



STAFFORDSHIRE
POLICE

Assistant Chief Officer (Resources)

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.

During my first few months as Chief Constable, my focus has been on building 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.

Reviewing our approach to contact, our systems and capabilities of IT and technology and our ability to deliver change, performance and future planning are key 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 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Staffordshire Police is a great place to work, we value our people and our communities and together have developed 'Our vision – a safe and confident Staffordshire, secured by an outstanding local police service that is passionate about serving the public, caring for its people and working in partnership'.

As Assistant Chief Officer for Resources you will be at the heart of ensuring our front-line officers and staff are adequately trained, resourced and

equipped to deliver on our vision. You will play a key role in setting the strategic direction of policing in Staffordshire and provide leadership across a broad range of people and resourcing functions. You will need to be an articulate and confident leader and have a clear people focus, with experience of working and collaborating with a wide range of partners.

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 are looking for a leader who can embrace staff-driven innovation, is comfortable in looking to good practice from elsewhere and will 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

Situated within the West Midlands, Staffordshire is home to more than 1.1 million people in an area covering 1,000 square miles. Spanning from the rural moorlands to major urban areas such as Stoke-on-Trent, Tamworth, Cannock and Burton-upon-Trent, Staffordshire borders Cheshire, Derbyshire, Leicestershire, Warwickshire, Worcestershire and Shropshire.



Around 3,500 colleagues make up Staffordshire Police, comprising around 1,750 officers, together with Police Community Support Officers (PCSOs), police staff and volunteers.

The force's previous 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.

Crime, however, continues to become more complex and demand for the police more sustained. We therefore need to be more embedded in, and more visible to, local communities.

As a result we have introduced a new model for the force.

Key elements of our new local policing model which came into force in June 2022:

- **Two Local Policing Commands** – one for Stoke-on-Trent City and one for the county, aligned to the two top-tier local authorities.
- **Ten Local Policing Teams (LPTs)** – each with:
 - o Neighbourhood officers and PCSOs
 - o Response officers
 - o Harm Reduction Hubs – specialist problem-solving teams who tackle high-demand and anti-social behaviour crimes to drive down demand and repeat offending.
- **Two local Criminal Investigation Department (CID) teams** – one within City Command and one within County Command.
- **A Specialist Crime Command** – supporting our most serious and complex crime demands, enabling us to improve the service we provide to the most vulnerable people.
- **Force Contact and Operations** – At the heart of the organisation to ensure we provide a responsive, effective and bespoke service across the whole of Staffordshire.

Fundamentally, the new model will support our focus on local policing, with better opportunities to improve local knowledge and ownership, care for victims and communities, and how we effectively work with partners to address vulnerability and harm.



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





Our Vision

Where we want to be



STAFFORDSHIRE
POLICE

A safe and confident Staffordshire



Our Plan

What we are going to do

Our Communities

To ensure safe and confident communities, we will:

- Embed our local policing model.
- Focus on vulnerability.
- Prevent and detect harm and criminality.
- Deliver high quality investigations and the Victims' Code.
- Be accessible and responsive.
- Improve public confidence.

Our People

To develop an exceptional workforce, we will:

- Commit to the wellbeing of our people.
- Create a diverse and inclusive workplace.
- Develop engaged, modern and empowered leaders and improve our training capacity and capability.
- Ensure the highest standards of professional behaviour.
- Become an employer of choice.

Our Partnerships

To develop active and productive partnerships, we will:

- Maximise the opportunities from collaborations.
- Work with partners and our communities to problem solve issues that matter most.
- Develop harm prevention.
- Embed processes for sharing information.
- Build resilience and preparedness to respond to local emergencies.

Our Resources

To build an outstanding organisation, we will:

- Provide the right estate, fleet, equipment and support services.
- Improve resource planning to align people, capabilities and skills.
- Exploit information and digital capabilities to improve our efficiency and effectiveness.
- Use continuous improvement supported by audit and organisational learning.
- Deliver efficiency, sustainability and productivity through effective business planning and change.



Our Values

How we will behave

We are **caring**, **collaborative** and **accountable**.

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 Chief Officer 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 started her career in 1993 with West Midlands Police and joined Staffordshire Police as Assistant Chief Constable in August 2016, later becoming Deputy Chief Constable in August 2020.

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 the response to the Covid-19 pandemic. Emma is also the National Police Chiefs' Council (NPCC) lead for Victims and Witnesses, writing the national strategy in 2019.



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 Strategic Command Course in March 2020 and joined Staffordshire Police in August 2020.



T/Assistant Chief Constable – Jennie Mattinson

Jennie 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 Specialist Investigations.

Role Profile

Accountable to:

Deputy Chief Constable

Main purpose of the role:

The Assistant Chief Officer (ACO) Resources is a key member of the Chief Officer team contributing to the creation of the force vision and values; setting the direction and culture of the organisation and building trust and confidence in the delivery of an effective police service.

The ACO (Resources) is responsible for reviewing and driving performance of the Enabling Services functions to ensure the best policing service for the communities of Staffordshire.

You will drive strategic direction and be a champion of organisational cultural change, promoting and modelling behaviours in line with our force vision and values; promoting professionalism and commitment to being a caring, collaborative and accountable police service.

Scope of the role:

As a member of the Chief Officer Team, you will determine the strategic direction of the force for the Enabling Services departments, representing the force interests and those of the communities it serves.

To provide engaged leadership for developing and delivering the following enabling services:

- People and Organisational Development
- Finance and Payroll services
- Procurement and contract management

(Commercial Services)

- Estates
- Information Technology and Systems
- Joint Emergency Transport Services (JETS)

Supporting and developing collaborative partnership arrangements with Staffordshire Fire and Rescue service, including the provision of Shared Services.

Main responsibilities:

Contribute to setting the direction of organisational 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.

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

Work with the Chief Officer team to develop strategic direction, organisational development and cultural change enabling the effective implementation of the force delivery plan.

Participate in governance arrangements including close liaison with the Office of the Police, Fire and Crime Commissioner to provide information in relation to delivery of our people and resourcing objectives.

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 the Enabling Services strategies to ensure an efficient, effective and compliant policing service which enables effective law enforcement and public protection.

Set and manage budgets and resource plans across the force 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 across the Enabling Services directorate utilising findings to drive improvements in service delivery.

Lead and develop collaboration arrangements with Staffordshire Fire and Rescue Service.

Develop and maintain strategic relationships with local and regional partners, effectively influencing and collaborating to enable the achievement of objectives for the force, 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.

Undertake other duties commensurate with the post, at the discretion of the Chief Constable.

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.

Deliver and manage strategic organisational change that reshapes force services or functions, to ensure appropriate responses to emerging trends and issues.

Ability 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 and negotiate the internal and external political landscape effectively.

Excellent range of highly effective communication and influencing techniques 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.



Behaviours:

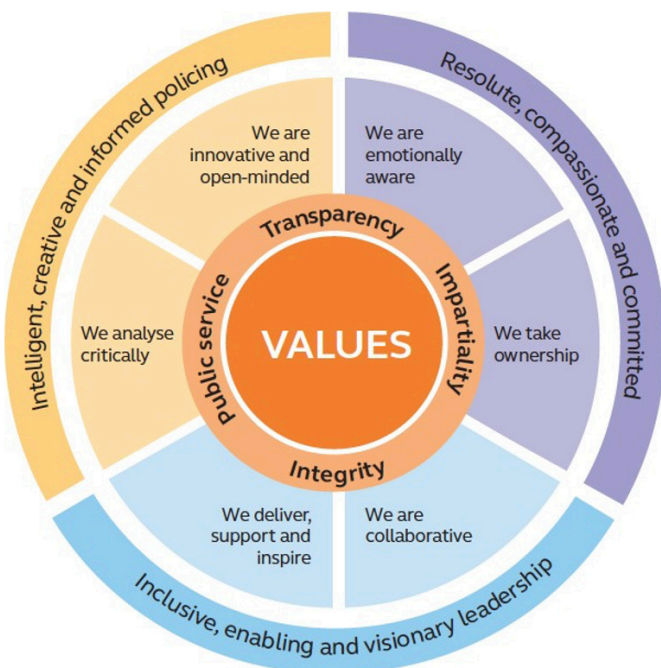
The competencies which will be assessed during the selection process are those contained in the Competency and Values Framework for policing. The CVF has six competencies that are clustered into three groups:

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:

£96,996 - £114,888

Salary payable on the 16th of each month

Annual Leave:

31 days per annum plus public holidays

Location:

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

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

Whole Time Service:

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

Selection process

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

Applications will be submitted online and will include a copy of your CV and covering letter outlining the skills and knowledge you will bring to the role by 09:00 hours 22 August 2022.

Successful candidates will be asked to complete an occupational personality questionnaire w/c 29 August. The selection process will include an internal and external stakeholder panel discussion and an interview and presentation with the Chief Constable, Deputy Chief Constable and an independent panel member w/c 12 September 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.

