TRIAL DRAFT Policing Professional Profile

Metropolitan Police Service – Deputy Assistant Commissioner

Job Family: Core
Level: Force Leader
Code: (for College use only) CR-FL-MPS-Deputy Assistant Commissioner v1.1 Trial Draft October 2018

Role Purpose
(This section summarises the key function of the role)

The Deputy Assistant Commissioner supports the Metropolitan Police Service Management Board to lead the Service.

In collaboration with other DACs, the Deputy Assistant Commissioner is responsible for the implementation and delivery of the Service Delivery Plan and the running of the MPS in line with the agreed direction and vision, to provide a professional, effective and efficient policing service.

In collaboration with other DACs, they assist Management Board in setting a vision, direction and culture for the MPS that builds public confidence and trust and enables the delivery of an effective policing service.

The Deputy Assistant Commissioner is responsible for reviewing and driving culture and performance within their function, business area or across multiple business units and in collaboration with other DACs, to do so across the MPS, in order to provide a professional and effective policing service.

The Deputy Assistant Commissioner is responsible for leading major change programmes in the capacity of Senior Responsible Owner to enhance productivity, value for money and enable continuous improvement of effective policing practice across the MPS.

The Deputy Assistant Commissioner contributes to the development of regional and national policing within a specific area of expertise and may be accountable for national operations or standard setting.

Key Accountabilities
(This section details the key responsibilities required of the role)

- Support the implementation of the organisational strategy and setting the operational strategy for their function or area of responsibility, with regard to wider plans and objectives such as the Police and Crime Plan and Strategic Policing Requirement, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Represent the Service, adhering to the principle of operational independence, and liaise with the Mayor’s Office for Policing and Crime to provide operational information to enable the Mayor to provide public assurance.

- Support Management Board to lead the MPS, embedding and role modelling the organisational culture, promoting values, ethics and high standards of professional conduct and improving employee engagement to enable a fair, effective and professional service.

- In collaboration with Chief Officers, to develop operational plans and ensure resources are in place to enable the effective implementation of the Service Delivery Plan.

- Within their function or area of responsibility, lead the implementation of the Service Delivery Plan, ensuring that performance is monitored and evaluated with findings utilised to drive improvements in service delivery and the achievement of Service objectives.

- Lead, inspire, motivate and engage a team of senior policing professionals, promoting workforce wellbeing and inclusivity. Facilitating impactful professional development and performance management to create an empowered team that are representative of the public they serve and can effectively enable the achievement of the MPS vision and goals.

- Hold responsibility for the delivery of Service operational strategies and policing responses/investigations across own function or area of responsibility and in collaboration with other DACs across the Service, to ensure an efficient policing service which enables effective law enforcement and public protection.

- Develop guidance and provide strategic direction on identifying, mitigating and managing serious threat, risk and harm, assessing the potential for financial, community confidence and political impact across the whole MPS, in order to protect the public and develop operational strategies.

- Where appropriate, provide operational information to Management Board to ensure a cohesive, efficient organisational response to the highest, most complex or novel risks and highest threats to the Service.

- As a Chief Officer, and as part of the on-call team, lead and command the operational policing response to particularly high risk, high-profile, pan-London and/or cross-organisational major events and serious investigations; setting strategic objectives and priorities, assessing and managing threat and risks and directing the deployment of resources to ensure an appropriate and effective response in line with legal and Service requirements.

- Develop and maintain a meaningful operational performance framework and governance structure, in line with organisational strategy, in order to hold the senior leadership of the organisation to account for operational delivery and outcomes in order to enable effective law enforcement and public protection.

- In collaboration with other DACs, to support the financial management of the Service, driving efficiency and productivity within the budget framework to maximise the use of resources, ensure the effective use of public funds and maximise value for money.

- To be the Service, regional or national lead on multiple portfolios, potentially unrelated to their function or area of responsibility, developing national thinking,
driving procedural or policy change to enable the continuous improvement of effective policing practice.

- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to enable the achievement of the Service objectives and develop public confidence in policing.
- Represent the MPS at a local, regional and national level to the public, media and other external stakeholders to support the Commissioner and Management Board to improve visibility, connect with the public and build confidence in policing.
- Embed a culture of organisational development, change and innovation, ensuring enhanced productivity, value for money and continuous improvement in evidence-based policing.

**Behaviours**

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels:

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<th>Resolute, compassionate and committed</th>
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<tr>
<td>We are emotionally aware</td>
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<td>We take ownership</td>
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<th>Inclusive, enabling and visionary leadership</th>
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<tr>
<td>We are collaborative</td>
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<td>We deliver, support and inspire</td>
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<th>Intelligent, creative and informed policing</th>
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<td>We analyse critically</td>
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<td>We are innovative and open-minded</td>
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**Education, Qualifications, Skills, and Experience**

(Outlines the skills and educational and qualification requirements to be able to fulfil the role)

Prior education and experience:

- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
• Authorising Officer Training.
• Wide ranging operational law enforcement experience.
• A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
• Experience of successfully engaging with and influencing multi-agency partnerships.
• Experience of embedding an effective performance management framework.
• Experience of implementing successful organisational development, change and innovation.
• Experience of management of significant budgets.
• Up to date operational/technical policing knowledge.
• Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
• Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

Policing Education and Qualification Framework (PEQF):
The educational provision relating to the ranks above Police Constable has still to be confirmed by the College. Should an educational requirement be agreed for the Chief Officer ranks, the expectation is that this would be set at Level 7. Information will be made available in due course by the College of Policing, and any new requirements agreed with the Service will require development before implementation. Consequently existing promotion requirements will continue to apply for the foreseeable future.

Skills:
• Skilled in the development of ambitious strategy and policy, aligned to operational realities.
• Able to create operational plans which balance complex and conflicting resource demands and enable the achievement of strategic goals.
• Able to manage substantial financial, people and material resources, demonstrating high levels of commercial acumen to balance complex, competing demands on resources by making appropriate risk-based decisions within the available budget.
• Able to drive strategic organisational change that reshapes the services or functions delivered by the Service, to deliver appropriate responses to emerging trends and issues.
• Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
• Able to operate with high levels of political astuteness, skilled in negotiating the internal and external political landscape effectively.
• Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at senior levels and across a diverse range of stakeholders.
• Skilled in maintaining an effective critical advisor role to more senior positions.
• Skilled in building and maintaining productive stakeholder relationships at senior levels being able to resolve issues and to reconcile conflicts of interest.
• Skilled in leading, developing and inspiring people, engaging the organisation with Service strategic priorities, values and behaviours.
Continuing Professional Development (CPD)

A senior leaders CPD Framework has been developed that identifies three important elements Chief Officers should consider when planning their CPD.

Chief Officers should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples. Below are some suggested examples but are by no means exhaustive:

Personal Skills

- Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service.
- Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context.
- Attend bi-annual National Chief Constable CPD events.
- Participate in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others’ approach to leadership, management and policing.

Business Skills

- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level.
- Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally.
- Contribute to evidence based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing.
- Build and participate in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity.

Professional Skills

- Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context.
- Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the force is able to tackle new and evolving crime, threats and priorities.
- Work with national policing agencies and bodies, such as Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), National Crime Agency (NCA) and the College of Policing, and participate in and contribute to serious case reviews and Independent Office for Police Conduct (IOPC) investigations to ensure the force meets and maintains professional standards.
- Complete all annual and mandatory training to retain occupational and operational accreditation.

### Professional Registration/Licences
*(Outlines any ongoing registration or licensing requirements of the role)*

Not applicable.

### Links to other profiles
*(Indicates links to NPoCC role profiles, or other professional profiles which should be read in conjunction with this professional profile, please note this may not be exhaustive)*

Not applicable.