



STAFFORDSHIRE
POLICE

Sergeant 2022

Promotion Process

Message from the Chief Constable

In December 2021, I started in my role as the new Chief Constable of Staffordshire Police. It is a privilege and an immense responsibility and I am committed to building on the proud traditions and history of Staffordshire Police. Staffordshire has historically been known as an outstanding local and creative police force that works hand in hand with its partners and communities.

I have developed Staffordshire's next policing plan, which is key to delivering on the Commissioner's new Police and Crime Plan priorities, and there are number of early priorities that I have focused the Force on.

First, I want us to deliver a local police service which is tailored for individuals, families and communities who feel listened to and supported. We are currently developing a new policing model which will see more officers based and addressing challenges in local communities. This will mean officers can respond to emergencies quicker, but it will also allow them to spend more time in the heart of local communities, working with partners to tackle crime at its root cause. The safety and security of our communities is far too important to be left to the police service alone, and effective local partnerships will enable us to solve local issues and prevent crime and anti-social behaviour.

Second, we need to develop a sharper focus on caring for victims. This includes getting even better at dealing with calls and digital enquires, ensuring the most vulnerable victims get justice and bespoke care, or tackling the most harmful offenders in the home, on our streets or across our Force area and beyond.

Finally, I've made a clear commitment to care for the staff, officers and volunteers who work for Staffordshire Police. They work under incredibly challenging circumstances, dealing with difficult situations on a daily basis that most of us don't

witness in a lifetime. Ensuring the organisation cares for them and provides them with the right support will ensure they can provide the outstanding service to the public that they passionately want to.

The last two years have been challenging for policing and there is no doubt there are many emerging and indeed unseen challenges we will have to face. The challenges of Covid have not ended and we are yet to see the long-term impact on our families, economies and communities.

I believe Staffordshire as a Police Force and a coalition of partners has responded to the pandemic with both commitment and common sense. This I believe has maintained public confidence both in the force and the wider joint commitment of partners, to making our County safer, more prosperous and fairer.

The next year will continue to be challenging and to be clear, we need to do better and be better in serving our communities. However, I am confident that we have the passion, dedication and knowledge to rise to that challenge, and that the public in Staffordshire will be proud of the women and men who serve and protect them every hour of every day in every part of our County.

I wish you every success with your application.



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 community support officers, police staff and volunteers.

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.

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 launched 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:
 - Neighbourhood officers and PCSOs
 - Response Officers
 - 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



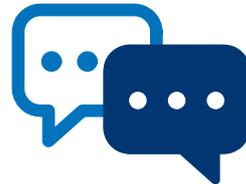
252,000
calls to 101



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 secured by an outstanding local police service that is passionate about serving the public, caring for its people and working in partnership.



Our Plan

What we are going to do

Our Communities

To ensure safe and confident communities, we will:

- Embed local responsive policing through a new local policing model.
- Enhance our focus on vulnerability supported by a dedicated Public Protection Unit.
- Prevent and detect harm and criminality.
- Secure justice for victims' through high quality investigations and delivery of the Victims' Code.
- Be accessible and responsive through delivery of our Contact Improvement Plan.
- Improve our understanding of their needs and build confidence through improved engagement and enhanced scrutiny of our policing services.

Our People

To develop an exceptional workforce, we will:

- Commit to enhancing the wellbeing of our people in a supportive workplace where people are engaged, feel valued and motivated to do their best, through our Wellbeing Plan.
- Create a diverse and inclusive workplace that promotes and celebrates individuality and difference through our Equality, Diversity and Inclusion Plan, Race Action Plan and proactive engagement.
- Develop accountable, engaged, modern and empowered staff and leaders.
- Improve our training capacity and capability to ensure our people have the right skills, and knowledge.
- Expect and ensure the highest standards of professional behaviour with a focus on prevention and proportionate intervention and actions.
- Implement a recruitment, retention and recognition strategy to become an employer of choice.

Our Partnerships

To develop active and productive partnerships, we will:

- Ensure the value of our existing collaborations with Staffordshire Fire and Rescue, other regional forces and academia, actively seeking further opportunities.
- Work collaboratively with partners and our communities to problem solve issues that matter most, including our focus on reducing violence.
- Develop harm prevention programmes with a broad range of partners, through our Community Safety Partnerships and Harm Reduction Hubs.
- Embed consistent meaningful processes for sharing information to underpin our partnerships.
- Work in partnership to build resilience and preparedness to respond to local emergencies through our leadership of the Local Resilience Forum.

Our Resources

To build an outstanding organisation, we will:

- Through our Enabling Services, provide our people with the right estate, fleet, equipment and professional support services to carry out their roles effectively.
- Improve resource planning to align people, capabilities and skills to current and future demand, supported by our uplift and workforce planning.
- Exploit information and digital capabilities to improve our efficiency and effectiveness through our Digital, Data and Technology Strategies.
- Develop our approach of continuous improvement supported by audit and organisational learning through an enhanced Corporate Development capability.
- Deliver efficiency, sustainability and productivity through effective business planning and change, with clear governance and accountability.



Our Values

How we will behave

We are a welcoming police family defined by our professionalism and commitment to being **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 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.



Temporary Director of Enabling Services - John Bloomer

John joined the Force in March 2018 as Chief Finance Officer (and Section 151 Officer), and since January 2022 is the Temporary Director of the Enabling Services Directorate which covers: People and Organisational Development, Finance and Commercial Services, IT & Technology, Estates, Transport and Project Management Office.

Accountable to:

Accountable to: Inspector

Main purpose of the role:

Sergeants are the first level of line management in policing and as such carry an important role in ensuring effective daily supervision, guidance and support of officers and staff. They are responsible for enabling the development of competence within their team whilst ensuring that organisational standards are met and objectives achieved.

This role will co-ordinate, monitor and respond where necessary, to front line policing activity to uphold the law, enable public safety and build public confidence in policing in line with legal frameworks and policy guidelines.

Sergeants are also likely to take on an operational specialist role requiring specialist technical knowledge and skills.

Main responsibilities:

Supervise a team, managing their wellbeing and welfare, development and ensuring high levels of motivation to enable an effective front-line policing service.

Provide specialist advice and guidance to team members to ensure that responses are delivered within appropriate policies and legislation and achieve the best possible outcomes.

Support the assessment of individuals, assessing capabilities and development needs and devising appropriate development plans to enable high performance and potential progression.

Monitor and manage the performance of the team, devising and implementing effective strategies to identify issues and improve team/ individual performance to ensure adherence to professional standards and contribute to the achievement of unit/Force objectives.

Co-ordinate and control appropriate front-line responses and investigations, allocating resources, directing activities, managing risks and reviewing progress to deliver an effective response which supports law enforcement and enables public safety.

Supervise and monitor the handling of information, intelligence and evidence and record keeping ensuring alignment with legislation, policies and guidance which enables effective law enforcement and the initiation of criminal justice proceedings.

Contribute to the identification of appropriate internal and external local partners in line with the Force's planned approach, co-ordinating and monitoring the establishment of effective partnerships to enable progress against community policing objectives.

Support the review and reporting on team expenditure to ensure the efficient use of available budgets and maximise value for money.

Identify opportunities for and co-ordinate the exploration of new ways of working and innovation in policing, applying critical thinking to identify solutions to problems in line with evidence based practice within own area of responsibility.

Person specification:

Have operational experience at a Police Constable level and met all the necessary local and national promotion requirements as defined in the National Police Promotion Framework (NPPF) or previous OSPRE process.

Strong communication skills with the ability to set out logical arguments clearly, adapting language, form and message to meet the needs of different people/audiences.

Able to develop and motivate a team and create strong engagement of individuals with their personal and team objectives and with Force values, behaviours and strategic priorities.

Able to review and assess own, individual and team performance against expected standards, providing objective and effective feedback and ensuring corrective actions are taken where necessary.

Able to coach and mentor colleagues to enable appropriate career and professional development.

Able to plan ahead and allocate work appropriately within the team.

Able to identify key stakeholders, understand potential roles and to take appropriate steps to understand their needs and concerns and develop excellent working relationships.

Problem solving skills with the ability to identify cause and effect and develop a course of action, drawing on evidence base, designed to target root causes, mitigate risks and manage impacts.

Able to critically question and identify potential opportunities to enhance efficiency and/or effectiveness across own team.

Able to identify, analyse, and manage risk to inform balanced, proportionate evidenced-based decisions.

Able to manage the introduction of new processes or ways of working at team level.

Skilled in using specialised software related to own area of work to extract, analyse, plan and report on data.

Able to develop and maintain professional resilience and wellbeing in oneself and others in dealing with complex and challenging situations.

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 2 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://profdev.college.police.uk/>

Key terms and conditions

Salary:

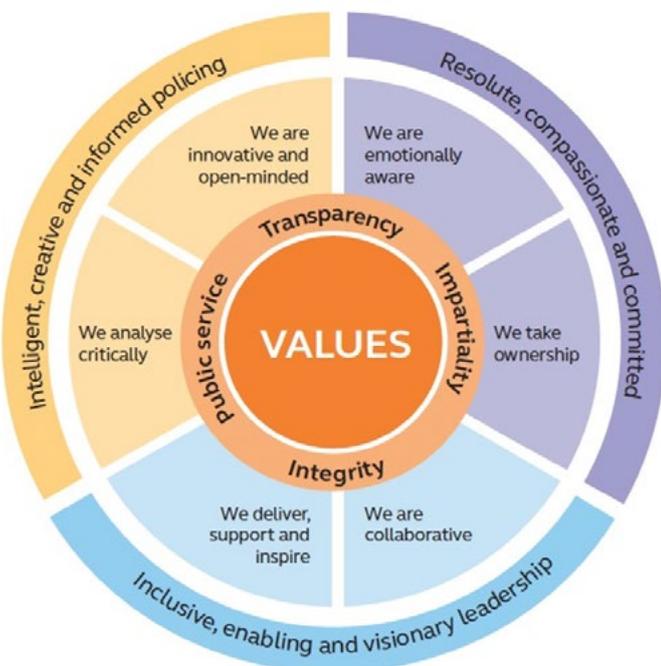
£43,965 - £46,227 per annum
Salary payable on the 16th of each month

Location:

The post holder will be based within Staffordshire Police in line with new Operating Model

Pension:

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



Selection process

Documents can be found [here](#).

Applications need to be marked for the attention of Helen Brunjes by 0900 HRS 16 September 2022 and sent to: application.pack@staffordshire.police.uk

Candidates' applications will be acknowledged by email.

Successful candidates will be invited to attend the written assessment and interview process taking place on the 20 - 22 September 2022. A detailed interview schedule will be provided but candidates should expect this to include an interview and assessment designed to explore the Competency and Values Framework for policing as well as candidates' strengths in relation to the job description and person specification set out in this pack. External candidates invited for interview will be asked to complete a medical questionnaire and security questionnaire.

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.

