

## Appendix 1

### Strategic Police and Crime Board

#### Board Member Roles (Reference – Report to Senior Salaries Review Body Job evaluation)

| <b>Board Member</b> | <b>Role</b>   | <b>Skills factor</b>   | <b>Application to role</b>   |
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| PCC                 | <p>To secure the maintenance, efficiency and effectiveness of the police force for the West Midlands</p> <p>To appoint and dismiss the Chief Constable</p> <p>To hold the Chief Constable to account</p> <p>To work with partners to tackle crime and disorder</p> <p>To set the precept for the Force and to be responsible for the budget</p> <p>To contribute to the Strategic Policing Requirement</p> <p>To contribute to an efficient and effect criminal justice system in the West Midlands</p> | <p>Knowledge – the breadth and depth of knowledge required to do the job. Knowledge is the information the jobholder is required to use in carrying out his/her work. It can be acquired through experience as well as education and training.</p> <p>Specialist skills – are acquired through natural ability, training, experience or practice. Specialist skills are distinct from knowledge, although they involve the use of knowledge to produce outcomes.</p> <p>People skills – are the skills required in getting things done with and through people. Such skills are used when working within organisations in line management, tem working and</p> | <p>Knowledge of:</p> <ul style="list-style-type: none"> <li>• Crime and policing strategy and policy</li> <li>• Local and community issues, covering large geographical areas, often with different issues and complexities in rural and urban issues</li> <li>• Governance and finance matters, as required to take on responsibility for the overall budget</li> </ul> <p>The specialist skills that are required include:</p> <ul style="list-style-type: none"> <li>• Political skills to enable policy initiatives to be implemented, often within local circumstances;</li> <li>• Leadership skills, and especially the ability to set articulate and communicate a strategic vision;</li> <li>• Management skills, including chairing meetings and other procedures, and working with others to achieve outcomes</li> </ul> <p>People skills required to communicate with, influence, and work effectively with:-</p> <ul style="list-style-type: none"> <li>• Citizens, both individually and in local groups;</li> <li>• The Chief Constable and other senior police</li> </ul> |

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|  |  | <p>communicating with colleagues. They are also used in working with suppliers, customers and other partners, and with the media and general public.</p> <p>Customer service – this is the extent to which the jobholder has an impact on customers, suppliers or others outside the organisation, distinguishing between jobholders who have a direct and an indirect external impact.</p> <p>Decision making – the impact and complexity of decision making, including the range of factors to be taken into account and the extent to which information is likely to be ambiguous or conflicting. In considering the responsibility for decision making, it is necessary to take account of the range of information that has to be dealt with by the jobholder and the extent to which this information may be conflicting or unclear</p> | <p>officers;</p> <ul style="list-style-type: none"> <li>• A wide range of partner organisations with whom the PCC is required to work to tackle crime and disorder;</li> <li>• Employees and subordinates.</li> </ul> <p>The post has a direct impact on local communities through the Chief Constable whose operational independence is maintained. This means the Chief Constable has operational responsibility for the allocation of resources within an agreed Police and Crime Plan and the PCC will not be directly involved in operational decisions on a daily or weekly basis. Furthermore all decision making relating to responses to specific incidents or events will remain with the Chief Constable.</p> <p>The decision making responsibilities relate to:</p> <ul style="list-style-type: none"> <li>• Setting the strategic direction and objectives of the Force.</li> <li>• Deciding on the budget and the allocation of assets and funds;</li> <li>• The appointment, and where necessary the removal of the Chief Constable;</li> <li>• Managerial decisions as to how to hold the Chief Constable to account and to maintain an efficient and effective police force for the police area.</li> </ul> |
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| <p>DPC</p> | <p>To act as the PCC in the event of the absence or unavailability of the PCC</p> <p>To support the PCC generally in the exercise of the PCC's statutory functions</p> <p>To proactively contribute to the working of the Strategic Policing and Crime Board</p> <p>To exercise such decision making powers as may be delegated</p> <p>To undertake on behalf of the PCC community engagement and consultation activities</p> |  | <p>Knowledge:-</p> <ul style="list-style-type: none"> <li>• Crime and policing strategy and policy and PCC manifesto</li> <li>• Local and community issues, covering large geographical areas, often with different issues and complexities in rural and urban issues</li> <li>• Governance and finance matters, as required.</li> </ul> <p>Specialist skills:-</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Chairing meetings</li> <li>• Networking with community interests</li> <li>• Problem solving</li> <li>• Holding to account</li> <li>• Strategic budget management</li> </ul> <p>People skills:-</p> <ul style="list-style-type: none"> <li>• Communication with citizens and local groups particularly in Birmingham</li> <li>• Working with the Chief Constable and other senior officers</li> <li>• Working with local policing board(s)</li> </ul> <p>Customer service:-</p> <ul style="list-style-type: none"> <li>• Involvement in case work and complaints</li> </ul> <p>Decision making:-</p> <ul style="list-style-type: none"> <li>• Delegated decision making</li> </ul> |
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|               |  |  | <ul style="list-style-type: none"> <li>• Contribution to Strategic Board discussion</li> <li>• Advice to PCC in decision making role</li> </ul>  |
| Assistant PCC | <p>To proactively contribute to the working of the Strategic Policing and Crime Board</p> <p>To advise the PCC in decision making</p> <p>To represent the PCC interests in a geographical area and highlighting local issues of concern</p> <p>To attend community engagement and consultation events and meetings</p> <p>To exercise delegated powers where granted</p> |  | <p>Knowledge:-</p> <ul style="list-style-type: none"> <li>• Crime and policing strategy and policy and PCC manifesto</li> <li>• Local and community issues, covering particular geographical areas.</li> <li>• Governance and finance matters, as required</li> </ul> <p>Specialist skills:-</p> <ul style="list-style-type: none"> <li>• Leadership in the particular geographical area</li> <li>• Chairing meetings</li> <li>• Networking with community interests</li> <li>• Problem solving</li> <li>• Holding to account</li> <li>• Strategic budget management</li> </ul> <p>People skills:-</p> <ul style="list-style-type: none"> <li>• Communication with citizens and local groups particularly in Birmingham</li> <li>• Working with the Chief Constable and other senior officers</li> <li>• Working with local policing board(s)</li> </ul> |

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|               |  |  | <p>Customer service:-</p> <ul style="list-style-type: none"> <li>• Involvement in case work and complaints arising in a particular geographical area</li> </ul> <p>Decision making:-</p> <ul style="list-style-type: none"> <li>• Delegated decision making</li> <li>• Contribution to Strategic Board discussion</li> <li>• Advice to PCC in decision making role</li> </ul>  |
| Non-executive | <p>To proactively contribute to the working of the Strategic Policing and Crime Board</p> <p>To advise the PCC in decision making</p> <p>To act as a critical friend to the PCC, DPCC and the Strategic Policing and Crime Board</p> <p>To act as a member of the Commissioner's and Chief Constable's Joint Audit Committee</p> |  | <p>Knowledge:-</p> <ul style="list-style-type: none"> <li>• Crime and policing strategy and policy and PCC manifesto</li> <li>• Governance and finance matters, as required</li> <li>• Understanding of the audit role and function</li> </ul> <p>Specialist skills:-</p> <ul style="list-style-type: none"> <li>• Analytical</li> <li>• Problem solving</li> <li>• Holding to account</li> <li>• Strategic budget management</li> </ul> <p>People skills:-</p> <ul style="list-style-type: none"> <li>• Team working in and the Strategic Policing and Crime Board and providing intelligent challenge</li> </ul> |

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|  |  |  | <ul style="list-style-type: none"><li>• Working with the Chief Constable and other senior officers</li></ul> <p>Decision making:-</p> <ul style="list-style-type: none"><li>• Contribution to Strategic Board discussion</li><li>• Advice to PCC in decision making role</li></ul> |
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