

Wiltshire and Swindon



**OFFICE OF POLICE AND CRIME COMMISSIONER FOR
WILTSHIRE & SWINDON**

**Information for applicant for the post of
Head of Strategy, Performance & Oversight**

Full time 37 hours per week

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Police and Crime Commissioner
Head of Strategy, Performance & Oversight

Welcome

Thank you for your interest in the role of Head of Strategy, Performance & Oversight for the Office of Police and Crime Commissioner for Wiltshire and Swindon (OPCC).

As an OPCC, we are here to support the Police and Crime Commissioner (PCC) to meet their responsibilities and support them in delivering their agenda for policing and criminal justice in Wiltshire and Swindon.

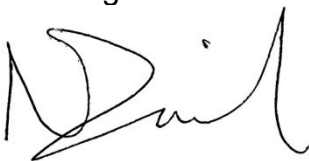
Wiltshire and Swindon is a large, diverse and complex area with both rural and urban areas and is one of the lowest-funded policing areas.

In addition to appointing the Chief Constable, the PCC is responsible for setting the strategic direction of policing, criminal justice and community safety, ensuring there are services for victims and providing a leadership role to coordinate services across criminal justice, probation and community services.

This is an exciting time to join the OPCC as the role and influence of PCCs continues to grow, coordinating more sustainable and effective responses to keeping people safe and ensuring an efficient and fair criminal justice system. The OPCC is a small team but with a pivotal role which is expanding to meet the new challenges of coordinating the policing and criminal justice system, and to develop innovative and effective solutions to improve services for the public.

Thank you showing an interest in joining our team and I wish you the best of luck in your application. If you have any questions regarding the role please contact us on 01225 256926 or email pccrecruitment@wiltshire.police.uk

Kind regards

A handwritten signature in black ink, appearing to read 'Naji Darwish', written in a cursive style.

Naji Darwish
Chief Executive

2. Role of the Wiltshire and Swindon Police and Crime Commissioner

Philip Wilkinson is the current Police and Crime Commissioner (PCC) for Wiltshire and Swindon. Once elected, a PCC is the representative of the people of Wiltshire and Swindon in all policing, criminal justice and community safety issues. They provide public accountability for policing and raises the concerns of local communities.

PCCs are responsible for the totality of policing in their policing area. They have an overarching duty to secure an effective and efficient police force.

They do this by publishing a Police and Crime Plan and making strategic decisions on financial and strategic direction. They are also directly responsible for the commissioning of a range of services including service for victims of crime.

In addition to these statutory roles PCCs play a pivotal local leadership role in the criminal justice system and ensuring community safety.

The PCC is the legal employer for a range of services that are shared with Wiltshire Police including finance, estates, legal, policy and commissioning.

The PCC is supported and scrutinised by the Police and Crime Panel. The Panel is made up of councillors from Wiltshire Council and Swindon Borough Council and two independent members.

3. The Police and Crime Plan

The PCC has set out the priorities for policing and community safety in his Police and Crime Plan.

The current Police and Crime Plan was ratified by the Police & Crime Panel on 10 March 2022. You can see more about this here:

[Making Wiltshire Safer – Wiltshire and Swindon Police and Crime Plan 2022-2025 \(office.com\)](https://www.wiltshire.gov.uk/office.com)

4. Office of the Police and Crime Commissioner for Wiltshire and Swindon

The Office of the Police and Crime Commissioner (OPCC) is situated on the first floor of police headquarters in Devizes, a floor shared with the Wiltshire Police Chief Officer Group, which demonstrates the strength of our working relationship.

The OPCC is led by the Police and Crime Commissioner and Chief Executive, Naji Darwish. The Strategy, Performance & Oversight Team sits within the Operations function which is led by the Director of Operations, Rob Llewellyn.

5. Living in Wiltshire and Swindon

Wiltshire is surrounded by the counties of Berkshire, Dorset, Gloucestershire, Hampshire, Oxfordshire and Somerset. It covers an area of almost 3,500 sq km, measuring 80 km north to south, and has a growing population of approximately 743,000. Famous for the many prehistoric monuments of international significance, Wiltshire also has Salisbury Plain, which contains many military installations and is the principal training ground for the armed forces. With the army basing project now underway, the military presence will increase, bringing new challenges.

Swindon in the north of the county marks out Wiltshire's growing economic diversity. The headquarters of Nationwide Building Society and Zurich Financial Services, Swindon is a vibrant business centre whose strategic location on the M4 corridor continues to attract multi-national employers.

Elsewhere in the county the landscape is pleasantly rural, with traditional and growing market towns and the City of Salisbury with its magnificent cathedral. Other centres of population include Calne, Chippenham (the second largest town in Wiltshire), Devizes, Marlborough, Warminster and Trowbridge; the county town and home to the headquarters of Wiltshire Council. It is the two areas of Swindon and Wiltshire that make up the single command that is Wiltshire Police. Swindon Borough Council and Wiltshire Council are unitary authorities.

Wiltshire was the first English county to establish a police force under the County Police Act of 1839. We are proud to have the oldest county force.

Policing Wiltshire is a challenge. Wiltshire people, and those who represent them, demand high standards of effectiveness and value for money. The PCC and Chief Constable work extremely closely to meet those expectations. Working closely with local partners, particularly the two local authorities, is the key to reducing crime within our communities.

6. Benefits of working for OPCC Wiltshire and Swindon

Flexible working

We believe employees are happier and more productive when they have greater control over their working lives. That is why we will aim to give you the opportunity to fit work around your other responsibilities. We work hard to make sure you can balance arrangements that suit you with the specific demands of your role.

We positively encourage flexibility and this has made a big difference to the way we and our people work.

We provide mobile technology including laptops, tablets and mobile phones. This means you often get the chance to work remotely and flexibly in different locations alongside people from different service areas and learn more about what they do.

Other flexible working options include:

- Flexi-time (for most roles)
- Compressed hours
- Home working

Holidays – You will receive pro rata 25 days' annual leave, rising to 30 after five years, plus public and bank holidays.

Generous pension – all our new employees are assessed against criteria and automatically enrolled into the Local Government Pension Scheme (unless you choose to opt out).

Salary sacrifice schemes which save tax and national insurance – including cycle to work

Occupational health service – offers a variety of employee wellbeing services to support a healthy work/life balance and lifestyle

Learning and development opportunities

Access to the Blue light discount card – for emergency services which provides discounts for high street and online retailers: <https://www.bluelightcard.co.uk/>

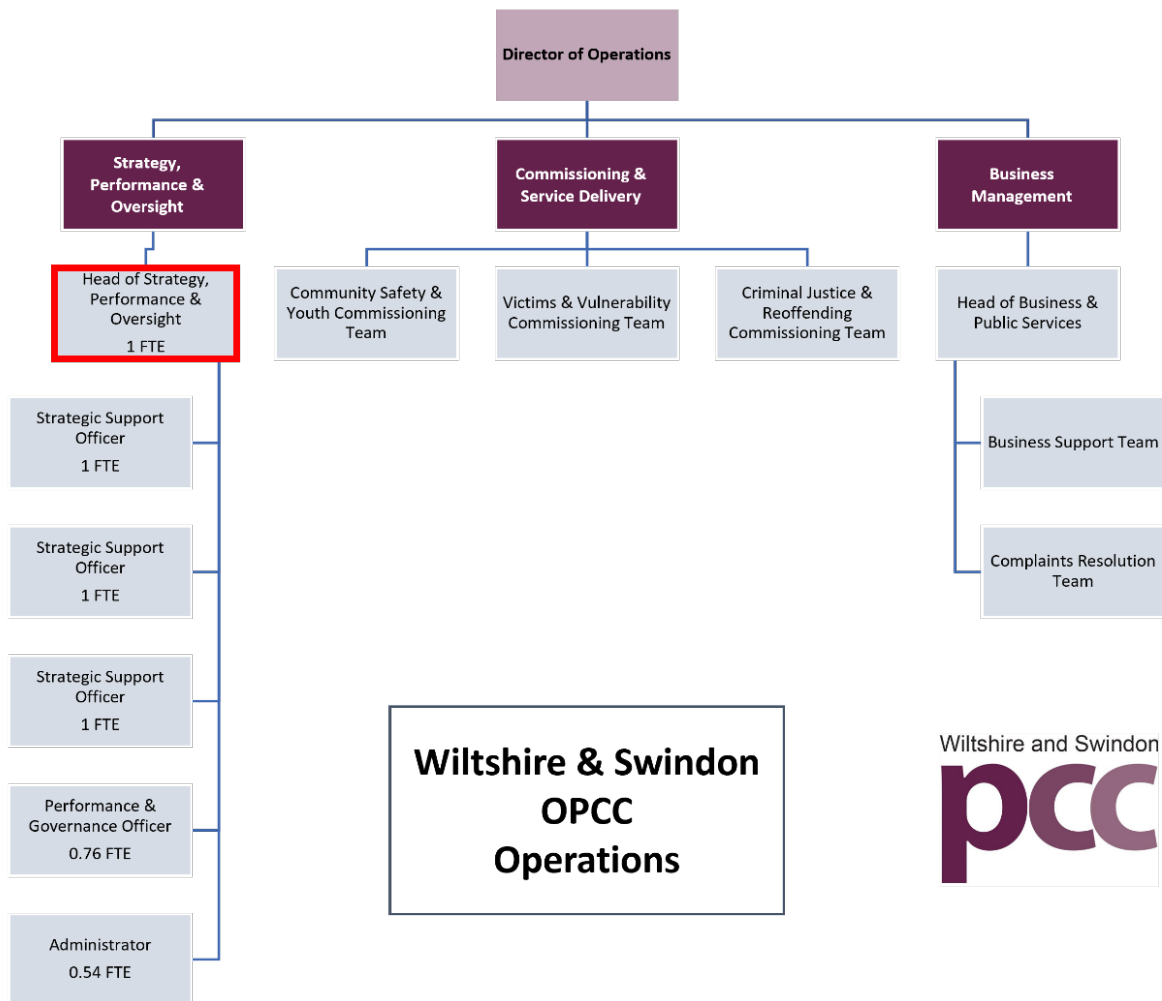
7. Role Profile

Head of Strategy, Performance & Oversight

W13 – (£61,749 - £65,484)

Post Title:	Head of Strategy Performance & Oversight		Office of the Police and Crime Commissioner
Post Number:		Work Location:	Agile – Home & Devizes HQ
Grade:	W13	Security Vetting Level:	MV
Responsible to:	Director of Operations	Date:	January 2023

Reporting Structure:



Job Purpose:

To lead and manage Strategy, Performance and Oversight (SPO) activities for the OPCC. These include; development of the overall OPCC strategy function; implementation of Force and OPCC performance scrutiny and oversight arrangements; management of the governance role of the OPCC across community safety, policing and criminal justice; delivery of the organisation's annual planning process

Main Responsibilities

Leadership

- Lead the development and implementation of Strategy, Performance & Oversight function to provide strong and professional governance and transparent performance leadership of Wiltshire Police (WP) and the OPCC.
- Ensure effective performance leadership of the Strategy, Performance & Oversight function, achieving delivery of all performance objectives and accordance with the values and behaviours of the OPCC.
- Work with the Chief Executive, Director of Operations and OPCC Executive Leadership Team (ELT) to lead, motivate and role model OPCC values and behaviours for all OPCC staff, Force and wider sector.
- Work collaboratively as part of the OPCC ELT, with the OPCC and Wiltshire Police leadership team, to support the delivery of the Police and Crime Plan priorities and objectives.
- Represent the Director of Operations, and/or Chief Executive with Wiltshire Police, OPCC teams, or other partners/stakeholders as required.

Strategy, Performance & Oversight

- Advise and assist the OPCC in the development, implementation and review of the Police and Crime Plan.
- Be responsible for the production of key strategies and improvement plans for the OPCC, policing and partnerships (including the Police and Crime Plan), reflecting the direction provided by the PCC, CEO and OPCC ELT.
- Identify, advise and develop strategies to secure delivery of the Police and Crime Plan, including organisational change, strategic stakeholder management, performance scrutiny, risk oversight and governance.
- Support the Director of Operations, Chief Executive and PCC in scrutinising the performance of Wiltshire Police, OPCC and partnerships, by developing systems,

ensuring access to information and continuous improvement across the sector. Develop tools and support the OPCC and wider partners to review and set priorities.

- Working with the CEO, OPCC ELT and the Director of Operations, lead the design, review and successful operation of a robust annual business planning cycle, including the development of the organisation's annual budget and delivery plan to ensure smooth running of the OPCC and support effective planning in Wiltshire Police.
- Work with the Chief Executive and Director of Operations to maintain effective short, medium and long-term planning processes for the OPCC and contribute to the development, delivery and monitoring of the OPCC Delivery Plan, particularly those elements related to the commissioning of services.
- Work with the Chief Executive, Chief Finance Officer and chairs to manage the auditing and governance arrangements of the OPCC, the Police and Crime Panel and the Joint Independent Audit, Risk and Governance Committee (JIGRAC).
- Distil and disseminate relevant information and advice to the PCC to enable appropriate review of the Force, OPCC and partnership strategic, delivery, risk and financial performance.
- Responsible for identifying, advising and, leading improvements in areas of risk, performance, strategy and planning for Wiltshire Police, Wiltshire Criminal Justice Board and other partners that will aid the delivery of the Police and Crime Plan and deliver a more effective and efficient police service.
- Responsible for the development and implementation of effective and comprehensive Police and Crime plan and OPCC performance scorecards, to enable the PCC, Chief Executive and OPCC ELT to monitoring of effective and efficient performance of services and staff.
- Work with the Director of Operations and Strategic Commissioning Managers to develop long term commissioning strategies that support the delivery of the Police and Crime Plan priorities, thinking innovative about how the OPCC can shape and transform service provision for the benefit of communities.
- Work with OPCC ELT to identify programmes of change and improvement and ensure effective and appropriate mechanisms for delivering change and business transformation.
- On behalf of the OPCC, lead on the co-ordination and production to fulfil statutory OPCC requirements including, but not limited to, the PCC's Annual Report, responses to inspections, central government returns and consultations.

- Line management of the Strategy, Performance & Oversight Team, setting objectives, managing performance and all supervisor responsibilities

Strategic relationships and partnerships

- Lead, develop and maintain a strong working relationship with Wiltshire Police and with all key strategic partners at an Executive and Senior Leadership Team level as required to effectively deliver the Strategy, Performance & Oversight function.
- Assist in the development of collaboration and effective working with other OPCCs, police forces, local authorities and other partners, including joint strategies, service modelling and other activities as required relative to the function.
- To represent and promote the interests of the PCC by working with the Director of Operations in developing and maintaining effective strategic partnerships with relevant, public, and private sector/voluntary organisations in the local community and at national and regional associations as required.
- Support and ensure the provision of appropriate advice relative to the Strategy, Performance & Oversight function to the OPCC ELT, PCC and WP in the delivery of their role locally, regionally, and nationally and support the continued development and delivery of OPCC activities and operations.
- Lead, strengthen and establish relationships with strategic partners to deliver OPCC functions and the Police and Crime Plan. This includes statutory partnerships, performance, OPCC inspectorate requirements (HMICFRS), reputational risk, system / business change.
- Work with the CEO, OPCC ELT and the OPCC Head of Communications and Engagement to ensure key strategic and performance information is available and shared both internally and externally across all aspects of the OPCC, including performance achievements and areas of focus, progress with the Police and Crime Plan and functions of the OPCC.

Portfolio lead activities

- Track national developments including legislation, policy, best practice, and consultations and brief OPCC ELT with recommended actions.
- Proactively horizon scan and develop briefings for the PCC, OPCC ELT and staff as required on national legislation and policy changes.
- Coordinate and develop OPCC response to all national inspectorates' reports related to the OPCC's role and remit, where required. This will be primarily Her Majesty's Inspectorate of Police and Fire Services but may also include others such as Her Majesty's Inspectorate of Probation, Her Majesty's Inspector of Prisons,

Office of Standards in Education, Children Services and Skills, and Care Quality Commission.

- Coordinate and develop OPCC response to any function relevant regional or local service reviews / audits related to the PCC's role and remit.

Products

- Develop briefings, business plans and project plans to meet the responsibilities of the Strategy, Performance & Oversight function. This includes identification against statutory deadlines, coordinating resources to support and ensure a successful delivery of the Police and Crime Plan and annual report.
- Liaise with PCC, OPCC ELT, Wiltshire Police Chief Officer Group and other senior stakeholders to ensure the products meet their requirements and deliver for the OPCC.
- Lead on the design and execution of OPCC performance and needs assessments as part of the integrated business planning cycle.
- Support Director of Operations to strategically plan the OPCC annual commissioning and service plans, in close collaboration with the Commissioning & Service Delivery Team.
- Support Director of Operations to ensure the OPCC identifies, considers, and implements changes in services due to legislative, policy or service changes

Meeting attendance

- Lead meetings as required regarding strategy, planning, performance, and oversight with police, OPCC and other partners.
- Represent the OPCC at a range of Home Office, Ministry of Justice, APACE networks as required.
- Lead meetings with police, OPCC and other partners to deliver scrutiny, governance, and performance assessments to execute the OPCC's role in ensuring an effective and efficient policing service.
- Support the Chief Executive, Director of Operations and other ELT members as required in strategy development sessions, governance, and performance relevant to the portfolio and the OPCC's role in ensuring an effective and efficient policing service.

Financial / Budget Responsibilities

- Delegations in line with OPCC Scheme of Governance

PERSON SPECIFICATION

Competency		Criteria	Assessment*
Qualifications:	Educated to degree level (preferably in a policy, strategy, performance or related area) or significant and extensive equivalent professional experience in a relevant role	Essential	C
Experience:	<p>Proven leadership experience delivering strategic planning and performance monitoring activities in a complex organisation</p> <p>Experience of delivering strategy and planning products and processes within a complex and demanding environment</p> <p>Experience of producing and influencing the development of high-quality strategic documents and operational plans</p> <p>Experience of working in a successful partnership and / or collaborative models, with proven ability to build and maintain effective working relationships with senior stakeholders and partners</p> <p>Experience in improving performance management effectiveness and oversight and scrutiny arrangements to drive organisational performance improvement</p> <p>Experience of leading business planning cycle activities for a complex organisation, including developing relevant business plans and delivery plans</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Desirable</p> <p>Desirable</p>	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
Skills:	<p>Ability to influence, negotiate and drive strategy and change at an organisational and system level</p> <p>Ability to advise, persuade and influence senior stakeholders in a professional and effective manner.</p> <p>Capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly to deliver strategic outcomes</p> <p>Ability to influence the direction and development of strategic plans and</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p>	<p>A / I</p> <p>A / I</p> <p>A / I</p> <p>A / I</p>

	documents	Essential	A / I
	Excellent communication and interpersonal skills with the ability to communicate accurately and appropriately with members of the public, senior management and the elected PCC.	Essential	A / I
	Ability to use initiative and achieve deadlines, with excellent organisational and time management skills	Essential	A / I
	Experience of identifying and interpreting national policy, researching best practice and interpreting its relevance to the portfolio	Essential	A / I
	Demonstrate creative and diplomatic skills to achieve best outcomes, whilst maintaining integrity in all activities	Essential	A / I
	Ability to work under pressure in a calm and professional manner and be confident in dealing with stressful situations	Essential	A / I
	Ability to compile factual and data information in concise written reports and briefing papers at a strategic level	Essential	A / I
	Competent in the use of Microsoft Word, Outlook and Powerpoint and Power BI		
Knowledge:	Knowledge of project/programme management techniques.	Essential	A / I
	Understanding of the role and functions of the PCC, the Police and Crime Plan and Criminal Justice System	Desirable	A / I
	Knowledge of local and national legislation, policy and guidance relevant to criminal justice and / or policing	Desirable	A / I
	Understanding of confidentiality and Data Protection/Freedom of Information issues An understanding of the context and issues surrounding policing nationally and locally]	Essential	A / I
	General awareness of equality and diversity issues in the working environment.	Essential	A / I
	Awareness of workplace health & safety issues.	Essential	A / I

	Knowledge of effective risk management processes, products and governance arrangements	Essential	A / I
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*Assessment will take place with reference to the following information

A=Application

I=Interview

T=Test

C=Certificate

OTHER INFORMATION

- The post holder will be in a politically restricted post under the Local Government and Housing Act 1989.
- Due to the nature of the role, the portfolio content may change in line with legislation, Home Office and Ministry of Justice policy and OPCC priorities.
- The areas of work are determined by the priorities set by the Police and Crime Commissioner; as such the portfolio areas may be amended or refocused to align to these priorities.
- Wiltshire and Swindon OPCC is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.
- You will be required to attend all necessary and relevant training courses in respect of your employment to ensure compliance with the policies of the OPCC.
- It is likely that this post will attract periods of lone working and you must be able to motivate yourself.
- The post holder must recognise the importance of managing information according to legal requirements, GDPR, quality standards and OPCC and Force procedures.
- The post holder should have access to a vehicle or be able to make alternative arrangements to meet the requirements of the post.