

**POLICE AND CRIME
COMMISSIONER FOR
HUMBERSIDE**



**CHIEF EXECUTIVE
APPLICATION PACK**

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1. Advert for appointment

POLICE AND CRIME COMMISSIONER FOR HUMBERSIDE

APPOINTMENT OF CHIEF EXECUTIVE

£78k - £88K

The Chief Executive is a critical player in supporting the PCC and this vacancy presents an opportunity to find someone who will bring new ideas, skills and experience.

The Chief Executive's role is to support, advise, enable and facilitate the delivery of the Police and Crime Plan whilst concurrently undertaking statutory duties and responsibilities. The PCC considers the following four areas of responsibility to be critical for the successful candidate:

1. Leadership and Management
2. Strategic Planning and Operational Delivery
3. Partnership Working
4. Statutory Oversight and Advice

If you believe you have the broad range of skills, experience and personal qualities and you are excited about the prospect of working in this vital role please contact the office and request further information.

If you wish to obtain further information on this role, you can contact the current Chief Executive, Martin Scoble, for an informal discussion on 01482 220787. This will not form part of the selection process.

To request an application form and information pack email:
carly.eldon@humberside.pnn.police.uk

Closing date for applications: midday Monday 19 September 2016

Shortlisting: 20 September 2016

Interviews: 3 October 2016 (may move to 4 October 2016 depending panel member availability)

2. Chief Executive's recruitment process

Application form - how to complete it

An application form has been developed, which gives all candidates the opportunity to evidence their suitability for the position (CVs will not be accepted).

You should follow the guidance shown below in completing the form so that you have the best opportunity to demonstrate your evidence.

Part one Personal details Personal details as required.

Part two 2.1 Recent roles Description of your career starting with your current role and working back through your employment. Please specify the employer, role and responsibilities in each post. For your current or latest position, include salary.

2.2 Qualifications Details relevant to the role.

2.3 Development Details relevant to the role.

2.4 Professional membership Details relevant to the role.

Part three

This part has four separate sections all linked to the need for you to demonstrate your competency by way of previous experience and personal qualities.

There is a specific section for each of the four functions of the role as highlighted in the advert and referenced throughout the role profile.

The evidence that you have to provide for every section is:

- Key previous **experience** that you feel is relevant to the functions outlined in the advert and defined in the job description in section C,
- **One major professional personal achievement** you feel is relevant to the functions,
- Having regard to section C of the role profile, highlight which **personal qualities/skills** you demonstrated to secure that **major professional personal achievement**.

The Commissioner does not expect you to be able to meet every aspect of the functions and personal qualities. The key is to convince the Commissioner

you have a broad range of skills, experience and personal qualities.

You must limit your response to 500 words for each of the four sections.

Part four Additional information & References.

Please set down the details of two referees, one must be your line manager.

It is not our intention to take up references until after short listing, but we wish to have them available as part of the interview process.

It is also important that your referees are made aware that if you are successful you will be required to attend at a confirmation hearing of the Police and Crime Panel and their reference may be made publicly available¹.

For your information the Commissioner will request that the reference incorporates evidence of your integrity, alongside a general overview of your performance.

Monitoring form

You can either return in a sealed envelope to the address shown below or forward via email if preferred.

Closing date for applications

The application form must be returned by **midday Monday 19 September 2016** to Carly Eldon, Office of the Police and Crime Commissioner, The Lawns, Harland Way, Cottingham, HU16 5SN or by e-mail to carly.eldon@humberside.pnn.police.uk

Next steps

The details of the recruitment timetable are outlined at section 4.

The short listing will take place by way of an advisory panel.

This will be followed by short-listed candidates being invited to attend a structured interview and give a presentation (alternative interview dates cannot be offered).

Psychometric testing will not be used.

¹ Local Government Association – guidance on confirmation hearing 2012, page 12

The successful candidate will be required to personally attend, along with the Commissioner, a confirmation hearing of the Police and Crime Panel, which is likely to be in late October / early November.

The Police and Crime Commissioner is keen for the successful candidate to take up their appointment as soon as possible. Therefore at the interview the Commissioner will wish to establish from you the likely timescale for you being able to take up the appointment.

3. Role profile

The role profile consists of several elements:

Section A	The role of the Chief Executive as set out in the Skills for Justice OPCC professional framework.
Section B	The personal qualities of an executive officer as set out in the Skills for Justice OPCC professional framework.
Section C	The job description.
Section D	Additional essential and desirable requirements.

Section A - Role of the Chief Executive (extract from Skills for Justice professional framework)

The Chief Executive

Every Police and Crime Commissioner must have a Chief Executive, who will also act as the Monitoring Officer.

The Chief Executive will work with the Commissioner to enable delivery of the Police and Crime Plan, enabling strategies and identified priorities.

They will ensure effective operational and strategic leadership of the team through ongoing management and engagement.

They will facilitate the accurate and appropriate scrutiny of the Police Force's activities.

The Chief Executive's role is to support and advise the Commissioner in delivering the Police and Crime Plan and undertaking statutory duties and responsibilities. They also must fulfil the statutory functions of the Head of Paid Service and Monitoring Officer.

Section B - Personal qualities executive officer (Source Skills for Justice)

Serving the public
Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local, regional and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.
Leading strategic change
Thinks in the long term, establishing a compelling vision based on the values of the Office of Police and Crime Commissioner (OPCC). Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet local, regional and national needs, encouraging creativity and innovation with the OPCC and other partner organisations.
Leading the workforce
Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and crime reduction and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the OPCC by recognising good performance, and giving genuine recognition and praise. Promotes learning and development within the OPCC, giving honest and constructive feedback to colleagues and investing time in skills development, coaching and mentoring staff.
Managing Performance
Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.
Professionalism
Acts with integrity, in line with the values, ethical standards and codes of corporate governance. Delivers 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 throughout the OPCC. 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, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings and commits to putting them right. Flexible and open to alternative approaches to solving problems, and encourages flexibility in others.
Decision making
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. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local, regional and national level, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.
Working with others
Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the OPCC and with external bodies. Consults widely and involves people in decision-making, speaking 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. Negotiates effectively with local, regional and national bodies, representing the interests of the OPCC and local area. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

Section C – The job description

	Office of the Police and Crime Commissioner Humberside Role Requirement	Objective Analysis:
		Post No:
Position title: CEO	Grade:	Vetting Level:
OPCC Purpose: The purpose of the Office of the Police and Crime Commissioner is to support and enable the Police and Crime Commissioner in order to deliver the outcomes of the Police and Crime Plan and fulfil all statutory requirements.		
Role Purpose: To manage the staff and functions of the OPCC. To work with the Police and Crime Commissioner to enable delivery against vision, strategy and identified priorities. To provide leadership, strategic direction, and legal advice and to support the Office of the Police and Crime Commissioner in its statutory duty to secure an efficient and effective police service for the Humberside Police area.		
Specific Roles/Tasks		
<p>General:</p> <ul style="list-style-type: none"> • The management of all staff in the OPCC and Corporate Support Team • Support for the oversight of accountability of strategic and financial performance of the Force (budget of approx £172 million) • Efficient discharge of the PCC utilisation of discretionary funding and commissioning of services <p>Key functional, managerial and leadership responsibilities:</p> <ul style="list-style-type: none"> • To discharge the proper duties of the Chief Executive (head of paid staff) as set out in section 4 of the Local Government and Housing Act 1989, amended by the Police Reform and Social Responsibility Act 2011 • To act as Monitoring Officer for the Office of the Police and Crime Commissioner under section 5 of the Local Government and Housing Act 1989, amended by the Police Reform and Social Responsibility Act 2011 to (i) detect and report, in consultation with the s151 Officer on any illegality or maladministration in the business of the Office ii) deal with matters connected with the conduct of employees under the Local Government Act 2000. <p>Strategy and Resource Planning:</p> <ul style="list-style-type: none"> • To provide strategic leadership and advice to the Commissioner in support of the development of a clear and effective long-term vision and strategy, set out in the Police and Crime Plan, together with a supporting Corporate Plan • In conjunction with the chief finance officer(s) to lead the strategic development of the OPCC in the areas of strategic accounting, information management, the management of strategic risk, the human resource and learning and development strategies, ensuring that the OPCC is compliant with current employment legislation <p>Partnership Working, Commissioning and Service Delivery:</p> <ul style="list-style-type: none"> • To be the strategic lead and develop effective relationships with a wide range of stakeholders and to work with Local Strategic Partnerships, Community Safety Partnerships, local authorities, the voluntary sector and criminal justice agencies to ensure the delivery of community safety programmes that meet communities and service user needs • To ensure that the OPCC contributes to the national consideration of issues concerning policing and reducing crime. To represent the OPCC at high level meetings with the Home Office, Her Majesty’s Inspector of Constabulary, Association of Police and Crime Commissioners, Local Government Association and other outside bodies at regional and national level <p>Scrutiny, Evaluation and Performance:</p> <ul style="list-style-type: none"> • To ensure effective accountability and performance monitoring arrangements are in place to support the Commissioner in scrutinising: <ul style="list-style-type: none"> • The Chief Constable and the Force 		

- The Office of the Police and Crime Commissioner and the Corporate Support Team
- Commissioned services and grant aided schemes
- To provide professional advice and evidenced based information on emerging issues and new government proposals to enable the Commissioner to consider the future implications to the strategic and financial performance of the Force

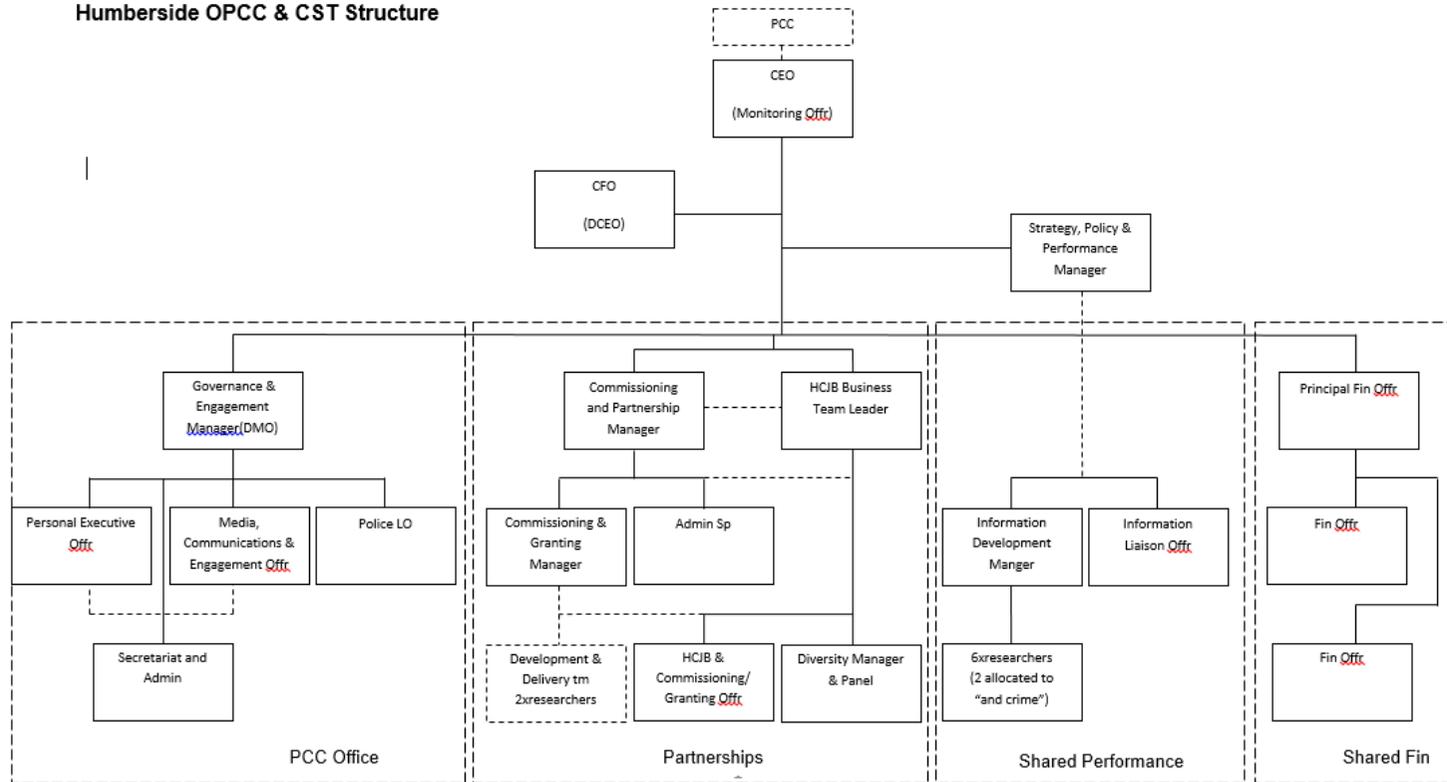
Responsibility	Decision Making	
<ul style="list-style-type: none"> • To ensure an effective Corporate Governance Framework exists where arrangements and systems operate to the six principles of good governance and the Nolan principles of public life, so as to discharge proper accountability and the proper conduct of this public business • To act as the principal contact between the Chief Constable and the Office of the Police and Crime Commissioner and to develop effective relationships with the Chief Officer team, to ensure effective engagement with the Force in all areas concerning the discharge of the Office's duties, functions and powers • To lead and manage the staff in both the statutory Office of PCC and Corporate Support Team to ensure the provision of professional, efficient and effective high quality support to: the Commissioner in the oversight and scrutiny of Force activity; the Criminal Justice Board in improving the criminal justice system and any other body at the direction of the PCC • To advise and attend at the meetings of the Regional collaboration Board to ensure effective regional solutions are delivered through collaborative working. To respond to national developments in policing and to support the Police and Crime Commissioner in representing the Office's interests locally, regionally and nationally • To communicate formally on behalf of the Police and Crime Commissioner and to liaise with the Chief Constable, Home Office, Her Majesty's Inspectorate of Constabulary, ACPO, other relevant Government Departments and outside bodies • In conjunction with the chief finance officer(s), to oversee the financial planning, budgetary, resourcing and asset management aspects of the OPCC • To develop and drive implementation of the OPCC corporate plan and enabling strategies, and of its day-to-day business, ensuring that effective governance arrangements are in place to enable the OPCC to monitor, review and improve its own performance • To ensure the effective and efficient engagement with both internal and external partners and stakeholders in relation to commissioning at local, regional and national level • To identify and develop collaborative arrangements with public, private or voluntary sector partners to ensure more efficient and effective use of resources • To ensure that effective strategic assessments are undertaken which demonstrate a real understanding of the needs of the communities served, enabling effective budget alignment and prioritisation • To support the Commissioner in raising the profile and communicating his ambition, values, strategies, achievements and views • To develop a communications and media strategy between the Commissioner and the Chief Constable/Force to ensure key statements to the community are appropriate 	<p>The post-holder will work within a broad framework of duties but will work largely unsupervised. The post-holder will be required to demonstrate strategic leadership, initiative and discretion and will be expected to make a variety of day to day decisions required to ensure the delivery of the responsibilities and main tasks within the job profile</p> <tr> <th data-bbox="1547 635 2101 665">Additional Information</th> </tr> <p>Key Working Relationships:</p> <ul style="list-style-type: none"> • Commissioner (and Deputy Commissioner if in post) • Chief Constable • Chief Officers and senior officers / managers of the Humberside Police and the OPCC • Local partnerships and stakeholders • External bodies, such as the Association of Police and Crime Commissioners Chief Executives, Home Office, HMIC, Audit Commission, PATs, local authorities and District Audit and other Offices of Police and Crime Commissioners • Senior officers and members of regional partnerships • Chief Financial Officer to ensure management matters are reported in accordance with Standing Orders and Regulations and in line 	Additional Information
Additional Information		

- To develop a constructive working relationship with the Police & Crime Panel and service their requirements to enable them to properly discharge their statutory responsibilities
- Ensure the effective and efficient operation of both the internal and external audit functions and any other aspects of internal control or external inspection

- with the strategic direction of the Office
Police and Crime Panel

Organisation

Humberside OPCC & CST Structure



Reports to

Direct Reports

Police and Crime Commissioner

Prepared by: Martin Scoble
Date: 24 Aug 16

Confirmed by: Keith Hunter
Date: 24 Aug 16

Received by:
Date:

Section D – Additional essential and desirable requirements

Essential	Desirable
Degree or equivalent level education or other relevant professional experience	Experience of working with statutory operating frameworks
Live within Humber area or daily commuting distance or willing to commit to doing so within agreed timeframe if successful	Legally qualified
Experience of working at Strategic level and of negotiating successful outcomes	Knowledge of community safety operating environment
Experience of strategic and operational planning	
Experience of successfully managing and developing multi-functional teams	

4. Recruitment timetable

Date	Activity
Midday Monday 19 September 2016	Closing date for applications
20 September 2016	Short-listing & notification to short-listed candidates
3 & 4 October 2016	Formal interview, including presentation
4 October 2016	Notification
TBC	Police and Crime Panel confirmation hearing

5. Terms and conditions

1. SALARY

The salary is between £78k and £88k. The salary to be offered will be dependent upon skills and experience the successful candidate can offer and with regard to the current remuneration level.

Salary is subject to an annual inflationary increase, as settled by the Police Support Staff Council (PSSC) payable with effect from 1 September each year.

2. PENSION

You will be entitled to join the local government pension scheme (LGPS).

3. ANNUAL LEAVE

Annual leave entitlement is 31 days and 8 statutory/bank holidays.

4. CAR USER ALLOWANCE

Casual car user allowance will be paid at the HMRC rate, currently 45 pence per mile.

5. RAIL TRAVEL

Entitled to second class rail travel.

6. MOBILE PHONE

A mobile phone and encrypted lap top computer will be provided for business use.

7. PROFESSIONAL FEES

Appropriate professional fees will be reimbursed.

8. DISCIPLINE, CAPABILITY AND GRIEVANCE

The Police and Crime Commissioner is the employer for the purposes of discipline, grievance and capability. Appropriate procedures will be in place to recognise the individuals statutory rights.

9. PROBATIONARY PERIOD

This appointment is a permanent one, subject to a satisfactory probationary period of six months with reviews being carried out by the Commissioner.

10. WORKING HOURS

The normal working week is 37 hours, Monday to Friday. The post holder will however be expected to work longer and at evenings and weekends when the needs of the service so determine.

12. PLACE OF WORK

The current place of work is The Lawns, Harland Way, Cottingham, HU16 5SN. You will be required to travel to work at your own expense. Any additional personal costs arising from a change of location will not be reimbursed.

13. SECONDMENTS

In the event that the post is offered as a secondment the Commissioner will enter into a formal legal arrangement with the candidate's employer, which may incorporate the above the terms and conditions.

14. SPECIAL PROVISIONS

This is a politically restricted post and you will be required to be subject to the appropriate level of vetting.