

ROLE PROFILE

Job Title:	Head of Policing and Crime	Job Code:	SCP/P1
Department:	Strategy, Communications and Policing	Version:	1.0
Reports To:	Director of Strategy, Communications & Policing	Date Created:	October 2021
No. of direct reports:	5	Member of:	Strategy, Communications & Policing Management Team
No of employees in function:	Circa 25	Grade:	P
		Budget:	circa. £15m

Is this a politically restricted Post?	Yes/No	(*if yes, see our policy on what this means)
Is this a vetted post?	Yes/No	NPPV Level 2

ORGANISATIONAL CONTEXT



Job Overview:

- To lead and manage a multi-disciplinary team, providing strategic and operational direction and advice to enable the Mayor and Deputy Mayor for Policing and Crime to fulfil their statutory duties including developing and delivering their Police and Crime Plan.
- To have strategic oversight of development and management of planning, policy, delivery, commissioning, governance, accountability and decision-making processes, enabling the Mayor and Deputy Mayor for Policing and Crime to deliver their roles and responsibilities effectively and efficiently in accordance with the requirements of the relevant legislation.
- To enable the Mayor and DMPC to hold the Chief Constable to account, establishing and developing strong accountability and oversight arrangements, including of ethical policing and integrity.
- To build and sustain key strategic partnerships with West Yorkshire Police and other partners locally, regionally and nationally, in order to support the Mayor and Deputy Mayor to deliver their objectives and statutory responsibilities, including the Police and Crime Panel.
- To demonstrably show commitment to the advancement of equality, diversity and inclusion within policing and communities in West Yorkshire.

- © Shape and deliver the objectives of your function to support the Mayor, Deputy Mayor for Policing and West Yorkshire Combined Authority in achieving their vision.
- © Take a pro-active corporate role in the leadership of the organisation, including participation and delivery of the Senior Management Team (SMT) objectives.

- © Responsible for providing strategic direction for corporate processes and ensuring that these are delivered at all times.
- © Be a visible and ardent leader, promoting partnership working across the organisation. Influence, develop and motivate your team, taking a positive approach to their development.

CRITICAL SUCCESS FACTORS

*We break each job down to explain the critical areas for success, ranked by importance.
These indicate the end result or outputs for which the role holder is responsible.*

People Management:

- Lead, manage and develop the Policing and Crime Service to provide effective support to the Mayor and Deputy Mayor in the delivery of their functions.
- Develop and maintain a positive, supportive and constructive working culture across the function in which colleagues embrace the potential of the Mayoral model in relation to policing and crime.
- Empower staff to contribute to new and improved ways of working for their teams, service, and organisation, and encourage a positive culture of continuous improvement.
- Adhere to all necessary arrangements and processes for the successful management of Policing and Crime managers, their direct reports and functions, including establishing clear lines of communication, performance management, accountability, and planning.
- Lead by example and behave in line with the organisation's values, ensuring that these values and behavioural expectations are demonstrated by managers and staff in their decision making and actions, and they are reinforced through actions.

- © Champion partnership working across the organisation. Integrate the work of the function to the wider organisation and support the leadership team in the achievement of the Combined Authority's vision.
- © Provide clear direction to your team in both the short and long term including developing, motivating, rewarding and strategic succession planning.
- © Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of results.
- © Create the right working environment for your team, with a solid ethic of working towards achievement of our vision, utilising the Combined Authority's policies and procedures.
- © Take a proactive approach to management of change and building the skills, capacity and capability of the team
- © Be a visible senior manager across the Combined Authority, contributing to the corporate leadership of the Directorate and wider organisation

Technical Duties:

- Oversee the continual development of all relevant Mayoral strategies and plans in relation to Policing and Crime.
- Oversee the development and implementation of policy and strategy related to the Mayor's manifesto pledges.
- Develop and oversee policing and crime strategic risks, and ensure arrangements are in place to manage them appropriately
- Oversee the development of effective public engagement to assist the Mayor and DMPC statutory duties.
- Oversee the research, evaluation, analysis, and investigation of policy issues to support the Mayor and Deputy Mayor to deliver their objectives
- Represent and champion the interests and priorities of the Mayor, Deputy Mayor and the Combined Authority in external forums.

- To steer and oversee the preparation of high-quality briefing material, speeches etc for a wide range of senior and influential audiences, to assist the Mayor and Deputy Mayor for Policing and Crime in their attendance at all Panels, Committees, Scrutiny and Advisory Boards.
- Manage arrangements for the appointment of the Chief Constable, including terms and conditions and matters relating to complaints and discipline.
- Approve any requests for financial assistance to police officers and police civilian staff involved in legal proceedings or inquests.
- Oversee the workings of the complaints system and the mayor's responsibilities for police complaints as set out in the Policing and Crime Act 2017.
- Oversee the arrangements for Independent Custody Visiting Services within West Yorkshire.

- © Typically works on horizons of three years, in line with the objectives set in the business plan and oversee longer term planning and strategy development.
- © Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.
- © Drive a risk management culture, ensuring risks are reported, managed and escalated in line with the organisation's Risk Management Strategy, working with WY Police's risk manager

Financial:

- Ensure that financial monitoring processes are robust, transparent, and compliant with the CA CA's financial regulations, and that all team members involved in the processes are provided with ongoing professional development.
- As a Head of Service, be responsible for business planning and budget control for your area of the business, including input to the overall budgeting process for WY Police.

- © Budget Controller, ensuring compliance with the Corporate Standing Orders and the Financial Regulations.
- © Deliver financial results against corporate Key Performance Indicators.
- © Analyse and appraise financial related information and be accountable for the service meeting all financial process requirements

Impact & Influence:

- Develop strong, effective, and influential working relationships with partners and stakeholders including West Yorkshire Police Command Team, Chief Constable, Police and Crime Panel, Local Authority Elected Members, Chief Executives, senior Government officials and LEP Board & Panel Members, national and regional policing bodies and networks (eg, regional and national networks, NPAS)
- Represent the Mayor, Deputy Mayor and the Combined Authority in a range of partnership settings, including local Community Safety Partnerships and regional / national collaborations e.g., APACE.
- Ensure the Mayor and Deputy Mayor are fully briefed and advised on key priorities or issues.
- Support the Mayor and Deputy Mayor to increase their influence and profile locally, regionally and nationally
- Influence and secure the strategic and operational support of key stakeholders including the utilisation of their resources to achieve the priorities identified.

- © Be an advocate of partnership working across the organisation and externally. Ensure the work of the function supports the achievement of the objectives of the Mayor, Deputy Mayor for Policing and Crime, Combined Authority, and the Police and Crime Plan.
- © Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- © Champion and lead by example to manage communications effectively in a dynamic, ambiguous and politically pressured environment.

The above lists of accountabilities are not exhaustive. The role holder will be required to undertake such tasks as may reasonably be expected commensurate with the scope and grading of the role.

THE PERSON

To be fully successful in the role, we believe the following knowledge, skills and experience are required. When recruiting, we are looking for the best candidate match to this, however we know that there are some elements that can be trained, and this will be taken into account during the recruitment process.

Knowledge:

- © Educated or experienced to master degree/ postgraduate professional qualification level with supporting management training in a relevant discipline, or equivalent practical experience.
 - © Extensive practical experience of successfully performing in a similar role.
 - © Strong and in-depth knowledge and understanding of relevant national legislation, policies, and developments gained through comprehensive experience in the field.
- Demonstrable ability to successfully operate within a political organisation and to contribute effectively to the formulation of political policies and strategies.
 - In-depth knowledge and understanding of the organisational landscape of the local public sector in West Yorkshire.
 - In depth knowledge of police, crime, community safety and criminal justice.

People:

- © Experience of managing a multi- disciplinary team including appraisals, performance management, disciplinary, recruitment and selection.
 - © Demonstrable commitment to creating and celebrating a diverse team.
- Highly developed people skills capable of developing effective team working and problem resolution across a political landscape.
 - Excellent communication skills to successfully influence and negotiate with senior figures from multiple partner authorities.
 - Highly developed relationship skills to unlock a range of complex and difficult situations including a diplomacy skill with partners.

Technical:

- © Highly developed analytical skills, with strong data analysis, interpretation and fluency in communicating the insights derived.
 - © Demonstrable experience of managing and championing change.
 - © Highly developed communication skills with the proven ability to strongly lead, influence, negotiate and challenge.
 - © Experience of making compelling presentations and written reports for a range of audiences.
- In depth and demonstrable political awareness of the issues involved in operating effectively within a combined authority and public context, including exercise of sound judgement regarding potentially sensitive issues.
 - High level of demonstrable capability in solving complex problems.
 - High degree of fluency in written and oral communication.

Financial:

- © Demonstrable experience of successfully managing large scale budgets.
- In depth understanding of public sector finance.
 - Experience of overseeing successful bid writing and commissioning of services.

Impact & Influence:

- © Comprehensive experience of leading, negotiating with and influencing stakeholders at a senior level.
 - © Experienced in forming and developing effective senior level working relationships with Members, Government and public, private and third sector partner organisations to achieve the best outcomes for the organisation.
 - © Comprehensive experience of providing leadership in a complex partnership context.
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- In depth understanding of how to influence change in local and national government.
 - High level of credibility in providing strategic and operational direction to enable the fulfilment of organisational objectives.

In addition, the person undertaking this role must be vetted to NPPV Level 2.

OUR VALUES & BEHAVIOURS

Championing Our Region | Working Intelligently | Easy to Do Business With | Positive About Change | Working Together

These are our values. We shaped them together and we're proud of them.

We also created a set of behaviours for each of our values. Our behaviours provide us with a way of working and they are our minimum expectations of everyone here. Take a look at them on our intranet.