1. Job and Organisational Details

Job Title: CHIEF OF STAFF

Job Holder’s Name: TBC

Reports to: Chair of National Police Chiefs’ Council

Line Manager’s Name: Chief Constable Sara Thornton

Rank: Chief Superintendent/ Superintendent

2. Organisation Chart

3. Job Purpose

The Chief of Staff is accountable for providing strategic operational support to the Chair of the National Police Chiefs’ Council (NPCC) and the NPCC. This will include business and organisational development, development and monitoring of the strategic plan and Annual Delivery Programme, risk management and servicing the NPCC governance board. The job holder is also responsible for supporting the NPCC Chair by undertaking research, consultation and developing policy and business cases.

4. Knowledge, Skills and Experience

1. A serving Chief Superintendent/ Superintendent within a UK police force with an outstanding professional and operational background.

2. Experience in strategic planning, change management, corporate governance, human and financial management or programme management would be desirable.
3 Exceptional communicator, able to create impact and to establish credibility and exert influence with key stakeholders at strategic and operational level. Evidence of preparing clear and concise written reports, research briefs, letters and briefings on complex and/or sensitive issues for a range of different audiences.

4 Experience of working effectively in complex organisational and political environments building successful working relationships across professional and operational boundaries with key stakeholders demonstrating the highest level of influencing, negotiating and persuading skills.

5 Experience of undertaking research and consultation, gathering information from a diverse range of sources, analysing and evaluating findings, drawing conclusions and presenting findings, recommendations and options to a range of audiences.
## 5. Personal Qualities

### Serving the Public
Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic local stakeholders, developing partnerships and ensuring people can engage with the police at all levels. Understands partners’ perspectives and priorities, and works cooperatively with them to deliver the best possible overall service to the public.

### Leading Change
Establishes a clear future picture and direction for the operational unit, focused on delivering the force vision and strategy. Identifies and implements change needed to meet force objectives, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Thinks in the long-term, identifying better ways to deliver value for money services that meet both local and force needs. Encourages creativity and innovation within the Operating Unit.

### Leading People
Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invests time in coaching and mentoring staff.

### Managing Performance
Creates a clear plan to deliver operational unit performance in line with force strategy and objectives. Agrees demanding but achievable objectives and priorities for the operational unit, and assigns resources to deliver them as effectively as possible. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Highlights good practice and uses it to address underperformance. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery.

### Professionalism
Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility within the operational unit. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions. Demonstrates courage and resilience in difficult situations, defusing conflict and remaining calm and professional under pressure.

### Decision Making
Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider implications of different options, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### Working with Others
Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes work effectively throughout the operational unit. Consults widely and involves people in decision-making, speaking to people in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions.
6. Communications and Working Relationships

1 Exceptional communication skills are vital to this complex role. The job holder will have regular daily communications with Chief Officers in England, Wales, Scotland and Northern Ireland and their staff, government departments and key stakeholders providing professional advice, guidance and support, managing enquiries, complaints and controversial issues on behalf of the leadership of the Police Service.

2 The role requires the job holder to engage with a variety of national bodies and individuals at a strategic level in order to support the Chair and Chief Constables' Council in achieving the aims of the organisation and making sure the voice of the leadership of the service is heard and relationships with key influencers are built and maintained over the short, medium and longer term. These people and organisations include, but are not restricted to:

- Home Secretary and Home Office Ministers
- Shadow Home Secretary and Shadow Police Minister
- Permanent Secretary, Home Office; Director of Policing, Home Office and other Home Office officials
- Foreign and Commonwealth Office on international policing issues
- Association of Police and Crime Commissioners (APCC)
- Police and Crime Commissioners (PCCs)
- The College of Policing (CoP)
- The National Crime Agency (NCA)
- Her Majesty's Inspectorate of Constabulary (HMIC)
- Police Federation(s)
- Police Superintendents Association of England and Wales
- Police staff associations and unions
- The MPS Hosting team
- Scottish Government, Welsh Assembly Government and Northern Ireland Executive
- Other relevant partner organisations and stakeholders

3 The role is responsible for the liaison between the NPCC and MPS hosting team and/or other organisations regarding out-sourced services. The job holder will be responsible for contract management and management of service level agreements between the two organisations.

7. Key Result Areas

1 Responsibility for the NPCC strategic business support service ensuring effective corporate governance; strategic planning; risk, programme and performance management; and secretariat support for the NPCC.

2 Responsible for undertaking research and consultation in support of the Chair, Chief Constables’ Council, the NPCC governance board and the senior leadership of the Police Service. Gather information from a diverse range of sources, working in collaboration with key partners and stakeholders as appropriate.
3 Develop and implement strategies on behalf of the Chair, Chief Constable’s Council and Chief Officers and organise, coordinate, direct, control, monitor and evaluate NPCC activities and resources both human and financial.

4 Responsible for effective programme management of the Annual Delivery Programme for the achievement of the NPCC national operational policing strategic objectives on behalf of Chief Constables. Manage other programmes and projects; undertake horizon scanning and problem solving; develop business plans, budgets and targets. Responsible for development of the NPCC Annual Report.

5 The development, implementation and maintenance of corporate governance policies and procedures for the NPCC including the development, implementation and maintenance of risk management systems and procedures, complaints and conduct, and information management. Ensure compliance with relevant legislation, codes of practice, host force policies and procedures and following good practice and encouraging transparency.

6 Develop and maintain professional networks, liaise with key partners and seek to continuously improve and influence stakeholder relationships.

7 Manage all aspects of the hosting arrangement with the MPS and provide advice and guidance to Chief Constables, PCCs and other stakeholders in relation to the Section 22A collaboration agreement and charges. Responsible for ensuring value for money is achieved for out-sourced services and through negotiation, commissioning and managing of work by external suppliers and the development, implementation and evaluation of service level agreements.

8 Work closely with the Chair to oversee budgetary management, undertake the production of financial management reports, arrange audits, analyse statistical data and monitor business performance against business objectives and targets preparing reports for the NPCC governance board and Chief Constable’s Council.

9 Responsible for the secretariat providing support to the Chief Constables’ Council, NPCC Committees and NPCC governance board and other forums as required. Represent the NPCC at Chief Constables’ Council, the NPCC governance board, at the Home Office and with other major stakeholders.

10 Organise events and conferences for the NPCC, liaising with the Communications Team, sponsors and contributors.

11 Promote the highest standards of integrity, professional conduct and equality at all times.

8. Dimensions

The job holder has direct line management responsibility for a team of five staff.

Decision making will be undertaken within the environment of a new and evolving organisation and while there will be some policy and procedural framework inherited from the previous organisation this will be limited. The job holder must have the knowledge, confidence and skill to lead, influence and advise officers and staff of all levels in the Police Service. This will include working closely with the Chair, the governance board, Chief Constables’ Council, forces and partner organisations.

On behalf of the Chair the job holder is responsible for liaison between the NPCC and MPS regarding the delivery of the NPCC’s financial and human resources strategy. They will be responsible for budget monitoring – approximately £1.4m budget and asset and contract management. They will also have responsibility for the direct and indirect management of specific programme and project budgets as the need arises.

The role of the Chair of the NPCC is externally focused so the Chief of Staff will have to very much work on their own initiative. There is enormous breadth to this multifaceted and demanding role, significant decision making is required and the post holder will need to call constantly on their problem solving skills. They will be required to be readily available to the Chair and other key members of the NPCC outside normal office hours and potentially at weekends.