



West Midlands
POLICE

Chief of Staff to the Chief Constable Recruitment Pack





Chief of Staff to the Chief Constable:

The Chief of Staff is a key advisor to the Chief Constable and Force Executive members, principally but not exclusively, on key relationships with our oversight bodies, with political stakeholders, national policing and beyond. The postholder has responsibility for positioning West Midlands Police's (WMP) priorities, commitments and requests with stakeholders, supported by effective briefing materials.

The postholder is the senior leader of the Force Executive Support Team and has responsibility across this command to ensure effective and efficient working practices are adopted.

Working alongside the Staff Officer to the Chief Constable, and Chief of Staff to the Deputy Chief Constable, they will contribute to effective decision making around the Chief Constables strategic priorities and commitments, ensuring decisions are informed, timely and reflect operational and organisational priorities. They will support in identifying and flagging emerging strategic risks, issues or pressures that may impact the Chief Constable's ability to deliver on their responsibilities.

About Us:

West Midlands Police is the second largest police force in the country, covering an area of 348 square miles and serving a population of three million people.

The region sits at the very heart of the country and covers the three major centres of Birmingham, Coventry and Wolverhampton. It also includes the busy and thriving districts of Sandwell, Walsall, Solihull and Dudley. Leisure, retail and conference amenities, together with Premiership and Championship football teams, attract millions of visitors annually.

An average of 170,000 motorists travel through the region daily, making its motorways some of the busiest in Europe.

Against this backdrop, the force receives more than 2,000 emergency calls for help every day, patrols the streets, and responds to incidents 24 hours a day, seven days a week.

Leisure, retail and conference amenities, extensive canal networks, together with Premiership and Championship football teams, attract millions of visitors annually. The majority of the area is densely populated with some rural areas. The region's economy has diversified from its historic heavy industry roots of the Industrial Revolution. With the decline in traditional manufacturing, both the public and private sectors have rejuvenated the area.

Birmingham has a commercial and shopping area which is among the largest in Europe. This is complemented by a wide range of social amenities such as the National Exhibition Centre, National Indoor Arena, the International Convention Centre, theatres, galleries and many large conference facilities. The area boasts a thriving nightlife, centred around Birmingham City Centre.

West Midlands hosts a number of Premiership and Championship football clubs together with many others in the other leagues. The region is well served by rail and road links, with two HS2 stations planned in our area. Road and rail travel is supplemented by significant air traffic through Birmingham airport. The area is proud of its academic institutions, being home to a number of universities located in Birmingham, Coventry, Walsall and Wolverhampton.

The population of the West Midlands is diverse. One of the youngest populations in the UK, and at around 33%, the black and minority ethnic population is significantly above the national average. Approximately 10% of the population were born outside of the UK. The average earnings and house prices for the region are lower than the national average. The 2021 Census indicated that more than 61% of West Midlands residents report having a religious affiliation. There are seven local authorities within the area, Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton, each with a Community Safety Partnership.

West Midlands Police is improving rapidly, having left "Engage" status in record time. 999, 101 and response performance are amongst the best in the country. Crime is falling and arrests and outcomes are increasing. The force hosts a regional Counter-Terrorism Unit, West Midlands Regional Organised Crime Unit (ROCU), and the National Ballistics Intelligence Service. Local policing is delivered through seven Local Policing Areas (LPAs), each headed by a Chief Superintendent and coterminous with local authority boundaries.

West Midlands Police have a reputation for continuous improvement, innovation and empowering leadership with an ability to continuously evolve and meet changing needs.

Job Description:

Job Title:	Chief of Staff to the Chief Constable (for Force Executive Team)
Generic Role Profile:	Business Support
Salary Band:	Grade 11 - £69,102 - £75,177
Operational / Non Operational Role	Non-Operational
Vetting Level:	MV/SC
Reporting to:	Head of Corporate Development
Specific Role Purpose:	The Chief of Staff is a key advisor to the Chief Constable and Force Executive members, principally but not exclusively, on key relationships with our oversight bodies, with political stakeholders, national policing and beyond. The postholder has responsibility for positioning WMP's priorities, commitments and requests with stakeholders, supported by effective briefing materials. The postholder is the senior leader of the Force Executive Support Team and has responsibility across this command to ensure effective and efficient working practices are adopted. Working alongside the Staff Officer to the Chief Constable, and Chief of Staff to the Deputy Chief Constable, they will contribute to effective decision making around the Chief Constables strategic priorities and commitments, ensuring decisions are informed, timely and reflect operational and organisational priorities. They will support in identifying and flagging emerging strategic risks, issues or pressures that may impact the Chief Constables ability to deliver on their responsibilities.



Key Responsibilities:

Strategy

- Work closely with the Director of Corporate Communications to develop and implement the Force Executive Team's Communication and Engagement Strategy in line with the force's strategy, vision and values.
- To act as the strategic lead on the development of effective working relationships between Force Executive Team and the senior leadership of the force to ensure the consistent, coherent and integrated delivery of the force's ambition and leadership promises. Enable collaborative working between the Chief Constable and Force Executive Team to ensure collective delivery of strategic objectives as articulated through the force's strategy, vision, leadership promises and in line with force values.
- Have oversight and understand interdependencies of performance Boards, risk registers and improvement plans, noting already implemented governance structures which are in place.
- Ensures priorities are understood and delivered across all commands.

Professional Leadership

- Lead and develop the Chief Constable and FET engagement with the rest of force, encouraging a two-way, open and honest dialogue in line with the force values.
- Lead and develop effective communication between the Chief Constable and Force Executive Team/senior leaders leveraging key opportunities such as Force Leadership Conference (FLC) / Command teams / Senior Leaders Day in relation to content, organisation, promotion and communication of outcomes.
- Lead the evaluation and impact assessment of the strategic narrative ensuring it enables the delivery of the force's strategy.
- Identify issues and opportunities arising from the evaluation and impact assessment of the strategic narrative and propose appropriate actions, interventions and deliverables.

People Leadership

- Lead and coach a team of professional staff and officers in the Force Executives Office to develop capability and drive performance in line with objectives set in support of the forces strategy, vision and values.
- Work within the performance development approach to review performance, coach, develop and encourage continued learning and development of individuals, in order to increase the future capacity and capability of Chief Constable's Force Executive Support Team.

Stakeholder Relationships

- To lead on and enable cross-organisational liaison, linking the Chief Constable and Force Executive Team with senior leaders, force departments, employees and stakeholders to provide clarity of purpose and delivery.
- Proactively lead engagement with local, regional and national stakeholders to build confidence in and improve the legitimacy of WMP.
- Lead on developing strong and valuable relationships and collaborative working with the Office of the PCC to support the Chief Constable and FET to enable consistent delivery and messaging aligned to the Forces Strategy.
- Provoke senior leaders to address complex or sensitive issues through open questioning and use of data driven insights.
- Produce high quality briefings, speeches and strategic messaging on behalf of the Chief Constable, in consultation with the Corporate Communications department.

Key Responsibilities:

Change Management Delivery

- Co-ordinate FET support for key programmes and change initiatives.
- Track progress of major change programmes and strategic initiatives which impact on the organisation and ensure the Chief Constable is appropriately sighted where appropriate.

Compliance and risk management

- Work with colleagues and stakeholders to ensure that the Chief Constable and FET are briefed on key issues where there are risks or concerns for the force.
- Act as a positive interface between the Force Executive Team and other key departments/business area teams on all FET related matters, seeking to highlight risks, changing demands and needs and proactively address identified trends.
- Collaboration with Corporate Development to manage compliance and HMIC risk, issues and relationships on behalf of FET collectively.
- Act as a point of contact to the business senior leaders for complex or highly sensitive force issues.
- Ensure compliance with statutory and internal governance requirements through the coordination of the Force Exec support team.

Culture and values

- Support cohesive working across the Force Executive and senior leadership teams.
- Develop and implement plans to ensure that the ambition, vision and values of the force are embedded in the organisation
- Act as a key advisor to the Chief Constable on key priorities, relationships and partnerships, both externally and internally.
- Work with all Senior leaders to provide challenge and advice on contentious issues, spotting risks, and providing political insight to emerging issues.
- Work closely to build and maintain relationships with our key partners and stakeholders in the following:
 - The PCC,
 - Local Authorities,
 - the Combined Authority,
 - Local and National Politicians and Members of Government
 - NPCC,
 - HMICFRS,
 - Unions/Staff Associations
- Work with the External Affairs Lead to support the External Relations and Chief Constables Staff Office.
- Work closely with Corporate Development and Corporate communications to coordinate the development of a partnership's strategy. This will support the effective delivery of external relations functions and the Chief Constables correspondence with said partners.
- Work with the Chief Constables Staff Officer to contribute effective advice and support to the Chief Constable.
- Responsibility for positioning WMP's priorities and commitments with stakeholders, supported by effective briefing material; working closely with Corporate Communications and Corporate Development.

SPECIFIC COMPETENCIES REQUIRED FOR EFFECTIVE PERFORMANCE

Knowledge & Experience

This section should detail the requirement of previous experiences and knowledge gained from academic qualifications if appropriate. e.g. significant experience of administrative duties, degree level educated.

Essential:

- Professional qualification at Degree level or equivalent
- Working at an Executive level in external relations management in a lead or support capacity.
- Operating in a policing environment or other complex, large public or private sector organisations.
- Collaborating with and engaging Executive level staff.
- Professional interactions with the press and media.
- Working at an Executive level providing senior counsel in an operational environment or other complex, large public or private sector organisations.
- Experience of working with Government partners including Ministers and Political stakeholders
- An understanding of the media and political landscape, at both a local and national level.
- A track record in risk mitigation, critical incident management, crisis and reputation management
- Understanding of the workings of national and local government, and the Office of the Police and Crime Commissioner
- Awareness of key challenges and issues in law enforcement and policing both in West Midlands and nationally.
- Experience of scanning an organisational operating environment and identifying key issues, to provide briefings to Senior Leadership Teams.
- Excellent written and verbal communication skills
- Exceptional organisational skills, including the ability to plan and manage multiple work streams and competing priorities; evaluating, analysing and swiftly summarising information; numerate with a keen eye for detail and a passion for accuracy in written reports
- Experience and understanding of working in a confidential, and politically sensitive environment.
- Exceptional organisational skills, including the ability to plan and manage multiple work streams and competing priorities; evaluating, analysing and swiftly summarising information; numerate with a keen eye for detail and a passion for accuracy in written reports
- An ability to work on own their own initiative and with minimal supervision of direction plus a willingness to work flexibly as an effective team member
- The ability to thrive under pressure, and succeed in a fast-paced operational environment
- Highly effective negotiation skills; ability to build and maintain strong working relationships with a broad range of senior colleagues, peers, stakeholders, and partners on behalf of a large organisation
- Ability to gather, analyse and organise complex information from a wide-range of sources
- Extract crucial issues and to draw conclusions from information. Competence to present these findings effectively to senior leaders to enable strategic and tactical decision making
- Prior experience at supporting, coaching and influencing senior leaders
- Ability to use and leverage insights to improve current and future performance experience of leading a professional team

Desirable:

- A strong track record of performance and adding value to an organisation, including taking a role in setting the strategic direction.
- An evidenced track record of identifying and managing risk.
- Understanding of the workings of national and local government, and the Office of Police and Crime Commissioner.
- Awareness of key challenges and issues in law enforcement and policing both in West Midlands and nationally.

Skills

This section should detail the competency requirement which could be developed through non formal training. E.g. effective time management, influencing and negotiating, effective communication including written and verbal.

Refer to skills database for core operational skills

Essential:**Qualities and Skills:**

- Excellent interpersonal skills
- Courage to challenge operationally and strategically - skilled influencer; decisive and strategic thinker; curious
- Driven to deliver - business and commercial acumen; exhibits business, organisational and contextual savvy; agile and flexible and able to work in ambiguous and fluid situations
- Collaborative
- Personally credible with the following attributes:
 - a. Personal resilience
 - b. Dynamic and proactive approach to work
 - c. Flexible and adaptable working style
 - d. Social confidence
 - e. Assertiveness
 - f. Collaborative
 - g. Diplomatic
 - h. Professional
 - i. Integrity, respecting confidentiality
 - j. Respectful
 - k. Effective listener
 - l. Respect for diversity
- Excellent written and verbal communication skills to enable development and management of strategy, alongside multi-media communication skills - oral and written.
- Ability to draft briefing notes, formal papers, reports and presentations.
- Highly effective negotiation skills; ability to build and maintain strong working relationships with a broad range of senior colleagues; peers; stakeholders and partners within and external to a large organisation.
- Strong managerial and leadership skills and political awareness.
- Ability to gather, analyse and organise complex information from a wide range of areas; extract crucial issues and to draw conclusions from information.
- Competence to present these findings effectively to senior leaders to enable strategic and tactical decision-making.

Hours of Work and Flexibility:	• Working outside of standard office hours may be required. There is a requirement to work flexibly at all times with due regard to prevailing workloads and priorities. Attendance at evening and other out-of-hour meetings as required. • There may be a requirement at times to travel to other locations within the Force area
Agile Work Style: (if applicable)	• 'Hot Desk'
Restriction Level:	• N/A



Key Dates:

Monday 13th July	Advert goes live
Monday 10th August	Closing date for applications
Monday 17th August	Interviews
Tuesday 18th August	Interviews
Friday 21st August	Interviews
Tuesday 25th August	Familiarisation Session

How to Apply:

To apply, you will need to complete an application form available on our website. As part of this process, you will need to write a 1,000 word supporting statement. Make sure you address each of the required essential criteria for knowledge, experience and skills.

If you have any queries on any aspect of the appointment process, please contact Supt Nathan Murray:

Nathan.Murray@westmidlands.police.uk



