

Appendix B

ROLE PROFILE

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| Job Title | Chief of Staff |
| Job Grade | SPOT salary |
| Reporting to | Police and Crime Commissioner |
| Direct Reports | Head of Business Head of Criminal Justice, Commissioning and Partnerships Executive Assistant to the Senior Leadership Team |
| Relationships | Police and Crime Commissioner Deputy Police and Crime Commissioner Joint Chief Finance Officer Senior Leadership Team Hampshire and Isle of Wight Constabulary, including Chief Officer Group, the Force Executive and, especially, the Deputy Chief Constable Police and Crime Panel Senior officers and officials in local government and partner organisations |
| Job Purpose | The overall purpose of the role is to provide organisational leadership within the Office of the Police and Crime Commissioner (OPCC). The post-holder is responsible for ensuring efficient and effective delivery of statutory functions and the agreed priorities of the Commissioner, as well as ensuring appropriate oversight and scrutiny of the Constabulary's activities. Carrying out the powers and duties established within the enabling 2011 Act, the post-holder also provides the statutory Monitoring Officer function pursuant to the Local Government and Housing Act 1989 (as amended). |
| Context | The post-holder is the senior leader responsible for ensuring organisational structure, resource and focus align with the Commissioner's statutory powers and priorities. |

Key Responsibilities

Leadership and senior accountable officer

- In support of the Commissioner, to coordinate office activities to develop a Police and Crime Plan, also ensuring alignment between the OPCC and Constabulary performance frameworks to allow effective 'holding to account'
- To act as the Commissioner's lead advisor on policy, strategy and delivery
- To carry out the duties and responsibilities of head of staff, ensuring staff objectives are focused on the Police and Crime Plan and relevant statutory provisions
- To build and maintain strong and effective collaborative partnership working with local partners and other relevant organisations
- To support the Commissioner and Joint Chief Finance Officer with budget and precept setting
- To lead the continuous development and delivery of the OPCC team to ensure people and activities remain current, focused and able to deliver
- To discharge the duties of Monitoring Officer in a manner that promotes organisational values, ethical standards and legal requirements, including drawing the Commissioner's attention any actual or possible contravention of law or code of practice, maladministration or injustice; ensuring the setting and maintenance of high standards of conduct in accordance with the Nolan Principles and the APCC's *PCC Ethical Good Practice Framework*; and balancing the responsibilities of Chief of staff with those of Monitoring Officer.

Strategy and resource planning

- In conjunction with the Joint Chief Finance Office, to lead the OPCC in the areas of governance, business and information management, risk and mitigation, human resources and people development
- Specifically in relation to risk management, and as delegated by the Commissioner, to fulfil responsibility for active oversight of all organisational risks, championing risk culture and management processes, and working collaboratively with Hampshire & Isle of Wight Constabulary to promote understanding and management of shared risks
- To ensure the OPCC has lead officers in place to support effective partnership working, including community safety partnerships and criminal justice
- To develop formal strategy on behalf of the Commissioner for Communications & Engagement, Criminal Justice, Estates & Facilities Management, and Commissioning & Grants

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| <p>Partnerships, commissioning and service delivery</p> | <ul style="list-style-type: none"> • To ensure effective arrangements are in place to oversee and scrutinise force performance, as well as supporting continuous improvement in the OPCC • To prepare the OPCC for inspection by relevant audit bodies • In consultation with the Commissioner, to develop the short, medium and long-term preparedness of the OPCC • To support the Commissioner in maintaining and developing effective working relationships with stakeholders, including the Police and Crime Panel and key strategic partners |
| <p>Engagement and information</p> | <ul style="list-style-type: none"> • To ensure effective and efficient engagement with internal and external partners and stakeholders in relation to commissioning and service delivery at local, regional and national level • To assist the Commissioner, as required, with appropriate contributions to national issues relating to policing and reducing crime • To represent the Commissioner at relevant meetings at local, regional and national levels, ensuring the voice of the OPCC is heard at an appropriately senior level. |
| <p>Oversight, complaints and panels</p> | <ul style="list-style-type: none"> • To undertake regular strategic needs assessments to ensure the OPCC continues to develop its services in support of the Commissioner's statutory and office responsibilities, as well as working to toward existing or adjusted priorities and budgetary provision • To ensure appropriate communication and engagement strategies are developed and delivered relative to key initiatives, achievements and confidence issues, as well as discharging statutory consultation requirements and otherwise obtaining feedback from communities • To assist the Commissioner in developing and maintaining effective strategic partnerships with relevant public, private sector and voluntary organisations • To assist the Commissioner in developing and implementing effective two-way engagement with wide sections of the community • To ensure the OPCC operates in a transparent manner that is also compliant with legislation and good practice. |

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| <p>Other statutory responsibilities</p> | <p>audit, along with other aspects of internal control or external inspection</p> <ul style="list-style-type: none"> • To develop effective working relationships with the Joint Audit Committee, ensuring reports, updates and improvements are made in a timely manner • To ensure statutory compliance and effective and efficient management of complaints systems, taking ownership of responses and lessons learned, as required • To establish and maintain effective independent scrutiny panels as agreed with the Commissioner • To ensure organisational policies and procedures are maintained, and that all staff act in accordance with those provisions. <ul style="list-style-type: none"> • To provide appropriate advice to the Commissioner on discharging statutory powers, duties and responsibilities, being cognisant of liabilities and other policy considerations • To discharge the duties of Monitoring Officer, as defined by legislation, to enable and assist the Commissioner and the OPCC to fulfil their functions effectively, efficiently and lawfully • To coordinate production and publication of an annual report, setting out delivery against the Police and Crime Plan, as well as compliance with statutory functions • To support and advise the Commissioner on the appointment of the Chief Constable, as well as all statutory matters relating to the Chief Constable's performance • To ensure an efficient and effective Independent Custody Visitors Scheme • To ensure OPCC safeguarding policy and related procedures are implemented, monitored and consistently reviewed • In conjunction with the Joint Chief Finance Officer, to ensure compliance with standing orders and propriety in the conduct of the Commissioner's office, including making proper arrangements for tendering and contracts • To ensure the OPCC meets its duties and responsibilities in relation to the Equalities Act 2010. |
| <p>Key decision making areas</p> | <p>Manage the effectiveness of all the areas under the post-holder's control, including through clear leadership and performance management</p> <p>Make decisions in-line with the agreed Scheme of Delegation and Consent</p> |



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| | <p>Set the general direction for the OPCC in-line with the Commissioner’s priorities, ensuring focus and developing organisational policy, as required</p> <p>Take an overview of crime, policing and partnerships, seeking out areas of interest to and/or for development by the Commissioner.</p> |
| <p>Role dimensions – financial and non-financial</p> | <p>Financial The post-holder has financial autonomy over day-to-day office expenses and budgets in-line with the agreed Scheme of Delegation and Consent, and will enter into contracts as required and approved by the Commissioner</p> <p>Non-financial The post-holder has diverse and significant responsibilities, and will manage office activities and ensure statutory compliance in all office functions; specialising in relationship management, the post-holder will also provide innovative and forward-thinking direction commensurate with the Commissioner’s priorities and responsibilities.</p> |
| <p>Role requirements for operational effectiveness</p> | <p>The post-holder will be required to display evidence of the following:</p> <p>Extensive experience of working in strategy development</p> <p>Substantial experience in people management, including effective people development and business management skills</p> <p>Significant experience in change, performance management, risk management and governance, as well as an aptitude for learning and developing specialist knowledge in other areas</p> <p>Competency of operating in the public sector (essential) and a political environment (desirable)</p> <p>Commitment to collaborative and partnership working</p> <p>Commitment to change, continuous improvement, service delivery and innovation</p> <p>Excellent interpersonal and communication skills, written and spoken</p> |

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| | <p>Highly self-motivated with the ability to inspire others</p> <p>A strong commitment to team working and avoiding silo working</p> <p>Proactive with the ability to think creatively</p> <p>Extensive experience of writing reports for internal and external use</p> <p>Superior time management skills and the ability to manage multiple tasks and deadlines simultaneously</p> <p>Resourceful and able to take the initiative with minimal direction</p> <p>The following are also desirable:</p> <p>Educated to degree level, or substantial comparative workplace experience</p> <p>Additional management or professional qualifications, or evidence of other continuing professional development</p> <p>Good working knowledge of Microsoft Office and other relevant IT systems.</p> |
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Working Conditions

On occasion, there will be a need to work in the evening or at weekends, but this can be taken as 'time off in lieu' at a later date or in-line with other agreed policies.

The post-holder will operate in accordance with their agreed terms and conditions, as well as comply with and role model organisational policies and procedures.