

# Public Document Pack

**Date of meeting** Monday, 11th March, 2013  
**Time** 10.30 am  
**Venue** County Buildings Martin Street, Stafford  
**Contact**

## **Staffordshire Police and Crime Panel**

### **AGENDA**

#### **PART 1– OPEN AGENDA**

1 11 03 2013 Confirmatory Hearing Full Print Pack (Pages 1 - 12)

**Members:** Councillors Kearon

**'Members of the Council: If you identify any personal training / development requirements from the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Committee Clerk at the close of the meeting'**

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

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## Staffordshire Police and Crime Panel

### Confirmatory Hearing

10.30 am Monday, 11 March 2013  
White Room, County Buildings, Martin Street, Stafford

**Please note:**

There will be a pre-meeting for  
Panel Members only at  
10.00am. Members are  
asked to attend promptly.

John Tradewell  
Secretary to the Panel  
Friday, 1 March 2013

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## A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Consideration of the Proposed Appointment to the position of Chief of Staff in the Office of the Police and Crime Commissioner** (Pages 1 - 10)

Briefing note and Job Specification attached.

- a. To receive representations from the Police and Crime Commissioner on the criteria to be met by the chosen candidate for the post.
- b. To receive a presentation by, and to question, the proposed Chief of Staff on his/her skills, experience and ability to meet the criteria for the post.

Details of the chosen candidate TO FOLLOW

4. **Exclusion of the Public**

The Chairman to move:

'That the public be excluded from the meeting for the following item of business which involves the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Local Government Act, 1972 indicated below'

## PART TWO

5. **Panel decision on the proposed appointment to the post of Chief of Staff (exemption paragraph 1)**

## Membership

Janine Bridges	Stoke-on-Trent City Council
Frank Chapman (Chairman)	Staffordshire County Council
Ann Edgeller	Stafford Borough Council
Brian Edwards	South Staffordshire District Council
Colin Greatorex (Vice- Chairman)	Lichfield District Council
Jason Hails	Staffordshire Moorlands District Council
Michael Holder	Cannock Chase District Council
Anthony Kearon	Newcastle Borough Council
David Leese	East Staffs Borough Council
Jeremy Oates	Tamworth Borough Council
Hifsa Haroon-Iqbal (Co-Optee)	
Paul Darby (Co-Optee)	

**Contact Officer:** Julie Plant, (01785 276135),  
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**STAFFORDSHIRE POLICE AND CRIME PANEL – 11 March 2013**

**CONFIRMATORY HEARINGS**

**Briefing note by the Secretary**

This Panel is required to hold Confirmatory Hearings for the following key posts in the Office of the Police and Crime Commissioner

Chief Constable\*

Deputy Police and Crime Commissioner

Chief Executive/Chief of Staff in the Office of the Police and Crime Commissioner

Chief Financial Officer in the Office of the Police and Crime Commissioner

\*the power of veto exists for the Chief Constable appointment.

The purpose of the Hearing is to enable the Panel to evaluate the professional competence and personal independence of the candidate chosen by the Commissioner to fill the vacancy in question.

Today's Hearing is for the Chief of Staff post.

The Panel is required to produce a report/recommendations to the Commissioner on it's views.

Legislation provides for the Hearing itself to be held in public but for the discussions on the report/recommendations to be held in private, hence this agenda is divided into 2 sections.

J Tradewell

Secretary to the Panel

Contact Officers: Julie Plant and Helen Phillips

01785 276135 and 276143

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Office of the Police and  
Crime Commissioner  
**STAFFORDSHIRE**

**CHIEF OF STAFF**  
c. £85,000

The Chief of Staff will be responsible for strategic, operational and 'day to day' management needed to deliver the mission and priorities of the Police and Crime Commissioner (PCC) as set out in the Police and Crime Plan and as directed by the PCC.

**HEAD OF  
COMMISSIONING &  
PARTNERSHIPS**

c. £64,500 - £73,500

The Commissioning and Partnerships Manager will be responsible for strategic, operational and 'day to day' delivery in the development, implementation and evaluation of the PCC's commissioning role and relationships with key partners.

**HEAD OF POLICY,  
PERFORMANCE AND  
COMMUNICATIONS**

c. £64,500 - £73,500

The Policy, Performance and Communications Manager will be responsible for strategic, operational and 'day to day' delivery in the development of the OPCC's policy, performance management and scrutiny functions, and be the media lead in ensuring the effective and proactive promotion of the PCC role.

## Dynamic thinking team

Let's make Staffordshire the safest place in the country!

Matthew Ellis is Staffordshire's newly elected Police & Crime Commissioner. He wants a determined, highly motivated team with fresh ideas to deliver what will be perhaps the most ambitious strategy anywhere in the country to cut crime and make communities safer.

He explains...*"This is the first time a locally elected person has influence over all public services that can affect crime, community safety and the criminal justice system. As the first PCC I have a blank canvas to paint a radical new picture. It's a once only opportunity and I need other passionate people who are determined to change things for the better. And they need to be as excited as I am at the chance to be part of it! Come and join me if this is you."*

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If you are interested in any of the above vacancies please visit our website for an application pack: [www.staffordshire-pcc.gov.uk](http://www.staffordshire-pcc.gov.uk)  
Closing date 27th Feb 2013

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## **JOB DESCRIPTION**

### **CHIEF OF STAFF**

**GRADE: 80% of ACC Max Band (c. £85,000)**

#### **Essential Car User Allowance**

**Responsible and reporting to:** The Police & Crime Commissioner

#### **Job Summary**

The Chief of Staff will be responsible for strategic, operational and day to the day management needed to deliver the mission and priorities of the Police and Crime Commissioner (PCC) as set out in the Police and Crime Plan and as directed by the PCC.

The Chief of Staff will build the Office of the Police and Crime Commissioner (OPCC) to be a high performing organisation, focused on delivering results for the people of Staffordshire.

The post holder will need to be comfortable working within a complex statutory environment and able to work in partnership with a wide and diverse range of agencies and professionals. In addition, he / she will be expected to provide dynamic leadership and effective, high quality guidance, advice and support to the Police & Crime Commissioner (PCC) to ensure they meet their statutory duties and strategic objectives; and to support and advise the PCC in their strategic role in holding the Chief Constable to account.

#### **Key Duties and Responsibilities**

##### **Strategic and Operational Leadership**

- To lead the development and delivery of the PCCs activities and operations and ensure the efficient and effective delivery of OPCC operations and services.
- To be the lead strategic advisor to assist the PCC in developing a clear and effective long term vision and strategy, ensuring the effective delivery of the Police & Crime Plan.
- To lead on responsiveness to national, regional and local developments that have implications for the PCC, so that they are properly advised of new obligations, opportunities and relevant changes in strategy or policies.
- To be the principal adviser to the PCC in the exercise of their statutory powers, responsibilities, rights, duties and conduct, including holding the Chief Constable

to account for the delivery of an effective and efficient police service through the development and maintenance of an appropriate governance and scrutiny framework

- To ensure the establishment, monitoring and effective management of the financial planning, budgetary, resourcing and asset management for the OPCC.
- To lead on the establishment and delivery of an effective commissioning framework that delivers the mission and priorities of the PCC, the expectations set out in the Police & Crime Plan and efficient and effective services.

#### Stakeholder engagement

- To achieve, sustain and develop effective, dynamic and strategic working relationships and collaborative opportunities with all key partners to ensure the effective delivery of the OPCC's business.
- To develop and maintain strong positive relationship with PCC, DPCC, Chief Constable, Partners and others.
- To lead and oversee internal and external media and communications activities.
- To ensure effective and efficient engagement with both internal and external partners and stakeholders at the local, regional and national level.
- To attend the Police and Crime Panel and ensure the provision of information to the Panel and the broader public (including obtaining the views of the public, research, strategic needs assessments).
- To ensure effective community engagement and consultation underpins all planning and development work, contributing to increased confidence in crime reduction and community safety amongst Staffordshire's communities.

#### Leadership of the organisation

- To provide effective leadership for the organisation to ensure the development of a delivery culture which enables the OPCC to improve and innovate and effectively deliver the PCC vision, mission and priorities.
- To ensure that the OPCC is properly resourced to provide an efficient and effective service across the range of its work, including the development of an open and transparent relationship with the Police & Crime Panel.
- To develop a strong performance management framework for the organisation.
- To ensure the PCC is constantly briefed on issues affecting policing, crime reduction and community safety and be responsible for innovative and appropriate policy development.

## Other

- To provide support to the PCC in respect of all aspects of their statutory responsibilities for the Chief Constable, including recruitment, selection, development, termination, appraisal, complaints and discipline.
- To act as the Head of the Commissioner's staff, as defined in Schedule 1, Paragraph 6(1)(a) of the Police Reform & Social Responsibility Act 2011, and to carry out such duties efficiently and effectively.
- To carry out the statutory duties of the Monitoring Officer to the PCC, as defined in Schedule 16, paragraph 202(3) of the Police Reform & Social Responsibility Act 2011
- To participate actively and effectively in the performance and development of the post and to ensure the effective implementation of the appropriate arrangements for other staff in the direct employment of the OPCC.
- To undertake such other duties, commensurate with the nature and responsibilities of the post, as may be determined from time to time.

## **CHIEF OF STAFF**

**Responsible and reporting to:** The Police & Crime Commissioner

### **PERSON SPECIFICATION**

#### **Skills, experience, personal qualities**

- Educated to degree standard and / or appropriate professional qualification.
- Minimum of 5 years experience in a senior management position, with responsibilities for management of diverse teams.
- Extensive senior leadership experience in a complex environment, preferably central or local government, or policing or criminal justice sectors, at executive director, director or equivalent senior level.
- Proven ability to work effectively with senior stakeholders at local, regional and national level. Highly developed political awareness and sensitivity, able to persuade and influence.
- Significant experience of setting and leading the strategic direction of an organisation through a period of change. Experience of managing a complex change process with tangible successful results.
- Significant experience of strategy development with strong analytical abilities. A demonstrable track record of pro-actively translating ideas and plans into action with a high degree of flexibility and innovation as to the method of delivery.

#### **Competencies**

##### Leads strategic change

Thinks in the long term, establishing a compelling vision. 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.

##### Leads the workforce

Inspires people to meet challenging organisational goals, creating and maintaining momentum for change. Gives direction and states expectations clearly. Talks positively about policing, crime reduction and community safety and what can be achieved, building pride and self-esteem.

##### Manages performance effectively to hold the Chief Constable and others to account

Translates vision in the organisation 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.

##### Provides proactive and expert advice

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

Works effectively across organisational boundaries

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communications processes work effectively.

Serves 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.

Acts with professionalism and integrity

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

**Political restrictions**

This post is politically restricted, and the post-holder will be required to complete appropriate security clearance.

