



## Head of Cleveland Unit for the Reduction of Violence CURV

<b>Service Unit</b>	Office of the Police & Crime Commissioner
<b>Team</b>	Office of the Police & Crime Commissioner
<b>Responsible to</b>	Chief Executive & Monitoring Officer
<b>Scale and Salary Range</b>	MG4 (£62,793 - £73,260)
<b>Vetting Status</b>	TBC
<b>Politically Restricted</b>	Yes
<b>CVF Level</b>	CVF Level 3

### Job Context

The Police and Crime Commissioner (PCC) appoint statutory and non-statutory officers to the Office of the Police and Crime Commissioner (OPCC) to ensure that the powers and duties of the PCC are carried out efficiently and effectively. Alongside the PCC, the OPCC ensures that the Commissioner's strategic programme for policing and crime is carried into effect – providing, commissioning and overseeing services which meet the objectives, priorities and outcomes set out in the Police and Crime Plan.

In Cleveland, the PCC is also responsible for leading and co-ordinating the local response to serious violence. Funded by the Home Office, the Cleveland Unit for the Reduction of Violence (CURV) is responsible for delivering a 'whole system', public health approach to tackling violence, bringing together key partners to identify the local drivers and root-causes of serious violence and agree and implement a multi-agency response to them.

The OPCC ensures that the PCC has full executive and professional support in carrying out his or her duties and responsibilities comprehensively and lawfully. OPCC staff report to the Chief Executive as Head of Paid Service. In addition to providing and supporting the roles of Monitoring Officer and Chief Finance Officer, the OPCC undertakes a wide range of functions of the PCC via a scheme of delegated powers, supporting and as necessary representing the PCC in carrying out all aspects of his or her public, service provision, scrutiny and governance roles.

### Job Purpose

To provide senior strategic leadership and development of Cleveland Unit for the Reduction of Violence (CURV), adopting a multi-agency approach to prevent, reduce and tackle the key drivers of serious violence; bringing together and co-ordinating strategic partners and agencies to ensure a collaborative and sustainable approach to violence reduction is delivered against a set of long-term and shared outcomes.

## Principal Duties and Responsibilities

### Leadership

- To deliver a new and distinct operating model for CURV which takes a whole system, public health approach and brings together existing structures to maximise collaboration, co-production, cross-agency and place-based working across Cleveland.
- To provide clear and visible leadership and direction to support the delivery of key priorities and objectives of the CURV.
- To lead the CURV team ensuring the team is efficient and effective and delivers against its objectives.
- To ensure the CURV team has the capability and capacity it requires to deliver its range of services.
- To take the lead role in ensuring that CURV is fit for purpose, effectively responding to needs and managing and adapting within a dynamic political environment.
- To act as the lead strategic adviser to the CURV Strategic Governance Group and the PCC providing independent, timely and expert advice, identifying and progressing matters requiring decision, scrutiny and/or action.
- To create, develop and sustain a culture that embeds equality and diversity into all activities and operations of CURV and ensure that all staff and associated activities have proper regard for equality and diversity issues.
- To lead the development of evidence-based bids to secure future Home Office funding, as well as bids for alternative sources of funding and co-commissioning opportunities.
- To ensure accountability for outcome focussed performance and financial management of CURV activity. Develop, implement, and operate a performance framework to enable timely reliable transparent performance monitoring and reporting to the Home Office programme governance structures and evaluation partners.
- To provide effective co-ordination of CURV projects and management of their inter-dependencies including oversight of any risks and issues arising.
- To ensure CURV governance arrangements are supportive of effective change and realisation of sustainable benefits.
- To oversee the management of the CURV budgets and resources.
- To work collaboratively as part of the OPCC leadership team to ensure OPCC compliance with its legal duties under all aspects as a public body, including Equality Act 2010, and all public sector duties.

## **Strategy & Delivery**

- To lead the design, development and implementation of a multi-year strategy and plan which supports the development and delivery of violence prevention and reduction activities across Cleveland.
- To oversee and coordinate the production and delivery of mandatory products for the Home Office including grant returns, annual strategic needs assessment, response strategy, annual report and sustainability plan.
- To oversee, manage and implement all aspects of commissioning including; design of specifications and compliance with procurement rules and processes.
- To continually develop and review CURV activity and operations to ensure an effective and efficient organisation is in place to support priorities and business objectives.
- To ensure the provision of an effective, co-ordinated media and communications and community engagement service to enhance professional and public understanding and awareness of the CURV.
- To respond to national issues affecting the occurrence of violence, actively representing the interests of CURV, building the capacity and capability of the CURV partnership to influence and shape local and national policy.
- To identify the need for services, leading the production of evidence-based business cases, recommending investment decisions and ensuring effective evaluation informs future investment approaches and decisions.
- To ensure knowledge management is developed, implemented and embedded within the CURV to add value to effective decision making.

## **Partnerships**

- To work collaboratively with a wide range of local, regional and national strategic leaders to influence and facilitate effective and sustainable partnership work to address serious violence and create safer communities.
- To build and maintain constructive relationships with key stakeholders, including Office of the Police & Crime Commissioner, Cleveland Police, Public Health England, Probation Service, Local Authorities, and Combined Authority, NHS England, Clinical Commissioning Groups and relevant voluntary sector organisations to ensure efficient and effective delivery of CURV activity and to effect sustainable system change that supports that long term approach to violence reduction.
- To engage partners from public, voluntary, private and academic sectors to draw on expertise and to secure buy in to and from existing governance and delivery structures.
- To work with and for communities to understand and make a sustained impact on violence and its key drivers.

### **Other**

- To carry out any other duties which are consistent with the nature, responsibilities and grading of post.
- Work flexibly in the evening and at weekends to meet the needs of the OPCC/CURV, including attendance and participation at community engagement events and public meetings.

### **Note**

The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post.

With the exception of any Deputy appointed by a PCC, staff within an OPCC must not undertake political work but are required to operate in a way which is sensitive to and fully informed by the local, regional and national policy context in which the PCC's policing, community safety, public protection and criminal justice responsibilities operate. The post holder will be in a politically restricted post under the Local Government and Housing Act 1989.

The OPCC is required to undertake its role in a way which is agile and responsive to the public interest, to the direct accountability of the PCC to the public as well as to the supportive oversight and scrutiny of the Police & Crime Panel and independent audit committee arrangements. Alongside the PCC, the OPCC undertakes its roles by direct engagement with police and public, private and third sector partner agencies at all levels, with local and national government and with the public.

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.

All employees are to comply with confidentiality laid down in the General Data Protection Regulation (GDPR), the Management of Police Information (MOPI), and the Official Secrets Act (which you will be bound for, for life).

All employees are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all.

## Person Specification

Essential knowledge, skills, and experience (E)	Desirable knowledge, skills, and experience (D)
<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent qualification or possess significant demonstrable experience commensurate with the role.</li> <li>• Extensive knowledge of violence reduction and public health approaches, including principle of prevention and early intervention.</li> <li>• Extensive knowledge of public sector partnership working.</li> <li>• Knowledge of project management, budget management and staff management.</li> <li>• Good understanding of the Data Protection Act 2018 and General Data Protection Regulations (GDPR).</li> <li>• Knowledge and understanding of the Equality Act 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• Qualification or training in 'LEAN' process improvement techniques or equivalent experience.</li> <li>• MSP Practitioner qualification - Programme Management.</li> <li>• Prince 2 Practitioner management qualification or relevant alternative or a significant demonstrable track record of achievement amounting to the equivalent of such a qualification.</li> <li>• Theory of Change methodology.</li> </ul>

### Experience

<ul style="list-style-type: none"> <li>• Senior management experience in a policing, public health, criminal justice, safeguarding or community safety environment.</li> <li>• Experience of undertaking strategic needs assessments and formulating strategies for effective service delivery.</li> <li>• Leading, developing and building effective networks and excellent working relationships at a strategic level across a range of organisations and agencies.</li> <li>• Experience of successfully working in a highly pressured and demanding environment delivering work to tight timescales across a broad range of strategic responsibilities.</li> <li>• Experience of successfully influencing and negotiating organisational change and effectively communicating at an executive</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of working within a politically sensitive environment.</li> </ul>
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and board level.

- Experience of commissioning and managing services against Key Performance Indicators (KPIs) and Service Agreements.
- Proven track record of managing and delivering a diverse range of complex projects.
- Experience of developing and delivering interdependent services in partnership to achieve shared outcomes.
- Experience of managing budgets.
- Experience of horizon scanning to keep abreast of emerging legislation, policy and issues.
- Experience of understanding, evaluating and managing performance.
- Experience of risk and issues management.
- Experience of governance development and providing accountability reports to governance groups.
- Experience of handling sensitive information

#### Skills and Abilities

- Proven ability to innovate, lead, manage and develop people.
- Ability to negotiate and influence the opinions of senior stakeholders to develop and deliver an effective violence reduction strategy for the communities of Cleveland.
- A proven ability to innovate and develop strategic partnerships to identify and effectively deliver against shared outcomes.
- The ability to work on own initiative and self-motivate.
- The ability to prioritise and manage multiple work streams.
- Excellent interpersonal and communication

<p>skills, with the ability to engage with a range of diverse audiences.</p> <ul style="list-style-type: none"> <li>• Exceptional writing skills.</li> <li>• The ability to lead - and play a key role as part of - a team.</li> <li>• The ability to think strategically and to appreciate the wider corporate and community needs.</li> <li>• Highly developed analytical skills and ability to assess complex issues.</li> <li>• Ability to risk assess and make effective decisions balancing this alongside organisational priorities.</li> <li>• Actively seeks to find solutions to problems.</li> <li>• Ability to plan and prioritise resources effectively in order to meet deadlines and deliver a good service.</li> <li>• Ability to utilise a full range of standard office IT software.</li> <li>• Commitment to continuous professional development.</li> </ul>	
<b>Other</b>	
<ul style="list-style-type: none"> <li>• Highest standards of integrity and probity.</li> <li>• Ability to travel to different locations across the Force area.</li> <li>• To comply with and promote the organisation Equal Opportunities Policy.</li> </ul>	

**All applicants who identify themselves on the equal opportunities section of the application form as having a disability under the Equality Act 2010 and who meet the essential criteria for the post will be guaranteed an interview.**

<b>Version Control</b>	
<b>Reason for Version Change</b>	<b>Version date</b>
New role	10.05.22

## Competency and Values Framework (CVF) for Policing: Level 3 – Senior Manager/Executive

Set out below are Cleveland Police Leadership Behaviours (2017) drawn from the College of Policing’s Competency and Values Framework for Policing (2017). A candidate’s behaviours/values will be measured at interview.

Competency	Level 3 – Senior Manager / Executive
<b>Emotionally aware</b>	<ul style="list-style-type: none"> <li>• I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.</li> <li>• I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.</li> <li>• I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.</li> <li>• I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.</li> <li>• I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.</li> </ul>
<b>Taking ownership</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.</li> <li>• I define and enforce the standards and processes that will help this to happen.</li> <li>• 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.</li> <li>• I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.</li> <li>• I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.</li> </ul>
<b>Collaborative</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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).</li> <li>• I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.</li> <li>• I create an environment where partnership working flourishes and creates tangible benefits for all.</li> </ul>
<b>Deliver, support and inspire</b>	<ul style="list-style-type: none"> <li>• I challenge myself and others to bear in mind the police service’s vision to provide the best possible service in every decision made.</li> <li>• I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.</li> <li>• I ensure that everyone understands their role in helping the police service to achieve this vision.</li> <li>• I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.</li> <li>• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.</li> <li>• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.</li> <li>• I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.</li> <li>• I motivate and inspire others to deliver challenging goals.</li> </ul>

<b>Analyse critically</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.</li> <li>• I use my knowledge of the wider external environment and long-term situations to inform effective decision making.</li> <li>• I acknowledge that some decisions may represent a significant change.</li> <li>• I think about the best way to introduce such decisions and win support.</li> </ul>
<b>Innovative and open-minded</b>	<ul style="list-style-type: none"> <li>• I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.</li> <li>• 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 in policing. This helps them to adopt fresh perspectives and identify improvements.</li> <li>• I work to create an innovative learning culture, recognising and promoting innovative activities.</li> <li>• 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.</li> <li>• I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.</li> </ul>

<b>Values</b>	<b>All Levels</b>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• I always act in line with the values of the police service and the Code of Ethics for the benefit of the public</li> <li>• I demonstrate courage in doing the right thing, even in challenging situations</li> <li>• I enhance the reputation of my organisation and the wider police service through my actions and behaviours</li> <li>• I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations</li> <li>• I am open and responsive to challenge about my actions and words</li> <li>• I declare any conflicts of interest at the earliest opportunity</li> <li>• I am respectful of the authority and influence my position gives me</li> <li>• I use resources effectively and efficiently and not for personal benefit</li> </ul>
<b>Impartiality</b>	<ul style="list-style-type: none"> <li>• I take into account individual needs and requirements in all of my action.</li> <li>• I understand that treating everyone fairly does not mean everyone is treated the same</li> <li>• I always give people an equal opportunity to express their views</li> <li>• I communicate with everyone, making sure the most relevant message is provided to all</li> <li>• I value everyone's views and opinions by actively listening to understand their perspective</li> <li>• I make fair and objective decisions using the best available evidence</li> <li>• I enable everyone to have equal access to services and information, where appropriate</li> </ul>
<b>Public Service</b>	<ul style="list-style-type: none"> <li>• I act in the interest of the public, first and foremost</li> <li>• I am motivated by serving the public, ensuring that I provide the best service possible at all times</li> </ul>

	<ul style="list-style-type: none"><li>• I seek to understand the needs of others to act in their best interests</li><li>• I adapt to address the needs and concerns of different communities</li><li>• I tailor my communication to be appropriate and respectful to my audience</li><li>• I take into consideration how others want to be treated when interacting with them</li><li>• I treat people respectfully regardless of the circumstances</li><li>• I share credit with everyone involved in delivering services</li></ul>
<b>Transparency</b>	<ul style="list-style-type: none"><li>• I ensure that my decision-making rationale is clear and considered so that it is easily understood by others</li><li>• I am clear and comprehensive when communicating with others</li><li>• I am open and honest about my areas for development and I strive to improve.</li><li>• I give an accurate representation of my actions and records</li><li>• I recognise the value of feedback and act on it</li><li>• I give constructive and accurate feedback</li><li>• I represent the opinions of others accurately and consistently</li><li>• I am consistent and truthful in my communication</li><li>• I maintain confidentiality appropriately</li></ul>