



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

APPLICATION PACK

Chief Executive and Monitoring Officer
(Reference No. PC018)



Office of the Police and Crime Commissioner for Leicestershire

Chief Executive and Monitoring Officer

Thank you for your interest in becoming the Chief Executive and Monitoring Officer for the Office of the Police and Crime Commissioner for Leicestershire. This information pack is intended to provide a broad overview of the role of the Chief Executive Officer and the selection process.

The Office of the Police and Crime Commissioner supports me in achieving the objectives set out in the Police and Crime Plan and assists in holding the Chief Constable to account for the delivery of effective and efficient policing services in Leicester, Leicestershire and Rutland.

I am seeking a Chief Executive Officer who will play a vital role in supporting me to ensure the successful delivery of my priorities to make Leicestershire Police the best in the country. The role will require the Chief Executive Officer to build strong working relationships with senior leaders at a local, regional and national level and provide day to day support on a range of matters from policing, non-policing, community safety and the Criminal Justice System

The Chief Executive Officer will be responsible for the fulfilment of all statutory obligations as defined in Schedule 1, Paragraph 6(1)(a) of the Police and Reform & Social Responsibility Act 2011, and to carry out such duties efficiently and effectively, as well as carrying out the statutory duties of the Monitoring Officer to the Police and Crime Commissioner, as defined in Schedule 16, paragraph 202(3) of the Police Reform & Social Responsibility Act 2011.

If you are an experienced and qualified management professional with dynamic strategic level expertise, and can demonstrate a proven track record of achievement at a senior management level within a complex organisation, I would like to hear from you.

Please take some time to read through our application pack, where you will find a job description and details of how to apply.

I would like to thank you once again for the interest in the role of the Chief Executive Officer and I wish all the very best with your application.

Rupert Matthews
Police and Crime Commissioner for Leicestershire



About the Office of the Police and Crime Commissioner

The office of the Police and Crime Commissioner is based at Police Headquarters, Enderby, Leicestershire within a dedicated suite of offices. The Commissioner has recently approved a new office staff structure which incorporates a team of 22 established posts and 7 Violence Reduction Funded posts.

An external contract is in place for the delivery of some communications and PR and the Commissioner has in place his own external advisor who supports this work.

The Commissioner will shortly be launching his Police and Crime Plan.

The budget for the Commissioner's Office is £1.3m.



Office of the Police and Crime Commissioner Chief Executive and Monitoring Officer

How to Apply

Within this pack you will find the following information about the role:

- a copy of our advertisement
- a person specification
- a job description
- Appendix A, a statement from the professional body for Policing and Crime Chief Executives (APACE) on the nature of the role of Chief Executive

Should you wish to apply for this role, please submit a Personal Suitability Statement, accompanied by your CV. Within your Personal Suitability Statement, you should provide one paragraph addressing each of the essential and desirable criteria in our person specification. Your CV should be up to date and supplement your covering letter and must demonstrate wide-ranging experience at a senior level, ideally working within a similar environment. Within your CV please include your current employment and salary scale.

Please also provide the names and contact details for two up to date and relevant referees, who have known you for a minimum period of the last three years in an employment context. Referees may be contacted prior to interview unless you request otherwise.

As the Commissioner is required to register details of any candidates who are known to him, he requests that if you have any personal or professional relationship or dealings with the Commissioner, you outline this in your covering letter. This will in no way affect your application but will assist the Commissioner in fulfilling his legal obligations.

Please log onto our E-Recruitment Portal to submit your application. Please note that there is a collaborative Human Resources Transactional Services Department in place for Leicestershire and Derbyshire Police and Police and Crime Commissioners. Hence all paperwork for recruitment is channelled through this department.

The closing date for applications is **Thursday 30th September 2021 at 11:55 p.m.** Please submit your application in good time as any applications received after the closing time and date will not be considered.

Following the closing date, all applications successfully received will be acknowledged.

Successful candidates who are shortlisted for interview will be required to undertake a psychometric test prior to the interview date. Dates for the tests will be provided following the shortlisting process. Interviews are provisionally set to take place on 26th October 2021.

Applicants should be aware that they may be removed from the process at any stage.

Following interview with the Office of the Police and Crime Commissioner, the preferred candidate will be required to attend a confirmation hearing with the Police and Crime Panel. Full details of this process would be provided at the time.



ADVERTISEMENT

Chief Executive and Monitoring Officer

£89,319 p.a. Spot Salary

Working for the Police and Crime Commissioner as Chief Executive Officer, on a full time, permanent basis during an exciting period of change is a fantastic opportunity for an exceptional team member to make a real difference to the communities of Leicester, Leicestershire and Rutland. We support the Police and Crime Commissioner in holding the police to account and working with the public so that we can provide an effective, robust and professional service to the community.

We want you to lead our team to help us take dynamic action in a modern, innovative and inspirational way with people at the heart of what we do. We want to capitalise on your life experiences, capture your ideas, unleash your talent, harness your energy and support you with your career aspirations in terms of the skills and experiences gained while working here.

As Leicestershire's Office of the Police and Crime Commissioner, our role is to improve accountability, transparency and visibility over the finances and governance of the Police. We ensure the policing needs of our communities are met, enhancing public confidence in the system. We ensure communities are at the heart of everything we do and are committed to reducing the impact of crime with a key focus on prevention.

Working alongside Leicestershire's Police and Crime Commissioner, you will support his vision by setting the strategic direction for the Office of the Police and Crime Commissioner, delivering an efficient and effective police service for the people of Leicester, Leicestershire and Rutland.

Adopting the role of Monitoring Officer, you'll maintain our high professional standards by ensuring ongoing compliance with financial and legal requirements, in line with legislative frameworks and governance. This will include overseeing contracts and tendering processes, information management and managing strategic risk.

Being an independent, strategic thinker, you'll draw upon your experience of working at an executive level, or similar, combined with your knowledge of current issues within policing, to take responsibility for managing the overall budget, strategy and operational network for the PCC, with an ongoing commitment to fairness and diversity.

A visible leader, you will oversee, manage and develop our teams, as well as establishing effective, collaborative working relationships with both internal and external partners and stakeholders at a local, regional and national level. You will successfully consult and engage with all sections of the

community, enhancing public understanding and awareness of the PCC, as well as ensuring that policing in Leicestershire is accountable to the communities we serve.

You will be required to be flexible in terms of work location and will be prepared to travel nationally, when necessary.

As part of your application, you must provide both a CV and a Personal Suitability Statement, stating how you meet the essential/desirable criteria as listed in the job description and why you want to join our mission to make Leicester, Leicestershire and Rutland safer for everyone who lives or works here.

Closing Date: Thursday 30th September 2021 at 23:55

Interview Date: Interviews are provisionally set to take place in October/November 2021 (dates to be confirmed)

At Leicestershire Office of the Police and Crime Commissioners we are committed to better reflecting the communities that we serve. We encourage applications from our under represented communities including all ethnic or religious backgrounds, LGBTQ+, women and those with disabilities.

Please note that this post requires MV/SC level vetting, with 5 years continuous UK residency. This post has also been identified as being politically restricted.

To find out more about the role, please see the attached information pack.

For more information, please contact Mrs Lizzie Starr 0116 2226191

Application pack: <http://www.leics.pcc.police.uk/Home.aspx>

Chief Executive and Monitoring Officer

Terms of the Role

HR Service Centre Contact	Zoe Clark Tel: 0300 122 8900
Role Title	Chief Executive and Monitoring Officer Office of the Police and Crime Commissioner
Grade and Salary	This post attracts a salary of £89,319 p.a. Spot Salary
Hours	37 per week Due to the nature of the role, the applicant will be required to be flexible in terms of the total number of hours worked each week and their availability. It is to be expected that a small proportion of duties will take place during evenings and at weekends, for which no additional recompense is provided.
Suitable for job share or part time	No
Department or Division	Office of the Police and Crime Commissioner
Location	Office of the Police and Crime Commissioner Police Headquarters, St Johns, Enderby, Leicestershire, LE19 2BX Due to the nature of the role, an amount of travel throughout Leicestershire is to be expected, with occasional travel beyond the County. Appropriate travel expenses will be reimbursed.
Post Reports to	Police and Crime Commissioner and/or Deputy PCC
Other Considerations	<ul style="list-style-type: none"> Applicants must have 5 years continuous residency in the UK at the date of application Applicants must be UK or EU citizens or have Home Office approval for indefinite leave to remain within the UK
Equality Commitment The Office of the Police and Crime Commissioner is committed to equality and welcomes applications from suitably qualified people from all sections of the community in an effort to reflect the diversity of the community we serve. As part of this commitment, all applicants with a disability who meet the essential criteria for the post will be invited to interview.	

The Office of the Police and Crime Commissioner Personal Values

Based on the Code of Ethics and the Nolan Principles in Public Life as below:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership



Job Description

Chief Executive Officer

Version - 1.0 Date – 21/07/2021

Post Number:	PC018
Grade:	Fixed salary - £89,319 per annum
Weekly Hours:	37 hours per week Due to the nature of the role the post holder will be required to be flexible in the hours works and their availability. It is expected that a small proportion of duties will take place during evenings and at weekends for which no additional recompense is provided.
Department:	Police and Crime Commissioner (OPCC)
Location:	Leicestershire Police Headquarters, Enderby, Leicestershire
Responsible To:	Police & Crime Commissioner (PCC) and/or Deputy Police & Crime Commissioner
Responsible for:	Chief Finance Officer, Head of Commissioning, Head of Communications, Head of Performance and Monitoring, Executive Team members
Contacts:	<p>Internal: PCC, advisors to the PCC, Finance Director to the PCC, OPCC senior management and staff, senior staff members and officers of the Leicestershire Police</p> <p>External: Members of the Police and Crime panel, senior officers of Leicester City Council, Leicestershire County Council, and Rutland County Council. Senior politicians and officers of District and Borough Councils within the force area. Members of Parliament, Senior officers of other Police Forces, Senior officers of PCCs regionally and locally, APCC, NPCC, College of Policing, Home Office, CPS, Ministry of Justice, HMIC, IPCC, Local Government Association, Health bodies, Probation Service, Voluntary Sector, News media, members of the public. Stakeholders/partners/service providers.</p>
Purpose of the role:	<p>To discharge the statutory defined duties of the Chief Executive Officer of the Police and Crime Commissioner as set out by the Police Reform and Social Responsibility Act 2011; including being the head of paid service and exercising the role of Monitoring Officer.</p> <p>To deliver the PCC's key corporate priorities</p> <p>To ensure the OPCC have appropriate and effective decision-making processes in line with principles of good governance and reviews compliance with the Corporate Governance Framework.</p> <p>To ensure effective risk and performance management to provide assurance that the OPCC is meeting its aims and complies with financial and legislative requirements in line with core values.</p> <p>To lead and manage the OPCC staff team to deliver high levels of performance, communication, motivation and engagement to enable them to deliver their role and PCC objectives.</p>

Residency vetting requirements: 5 years continuous UK residency.

Health and Safety:

To comply with the health and safety policy and its associated procedures and co-operate with your manager and the OPCC to protect your health and safety and that of other people. To comply with the relevant risk assessments for your job role and report accidents, incidents and near misses.

Equality and Diversity:

Actively advance diversity /equality, work towards eliminating discrimination, harassment and victimisation and foster good relations between all groups of people.

Person Specification

Knowledge, Skills & Abilities

Essential Criteria

A clear definition of the necessary criteria.

Knowledge/ Education (including qualifications):

1. To hold a Management qualification or degree and significant experience in organisational leadership.

Work Experience:

2. To evidence previous experience working as a Chief Officer and/or Section 151 Officer in large and complex organisations
3. To have an excellent working knowledge and understanding of current issues within policing in England and Wales, police and local government law, practice and statutory requirements.
4. To have a detailed understanding of legislative frameworks, corporate governance and undertaking statutory responsibilities.
5. Proven track record of managing change successfully and delivering improved performance and value for money
6. Proven experience of building effective relationships with a wide range of individuals. Highly developed skills in persuasion, influence, negotiation, communication and interpersonal skills.
7. Proven experience of leading and influencing high performing professional teams, effective people and performance management to deliver the PCC and organisation's objectives.

Personal / Interpersonal Skills, Aptitudes:

8. Ability to think independently, strategically and flexibly, taking a long- term perspective.
9. Ability to assimilate complex information quickly, weigh up alternatives and make sound, timely decisions.
10. Proactive commitment to fairness and diversity and high standards of professional conduct. High standards of ethical behaviour, probity, integrity, honesty and responsibility.
11. Strong management skills of objective setting, monitoring, engaging, team building, collaboration and motivating to achieve individual and collective results.

Special Skills:

12. Understanding of managing a department within a strict legislative framework. To have a detailed understanding of legislative frameworks, corporate governance and undertaking statutory responsibilities including those of the Police and Social Reform Act 2011 and Crime Act 2017. Demonstrates experience of managing reputational risk within a political environment.

** Reasonable adjustments will be considered under the Equalities Act 2010.*

Desirable Criteria

Where available, elements that contribute to improved / immediate performance in the job.

Work Experience:

1. To have knowledge and expertise across the policy environment in which the Commissioner operates.

** Reasonable adjustments will be considered under the Equalities Act 2010.*

Core Responsibilities/ Accountabilities**Chief Executive Officer Responsibilities**

- Carry out the duties of Chief Executive Officer and Monitoring Officer and act as Head of Paid Staff appointed under the Police and Social Reform Act 2011.
- To undertake the role of Monitoring officer and notify designated officers/bodies of any illegality or maladministration in relation to the PCC.
- In conjunction with the OPCC's Section 151 officer ensure propriety in the conduct of the PCC's business including appropriate governance arrangements for contracts and tendering processes, the management of strategic risk and information management.
- Ensure PCC's compliance with the Code of Conduct and maintenance of appropriate standards.
- Ensure the provision of appropriate and timely advice and briefings to the PCC.
- To provide leadership, setting the strategic direction and providing support to the PCC in his/her statutory duty to secure an efficient and effective police service for Leicester, Leicestershire and Rutland.
- Provide clear and visible leadership to the Office of the PCC including staff development and training and work directly to the Commissioner in relation to personal objectives and development.
- Lead and manage the OPCC managers and staff members by ensuring good communication, performance management, objective setting, engaging, inspiring and motivating the team.
- Oversee arrangements for the appointment of the Chief Constable including terms and conditions and matters relating to complaints and discipline.
- Develop and maintain external relationships at a senior executive and political level with partners, organisations and stakeholders.
- Be the Data Controller for the OPCC (Delegated by the PCC).
- Ensure the organisation fully meets its statutory and other obligations including the maintenance of formal records and processes.

Statutory Responsibilities:

- Develop and maintain effective relationships with the Chief Constable, other members of the Command Team and the Force in general, to ensure that the PCC's statutory duties are met.
- Deliver a strong effective liaison link role between the PCC and the Force, sharing knowledge and information collaboratively.
- To distil and disseminate relevant information and advice to the PCC to enable him/her to challenge, where appropriate, the Force's strategic performance.
- To support the PCC in ensuring that policing in Leicestershire is accountable to local people through the development and implementation of effective communication, consultation and community engagement strategies and plans.
- Ensure the provision of an effective, co-ordinated public relations service to enhance public understanding and awareness of the role and responsibilities of the PCC.
- To support the PCC to increase his/her influence and profile locally, regionally and nationally.
- To establish effective working relationships at local, regional and national level.
- To strive for continuous improvement regarding efficiency and effectiveness of the OPCC.
- Support efficient and effective delivery of the PCC Plan together with any associated delivery plans, including business plans for the work of the office.
- Develop a strong and effective relationship with the Police and Crime Panel and service its requirements to enable it to properly discharge its statutory functions
- Develop and maintain mechanisms for commissioning services from external organisations to meet emerging needs.
- Ensure proper and adequate independent legal advice is obtained where appropriate.
- Ensure that the OPCC performs its equalities and diversity duties and responsibilities.
- To provide high level strategic advice to the PCC on a range of subjects, particularly in relation to his/her decision making and governance procedures.
- To strategically direct the governance and executive statutory arrangements for the OPCC in accordance with the Police Act 2008 and the Police Reform and Social Responsibility Act 2011 and other related legislation.
- Management of governance and integrity including the handling of complaints against the Chief Constable.
- To provide strategic direction and advise to the PCC in fulfilling his/her functions and providing professional leadership, responsibility and management for the overall budget, strategy and operational network for the PCC.

Administration

- Ensure the PCC operates effective corporate governance and business arrangements, regularly reviewing systems and structures to deliver continuous improvement.
- Ensure that the OPCC staffing structure, processes and procedures are reviewed and designed to facilitate the provision of effective and high-quality administrative services.

General

- Actively promote equality of opportunity, proactively work towards eliminating discrimination and promote good relations between all groups of people.
- Undertake such other duties commensurate with the post as may be required for the safe and effective performance of the job.
- This role description should develop along with the changing demands of policing reflected in the PCC's objectives and priorities.
- Be flexible in terms of working location and be prepared to, when required, work and travel nationally to fulfil the duties of the role.

Political Restrictions

- This post has been identified as being politically restricted under the Local Government and Housing Act 1989 as amended by the Local Democracy, Economic, Development and Construction Act 2009. Further guidance regarding these restrictions is contained in the Police Staff Council Terms and Conditions of service, Section 3,8.1, Politically Restricted Posts, accessible on the intranet, HR Website.
- The postholder's freedom to act is prescribed by the appropriate statutes and regulations by which the OPCC is bound.

** Reasonable adjustments will be considered under the Equalities Act 2010.*

Personal Values / Competencies

The competency and values framework sets out nationally recognised behaviours.

The framework has 6 Competencies – each competency can be split into 3 levels to fit around policing and non-policing roles see here : [Competency and Values framework](#)

We analyse critically
We are innovative and open-minded
We are emotionally aware
We take ownership
We are collaborative
We deliver, support and inspire

All competencies are underpinned by 4 Values that should underpin everything that we do :

Integrity
Impartiality
Transparency
Public Service

Other

Security Check Levels refer to vetting for the specific levels that relate to this job role:

Management Vetting (MV)

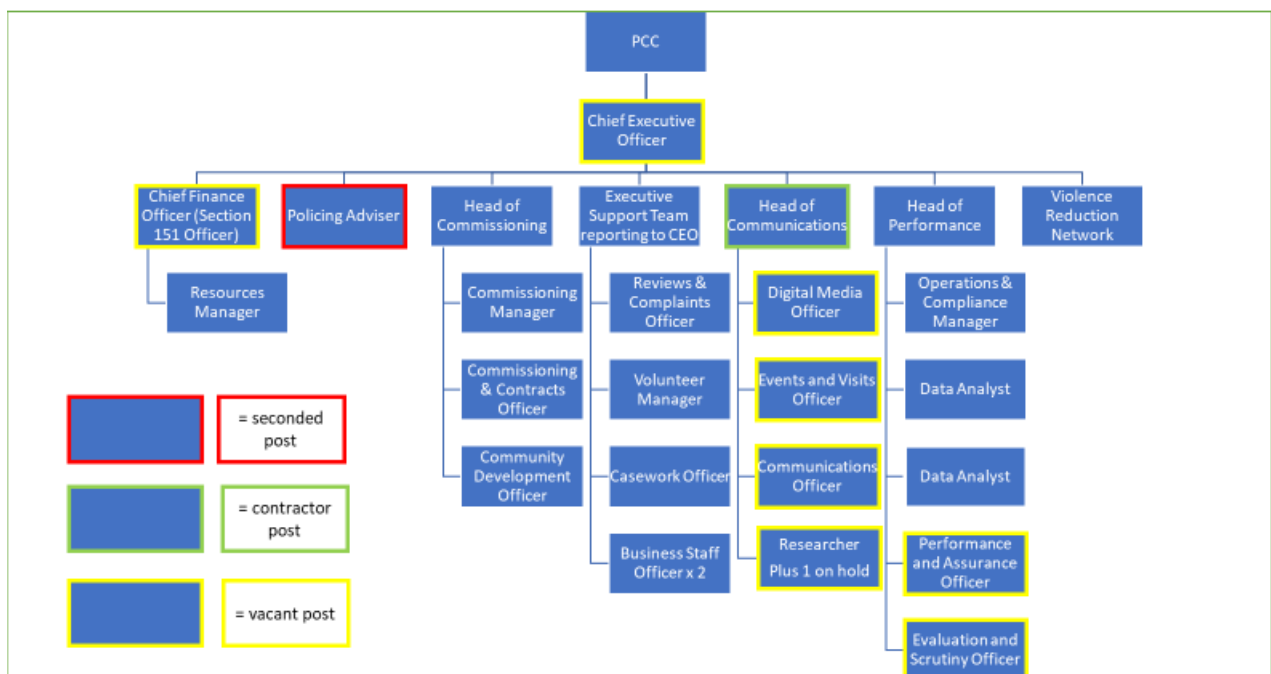
Security Check (SC)

Car User: Yes – Casual Allowance

Additional Information: Must hold a full driving licence and be prepared to use own car for business purposes.*

* Reasonable adjustments will be considered under the Equalities Act 2010.

Organisational Structure





APACE Statement on the Role of the Chief Executive and Monitoring Officer of the Police and Crime Commissioner

Foreword

The Police Reform and Social Responsibility Act 2011 (PRSRA) established new arrangements for policing governance in England and Wales, effective from 22 November 2012. Police and crime commissioners are responsible for the totality of policing in their area, including securing the maintenance of an efficient and effective police force, setting local policing and crime priorities, holding the chief constable to account, appointing (and dismissing) the chief constable, setting the police force budget and precept, and disbursing community safety funding. They also have responsibilities to co-operate with partners to provide an efficient and effective criminal justice system; to co-operate with community safety partners and have regard to their priorities; to obtain views from the community and victims of crime on policing; and to exercise duties in relation to safeguarding children and the promotion of child welfare.

The chief executive occupies a critical position in the office of the police and crime commissioner. As principal adviser and monitoring officer, they will have responsibility for ensuring the effective implementation of the commissioner's police and crime plan and effective use of resources, the fulfilment of the full range of statutory duties and responsibilities, and the setting and maintenance of high standards of conduct in accordance with the Nolan principles. Police and crime commissioners will need to ensure that the roles and responsibilities of chief executive and monitoring officer are fully reflected in local working arrangements and that adequate resourcing is provided to fulfil these responsibilities.

The role of the chief executive: Introduction

Every police and crime commissioner (PCC) must have a chief executive in post who will support and advise the PCC in delivering all his/her statutory duties and responsibilities. The chief executive will work with the PCC to enable delivery of the PCC's vision, strategy and identified priorities and facilitate appropriate scrutiny of the police force's activities. The chief executive will also ensure the effective strategic and operational leadership of the Office of the PCC (OPCC).

The chief executive also holds the role of the Monitoring Officer¹, with a remit to draw to the PCC's attention any actual or possible contravention of law, maladministration or injustice. Additionally, this post will fulfil the statutory function of the Head of Paid Service². The post of chief executive is politically restricted and the post holder must be appointed on merit. The PCC and chief constable must each appoint a chief finance officer.

¹ section 5 of the Local Government and Housing Act 1989, as amended by the PRSRA11

² section 4(1A) of the Local Government and Housing Act 1989, as amended by p202 sch16 PRSRA11

Key duties and responsibilities of the chief executive

The chief executive's main role is to support and advise the PCC in delivering his/her manifesto, as expressed through the police and crime plan, and in undertaking the statutory duties and responsibilities, including:

1. strategy and resource planning
2. partnership working, commissioning and service delivery
3. engagement and information management (including obtaining the views of the public, media relations, research, strategic needs assessments) and
4. scrutiny, evaluation and performance.

The chief executive will also have responsibility for the management and day to day running of the OPCC.

Strategy and resource planning

Decisions on force area resourcing and the strategic objectives for policing and reducing crime lie with the PCC. The chief executive will support the PCC in developing a clear and effective long-term vision and strategy. It will be their task to lead the development of the OPCC in the areas of strategic planning and finance (working closely with the two chief finance officers), information management, community and media relations, the management of strategic risk, the human resource and learning and development strategies, and ensuring that the PCC is compliant with current employment legislation. This will involve working with partners locally, regionally and nationally and having regard to a range of considerations including the political and economic landscape, the needs of service users and of service providers, and regulatory requirements.

Partnership working, commissioning and service delivery

There will be an important role for the PCC in working with the chief constable and local partners to shape policy and strategic direction for policing and crime in their area, with a clear emphasis on achieving crime reduction outcomes.

The chief executive will be the strategic lead in respect of partnership for the PCC. They should represent and promote the interests of the PCC by developing and maintaining effective strategic partnerships with relevant public, private and voluntary sector organisations in the local community, and at regional and national meetings. They will be called upon to represent the PCC at high level meetings, for example with the Home Office, Her Majesty's Inspector of Constabulary and other relevant bodies at regional and national levels.

A key plank of the PRSRA is collaborative and joint working between partners across policing, community safety, criminal justice and victim support to deliver efficient and effective services that meet communities' and service users' needs. The chief executive will be accountable for the performance of the OPCC in all aspects of commissioning.

Engagement and information management

To fulfil their functions, a PCC will have to obtain the views of the public and partners and share information on the performance of both the PCC and the police. The chief executive will need to develop and implement effective two-way community engagement and effective consultation with all sections of the community; use this feedback to help influence and shape policing and crime reduction; and support the PCC in raising their profile as a means to enhance the accountability of the police service and themselves to the public and communicating their values, priorities, strategies, achievements and views.

There will be a need to develop a proactive and healthy working relationship with the local media, and to build and support effective relationship management between the PCC and their communities. The OPCC will need to identify ways to work with the media to promote the PCC's activities and to share good news stories on policing and crime reduction, where appropriate. The PCC will also need to consider the relationship and working arrangements with their Force in dealing with the media and key statements for delivery to the community, including handling the media relating to high profile policing operations.

The chief executive will need to ensure that effective strategic needs assessments are undertaken which demonstrate an understanding of the communities served in the police force area to inform the development of the police and crime plan and enable effective budget alignment and prioritisation. To support that, the chief executive will need to deliver, review and improve performance against the PCC's information strategy in the areas of communication, consultation and engagement.

Scrutiny, evaluation and performance

As with all public bodies, the PCC will want to demonstrate effectiveness, efficiency and value for money. The chief executive will support the PCC in this by contributing to the efficient and effective delivery of the police and crime plan, together with any associated delivery plans.

The chief executive will oversee the financial planning; and budgetary, resourcing and asset management aspects of the OPCC. They should have direct access to and will need to work closely and constructively with both the PCC and force chief finance officers, who will have lead responsibility in these areas of business.

The chief executive will support the PCC in scrutinising force performance and support continuous improvement in the force and in the OPCC. They will have to distil and disseminate relevant information and advice to the PCC, enabling them, where appropriate, to challenge the force's strategic and financial performance. As part of this the OPCC will need to work with external inspection bodies, including Her Majesty's Inspector of Constabulary.

Furthermore, there is a requirement to ensure the effective and efficient operation of both the internal and external audit functions. Although this will be primarily the responsibility of the PCC's chief finance officer, the chief executive as monitoring officer and head of paid service has a role to play in fulfilling this requirement. The PCC and chief constable must establish an independent audit committee overseeing both organisations with both chief finance officers and the external auditor reporting directly to it.

There is also a requirement to oversee and ensure the effective and efficient management of complaints. Effective liaison will be needed between the OPCC and the chief constable, the police and crime panel and the Independent Police Complaints Commission, as appropriate, in relation to complaints arising against the PCC and the chief constable³.

The chief executive and the chief police officer team

The PCC's professional adviser on policing is the chief constable and it will be important for these two individuals to have a close and effective working relationship. The chief executive will be expected to work closely with the PCC and chief constable (collectively and one to one), and to support the PCC in influencing and shaping the leadership and strategic direction for the Force.

³ Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (in respect of how complaints against PCC should be handled), and section 18 PRSRA11 and Part 2 and Schedule 3 of the PRA (in respect of complaints against chief officers).

The chief executive can also expect to work with other senior police officers/staff. There should be a particular focus on strategic matters, significant current issues and future direction. It will be important for all these parties to develop mutual trust and respect and to work together constructively to deliver positive outcomes for their communities.

Police and Crime Panel

Whilst the PCC has oversight of the police force, it is the role of the local police and crime panel (the panel) to maintain a check and balance on the performance of the PCC. The panel scrutinises the PCC's exercise of their statutory functions. The panel is there to challenge the PCC, but it must carry out its functions with a view to supporting the effective exercise of the PCC's functions⁴. The panel does not scrutinise the chief constable.

The panel can require attendance of the PCC at its meetings, and the PCC may be accompanied by the chief executive and chief finance officer. The chief executive may be required to attend by the panel, and conversely cannot be excluded from its meetings. The chief constable may be invited, but cannot be required, to attend panel meetings.

There will be a need for the chief executive and their staff to develop and maintain a good working relationship with the panel and the lead local authority, ensuring that all appropriate information is provided on a timely basis by both organisations to enable the PCC and the panel to carry out their respective functions efficiently and effectively.

Running an efficient and effective OPCC

In relation to the OPCC, the key functional and management responsibilities of the chief executive include:

- leading the delivery and continued development of the OPCC's activities and operations;
- demonstrating and promoting a commitment across the OPCC to high standards of conduct and adherence to the Nolan principles;
- providing clear and visible leadership to the staff of the OPCC, including overall responsibility for their ongoing development and training;
- supporting the PCC in relation to their own personal development to enable them to fulfil their role effectively;
- ensuring that the OPCC promotes the commitment to equality and diversity in all that it does and performs its duties and responsibilities for equalities and diversity according to relevant legislation;
- in conjunction with the PCC's chief financial officer, ensuring propriety in the conduct of the PCC's business including putting in place appropriate governance and delegations, and making proper arrangements for recording of decisions made, including tendering procedures and the letting of contracts, and scrutiny undertaken;
- addressing and dealing effectively with complex issues and problems, difficult situations and areas of conflict;

⁴ section 28(2)PRSRA11

- demonstrating strong commitment to innovation and performance improvement;
- implementing best practice in change management and leadership;
- balancing conflicting pressures and needs, including shorter longer term trade-offs;
- leading collective ownership of strategy, risks and delivery.

The chief executive as the monitoring officer

Introduction

Parliament has designated the PCC's chief executive to fulfil the functions of monitoring officer. The monitoring officer can delegate his / her duties to a deputy monitoring officer.

Statute imposes a duty on the PCC to provide a monitoring officer with such staff, accommodation and other resources as are, in the opinion of the office holder, sufficient to allow those duties to be performed⁵.

Key duties and responsibilities of the monitoring officer

The function of the monitoring officer is to report to the PCC, if it appears to him/her that any proposal, decision or omission by the elected policing body or by any person holding any office or employment under the PCC, constitutes, has given rise to or is likely to or would give rise to:

- a contravention of any enactment or rule of law or of any code of practice; or
- any such maladministration or injustice⁶

with respect to that proposal, decision or omission. The monitoring officer must send a copy of that report to the police and crime panel.

The role of monitoring officer, within the governance framework of policing, is therefore restricted to ensuring that the PCC, or anyone acting on the PCC's behalf, acts lawfully and in such a way as not to constitute maladministration.

Therefore, the two roles of chief executive and monitoring officer have different responsibilities. On occasion, tensions will arise between what the PCC wants to do and how this can be achieved within the legislative framework. Whilst the chief executive will always look to find ways to achieve the desired (or acceptable alternative) outcomes, the monitoring officer will always ensure that the final solution adopted is lawful and proportionate. It is permissible for the day to day functioning of the monitoring officer role to be delegated to a senior individual other than the chief executive.

Governance in relation to non-operational functions

The PRSRA gives PCCs responsibility for the totality of policing within their force area. Public accountability for the delivery and performance of the police service lies in the hands of the PCC on behalf of their electorate. The PCC draws on their mandate to set and shape the strategic objectives of their force area, in consultation with the chief constable. The chief constable is accountable to the law for the exercise of police powers and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force.

⁵ Section 5(1) Local Government and Housing Act 1989 as amended by PRSRA11

⁶ Section 5(2) Local Government and Housing Act 1989 as amended by PRSRA11

The chief executive will have duties in connection with any relevant decision or omission of the PCC in connection with the exercise of the PCC's statutory functions. However, it is likely that the majority of policing decisions will be taken by the chief constable, or persons employed by him/her or under his direction and control, as envisaged by the statutory Policing Protocol⁷ which governs the working relationship between the PCC, the chief constable, the Home Secretary and the police and crime panel.

Given that ultimate accountability for the efficiency and effectiveness of the police force rests with the PCC - but also given the operational independence of the office of chief constable - the scope of the monitoring officer function extends to the non-operational decision-making framework of both the PCC and the chief constable.

Accordingly, it would make practical sense for the chief executive and the chief constable to agree arrangements whereby effective legal compliance control can be exercised throughout the service through the governance structures, arrangements and instruments approved by the PCC but backed up by operating protocols and procedures with the chief constable's legal/corporate staff.

In particular, they need to ensure that

- decisions taken by the PCC/chief constable are taken with legal advice;
- the chief executive has the right to attend (or be represented by a member of the OPCC's staff) at any meeting and to advise on, or otherwise before a decision is taken, to make representations on a decision which binds the PCC;
- the chief executive and the chief finance officers have direct access to the independent audit committee of the PCC and the chief constable;
- the chief constable's legal adviser has full access to the chief executive with a recognised duty to report any potential impropriety;
- the scheme of governance, financial regulations, contract regulations, anti-fraud/corruption strategies and other key regulatory instruments of both the PCC and the chief constable clearly outline roles for the chief constable's legal staff and the monitoring officer so that effective legal oversight of decisions is maintained;
- the monitoring officer has the right of access to any documents upon which the PCC/chief constable relied in taking non-operational decisions;
- in carrying out any investigation the monitoring officer has unqualified access to any non-operational information held by the chief constable which might assist in the discharge of his/her functions; any employee of the chief constable, and with the consent of the chief constable, any police officer;
- effective relationships are built between the chief finance officers, the chief executive and the chief constable and that there is effective exchange of information between them and regular opportunities to meet and discuss matters of interest/concern.

⁷ The Policing Protocol Order 2011

Chief executive personal attributes (Skills for Justice)

The Skills for Justice website includes a professional framework for policing governance. The framework aims to assist with organisational development and the identification of skills, knowledge and experience required to fulfil the functions required by an OPCC. It has been developed by those working within policing governance in association with Skills for Justice in preparation for the election of the first police and crime commissioners.

The framework draws on National Occupational Standards (NOS) from a range of skill sectors including those from the criminal justice sector. National occupational standards describe competent performance in terms of outcomes of an individual's work and the knowledge and skills they need to perform effectively. They allow a clear assessment of competence against nationally agreed standards of performance, across a range of workplace circumstances. In this way, defining what has to be achieved, rather than what has to be done, they provide the necessary flexibility to meet the needs of individuals. NOS are reviewed by Skills for Justice and updated when required.

Personal qualities have been identified for each officer level and these sit alongside the NOS within this framework. The personal qualities have been adapted from those that were developed for the Policing Professional Framework. Whilst NOS describe *what* an individual needs to achieve in his or her role, the personal qualities outline *how* a person should conduct themselves in their role. The framework has been designed to be a flexible tool and is not intended to provide a prescriptive solution.

The PCC's chief finance officer

The PCC must also have in post a chief finance officer,⁸ who has similar and complementary statutory duties and responsibilities to those of the monitoring officer in connection with any unlawful, or potentially unlawful, expenditure of the PCC or those acting on the PCC's behalf. As the statutory roles of monitoring officer and chief finance officer cannot be combined then it follows that the roles of the PCC's chief executive and chief finance officer cannot be combined.⁹

Unlike the chief finance officer function – where there is a statutory responsibility for the person exercising that function to be appropriately qualified – there is no such restriction on the chief executive function. Interestingly, the law requires the chief constable to designate a chief finance officer, who has the same responsibilities to that office, but there is no such obligation on the chief constable to have a monitoring officer.

The PCC's chief finance officer has a direct reporting relationship to the PCC and will be a key member of the OPCC leadership team. They will need to develop and maintain strong and constructive working relationships with the chief constable's chief finance officer, underpinned by sharing of information through a locally agreed information sharing protocol, which is to be agreed by the two chief finance officers in consultation with the chief executive.

Statutory guidance issued by the Secretary of State under the Local Government Act 2000¹⁰ advises that local authorities need to ensure that the monitoring officer and the PCC's chief finance officer have access as necessary to meetings and papers, and that members must consult with him/her regularly. These arrangements do not apply to the PCC but the guidance represents best practice and the principles of access and consultation should be applied.

⁸ section 5 of the Local Government and Housing Act 1989 as amended by the PRSRA11

⁹ Further information about the role of the chief finance officer is available via the CIPFA website from October 2012 at this link [CIPFA statement on the role of the chief financial officer | CIPFA](#)

¹⁰ New Council Constitutions, Local Government Act 2000 – guidance to English local authorities, Chapter 8 – officers' roles under executive arrangements, DETR, October 2000

Statutory roles of chief finance officers/chief executive and monitoring officer

By Section 114 of the Local Government Finance Act 1988, in the case of the PCC or chief constable, requires their chief finance officer, in consultation with the monitoring officer to present a report if there is, or is likely to be unlawful expenditure or an unbalanced budget. This report would be made to the PCC / CC and the external auditor. Members of the audit committee and the PCC / CC internal auditor should also be informed.

Both the PCC and the chief constable chief finance officers have this responsibility in relation to their corporation soles. If either of the chief finance officers intends to exercise their statutory powers under S114, they should inform the other, and the chief executive / monitoring officer, as soon as possible.

The chief finance officer is required to make the report and send a copy to the PCC, the chief constable and the external auditor. The course of conduct which led to the report must not be pursued until the report has been considered. The PCC and the chief constable must consider the report within 21 days and decide whether they agree or disagree with the views in the report and what action it is proposed to take. Further information relating to the chief finance officer's report is contained in the CIPFA publication.

The PCC, Deputy PCC and special advisers

In addition to the two statutory officer appointments, the PCC may appoint a deputy PCC¹¹ who may (but will not necessarily) be their principal political adviser. The PCC may delegate functions to the DPCC although the PRSRA places some restrictions on this¹². The DPCC will be an employee of the OPCC appointed at the discretion of the PCC, not necessarily on merit. This is the only post in the OPCC which is not politically restricted. Their term of appointment must end not later than the day when the PCC's current term of office ends. The PCC will need to consider and determine the role and day to day responsibilities, reporting arrangements and remuneration for the DPCC.

The PCC may also appoint or have access to other party political advisers who may or not be paid.

The chief executive as leader

Introduction

The chief executive will have a pivotal role, supporting the PCC to deliver their vision and strategy, to provide leadership and direction for other chief officers and the OPCC, and to build healthy and influential working relationships with the chief police officer team, key partners and stakeholders. This will require a combination of strong political and managerial leadership. (A copy of a short list of books and articles on leadership and two recent academic articles on political astuteness is attached at appendix B – provided by the NPIA.)

Managerial leadership

The chief executive brings together the necessary skills, knowledge and expertise to provide the managerial leadership for the OPCC. While the chief executive is required to perform traditional policy, administrative and managerial functions involving high levels of analytical skills, their role also requires the ability to achieve the trust and confidence of those they lead and with whom they work. These qualities include the capacity to think creatively and to empathise with others, and having an awareness of self and one's impact on others. Their role is also to co-ordinate, instruct, support, cajole and guide to bring the best out in others.

¹¹ section 18(1) PRSRA'11

¹² section 18 (6) and (7) PRSRA

Political leadership

Many of the challenges of being a chief executive in the public sector arise from working in a complex and political environment. In organisations where there are elected representatives, this involves providing leadership at the interface between management and politics.

Given the close working relationship between the chief executive and the PCC, it is essential that the chief executive is aware of, and is sensitive to, the political context in which the PCC is operating. PCCs may be members of recognised political parties, coming from a local or central government background. Equally, they may have no party political connections. Central to understanding political leadership is understanding the process by which elected representatives achieve the position they hold; how they build and their authority and legitimacy through the election process and how they develop and maintain that relationship with the electorate and the wider community.

While it is not the chief executive's job to intervene in the political relationships that the PCC has with his/her deputy and special advisers, where they exist, the PCC will rightly expect the chief executive to understand the context in which the PCC and their political advisers operate and to advise the PCC accordingly. It will be essential for all these individuals to have a good understanding of their respective roles and responsibilities and for there to be good communication between them.

The role of broker

The political environment contains legitimately competing interests, opposing points of view and multiple accountabilities. The task of the elected PCC and chief executive is to control these different elements and to find the appropriate changing balance over time.

Key to providing community leadership in the political environment is the ability to deal with the strategic and tactical and to understand performance both in terms of step changes and quick wins. In considering the provision of services to the community, the PCC will bring their vision and strategic objectives for policing and crime, together with their convictions, values and beliefs. These need to be informed and supported by rational, well informed analysis. Community leadership needs that balance and it is the chief executive who needs to provide the overview and bring balance and coherence.

The chief executive needs to be able to understand what constitutes public value to a range of stakeholders, from a number of valid perspectives, including those of elected members, officers, partners and the public. Often their respective views will be in conflict, and the chief executive's role is to broker a way through that is acceptable to all parties, or at least to provide explanation to those whose views and expectations cannot be met. Through all of this, the chief executive's primary responsibility is to their PCC, working within the legislative and regulatory framework to achieve the PCC's desired outcomes.

A special relationship

The role of the chief executive and PCC are closely linked but are not wholly discreet – they are overlapping and complementary, which brings its own set of tensions. It will be important for the PCC and chief executive to construct trust at a point where there will be tension and potential conflict between the different worlds of political logic and managerial logic. It is crucial that there is mutual understanding of each others' roles and perspectives, and this relies on good communications and a healthy, ongoing dialogue.

A PCC must be able to impart to their chief executive their understanding of the context and imperatives to which they are working. The chief executive needs, in a similar way, without eroding the loyalty owed to colleagues, to be able to discuss with the PCC their managerial capacity or incapacity to deliver on a particular agenda. This is not just about interpersonal skills but about mutual grasp of each other's worlds.

A wise chief executive commits to their PCC unconditionally, and understands this as including roles of confidant, mentor, partisan, speech writer and public relations consultant, behaving in ways that are consistent with agreed values and objectives. However, whilst the elected representative may be 'right all the time', this cannot be taken for granted, and on those rare occasions when they are not, part of the chief executive's role is to be brave and speak up.

The report by SOLACE "Leadership United: Managing in a Political Environment", published December 2005, whilst set within the local authority context, includes some useful information and advice on the role of the chief executive working in a political environment, which has relevance and read across to the PCC context.¹³

When the relationship between the PCC and their chief executive works well, they will form a strong team which is focused on and able to deliver positive outcomes for communities in policing and crime.

Leadership responsibilities

The OPCC's leadership team will need to grapple with maximising service efficiencies and value for money, service rationing and difficult trade-offs between different groups of service users, as well as present and future benefits. The overarching long-term objective is to align financial planning and the available financial resources to the PCC's vision and strategic objectives.

On a day to day basis, the chief executive's key leadership responsibilities will include:

- providing effective leadership of the OPCC, maintaining focus on its purpose, vision and values through creative thinking, rigorous analysis and challenge;
- being a role model, providing energetic, determined, positive, robust and resilient leadership;
- sharing values, ideas and ethics and exemplifying high standards of conduct;
- being able to motivate others and inspire their confidence and respect;
- adopting a flexible leadership style - being able to consult, listen, include, contribute, plan, direct, delegate, organise, implement, collaborate, review challenge and support, as appropriate;
- building robust relationships, both internally and externally;
- working effectively with others with emotional intelligence, political awareness and sensitivity.

Alongside all the outward facing commitments, someone also needs to have responsibility for, and care about, the whole office/team. This is the role of the chief executive. They must promote and encourage continuous improvement and development in the OPCC.

¹³ available in the special report section of the SOLACE website: <http://solace.org.uk/library.asp>