 Pre-Restructure				
Split	Count of Roles	Count of FTEs	Annualised Cost (including on costs)	OPCC Costs as % of Police Net Budget
Permanent roles	33.50	31.92	£2,319,820	0.83%
Temporary roles	2.00	2.00	£177,590	0.06%
Non-pay	-	-	£521,900	0.19%
Total	35.50	33.92	£3,019,310	1.09%
Grant funded roles	3.50	3.20	£212,440	0.08%
Total	39.00	37.12	£3,231,750	1.15%

Pre-consultation Assumptions

The restructure was expected to deliver a number of key benefits. It aimed to improve strategic delivery by ensuring clear accountability for outcomes linked to the Police and Crime Plan. From a resource perspective, the proposal anticipated a reduction of approximately 15% (6) in posts, equating to around 5 full-time equivalents (FTEs) and a cost saving of roughly 13% against the previous staffing budget.

Post-consultation Changes and Financial Savings

Following the staff consultation process, several meaningful changes were taken forward to refine the proposed OPCC restructure. These adjustments reflected both strategic priorities and the valuable feedback provided by colleagues across the office.

Changes made following consultation included removing the Director of Communications role to address concerns about top-heaviness, renaming roles for clarity, introducing dotted reporting lines, and differentiating analyst roles to improve strategic insight. These changes were made in response to staff concerns about capacity, statutory obligations, and clarity of responsibilities.

The additional savings achieved through this adjustment will be reinvested to strengthen operational delivery, particularly in areas where staff expressed concerns about capacity and statutory obligations. This includes funding external review of complaints and/or providing temporary, flexible assistance during peak periods e.g. to manage backlogs that may arise during the transition. These measures are designed to ensure that the restructure not only delivers strategic alignment but also maintains service quality and resilience across critical functions.

The implementation of the restructure resulted in a net reduction of 7 posts (5.3 FTEs), as illustrated below, which is slightly above the initial estimate.

	Old Structure	New Structure	Reduction
Number of posts	39	32	-18%
Number of FTEs	37.12	31.81	-14%

Post restructure the new OPCC's cost base has dropped below 1%, at 0.94%, as shown below. This includes permanent, temporary staff and non-pay costs but excludes externally funded post through various grants.

2025/26 Post Restructure				
Split	Count of Roles	Count of FTEs	Annualised Cost (including on costs)	OPCC Costs as % of Police Net Budget
Permanent roles	26.00	25.61	£1,990,910	0.71%
Temporary roles	2.00	2.00	£125,080	0.04%
Non-pay	-	-	£521,900	0.19%
Total	28	27.61	£2,637,080	0.94%
Grant funded roles	4.00	3.70	£257,620	0.09%
Total	32.00	31.81	£2,895,510	1.03%

The restructure is expected to deliver approximately £300,000 in annual savings compared to the projected pre-restructure outturn for the current year. The outturn position for 2025/26, is anticipated to be broadly break-even against the current budget, after accounting for one-off redundancy and pension strain costs of £125,000, a pay award increase of £47,000, and non-staffing budget pressures of £52,000.

Beyond the financial impact, the restructure has positioned the OPCC to deliver the Police and Crime Plan more effectively. The new structure provides streamlined governance, improved role clarity, and enhanced capability areas, enabling the organisation to operate more proactively and efficiently.

Other current and emerging budget pressures

Current-year non-pay pressures are projected at approximately £52,000, which will need to be incorporated into next year's base budget if these costs recur annually. Additional inflationary increases are expected in non-pay budgets, particularly for

audit fees and subscriptions. The recently agreed 2025/26 pay award of 4.2% will add around £48,000 in the current year, with a full-year impact of £86,000 in 2026/27. There is a decision to be made how to fund these pressures e.g. precept increases, income generation or restructure savings etc. The table below sets out how costs are expected to increase over the medium term.

Spend type	2025-26	2026-27	2027-28	2028-29	2029-30
Pay Pressure	£48,000	£155,820	£123,840	£107,660	£86,860
Non-Pay inflation	£52,000	£52,000	£62,940	£74,640	£86,570
Total	£100,000	£207,820	£186,780	£182,300	£173,430

Recommendation of the Savings Allocations

The restructure has generated a projected full year saving of c. £249k against the current budget. To support long-term sustainability and ensure the permanent cost of the OPCC remains below 1% of the net policing budget, it is proposed to adopt a principle-based approach to allocating any savings from this restructure to the following key strategic priorities:

- **Grants for Local Initiatives**

Reinvest in local communities through grants and initiatives aligned with the Police and Crime Plan. This will enhance public confidence and ensure savings visibly benefit the communities we serve.

- **Investment in staff across OPCC and Constabulary**

Invest in staff across the OPCC and Constabulary. Staff are the foundation of all improvements. Particular focus will be placed on supporting Police Officers early in their careers, ensuring they receive the training and development needed to deliver high-quality work. We also aim to equip all staff to meet emerging challenges and leverage new technologies for efficient and impactful delivery.

- **Inflationary and other budgetary pressures**

Supporting transition and operational pressures resulting from a significantly reduced permanent structure remains a priority. This includes temporary support during peak activity periods and flexible resources to maintain statutory functions and service quality. In addition, the organisation faces growing financial strain from inflation and government-imposed pay increases that are not fully funded. These

pressures further highlight the need for adaptable, short-term support to protect service delivery and maintain resilience during periods of change.