

Job title: Strategic Head of Performance and Resources

Grade: SPS7

Role code: EOPCC0130

Status: Police Staff

Main purpose of the role:

- To provide strategic, professional advice and guidance to the Police, Fire and Crime Commissioner (PFCC) covering all aspects of financial management and performance.
- To support the PFCC and the Section 151 Officers to the PFCC, Essex Police and the Essex County Fire and Rescue Service in developing and delivering the overall strategic financial vision and strategy for all three.
- To support the PFCC in holding the Chief Constable and Chief Fire Officer to account for the delivery of their statutory functions.
- To support the PFCC in discharging their commissioning and grant making function, providing strategic leadership and management of the design, development and delivery of the programme. Manage the associated budgets (currently totalling approx. £8m) and secure value for money from these investments.
- To manage and coordinate the PFCC's complaints function.

Main responsibilities:

- To lead on undertaking strategic needs assessments to inform future planning. Report regularly to the Police, Fire and Crime Commissioner (PFCC) and their Senior Management Team (SMT) on local needs and challenges and work with colleagues and partner agencies to develop and deliver innovative solutions to these.
- To lead on developing, implementing and embedding the systems and tools needed to track progress towards the PFCC's strategic priorities (particularly as set out in the Police and Crime Plan and Fire and Rescue Plan) and to facilitate evidence-based decision making by the PFCC.
- To support the PFCC in ensuring that financial plans across the PFCC's office, Essex Police and the Essex County Fire and Rescue Service are aligned with the PFCC's vision and priorities, as set out in the Police and Crime Plan, Fire and Rescue Plan and Local Business Case for Joint Governance of Police and Fire & Rescue in Essex.
- To work closely with the respective chief officer teams to set clear metrics for success in delivering the PFCC's strategic priorities. Oversee the preparation, interpretation and presentation of robust, accurate and timely financial and performance information which assures the PFCC that strategic objectives are appropriately, economically, efficiently and effectively met and of compliance with national requirements where applicable. Utilise benchmarking data to enable comparisons to be made with similar organisations where possible and appropriate, and enforce a commitment to the highest levels of accuracy, integrity and analysis in all data collected and reported, so that this generates actionable insights.
- To highlight any areas of concern to the PFCC and to work proactively and effectively with the chief officer teams of Essex Police and the Essex County Fire and Rescue Service to develop and implement robust recovery plans where agreed standards / targets are not met.
- To support the PFCC in scrutinising and evaluating business cases, benefits realisation trackers and post implementation reviews of major projects presented by Essex Police and / or the Essex County Fire and Rescue Service, in order to inform appropriate resource allocation and investment decisions. Ensure that lessons learned from major projects are captured and used to inform future activities and initiatives.
- To manage the PFCC's commissioning budgets (including those devolved from the Ministry of Justice and other Government departments), evidencing prudence and pragmatism in the use of public funds and ensuring adherence to any associated requirements that must be complied with. Take active steps to supplement these budgets from alternative funding mechanisms where possible and explore, scope and lead potential opportunities for joint and / or innovative commissioning approaches in order to maximise value for money and improve outcomes for victims, offenders and residents.
- To coordinate and lead the PFCC's public complaints function and support the Commissioner and Deputy Commissioner in exercising oversight of Essex Police's Professional Standards Department

(PSD). Ensure that complaints are handled in a fair, ethical and transparent manner that is in keeping with statutory requirements and guidance and which helps to build confidence in the role of the PFCC as well as in policing and fire and rescue services in Essex. Participate in regional arrangements to employ and manage Legally Qualified Chairs (LQCs) and Independent Members (IMs) supporting Police Misconduct Hearings and Appeal Tribunals (PATs). Represent the PGCC at Essex Police's Lessons Learnt Board and engage as required with the Home Office Complaints Team and Independent Office for Police Conduct (IOPC).

- To act as a member of the PFCC's SMT, using financial and performance information to influence and shape decision-making and outcomes. Contribute to effective corporate management, including strategy implementation, cross-organisational issues, integrated business and resource planning, risk management and performance management.
- To be financially aware and work with the Section 151 Officer to ensure that the financial implications of decisions are fully considered in advance.
- Network widely within the emergency services sector in order to discover best practice and undertake horizon scanning and intelligence gathering to inform the PFCC's future planning.
- To lead on behalf of the PFCC and their Chief Executive on risk management, ensuring the maintenance and regular review of the Commissioner's Strategic Risk Register.
- To ensure that appropriate arrangements are in place to maintain essential functions as far as possible during any event with the potential to cause service disruption.
- To liaise with Government departments, other agencies and professional organisations to ensure that the PFCC remains up to date with and actively contributes to legislative and other national developments. This will include supporting the PFCC to respond appropriately to various consultations.
- To manage the recruitment, appraisal, attendance etc of all staff engaged in the Performance and Resources function, ensuring that all training and development requirements are met.
- To contribute to the overall development and management of the PFCC's office and staff, ensuring effective delivery against the PFCC's Business Plan. Work across functions and with wider colleagues in the team to ensure a collegiate, integrated approach to delivery.
- To deputise for the Chief Executive as required.
- Travel countywide and nationally on occasions will be required, for which access to a vehicle will be necessary.

Vetting level:

Management vetting required.

Please also note that all posts within the PFCC's office are politically restricted (as set out in Schedule 16 of Police Reform and Social Responsibility Act 2011).

Knowledge and experience required:

- Educated to degree level or possessing equivalent relevant experience.
- Chartered membership of an accountancy body recognised by the Consultative Committee of Accountancy Bodies (CCAB) is essential.
- Sound and broad understanding of current issues and challenges within policing, fire and rescue services and the wider criminal justice system.
- Sound understanding of public sector financial and commissioning practice, with significant experience operating at third tier or above, preferably in a public sector environment.
- Possesses the knowledge, experience and credibility required to command the respect of the three Section 151 Officers and to bring them together to work in coordination.
- Excellent understanding of quality assurance and performance management principles, as well as evaluation and impact measurement techniques and methodologies.
- Highly developed interpersonal, written and verbal communication skills, with the ability to influence, negotiate and inspire confidence with a broad range of senior stakeholders in both financial and non-financial positions.
- Strong analytical and critical thinking skills, with the ability to analyse data, identify trends and diagnose root causes accurately and to a consistently high standard under pressure. Able to derive high quality insights from both quantitative and qualitative data.
- Excellent report writing and presentation skills.
- Ability to use IT to manage and present information effectively, with particularly advanced Excel and Word skills.

- A proficient people manager, able to manage and motivate staff, with the ability and willingness to deal with difficult staffing issues as they arise.
- Politically astute, with proven experience of operating successfully within a political environment.
- Excellent skills in work planning, with the ability to prioritise and manage a large and varied workload, to work accurately and to a consistently high standard under pressure and to deadlines.

Behaviours:

Analyse Critically (Level 3)

I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios. I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial. I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. I use my knowledge of the wider external environment and long-term situations to inform effective decision making. I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Collaborative (Level 3)

I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures. I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private). I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the organisation. This allows the organisation to play a major role in the delivery of services to communities. I create an environment where partnership working flourishes and creates tangible benefits for all.

Deliver, Support and Inspire (Level 3)

I challenge myself and others to bear in mind the organisation's vision to provide the best possible service in every decision made. I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. I ensure that everyone understands their role in helping the service to achieve this vision. I anticipate and identify organisational barriers that stop the service from meeting its goals, by putting in place contingencies or removing these. I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. I demonstrate long-term strategic thinking, going beyond personal goals and considering how the service operates in the broader societal and economic environment. I ensure that my decisions balance the needs of my own unit with those of the wider service and external partners. I motivate and inspire others to deliver challenging goals.

Emotionally Aware (Level 3)

I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance. I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Innovative and Open-Minded (Level 3)

I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role. This helps them to adopt fresh perspectives and identify improvements. I work to create an innovative learning culture, recognising and promoting innovative activities. I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. I carry accountability for ensuring that the service remains up to date and at the forefront of its profession.

Take Ownership (Level 3)

I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame. I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. I define and enforce the standards and processes that will help this to happen. I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance. I create the

circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Values:

Integrity

We will:

- Do the right thing for the people of Essex
- Value our relationships and build them on transparency, honesty and trust
- Respect, support and listen to our partners and the public
- Value and embrace all individuals for their diverse backgrounds, experiences and ideas
- Keep promises and commitments made to others

Accountability

We will:

- Involve others in decisions and actions that affect them
- Take responsibility for our own actions
- Promote communities in which everyone takes responsibility for improving their own environment
- Demonstrate strong leadership and live our values
- Offer support and challenge to each other and to our partners
- Celebrate success and learn from experience as a team

Commitment

We are:

- Proud of what we do and passionate about serving the people of Essex
- Committed to do it once and do it right
- Determined to find solutions and achieve results that make a positive difference
- Committed to working in partnership with the public and partner agencies
- Open to innovation and new ideas
- Committed to making our workplace a positive environment where people want to work

Technical Skills:

Budget Preparation (Level 6)

Able to effectively co-ordinate the overall budget. Possesses a detailed knowledge of and overview of financial planning, including balancing incoming and outgoing monies to the agreed funding level. Able to effectively report to the PFCC on projected and final out-turn. Able to effectively present future budget proposals for final PFCC approval.

Budget Management (Level 7)

Demonstrates comprehensive knowledge of financial management and related financial management information systems. Able to accurately forecast future expenditure and bid for additional finances on the basis of data trends and business need. Has a detailed appreciation of the possible impact of external factors. Able to link business planning and budget planning to meet objectives.

Management Costing (Level 5)

Able to quality assure costing projects and services, ensuring that they accurately reflect and fit the financial context. Able to produce high quality well presented summaries of findings. Demonstrates an eye for accuracy and detail and possesses a comprehensive knowledge of financial regulations and procedures. Undertakes a quality assurance role, in respect of finance, for projects, proposals and initiatives. A Professional Accountancy qualification such as CIMA is essential.

Final Account Production (Level 6)

Possesses a detailed and comprehensive knowledge of revenue and capital statutory requirements for the final accounts. Able to give high quality and expert presentations of financial information to the Police, Fire and Crime Commissioner, including the presentation of agreed final accounts to Police, Fire and Crime Commissioner by 30 September each year.

Business Planning (Level 6)

Demonstrates a consistently high level of business planning expertise. Able to provide direct input to the PFCC's Business Plan and its communication. Maintains and develops information systems to provide timely and accurate business planning data. Provides expert advice and coaching on business planning techniques and methodology to PFCC employees. Designs templates and other documentation to assist PFCC employees with business planning.

Information Gathering and Analysis (Level 7)

Has an in-depth knowledge of analysis techniques and relates goals and actions to the strategic aims of the organisation. Establishes information networks to gather relevant information including internal and external information systems, published media and commissioned research. Decisions can be justified on the basis of the available information analysis.

Information Management and Technology (Level 5)

Can retrieve information from computer searches across data source boundaries e.g. across a number of data sources, across county. Can analyse and compare data from such searches. Understands significance of findings and can provide guidance on the reliability of forecasts resulting from data analysis. Can monitor data quality in the work of others, and may manage the impact of data quality issues.

Emergency Planning (Level 5)

Has a sound understanding of Emergency Planning gained through attendance on courses and practical experience. Ability to build effective working relationships with Essex Resilience Forum partners to produce multi-agency plans review existing plans and validate plans through exercises.

Recruitment and Selection (Level 4)

Possesses basic selection interviewing skills and able to assist in the organisation of assessment centres, including assisting with the design of basic tests and other assessment tools. Provides advice on media selection and associated costs. Able to draft more complex / senior / specialist job advertisements. Able to brief and de-brief job applicants and provide feedback to internal candidates. May be qualified to administer psychometric testing. Possession of Certificate in Personnel Practice is desirable.

Knowledge of Legislation and Policy (Level 6)

Demonstrates a complete appreciation of the responsibilities given to individuals for key decisions under the legislation, policy and procedure relevant to the current role. Able to offer practical advice and develop others on all aspects of the legislation, policy and procedure where appropriate. Able to apply detailed knowledge of law and procedure relating to the investigation and management of complaints to achieve a satisfactory resolution within reasonable timescales.

Knowledge of Police Environment and Policy (Level 5)

Has a thorough understanding of the police service, nationally and locally, and is proactive in developing proposals which affect the way Essex Police operates. Possesses a detailed understanding of the inter-relationships between activities, roles, functions, and how organisation structures and police systems work. Understands and impacts on working procedures, practices and policies within areas of responsibility and ensures that these are followed at all times. Contributes to PFCC goals and is accountable for delivering local business plan objectives.

Procurement – Contracting (Level 4)

Provides advice on contracting issues. Organises and participates in presentations to Tenderers. Able to provide constructive debriefs to unsuccessful tenderers. Monitors and evaluates existing contracts on behalf of the PFCC. Possesses basic analytical techniques and competently analyses data, producing a range of reports. Is aware of developments within the organisation and anticipates changes to user requirements. Understands the importance of commercial awareness and develops contacts within the industry where this would be beneficial to the organisation.

Project Management (Level 5)

Able to initiate project plans and procure resources for projects which span departmental boundaries. Able to use estimating techniques and develop risk management approaches. Demonstrates an in depth and practical understanding of how to maximise the effectiveness of project teams. Able to prioritise activities within the project. Effectively controls costs and project budgets. Able to liaise with business sponsors and fully understands the business issues and impact on benefits management.

Research Techniques (Level 6)

Proactively identifies the need for, initiates, plans and manages research projects. Able to present findings and reports at important meetings. Able to translate research reports into lucid and valid summaries and give

effective presentations. Leads a team of staff working on strategic research projects. Recommends costed, viable options for implementation.

Statistical Analysis (Level 4)

Fully conversant with the mathematical bases for many types of statistical calculation and analysis. Able to identify trends from available data and the requirements for further data gathering to improve the evidence base. Likely to possess abilities in mathematics and statistics equivalent to A-Level standard and / or have equivalent experience. Familiar with common use of complex spreadsheets and analysis tools.

Risk Management (Level 7)

Able to anticipate, accurately define and establish the relative level of risk arising from events likely to affect the PFCC and their relationship with the wider community. Responsible for addressing or accepting strategic vulnerabilities in the context of achieving objectives; balancing multiple, potentially competing risks; and implement changes to policies, working practices and standard operating procedures as required. Identifies and challenges risks arising from collaborative / partnership, regional or national initiatives at the appropriate high level forum.