



STAFFORDSHIRE  
**POLICE**

# Assistant Chief Constable

## Information Pack

## Message from the Chief Constable

My vision for Staffordshire Police begins with the community it serves and the outcomes it wants for them – safety and confidence. It recognises that the Police are critical to securing this through a local, visible, and responsive service which cares for victims, the people who work for it and the partnerships that improve the life and opportunities across Staffordshire and Stoke-on-Trent.

As I begin my time as Chief Constable, I want to build on the force's focus on local policing and partnerships, and care for victims. I want a local policing mindset to be at the core of everything we do – not just in neighbourhood or response policing but in the way the whole service engages with victims of crime, our communities and our partners.

Work is currently underway to review the force's operating model which will be a key focus of the months ahead, and I want to ensure this work is done in alignment with the Staffordshire Police, Fire and Crime Commissioner's Police and Crime Plan 2021-2024, and the priorities detailed within it.

Reviewing our approach to contact, our systems and capabilities of IT and technology and our ability to deliver change, performance and future planning are early priorities of mine to ensure we are in the best possible position to deliver on the priorities and challenges presented to us not only by the Commissioner, but by the public, our partners and HMICFRS.

Like many forces emerging from the pandemic, we have some challenges, both now and in the near future, and this includes financial pressures and efficiency planning, but I am more than optimistic that we have the staff, ambition and

attitude to ensure Staffordshire continues in its traditions of being a high performing force.

As part of the executive leadership team, you will play a key role in setting the strategic direction of policing in Staffordshire and provide leadership across a broad range of operational and organisational issues. You will need to have operational energy and competence, and be a clear, articulate and confident leader, with experience of working with a wide range of partners and stakeholders.

You will consistently exhibit engaged leadership, motivating, inspiring and supporting others to develop their full potential, whilst also driving the cultural change and wellbeing that will support sustainable improvements in performance and outcomes across the organisation.

We're looking for leaders who can embrace staff-driven innovation, are comfortable in looking to good practice elsewhere and can seek challenge to improve the services we deliver in driving down crime, protecting the vulnerable, improving public confidence, and delivering high levels of victim satisfaction.

**Chris Noble**  
Chief Constable





## Policing in Staffordshire



Staffordshire Police covers an area of approximately 1,047 square miles and serves a population of around 1.1 million.

The force is currently divided into 10 Neighbourhood Policing Teams (NPTs). Each NPT is headed by a Chief Inspector and includes police officers, police community support officers, special constables and police staff who work closely with partners and local communities.

We have three response hubs, one based in the north at Hanley in Stoke-on-Trent, one in Cannock and one based at Burton covering the East Staffordshire area.

The force's current operating model was implemented in 2018. It helped the force refocus and prioritise neighbourhood policing, problem solving with partners and the prevention of crime, amongst changes to investigations and response policing. Over the last three years we have made great strides in local communities to reduce crime, work with partners to identify and resolve the causes of crime, and prevent crime through stronger relationships and greater visibility within local communities.

Since then the external environment has changed significantly. Crime hasn't risen, but demand into policing has become more complex, which means we are now reviewing the model and how we operate.





## About Staffordshire

 **1.14m**  
people

**508,000**   
households

 **1,049** square miles

Motorways

**64.5 miles** 

A roads

**543.5 miles**

Minor roads

**3,895.5 miles**

## Officers and staff



**1,742**

Officers

(1,845 by end March 2022  
1,935 by end March 2023)

**215**  
PCSOs

**1,404**  
police staff

**250**  
Special Constables

**105**  
volunteers





Over the past year there were:



**188,000**  
calls to 999



**252,000**  
calls to 101



**101,000**  
online contacts



**4,000**  
missing person reports



**1,322**  
police complaints

**253,000**  
incidents

**67,000**  
crimes

**7,800**  
repeat offenders

**46,000**  
motoring offences



**25,000**  
counts of anti-social behaviour

**12,000**  
arrests

**5,600**  
people stopped and searched



**73%**  
of victims of crime  
satisfied with the way the  
incident was investigated

**58,000**  
crime victims  
referred to the  
Victim Gateway





## Modern Policing Strategy



The eight interconnected themes to modernise policing and its culture within Staffordshire.

1

To be recognised as a place that attracts and retains the best calibre of people from across Staffordshire and beyond, where diversity and difference are valued.

2

An efficient and effective organisation, that delivers for the people of Staffordshire and is a great place to work. A community of leaders at all levels, with the confidence and capability to build and maintain a modern and transformed police service.

3

To celebrate the achievements and contributions that people make, recognising and rewarding their success, whatever role they fulfil.

4

Our workplace is positive and healthy, people take ownership of their own health and wellbeing, and wellbeing is at the heart of people's experiences of working at Staffordshire Police.

5

To create a first class workplace with a vibrant and diverse workforce that better reflects our communities, and therefore where the services we deliver better meet the needs of the people of Staffordshire.

6

Create the capability needed for future success by motivating and engaging people to take responsibility and accountability for their own performance and development, and adapt to continuous change.

7

A working environment where people across the force are inspired to give their best every day and are motivated to improve the service we provide to the people of Staffordshire.

8

A force where people have the opportunity to have their say, where constructive dialogue and challenge is welcomed, and where honesty and transparency is recognised and valued.

**Staffordshire Police also has several staff association groups such as the Multi-cultural Association, Staffordshire Association for Women in Policing, Staffordshire LGBT and the Disability and Carers network. Employees can apply to be part of the Positive Action group within the force.**

## Police and Crime Plan 2021-2024

### Staffordshire Commissioner's priorities

#### A flexible and responsive service

Understand and deal with what matters to communities, respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and ASB reduces, our roads are safer and confidence in Staffordshire Police increases.

#### Prevent harm and protect people

Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are appropriately safeguarded and receive the help and support they need.

#### Support victims and witnesses

Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and ASB.

#### Reduce offending and reoffending

Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.

#### A more effective criminal justice system

Ensure Staffordshire Police, the Crown Prosecution Service, Courts, the National Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.



**STAFFORDSHIRE COMMISSIONER**  
Police | Fire and Rescue | Crime



## The Executive Team



### Chief Constable – Chris Noble

Chief Constable Chris Noble has been a police officer for more than 25 years, working in a variety of roles across policing and has held a number of key leadership positions. In March 2014 Chris passed the Strategic Command Course and became temporary Assistant Chief Constable at PSNI, focused on service improvement. Chris then moved to Humberside Police in 2017 to become Assistant Chief Constable, responsible for crime, contact and specialist operations.

Chris was appointed as Chief Constable for Staffordshire Police in December 2021.



### Deputy Chief Constable – Emma Barnett

Emma Barnett started her career in 1993 with West Midlands Police and joined Staffordshire Police as Assistant Chief Constable in August 2016.

Emma is a Strategic Firearms Commander and has led the force response to moving to critical status after terrorist attacks in 2017, as well as to the Covid 19 pandemic.



### Assistant Chief Constable – Justin Bibby

Justin started his policing career with Cumbria Constabulary and progressed through the ranks undertaking a number of roles. He was the constabulary lead for victims and witnesses and diversity, equality and inclusion.

He completed the national Strategic Command Course in March 2020 and joined Staffordshire Police on 3 August 2020.



### Temporary Assistant Chief Constable – Jennie Mattinson

Jennie Mattinson has had a career in policing for 20 years, starting as a Police Constable in West Mercia police. In 2009 Jennie successfully gained a place on the High Potential Development Scheme and has since completed an MSc in Police Leadership and Management. In March 2018 Jennie joined Staffordshire Police as a Superintendent.

Jennie was made temporary ACC in September 2021 where she leads the force in Neighbourhoods and Partnerships and Contact and Response.



### Director of People and Resources – Justine Kenny

Justine Kenny joined the force in 2017 and leads on the enabling services. These include People Services, Finance, ICT, Estates, and Transport. Justine has worked across a number of organisations in senior HR roles such as the NHS, Department of Health, Human Rights Commission and the Big Lottery Fund.



## Role Profile

### Accountable to:

Deputy Chief Constable

### Main purpose of the role:

The Assistant Chief Constable (ACC) is responsible for contributing to the creation of the vision and setting direction and culture for the force as part of the Chief Officer team that builds public and organisational confidence and trust and enables the delivery of an effective policing service.

The ACC contributes to the development and implementation of the force's delivery plan. They are responsible for reviewing and driving performance and culture within their designated area of responsibility in order to provide a professional, effective and efficient policing service in line with the direction and vision of the force.

The ACC is directly responsible for leading and commanding the operational policing responses within their area of responsibility.

The ACC 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.

### Main responsibilities:

Support the setting of the organisational and operational strategy for the Force, in alignment with 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 force, adhering to the principle of operational independence, and liaise with the Office of the Police, Fire and Crime Commissioner to provide operational information in relation to their area of responsibility to enable the PCC to provide public assurance.

Support the Chief Constable to lead the Force, embedding the organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.

Liaise with the Chief Officer team to develop operational plans to enable the effective and compliant implementation of the force delivery plan within their area of responsibility.

Lead, motivate and engage a team of senior policing professionals, promoting workforce wellbeing, facilitating impactful professional development and performance management to create an empowered team effectively contributing to the achievement of Force objectives.

Responsible for the delivery of Force operational strategies and policing responses/investigations across own area of responsibility to ensure an efficient and compliant policing service which enables effective law enforcement and public protection.

Lead responses to particularly high risk and/or cross-Force 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 Force requirements.

Set and manage budgets and resource plans across their portfolio in line with the wider budget framework to maximise the efficient use of resources, ensure the effective use of public spending and maximise value for money.

Effectively measure, evaluate and report on performance within own area of responsibility utilising findings to drive improvements in service delivery.

Develop and maintain strategic relationships with local and regional partners, effectively influencing and collaborating to enable the achievement of objectives for the area of responsibility, to improve public safety and build trust and confidence in policing.

Represent the force at a local, regional and national level to the public, media and other external stakeholders to support the Chief Constable to promote visibility, connect with the public and build confidence in policing.

Effectively manage and encourage development, change and innovation, ensuring enhanced productivity, value for money and continuous improvement in problem solving and evidence based policing.

## Person Specification

Manage substantial financial, people and material resources, demonstrating commercial acumen to balance complex, competing resource demands by making appropriate risk-based decisions within the available budget.

Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.

Able to manage strategic organisational change that reshapes the services or functions delivered by the Force, to deliver appropriate responses to emerging trends and issues.

Able to analyse a wide range of information to identify emerging trends and issues and use these to inform strategic planning.

Able to operate with sound political astuteness, able to negotiate 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 building and maintaining stakeholder and partner relationships, being able to apply problem solving approaches and methodologies to resolve issues and to reconcile conflicts of interest.

Skilled in leading, developing and inspiring people, engaging a diverse range of teams with strategic priorities, values and behaviours.

Able to apply or devise problem solving methodologies or specialised concepts and methods of analysis (or commission them from others), to clarify and/or solve multifaceted and complex problems.

Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.



## Behaviours:

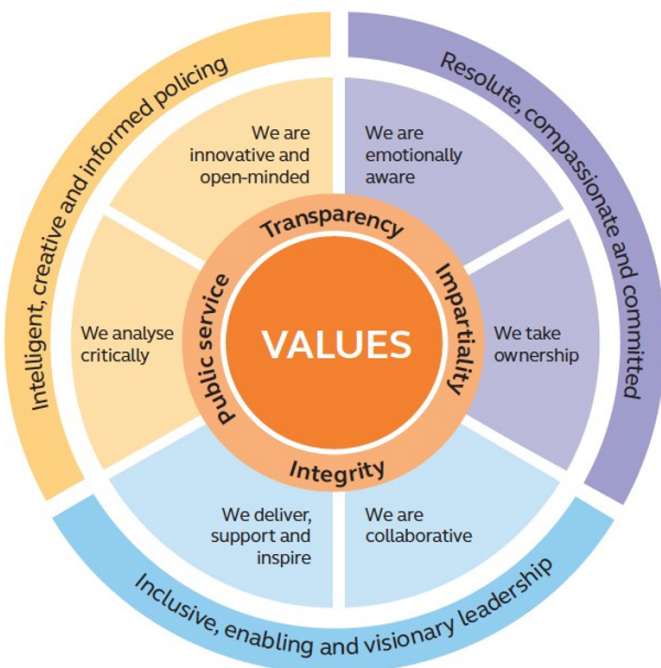
The competencies which will be assessed during the selection process are those contained in the Competency and Values Framework for policing. The CVF has six competencies that are clustered into three groups:

Resolute, compassionate and committed; Inclusive, enabling and visionary leadership; Intelligent, creative and informed policing.

Under each competency are three levels that show what behaviours will look like in practice.

This role requires the post holder to be operating at or working towards Level 3 of the CVF.

A description and a list of examples of the types of behaviours that are expected in each competency area can be found via the following link:  
<https://www.college.police.uk/career-learning/career-development/competency-and-values-framework-cvf>



## Key terms and conditions

### Salary:

£105,600 - £119,220

Salary payable on the 16th of each month

### Annual Leave:

35 days per annum plus public holidays

### Location:

This role is primarily based at Staffordshire Headquarters, Weston Road, Stafford

### Pension:

The individual contribution is 15.5% and the Force contributes 21.13%

### Vehicle:

Members of the Executive Team are entitled to receive a vehicle allowance of £7000 per annum, paid in monthly instalments. The vehicle purchased will be a personal vehicle and have no connection with the force. Therefore, all servicing, maintenance and insuring of the vehicle will be the responsibility of the relevant member of the Executive Team. Claims for business mileage will be reimbursed according to current policies, and you may be eligible to claim

Essential User Allowance of £103.25 per month if the minimum mileage criteria of 2000 miles if performing on an On-Call duty rota and 4000 miles for those not on an On-Call duty rota is met.

### Whole Time Service:

The postholder will be required to devote their working time to fulfilling the duties of the office of Assistant Chief Constable and shall not take up any other additional appointment without the prior written consent of the Chief Constable.

### Post Service Employment:

Upon leaving the police service, the postholder will, for a 12 month period from the leaving date, provide notification to the Chief Constable of any employment they intend to take up.

## Selection process

We will make adjustments throughout the process to adhere to social distancing guidelines.

Documents can be found [here](#).

Applications, your SPNAC report and SCC assessment should be submitted by email by 0900 HRS 10 January 2022.

Candidates' applications will be acknowledged by email.

Successful candidates will be invited to present at an internal and external stakeholder panel on 25 January 2022.

Interview with the Chief Constable, Deputy Chief Constable, Director of People and Resources and an independent panel member will be on 26 January 2022.

The Chief Constable will notify candidates of the outcome on 28 January 2022, with the candidate with offer of role to accept or reject by 31 January 2022.

**Staffordshire Police is committed to being an equal opportunities and disability confident employer. We value the difference a diverse workforce can make and welcome applications from all suitably qualified candidates, particularly from under represented groups.**

We are happy to consider any reasonable adjustments that would assist you with your application or if you are selected for interview.

