

**Office of the Police and Crime Commissioner for Hampshire**

**JOB DESCRIPTION**

Please note that this is intended as an outline of the principal responsibilities of what is a senior and wide ranging post. The post holder will be expected to exemplify personal and professional flexibility in responding to the changing circumstances and needs of the PCC. The CEO's role is to assist the PCC in delivering their manifesto, and to carry out their other legal duties and responsibilities, providing advice and guidance as appropriate.

<b>Job Title</b>	Chief Executive Officer
<b>Overall aim</b>	To provide strategic leadership to the PCC ensuring that the PCCs strategic plans and programmes are successfully developed, shaped, led and delivered, across a complex organisational landscape with significant and differing challenges in order to ultimately deliver quality services to residents of Hampshire.
<b>Job Purpose – key aspects</b>	<ul style="list-style-type: none"> <li>• To create an adaptable and motivating place to work and deliver outcomes that contribute to keeping the people of the Constabulary and Hampshire safer</li> <li>• To work with the PCC to enable delivery against their vision, strategy and priorities as identified in the Police and Crime Plan.</li> <li>• To provide strategic and operational leadership of the Office of the Police and Crime Commissioner (OPCC) to ensure effective performance</li> <li>• To fulfil the functions required of the Monitoring Officer and Head of Paid Service to ensure propriety by the PCC and OPCC</li> <li>• To act as principal contact within the office of the CC and DCC to ensure effective processes for engagement, exchange of information and cohesion of direction of travel</li> <li>• To develop appropriate partnerships that contribute to keeping us safer.</li> <li>• To work with the PCC in the creation of a learning organisation that will develop and grow to meet future opportunities.</li> <li>• To drive value for money in the use of public money and ensure proper spend</li> </ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"> <li>• The CEO reports to and is accountable to the PCC.</li> </ul>



	<ul style="list-style-type: none"><li>• The PCC will set the CEO's performance objectives and conduct performance reviews.</li><li>• As Head of Paid Service the CEO is responsible for providing leadership, management and development of the staff employed in the OPCC.</li></ul>
<b>Strategy</b>	<ul style="list-style-type: none"><li>• Be a leading voice in crafting the PCCs plans</li><li>• Lead the development of the PCC's vision and the activities and operations associated with its delivery, engaging with appropriate stakeholders in both Hampshire Constabulary and other partner organisations.</li><li>• Contribute to the efficient and effective delivery of the Police and Crime Plan, together with any associated delivery plans.</li><li>• Ensure production of effective Strategic Needs Assessments to assist the PCC in the development and delivery of their Plan and the prioritisation of their budget.</li><li>• Ensure provision of appropriate advice to the PCC</li></ul>
<b>Leading the workforce</b>	<ul style="list-style-type: none"><li>• Promote a culture of integrity, service excellence and continuous improvement throughout the OPCC.</li><li>• Advise the PCC on their responsibilities in respect of the Constabulary's Chief Constable and, in particular, on their appointment, terms and conditions of service and matters relating to complaints and discipline.</li><li>• Provide clear and visible leadership to the staff of the OPCC including overall responsibility for their ongoing development and training.</li><li>• Determine and review the optimum organisational structure of the office, supported by clear job responsibilities and effective working systems, and to ensure that staff are operating within assigned grade bands for their jobs.</li><li>• As a member of the Senior Management team to ensure compliance with and hold both individual and collective responsibility for GDPR and other relevant legislation such as health and safety and employment law within the department.</li></ul>
<b>Financial Management</b>	<ul style="list-style-type: none"><li>• In conjunction with the CFO, responsibility and accountability for the financial planning, budgetary control, resourcing and asset management aspects of the funds allocated to the PCC.</li><li>• Oversight of the development and implementation of the PCC's Estate Management Strategy and Commissioning Strategy.</li><li>• In conjunction with the CFO, ensure propriety in the conduct of the PCC's business including making proper arrangements for tendering procedures and the letting of contracts.</li><li>•</li></ul>
<b>Partnership and relationship management</b>	<ul style="list-style-type: none"><li>• Provide strategic leadership in respect of partnership working, ensuring effective engagement with both internal and external partners and stakeholders in relation to commissioning and service delivery at local, regional and national level. To be accountable for the performance of the OPCC in all aspects of commissioning.</li></ul>

	<ul style="list-style-type: none"> <li>• Developing effective relationships with partners and other stakeholders, quickly establishing themselves as a trusted leader to engender organisational willingness and readiness to embrace and secure change and joint ownership of new processes and goals.</li> <li>• Effectively managing political and senior relationships, developing and successfully negotiating ways forward that achieve optimum strategic and business outcomes whilst acknowledging and/or overcoming local drivers and barriers.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Act as principal adviser to the PCC in the exercise of their statutory powers, duties and responsibilities.</li> <li>• Carry out the statutory duties and responsibilities of Head of the Paid Service and Monitoring Officer, and to investigate and report (in consultation with the CFO) any illegality or maladministration in the OPCC's business.</li> <li>• Ensure that the PCC performs their duties and responsibilities relating to equality and diversity as set out in the legislation and directives and to promote the commitment to equality and diversity in all that the PCC does.</li> <li>• Ensure that the PCC meets statutory and other obligations relating to freedom of information, publications, planning, community consultation and to prepare related briefs and submissions.</li> <li>• Ensure compliance with legislation relating to the employment of staff and health and safety at work.</li> <li>• Ensure that the OPCC performs its duties and responsibilities for equalities and diversity according to relevant legislation, and to promote the commitment to equality and diversity in all that the OPCC does.</li> <li>• Oversee and ensure the effective and efficient management of complaints.</li> </ul>
<b>Scrutiny and Performance</b>	<ul style="list-style-type: none"> <li>• Facilitate and support the PCC's responsibility to effectively scrutinise and challenge Hampshire Constabulary's performance across the full range of activities.</li> <li>• Facilitate and support the PCC's responsibility to effectively scrutinise and challenge other partners in relation to the delivery of the PCC's wider crime role.</li> <li>• Oversee the development and implementation of effective performance evaluation and management of Hampshire Constabulary's performance against the PCC's priorities.</li> <li>• Delivering, reviewing and improving performance against the PCC's Information Strategy</li> </ul>
<b>Representation and Engagement</b>	<ul style="list-style-type: none"> <li>• To represent the PCC at meetings with the Home Office, HMIC, APCC, APACE and other bodies at local, regional and national level.</li> <li>• Build effective working relationships through clear communication and a collaborative approach.</li> <li>• Ensure that the PCC's image and engagement with the public is enhanced.</li> </ul>

	<ul style="list-style-type: none"> <li>• Promote the OPCC, raising its profile and communicating its values, strategies, achievements and views.</li> <li>• Develop and maintain effective strategic partnerships with relevant public, private, voluntary and community sector organisations in both the local community and at regional and national level.</li> <li>• Ensure the PCC’s timely and effective communications to the public and the media</li> <li>• Develop and maintain a constructive working relationship with the Hampshire Police and Crime Panel.</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>• Lead in creating a workplace that exemplifies the values and behaviours that the PCC seeks to encompass.</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Developing robust and transparent controls and underpinning systems for corporate governance and compliance, to manage and minimise risk, whilst also ensuring that appropriate indemnity and insurance cover is established and maintained for both operational and infrastructure risks.</li> <li>• Ensure (in liaison with the CFO) transparency, rigour and effectiveness in relation to the PCC's governance arrangements.</li> <li>• Implement the OPCC corporate strategies, ensuring that effective governance arrangements are in place for performance monitoring, review and improvement of both the OPCC and Hampshire Constabulary.</li> <li>• Ensure audits and inspections are carried out efficiently and effectively, and that any other aspects of internal/external control are similarly carried out.</li> </ul>

## Person Specification

- Professionally and technically competent, and able to advise senior professionals, members, chief officers and key stakeholders on strategies, services and benefits.
- Proven ability to successfully engage with colleagues, partners and key stakeholders in order to drive strategic change.
- Substantially experienced & qualified manager with the ability to relate a business, service and customer focussed approach to people at a professional peer level, with technical specialists, non-technical customers and employees.
- Extensive and significant senior management experience including considerable experience of strategy and policy development and of managing operations at a senior level.
- Up to date knowledge of current and potential industry changes, developments and trends.
- Able to operate and think independently and take responsibility for decisions and actions.
- Strong interpersonal skills including the ability to persuade and influence at a strategic level and maintain the confidence and trust of teams across all levels.
- Able to lead, motivate, inspire and organise mixed teams of technical and business professionals.
- Demonstrate behaviours that support and embed cultural change and shared responsibilities for delivering strategic outcomes throughout the organisation.
- Wide knowledge of specialist/service area and how it impacts on services provided to customers & the wider community
- Experience of managing diverse strategies whilst ensuring that the overall strategic vision is met
- Strong financial management and planning skills, including producing effective business cases and proposals. Able to assess and evaluate business risk and take effective action in project delivery.
- Strong analytical thinking and problem solving skills. Able to analyse and present complex issues to individuals, small and large groups internally and externally.
- Politically astute at all levels in the organisation and significant understanding of the political environment in which the PCC, partners, and other stakeholders where relevant, operate.
- Substantial & successful experience of managing large projects, programmes and budgets. Demonstration of commercial awareness and acumen.
- Experience of managing and developing multi-disciplinary teams to provide a variety of support and development services, with a strong focus on risk management, business case development and delivery of benefits realisation programmes.
- Experience of establishing and using public and private benchmarking data to improve services, and of building partnerships with external providers (suppliers and shared service partners).

## **Job Summary & Person Specification**

**Job Title:** Head of Criminal Justice  
**Job Ref No:**  
**Department:** Office of the Police and Crime Commissioner (OPCC)  
**Branch / Section:** Executive Office

### **Context**

This is a unique and influential role, advising the Police and Crime Commissioner on criminal justice and leading on the strategic development and delivery of evidence-based policy, to achieve the goals of the Commissioner in reducing and preventing offending and improving outcomes for victims and offenders.

As a member of the Senior Leadership Team and reporting to the Chief Executive, you will work with other department heads to integrate a focus on criminal justice throughout the office.

### **Job Purpose**

To lead on all matters in relation to criminal justice, specifically the priority areas around placing victims and witnesses at the heart of policing and the wider criminal justice system, working together to reduce crime and antisocial behaviour in communities, and reducing reoffending, as set out in the Police and Crime Plan.

### **Main Responsibilities**

Be principal advisor to the Commissioner on police and criminal justice, leading on the strategic development and delivery of evidence-based policy to achieve the goals of the Commissioner in reducing and preventing offending;

Develop the Commissioner's role as part of the Local Criminal Justice Board (LCJB) and across the sector;

Improve and increase the impact of the LCJB;

Promote the work of the Commissioner and Criminal Justice Partners in improving outcomes for victims and offenders and placing victims and witnesses at the heart of policing and the wider criminal justice;

Identify and implement solutions for improving standards across the criminal justice system;

Identify new opportunities both with CJS Partners and beyond to break down silo working and create innovative solutions to challenges with the criminal justice system;

Responsibility for developing programmes that implement, through partnerships, sustainable delivery of those solutions;

Build ongoing and stronger relationships between the Commissioner, the office and Criminal Justice Partners;

Develop solutions with MoJ officers that unlock estates issues on shared sites;

Assess ongoing impact of the new Police Investigation Centres and seek further improvements in support of more effective and efficient service delivery in policing and beyond into the criminal justice system;

Develop strategic relationships with relevant research organisations and universities.

### **Executive Office Responsibilities**

To be the portfolio lead in a specialist area, being the subject matter expert and providing professional strategic advice, services, project management and consultancy to support the Commissioner to achieve successful Strategies;

Support the Commissioner in challenging the Chief Constable to make best use of opportunities at a national level to make Hampshire, Isle of Wight, Portsmouth and Southampton safer;

Brief the Commissioner about local and national policy matters that may impact on the delivery of the Commissioner's Police and Crime Plan;

Represent the Police and Crime Commissioner in meetings with other Police and Crime Commissioners on national portfolio matters;

Lead on discrete projects, as directed, on behalf of the PCC;

Support and coach senior managers in their area of expertise, by providing challenge, direct assistance and advice on pragmatic solutions and tactic and strategy of approach as necessary;

Personally responsible for own ongoing professional development and to keep up to date with changes and developments in their profession to be able to provide current, informed and evidence based advice and contribute to service planning and development in their own specialist area;

Engage and build relationships with relevant national groups, public bodies and organisations to better understand the strategic policing needs across England and Wales. Liaise with the Commissioner on how these needs can best be met in partnership with other Police and Crime Commissioners and forces;

Constantly network, research and 'horizonscan' to provide insight to drive direction and change across the organisation and influence stakeholders;

As with all Senior Leaders, contribute to the refreshing of the Police and Crime Plan and providing a timely updates on delivery progress.

As a member of the Senior Management team to ensure compliance with and hold both individual and collective responsibility for GDPR and other relevant legislation such as health and safety and employment law within the department.

**Main Contacts – external/internal customer contacts and purpose**

Regular communication, liaison and consultation with:

- The Commissioner, Chief Executive and Head of Communication and Engagement;
- MPs, leaders and councillors pan-Hampshire and nationally, as appropriate;
- Government policy makers and decision makers for example Home Office;
- High profile and influential individuals across Hampshire and the Isle of Wight, e.g. High Sheriff;
- National and regional organisations for example Association of Police and Crime Commissioners;
- National, regional and local media contacts and media planners

**Essential Qualifications, Knowledge, Skills and Experience:**

Relevant academic background, preferably at a postgraduate level;

May require functional/specialist professional expertise appropriate to portfolio.

Recent background and experience in working with partners in the Criminal Justice System

Extensive network of contacts through Ministry of Justice (MoJ), Her Majesties Courts and Tribunals Service and prisons.

Ability to communicate in a clear and persuasive manner, verbally and in writing, on complex issues, plans and actions, particularly so as to inspire confidence in the Commissioner and deliver strategic reports.

Demonstrable experience in increasing efficiency and effectiveness in complex organisations;



An understanding of the challenges facing public sector organisations with significant budgetary challenges;

Ability to maintain good working relationships with partner organisations;

Ability to take a cooperative approach to achieving priorities, including proposing effective collaboration initiatives with relevant organisations;

Ability to build relationships, influence and negotiate with high ranking officials;

Good awareness of political structures, procedures and policies at both a local and national level;

Requires strong influencing and interpersonal skills to support strategic change; effective community engagement; and an understanding of others' agendas and how they might contribute to these.

Ability to work effectively in a political environment with the ability to build strong and effective relationships and networks at a corporate level to achieve strong operational development and delivery using diplomacy and influencing skills.

**Desirable Knowledge, Skills**

Programme and Project Delivery

**Working Conditions:**

There is a requirement for the postholder to provide support and be available for contact with the Commissioner outside of usual working hours.

Some attendance at prearranged events / meetings outside of usual working hours.

**Office of the Police and Crime Commissioner for Hampshire**

**JOB DESCRIPTION**

<b>Job Title</b>	Head of Communications and Engagement
<b>Reporting to</b>	Chief Executive – Office of the Police and Crime Commissioner for Hampshire
<b>Direct Reports</b>	<ul style="list-style-type: none"><li>• Communications and Engagement Officers (5 FTE)</li></ul>
<b>Relationships</b>	Police and Crime Commissioner for Hampshire OPCC Senior Leadership Team Hampshire Constabulary Head of Communications CSPs/NGOs/relevant charities Media and news agencies
<b>Job Purpose</b>	To ensure the Commissioner is fully engaged with all stakeholder groups at a national and local level, influencing strategic direction and policy implementation whilst interlinking with the Constabulary's internal and external communication strategies, creating an overall strategy fully aligned to the priorities in the Police and Crime Plan.
<b>Context</b>	The Head of Communications and Engagement is fully conversant with all stakeholder issues and supports the Commissioner to be a high profile advocate of policing and crime reduction, driving proactive engagement with the community through engagement strategies via all forms of social and traditional communications networks, working alongside the OPCC Senior Leadership Team and the Constabulary's Chief Officers Group.

## Key Responsibilities

<b>Strategic Communications</b>	<p>Develop strategies and implement plans for external communication and marketing that support the achievement of the goals and objectives as defined within the Police and Crime Plan;</p> <p>Maintain an understanding of the wider picture nationally on relevant issues in order to anticipate, advise, develop and implement appropriate responses;</p> <p>Support the Commissioner to be a key player on the local, regional and national stage and be proactive with the media, acting as the Commissioner's spokesperson where appropriate;</p> <p>To create, implement and continually monitor an effective infrastructure for the function, ensuring the Police and Crime Plan is at the core of all interventions, both internal and external key stakeholders are identified and served;</p> <p>To drive proactive media campaigns aligned to the Police and Crime Plan, raising the public's awareness of the Plan and the role of the Commissioner, identifying key areas of concern and actively engaging the community;</p> <p>Manage the Commissioner's social network, website and traditional media channels to ensure proactive, real time engagement of the Commissioner with national/regional/local stakeholders and journalists;</p> <p>Identify, plan and implement marketing campaigns aligned to the Police and Crime Plan, preserving and promoting the Commissioner's profile and OPCC brand.</p> <hr/>
<b>Stakeholder Engagement</b>	<p>To represent the Commissioner on national and regional groups, to facilitate networking and sharing of best practice, developing strong working relationships with other agencies, opinion formers and media leaders to ensure the Police and Crime Plan is understood and supported.</p> <hr/>
<b>Public Consultation and Engagement</b>	<p>Ultimate responsibility for the development and delivery of the Commissioner's consultation strategy to ensure it is focussed, co-ordinated and meets all statutory requirements and supports the Commissioner's decisions;</p> <p>Lead on the Commissioner's engagement with the public to ensure he has an active presence across Hampshire and the Isle of Wight;</p>

<p><b>Corporate Branding and Internal Communications</b></p>	<p>Ensure accurate and reliable results from public engagement are fed into the Commissioner’s budget setting and development of priorities;</p> <p>To ensure active engagement with national organisations, creating an engagement strategy with local community groups, providing forums for debate and absorbing of concerns and criticism.</p> <hr/> <p>To be responsible for developing the corporate style and brand for the Commissioner and ensure it is used appropriately;</p> <p>To act as lead for the Senior Management Team on internal communication matters to staff and external communication matters to the media, stakeholders, partners and public of Hampshire and the Isle of Wight;</p> <p>To ensure the work of the OPCC takes into account corporate and statutory requirements, positively promoting initiatives when appropriate. That all communications take into account legal requirements such as libel, copyright and data protection.</p> <hr/>
<p><b>Operational Communications Management</b></p>	<p>Ensure performance information is gathered and used effectively to influence external audiences, build understanding and promote consistent messages both internally and externally.</p> <hr/>
<p><b>Leadership and Management</b></p>	<p>As a member of the Senior Leadership Team and Senior Management Team, actively contributing to the strategic leadership and management of the OPCC to enable it to fulfil its aims and objectives.</p> <p>Leading and managing the Communications and Engagement Team so that team members work together, and with other OPCC colleagues, in an integrated and proactive way in pursuit of organisational goals.</p> <p>Fostering amongst staff the values, attitudes and behaviours of the OPCC Staff Charter by role modelling these at all times.</p> <p>As a member of the Senior Management team to ensure compliance with and hold both individual and collective responsibility for GDPR and other relevant legislation such as health and safety and employment law within the department.</p>
<p><b>Role requirements for operational effectiveness</b></p>	<ul style="list-style-type: none"> <li>• Significant experience in a lead role within a major Corporate Communications and Media Relations function with significant proven practical experience in conducting, managing and leading engagement strategies with communities, local and national agencies and media and partner organisations;</li> </ul>

	<ul style="list-style-type: none"><li>• A track record of effective media engagement demonstrated through a clear understanding of the consumer and business environments;</li><li>• Demonstrable ability to lead and manage staff</li><li>• Evidential stakeholder management and leadership skills and experience with proven responsibility of effectively minimising threats to corporate reputation and maximising brand effectiveness;</li><li>• Experience in developing corporate infrastructure to deliver strategic and operational requirements, with clear measures of success;</li><li>• Experience in analysing complex data sets and disseminating the results in a suitable format for all levels of expertise;</li><li>• Experience of preparation and presentation of key reports to a Board level audience;</li><li>• Experience supporting the creation of Annual Business Plans, budgets and reports;</li></ul>
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## JOB DESCRIPTION

<b>Job Title</b>	Head of Estate, Operations and Support
<b>Reporting to</b>	Chief Executive Officer – Office of the Police and Crime Commissioner (line management)
<b>Direct Reports</b>	Estate Manager / Programme Delivery lead Senior Project Manager
<b>Indirect Reports/Advisory Support</b>	Property Marketing and Disposals consultancy team (Lambert Smith Hampton) Rating Advice Consultancy team (Cushman & Wakefield) Estate portfolio advice and support (Hampshire County Council) Estate legal services (Hampshire Legal Services) Hard and Soft Facilities Management service delivery (Hampshire County Council (HCC)) Corporate Health and Safety Advisor (Hampshire Constabulary) Procurement (Hampshire County Council) Risk and Resilience Advisor (Hampshire Constabulary)
<b>Relationships</b>	Police and Crime Commissioner Chief Constable/Deputy Chief Constable Constabulary Senior Leaders Group OPCC CFO OPCC Senior Leadership Team OPCC Communications and Engagement team OPCC Project Management Office National Police Estate Group Chief Executives and Property Directors in partner bodies
<b>Job Purpose</b>	To provide leadership and strategic direction to ensure the delivery to completion of the current Estate Change Programme, the establishment of a service delivery model for ongoing management of the existing police estate, and the development of future estate strategies for police estate that has not yet been addressed.  To provide strategic direction for functions provided in partnership that support the organisation, including procurement, health and safety, wellbeing/occupational health and business continuity.
<b>Context</b>	The Head of Estate, Operations and Support enables the Commissioner to develop and deliver property solutions for policing that are fit for purpose and which contribute to a positive balance of investment between front-line policing and support functions. The post holder is responsible for the efficient delivery of partner services/functions that contribute to the success of this, but also contributes to the delivery of all

	<p>other aspects of the Police and Crime Plan.</p> <p>The position is part of the OPCC Senior Leadership Team.</p>
<b>Key Responsibilities</b>	
<p><b>Estate Strategy Development and Management</b></p> <hr/> <p><b>Programme Management and delivery</b></p> <hr/> <p><b>Partnership services</b></p>	<p><b>Strategy for ECP Delivery</b>  Monitor and ensure the delivery of the current Estate Change Programme (ECP), continually review the commercial viability of the ECP, develop and agree variations to the ECP that may be required as a result of changing financial and operational need.</p> <p>Advise the Commissioner, CEO and CFO and the Estate Board on the strategy and implementation plan and any changes required to the ECP.</p> <p><b>Estate Management Strategy</b>  Work with advisers from HCC to strategically manage the leasehold estate to ensure continued cost effective estate solutions to meet evolving police needs over time and protect security of tenure.</p> <p>Develop and manage strategies for leasehold estate management and Hard and Soft FM service delivery.</p> <p><b>New Strategy Development</b>  Work with senior leaders within the OPCC and Hampshire Constabulary (HC) to develop short, medium and long term estate solutions for those sites that currently do not form part of the scope of ECP.</p> <hr/> <p>Provide leadership for the programme management of estate-related projects, including the management of costs, risks and benefits. Ensure, advising the CEO and Programme Board as necessary, that strict change control mechanisms are applied to avoid requirement and cost-creep and to ensure the delivery of operational benefits from the estate work.</p> <hr/> <p>Commission and provide ongoing contract management for partnership services that support all business areas of the OPCC, including but not limited to:</p> <ul style="list-style-type: none"> <li>- Health and Safety</li> <li>- Procurement</li> <li>- Wellbeing/Occupational Health</li> <li>- ICT scrutiny</li> </ul> <p>As a member of the Senior Management team to ensure compliance with and hold both individual and collective responsibility for GDPR and other relevant legislation such as health and safety and employment law within the department.</p>

<b>Key Skills and Experiences Required</b>	<ul style="list-style-type: none"><li>• Educated to degree level or equivalent professional qualification.</li><li>• Significant experience in estate strategy development and programme delivery. Significant proven experience in devising and delivering change and/or infrastructure programmes to time, cost, quality with full delivery of SRO benefits.</li></ul>
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	<ul style="list-style-type: none"> <li>• Substantial experience of running major programmes/projects which could be transformational change programmes or major delivery programmes</li> <li>• Proven Programme management skills based on Agile Gateway and Prince 2 principles.</li> <li>• Significant experience in a leadership role within a private or public sector organisation with a substantial resources impact.</li> <li>• Experience and proven effective delivery in the implementation of change and the leadership and advocacy of business improvement and management.</li> <li>• Excellent leadership skills and behaviours demonstrating a drive and ambition for service delivery and improvement.</li> <li>• High quality communication and presentation ability.</li> <li>• Very effective negotiation and interpersonal skills that give confidence and trust at the highest level amongst customers.</li> <li>• Demonstration of initiative, innovation and creation of business focused solutions.</li> <li>• Relevant and strong understanding of issues impacting on estate and property development, acquisition and maintenance</li> <li>• Sound judgment and a clear understanding of the consumer, business and crime prevention environments.</li> <li>• Proven stakeholder management skills to deliver shared solutions providing benefits to all partners</li> <li>• Good commercial understanding and financial acumen to deliver major projects to time, cost, quality.</li> <li>• Change leadership skills to deliver high-performing teams during periods of change and operational delivery.</li> <li>• Experience of preparation and presentation of key reports to Board level audience.</li> </ul>
<p><b>Desirable skills</b></p>	<p>Experience in Land &amp; Property/Infrastructure more generally is desirable coupled with a proven ability to understand and translate technical requirements into strategy and delivery plans.</p> <p>Knowledge of police organisation and structure or other public service organisations.</p> <p>Production of Annual Business Plans, budgets and reports.</p>

	Experience of organisational design and development.
<b>Personal Competencies</b>	<ul style="list-style-type: none"> <li>• <b>Decision making</b> - Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider implications of different options, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.</li> <li>• <b>Leadership - Leading change</b> - Establishes a clear future picture and direction for the team, focused on delivering the Commissioner's vision. Identifies and implements change needed, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Thinks in the long-term, identifying better ways to deliver value for money services and encourages creativity and innovation within the operating unit.</li> <li>• <b>Leadership - Leading people</b> - Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively and creates enthusiasm and commitment by recognising good performance, and giving genuine praise. Promotes learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invests time in coaching and mentoring staff.</li> <li>• <b>Leadership - Managing performance</b> - Creates a clear plan to deliver agreed performance in line with the Police and Crime Plan's priorities. Agrees demanding but achievable objectives and priorities for themselves and the team, and assigns resources to deliver them as effectively as possible. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Highlights good practice and uses it to address underperformance. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery.</li> <li>• <b>Professionalism</b> - Acts with integrity, delivering on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility within the team. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions. Demonstrates courage and resilience in difficult situations, defusing conflict and remaining calm and professional under pressure.</li> <li>• <b>Collaborative Working</b> - Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes</li> </ul>

	<p>work effectively. Consults widely and involves people in decision-making, speaking to people in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions.</p>
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## Job Summary

**Job Title:** Head of Performance and Information  
**Department:** Office of the Police and Crime Commissioner  
**Grade:** I

### Job Purpose:

To be the OPCC strategic lead on Hampshire Constabulary Performance evaluation and analysis management, ensuring detailed scrutiny and analysis of both the Force’s and stakeholder performance indicators. Commissioning specific research on key Criminal Justice Unit indicators and providing strategic advice to the Commissioner in order to hold the Chief Constable to account and ensuring all interventions are fully aligned to the Police and Crime Plan priorities, and adhere to all ethical, statutory and Government standards.

### Main Responsibilities:

<b>Performance against Police and Crime Plan Priorities</b>	<p>To ensure the Police Control Strategy and Strategic Assessment reflect the priorities of the Commissioner as well as national and local priorities, providing advice, influence and challenge to ensure the Force’s view of strategic assessment is informed by the OPCC;</p> <p>To create, implement and oversee an integrated ‘Performance Plan for both the Force and the OPCC, with formal quarterly and annual reviews, directly linked but independent from the Force’s own planning cycle;</p> <p>To lead on Stakeholder accessible performance reporting mechanisms, including exception reporting, risk management and monitoring effectiveness of subsequent tasks and actions to ensure transparency and continuous engagement with key stakeholders;</p> <p>To continually assess the effective influence of the Police and Crime Plan on Criminal Justice and Community Safety Partnership priorities, influencing partner agencies to create/amend accountability frameworks to create a cohesive link into the Police and Crime Plan.</p>
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<p><b>Performance Accountability Framework</b></p>	<p>Develop a shared reporting and scrutiny framework for the Force and OPCC, drawing on both quantitative and qualitative data from within the Force and drawing on data from partner organisations, ensuring triangulation of information to ensure objective reporting;</p> <p>To provide regular performance briefings for the Commissioner and Chief Executive via exception reporting with high level summary to support bi-laterals with the Chief Constable, including personal briefings, contextual analysis and quality assurance on the Force's own data production;</p> <p>To be the lead HMIC contact for the OPCC, attending preparation meetings for HMIC inspection, reporting and advising the Commissioner on holding the Chief Constable to account for responses and action plans arising from inspections;</p> <p>To be the lead LCJB contact for the OPCC, providing briefings to the PCC on issues by exception and to assess risk of adverse reaction, supporting the Commissioner when attending LCJB meetings;</p> <p>To influence the Force's research analysis to develop particular lines of enquiry not seen as core to the Force, providing clear milestones, outcomes and measurement of success.</p>
<p><b>Public Scrutiny Framework</b></p>	<p>To design, implement and manage a Public Scrutiny Framework (PSF) model to support the Commissioner holding the Chief Constable to account against the priorities, as set out in the Police and Crime Plan, to ensure good stewardship of policing beyond the Commissioner's tenure, identifying relevant partner organisations to provide intelligent thinking around the impact of policing interventions, highlighting local views, concerns and best practice;</p> <p>As part of the PSF, to provide research analysis and performance management service and advice to the Commissioner, developing pilots on wider Criminal Justice issues Scanning at strategic level;</p> <p>Through continuous networking at national and force level, feed into the PSF and Commissioner Briefings, emerging trends or issues which may impact on the Police and Crime Plan priorities and the Force's performance;</p> <p>To provide expert advice on the impact of, and performance against policing targets, including the social impact of CSPs and Value for Money.</p>



<b>National and Local Policy</b>	<p>To ensure understanding of non PCC targets and legislation related to policing, such (as the strategic policing requirement and HMIC reports and assessments, ensuring all political and social influencers are monitored and regularly reviewed;</p> <p>To maintain a forward look on policy development of lobbying individuals/bodies, their current thinking and impact on legislative bodies and other PCCs' strategic policy formation, identifying added value for potential localised interventions relevant to the Police and Crime Plan;</p> <p>To identify relevant partner organisations and provide intelligent thinking around the impact of policy design and interventions, highlighting local views, concerns and good practice whilst keeping the Police and Crime Plan at the heart of policy advice, planning and implementation;</p> <p>To advise and influence the OPCC Engagement Strategy, ensuring the measures of success are at the heart of all policy design, building relationships with key stakeholders and providing the Commissioner with direct lines into local and national 'decision makers'.</p>
<b>Leadership and Management</b>	<p>To lead and manage the members of the Policy and Performance Team, so that team and individual performance objectives are achieved.</p> <p>As a member of the Senior Management Team, contribute to team discussion and share collective responsibility for decision making.</p> <p>Through personal conduct, attitude and behaviour, promote the values of the OPCC Charter at all times.</p> <p>As a member of the Senior Management team to ensure compliance with and hold both individual and collective responsibility for GDPR and other relevant legislation such as health and safety and employment law within the department.</p>

### **Key Decision Making Areas in the Role**

Lead on development of the OPCC's performance monitoring strategy and framework to include effective oversight of policing delivery and partners' delivery against the Police and Crime Plan;

Lead negotiations and influencing with partners of any required new performance measures;

Develop and implement the Commissioner’s oversight and scrutiny process for effectively holding the Chief Constable to account for efficient and effective policing across Hampshire and the Isle of Wight;

Contribute to development of effective performance and reporting arrangements for collaborations.

## Person Specification

<p><b>Essential Qualifications</b></p>	<p>Educated to degree level/Graduate calibre.</p>
<p><b>Essential Knowledge, Skills and Experience</b></p>	<p>Significant experience in leading Performance Management and Quality Assurance functions with significant proven practical experience in conducting, managing and leading social research (qualitative and quantitative methods);</p> <p>Experience in developing bespoke Performance Framework models, with clear measures of success and in implementing these effectively;</p> <p>Experience in analysing complex data sets and disseminating the results in a suitable format for all levels of expertise;</p> <p>Experience of preparation and presentation of key reports to Board level audience;</p> <p>Proven stakeholder engagement and relationship building experience;</p> <p>Proven management experience of Performance, Scrutiny and Research teams;</p> <p>Knowledge of police organisation and structure or other public service organisations;</p> <p>Production of Annual Business Plans, budgets and reports;</p> <p>Experience of organisational design and development;</p> <p>Excellent written and oral communication skills;</p> <p>Proven ability to command the respect of peers and stakeholders;</p> <p>Experience of operating within a political environment;</p> <p>Understanding of the concept of leadership and management, and proven ability to apply this in practice;</p>

	Ability to manage projects effectively to deliver outcomes on time and within budget.
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### **Working Conditions**

Manual Handling: Objects up to 5 kg on a less than daily basis.

Display Screen Equipment: Desktop PC.

This role requires travel in and outside of Hampshire, though generally within the working day

The information contained in this document is meant for the purpose of recruitment and selection only. A copy of the formal Role Profile that has been used to evaluate the pay and grade information for this post using the Hay Evaluation Tool is available on request from the HR Resourcing Centre.



## ROLE PROFILE FORM

**Data Protection Act 2018. The information you provide on this form is to enable Hampshire County Council to evaluate the role. The information may also be used, in full or part, to support other processes such as performance development review, induction, recruitment and training and development. The information will be stored electronically and in hard copy format and made available to only to Hampshire County Council staff and trade union representatives involved in these processes. Any data required for statistical/research purposes will be depersonalised.**

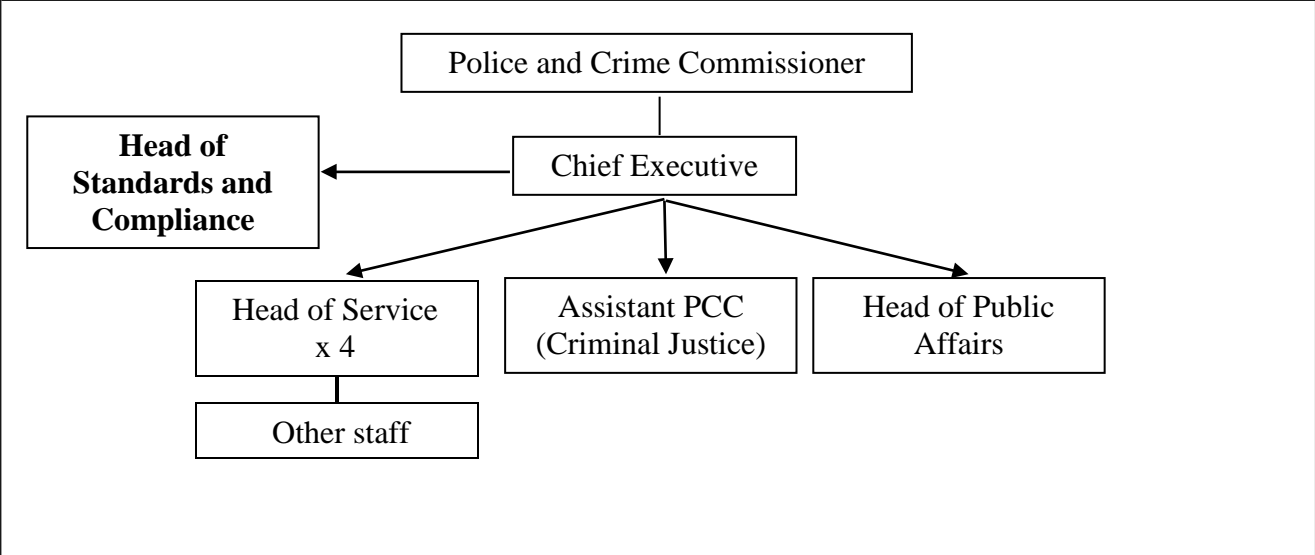
**(See Guidance Notes)**

	<b>ROLE PROFILE FORM Reference Number.</b>	
<b>1</b>	<b>DEPARTMENT</b>	Standards and Compliance
<b>2</b>	<b>SECTION</b>	Standards and Compliance
<b>3</b>	<b>GROUP SPECIALISM</b>	
<b>4</b>	<b>ROLE TITLE IN FULL</b>	Head of Standards and Compliance
<b>5</b>	<b>SAP ROLE TILE (No greater than 40 characters long)</b>	Head of Standards and Compliance
<b>6</b>	<b>STATUS OF ROLE PROFILE (i.e. New; revision; generic; challenge; deleted)</b>	New
<b>6a</b>	<b>Date of change in status / effective date</b>	
<b>7</b>	<b>ROLE REPORTS TO (Supervisor/manager's role title)</b>	Chief Executive

<b>8</b>	<b>ROLE PURPOSE (Why the role exists)</b>
<p>To fulfil the statutory function of Independent Appeals Officer as defined within the statutory legislation for police complaints (when enacted).</p> <p>To fulfil the statutory function of Data Protection Officer as defined in the Data Protection Act 2018, General Data Protection Regulations and other associated legislation.</p> <p>To perform the functions of the Appropriate Authority/Local Policing Body in the police complaints system.</p> <p>To support the Police and Crime Commissioner and Chief Executive to meet their statutory obligations in all areas.</p>	

**9. ORGANISATION STRUCTURE**

Please insert or attach a structure chart which clearly sets out the title of the role its peers, subordinates & superiors together with the numbers in role, reference numbers & grades of the role profiles shown. **To draw, hold cursor over word toolbar 'diagram icon' & select 'organisation chart'.**



## 10. Accountabilities

**Accountability statements are the key functions of the role which in combination make up the main purpose. They combine the task with a resource and a clear outcome.** Typical examples include Resource management, Finance, Systems, Supervision, Professional direction, Policy, Administration etc.

- **Management of the police appeals process**

The Head of Standards and Compliance will act as the Independent Appeals Officer following the implementation of the police complaints reform. This will involve conducting reviews of complaints initially considered by Hampshire Constabulary and determining if the original complaint was handled in a reasonable and proportionate way. This is a function that will transfer from Hampshire Constabulary, currently performed by someone of Chief Inspector rank.

- **Oversight of the police complaints system**

The Head of Standards and Compliance will be responsible for designing and implementing a programme of oversight of the police complaints system, developing a range of approaches to ensure a high quality of service is given to complainants, and any emerging trends in misconduct are identified. The post holder will prepare regular reports for the PCC, looking at the numbers, types and outcomes of complaints to inform practice and development within the police service.

- **PCC responsibilities in police complaints system**

The Head of Standards and Compliance will carry out the Appropriate Authority functions in respect of complaints against the Chief Constable. The post holder will also appoint and support Legally Qualified Chairs and independent members for police misconduct hearings and police appeal tribunals as required.

- **Information Management**

The Head of Standards and Compliance will act as the Data Protection Officer, a statutory function under the General Data Protection Regulations. They will provide advice and guidance to all levels of the organisation on how to adhere to the Data Protection Act and GDPR, monitor and report on compliance within the organisation and act as the contact point for the Information Commissioner's Office on issues relating to the processing of personal data. The Head of Standards and Compliance will also be responsible for ensuring the organisation's compliance with the Freedom of Information Act and other legislation governing the publication of information.

- **OPCC support services**

The Head of Standards and Compliance will be responsible for commissioning the provision of a full legal service for all work undertaken on behalf of the OPCC, including legal advice to the PCC and Chief Executive, and the procurement and management of external independent legal services as necessary and appropriate, to ensure the legal aspects of the decision making of the PCC are properly informed and protected. They will also be responsible for the ongoing management of other support services delivered through the Shared Service Partnership.

- **Management and oversight of members of staff**

The Head of Standards and Compliance will be responsible for the direct line management of staff within this business area. They will inspire people to meet challenging organisational goals. They will give direction and state expectations clearly. They will promote learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invest time in coaching and mentoring staff.

As a member of the Senior Management team to ensure compliance with and hold both individual and collective responsibility for GDPR and other relevant legislation such as health and safety and employment law within the department.

- **Organisational policies and procedures**

The Head of Standards and Compliance will be responsible for ensuring the organisation maintains a full suite of policies and business procedures that are appropriate to the business. They will be responsible for ensuring policies are created and updated in line with legislative changes, and for the organisation adhering to the practices set out within it.

#### **11. Key Decision Making Areas in the Role (please provide 3 or 4 examples of typical decisions encountered)**

Making determinations on appeals against the outcome of complaints against Hampshire Constabulary officers and staff (weekly), including recommendations on how to resolve complaints.

Making determinations on complaints made against the Chief Constable (monthly).

Appointment of appropriate people to sit on police misconduct hearings and police appeal tribunals.

Decide when to escalate data breach incidents to the Information Commissioner's Office.

#### **12. Role Dimensions – financial (e.g. annual revenue budgets) and non-financial units (e.g. workload, customers/staff)**

(See important guidance notes on financial relationships – non recurring budgets e.g. capital sums should be clearly indicated as such)

Managing 1 compliance officer

Managing legal services contract worth c£80,000 annually.

Managing HR services contract, including operations, recruitment and occupational health.

Managing Shared Services Partnership interface

Management of the police complaints appeals function, with the possible loss of public confidence in the police complaints system and the wider police service if not managed efficiently.

Management of the data protection function, with the possible loss of reputation for the PCC and financial penalty from the ICO if data mishandled.

### **13. Main Contacts – external/internal customer contacts and purpose**

#### **Internal**

Police and Crime Commissioner – weekly reporting of complaints and data protection matters.

Chief Executive – weekly reporting of complaints and data protection matters.

Senior Management Team – weekly updates of data protection matters, support and advice during implementation of new projects.

Other staff – advice and support on data protection matters, training and development sessions.

Team members – direct and indirect line management.

#### **External**

Chief Constable of Hampshire Constabulary – monthly updates on complaint matters against her.

Head of Professional Standards at Hampshire Constabulary – monthly oversight of police complaints system.

Hampshire Constabulary Professional Standards Department – weekly engagement to ensure smooth management of appeals function.

Independent Office for Police Conduct – monthly reporting of complaints data.

Regional PCC offices – to facilitate regional management of police misconduct hearing panel members.

Information Commissioner's Office – ad hoc reporting.

Hampshire County Council – monthly updates on performance of Shared Service Partnership functions.

Hampshire Legal Services – monthly updates on performance of legal services function and ongoing matters.

### **14. Working Conditions – Please state the nature of the typical working conditions, i.e. the environmental and physical factors involving physical effort or strain. Please state the frequency of occurrence .e.g. infrequent, occasional, frequent or continuous**

Regular written contact with verbally aggressive complainants. Possible telephone and face-to-face contact with aggressive complainants.

## **15. Role requirements for operational effectiveness.**

Please state the essential skills, qualifications and types of experience which are required for operationally effective service delivery. Additional and desirable, attributes or qualifications, e.g. a degree or membership of a professional body should only be included, where the employing department believes that the role cannot be effectively performed without it.

Educated to QCF Level 6/degree level, or relevant professional work experience deemed to have brought the post holder to a comparable level.

Professional knowledge of the Data Protection Act 2018, GDPR, and privacy legislation.

Professional knowledge of the police complaints system and the role of the PCC within it.

Professional knowledge and understanding of legislation relevant to the role of the PCC and the governance of the police service.

Possess highly effective interpersonal, analytical skills and communication skills, both verbal and written, and has the ability to influence senior management.

To demonstrate ability to present reports recommending improvements in processes and data recording to comply with national and local requirements to senior staff reducing the business risk.

Experience of training delivery and presentations.

Ability to build constructive relationships with staff at all levels of the organisation and external agencies.

Political awareness and ability to anticipate potential stakeholder/political response in discharging the responsibilities of the post.

## **16. Context/Additional Information**

Both the Independent Appeals Officer and the Data Protection Officer functions have yet to be articulated within a single document produced by a governing or oversight body. The exact duties of these positions are therefore subject to change in line with any such documents that are issued.

Existing legislation dictates that the Independent Appeals Officer should be of Chief Inspector rank or police staff equivalent. It is unknown at this time whether this requirement will remain when the legislation is enacted. The equivalent grade in the OPCC salary structure is Grade H/I.

## Office of the Police and Crime Commissioner for Hampshire

### JOB DESCRIPTION

<b>Job Title</b>	Head of Strategic Commissioning
<b>Reporting to</b>	Chief Executive – Office of the Police and Crime Commissioner for Hampshire
<b>Direct Reports (tbc)</b>	Commissioning team
<b>Relationships</b>	Police and Crime Commissioner for Hampshire Chief Constable and senior leaders OPCC Leadership Group Health, local government and other key commissioning partners CSPs/third sector
<b>Job Purpose</b>	<p>This role leads the commissioning function within the OPCC to support the delivery of the Commissioner’s vision and Police and Crime Plan priorities.</p> <p>This role will lead and develop consistent and outcome focused commissioning across the Hampshire and Isle of Wight area, involving other organisational departments and stakeholders and procuring external resources in an open and transparent manner.</p>
<b>Context</b>	<p>The Head of Strategic Commissioning will develop a comprehensive understanding of local needs and aspirations, and develop strategic interventions to respond to those needs and aspirations of stakeholders whilst holding the priorities in the Police and Crime Plan at the core.</p> <p>Close working across the Constabulary and other stakeholders will be essential in strategic direction setting for commissioning functions and the Head of Strategic Commissioning will lead on the implementation of these strategies.</p>
<b>Key Responsibilities</b>	
Strategic Commissioning	To lead the development of commissioning strategies and plans with stakeholder groups, participating in the ongoing analysis of their implementation and retaining focus on priorities set out in the Police and Crime Plan;





<p><b>non-financial units (e.g. workload, customers/staff)</b></p>	<p>nationally;</p> <p>Strategic engagement with other commissioning bodies;</p> <p>Direct management of a £160k grant budget;</p> <p>Direct management of a £2m commissioning fund.</p> <p>As a member of the Senior Management team to ensure compliance with and hold both individual and collective responsibility for GDPR and other relevant legislation such as health and safety and employment law within the department.</p>
<p><b>Role requirements for operational effectiveness</b></p>	<p>Qualified to degree level or equivalent with a relevant management or professional qualification and membership of a relevant professional body;</p> <p>Extensive experience and successful track record of strong senior management in local government, health and/or other large and complex organisation;</p> <p>Extensive experience of effectively managing and delivering a range of key services within budget in a technical, commercial or business environment;</p> <p>Extensive experience and successful track record of achieving solutions through effective commissioning strategies;</p> <p>Extensive experience of managing and delivering services within a highly political environment;</p> <p>Clear evidence of strong positive relationships across partner and other external organisations, leading to measurable impact across the organisation's business;</p> <p>Significant understanding of criminal justice or health environments.</p>