Cumbria Office of the Police and Crime Commissioner (COPCC)

# JOB PROFILE

Job Title: Strategy (Commissioning) Officer

Department: Office of the Police and Crime Commissioner

Reports To: Partnerships & Strategy Manager (Policy & Performance)

Location Headquarters, Penrith

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| All employees must ensure compliance with Health and Safety Policy, and all other relevant statutory Health and Safety legislationThis job profile may not detail some less major duties allocated to the post holder, nor cover duties of a similar nature, commensurate with the grade, which may from time to time be reasonably required by the relevant manager. |

This is a politically restricted post and reference should be made to the Office of the Police and Crime Commissioner’s politically restricted post policy.

# Job Purpose

The post holder is responsible for:

* Leading the development and implementation of researched and evidenced based policy and strategy in respect of commissioning, community safety, victim services, criminal justice and other areas of priority to ensure the effective delivery of the objectives within the Police and Crime Plan. Providing professional advice in respect of policy and strategy proposals from the Constabulary and leading on securing changes, if required, ensuring proposals support wider policy and are consistent with the Commissioner’s strategic direction.
* Leading the development and implementation of effective outcome and performance frameworks for services and arrangements in respect of policing, criminal justice, community safety, victims and other areas of priority within the Police and Crime Plan. Negotiating and driving implementation of improvement plans.
* Delivering effective partnership working to secure change and collaborative commissioning and delivery of services to address the objectives within the Police and Crime Plan, particularly in respect of victim services, community safety, criminal justice and Community Safety Partnerships, working with members of the Police and Crime Panel to provide information on policy and briefings to demonstrate performance and outcomes.
* Leading on the strategic, operational and day to day delivery of commissioned services, including negotiation and management of multiple contracts/funding and grant agreements on behalf of the Police and Crime Commissioner.

# Principal Accountabilities

**Strategy and Policy**

1. To lead, develop and implement a comprehensive strategic commissioning plan and framework, which supports the delivery of the Police and Crime Plan through commissioned services across the public, private, voluntary and community sectors; to ensure policy is informed by research and evidence on outcomes and can support the implementation of commissioning arrangements including those delivered through a multi-agency approach.
2. To review strategy and policy developed by the Constabulary in respect of those areas that are relevant to the Commissioner’s policy framework (excluding those pertaining to finance and corporate governance) and to provide advice with regard to their applicability and adoption by the OPCC and lead on securing changes.
3. To work with members of the Police and Crime Panel providing information and policy briefings to demonstrate performance and/or outcomes in respect of priority areas within the Police and Crime Plan.

**Commissioning**

1. To develop effective commissioning relationships with providers across the public, private and third sectors. This to include developing an understanding of the capacity and capabilities of providers and an understanding of the overall market. Where appropriate, undertake market development activities and provide support to develop third sector provision.
2. To develop and implement an annual programme of commissioning activity, in line with the commissioning plan and agreed budget. This to include the development and implementation of procurement processes, outcome based funding agreements and contracts with providers which incorporate clear cost and performance measures and, where appropriate, performance incentives and penalties.
3. To develop negotiation strategies and manage contract/ funding agreement negotiations across multiple contracts, including joint commissioning arrangements with partners. Responsible for ensuring final contract/agreement terms can be effectively managed to deliver expected outcomes and achieve value for money.
4. To manage contracts and funding agreements to ensure the delivery of commissioned outcomes with responsibility for the management of commissioned services. Responsible for working with providers to drive service improvements and undertaking compliance action, where appropriate, including implementation of penalties in line with contract terms.

**Partnerships**

1. To be responsible for developing and maintaining effective partnership working in relation to priorities within the Police and Crime Plan, particularly in respect of collaborative commissioning and delivery of services, attending/chairing meetings and securing change to meet those priorities.
2. To liaise and work closely with the Association of Police and Crime Commissioners and other OPCC’s regionally and nationally to develop best practice and engage in collaborative activity in relation to delivery of the Commissioner’s objectives, policies and performance management.

**Performance**

1. To be responsible for developing and maintaining a performance framework to understand the performance and outcomes of commissioned contracts and associated partnerships, developing solutions to address identified issues.

**Other**

1. To undertake such other duties as determined by the Chief Executive or line manager as required.

### Dimensions

* The post holder will need to maintain effective relationships with senior representatives within the Constabulary and partner organisations to negotiate joint commissioning and service development, performance frameworks and improvements. They will need to be comfortable in holding to account the Chief Constable, senior officers and other providers for service delivery and working in a complex statutory environment with a diverse range of agencies. They will also need to be comfortable being held to account by members of the Police and Crime Panel.
* The post holder will need to plan over multiple years and ensure the integration on commissioning strategy/ plans and service development with the broader objectives and services of the OPCC and partners, taking account of available resources.
* Responsibility for the development and implementation of a commissioning programme, including contract management of multiple services, managing budgets for pooled partnership funding for commissioned services.
* The post is full-time and operates largely within office hours but there is an occasional requirement to attend meetings/conferences with an overnight stay.
* Travel within and outside the county will be required.

### Key Features

Framework and Boundaries

* The post holder will work directly with the Partnerships & Strategy Manager (Policy & Performance) and Chief Executive on the development of strategy and policy, as well as advising them and working with partners to develop arrangements to support them to achieve this in a multi-agency setting.
* The post holder has a responsibility to develop aspects of the OPCC’s strategic direction, policies and procedures.
* The post holder will be required to develop policy/ strategy and service models within a broadly defined objective in new areas, where there may be limited or no precedents/ good practice in place and where there are multiple possible solutions. The post holder will seek out best practice from other OPCC and Constabularies, where applicable and will work within national policies, regulatory and legislative requirements where appropriate.

Important Working Relationships

* The Commissioner (and Deputy Commissioner , if appointed)
* Chief Executive, Chief Finance Officer- Deputy Chief Executive, Head of Communications and Business Services, Head of Partnerships and Commissioning
* All other OPCC Staff
* The Chief Constable/Chief Officer Group/Directors
* Public, Private, Community and Third Sector partners and providers
* Home Office
* HMIC
* Other Police Organisations (for example OPCCs and the Association of Police and Crime Commissioners)

Major Challenges

* Working within a changing multi-agency environment to deliver policy and enable service improvements, where the Commissioner and partners’ resources are increasingly under strain.
* Developing approaches to delivering the Commissioner’s ambitious programme of improvements and to meet new statutory requirements within a regularly changing environment.
* Ensuring commissioning, performance and policy arrangements effectively support the delivery of the Police and Crime Plan and are capable of scrutiny by the public and members of the Police and Crime Panel.

Organisation Chart



Agreed by Post holder: Date:

Line Manager: Date:

Cumbria Police and Crime Commissioner

Person Specification: (e) essential, (d) desirable

# Post: Partnerships and Strategy Manager (Commissioning)

Experience, Knowledge, Skills & Competences

* Substantial experience of working effectively in partnership with a range of public, private and third sector partners within the context of collaboration and/or commissioning. (e)
* The ability to negotiate/influence at a senior level and make decisions in a complex environment, both internally and externally.(e)
* Experience of leading major strategic pieces of work that have delivered outcomes in support of organisational objectives. (e)
* Excellent analytical skills with substantial experience of analysing and interpreting performance management data and other statistical information and developing performance monitoring systems. (e)
* Experience of policy development & drafting and implementation. (e)
* Significant experience of working in the public sector in a political environment, demonstrating the ability to strategically assess the political implications of key decisions and work with tact and discretion. (e)
* Knowledge and experience of theory and effective practice in relation to community safety, reducing offending and criminal justice. (d)
* Knowledge of the responsibilities of the Police and Crime Commissioner with ability to develop and implement performance frameworks that enable the Commissioner to hold the Chief Constable to account. (e)
* A proven ability to organise and present complex information succinctly and accessibly to range of audiences, verbally and in writing. (e)
* Emotionally intelligent with good interpersonal skills; the ability to communicate with tact and diplomacy; demonstrable influencing/negotiation skills. (e)
* Ability to operate effectively and independently to deadlines; organised and able to prioritise and manage a high volume workload whilst remaining responsive to day-to-day demands. (e)
* Demonstrating commitment and motivation; being comfortable with difficult situations, demonstrate initiative and problem solving skills. (e)
* An ability to demonstrate personal commitment to equality and diversity. (e)

Education and Training

* Educated to degree level or equivalent or demonstrable relevant experience (e)
* IT literate in common applications including Excel ( e) Microsoft Project (d)
* Training in statistics/analysis (d)

Circumstances

* Ability to work flexibly and out with normal office hours (e)
* Current driving licence (e)
* Flexibility to travel, both within and outside the County, as reasonably required (e)