



west midlands
police and crime
commissioner

Chief Constable

West Midlands Police

Role Profile

Purpose	
<ul style="list-style-type: none">• To provide leadership, direction and control of West Midlands Police in accordance with the Police Act 1996 in order to provide the West Midlands with an effective and efficient police service• To fulfil of all the statutory and legal obligations of the office of Chief Constable	

Main duties and responsibilities	
1.	Work with and be accountable to the Police and Crime Commissioner, and set the strategic direction for policing in the West Midlands
2.	Provide high profile leadership to the force by communicating a consistent vision of what must be achieved
3.	Build and lead an effective chief officer team
4.	Strategic and operational management of West Midlands Police and effective management of the police budget to ensure the safety and security of the people of the West Midlands
5.	Ensure the high performance of the force, matching resources to priorities through robust financial management and improvements in value for money
6.	Harness the full potential of officers and staff ensuring equality of opportunity and innovation in workforce and succession planning
7.	Ensure the Force develops to meet the changing demands of policing in the West Midlands including ensuring that the Force engages with the communities that it serves and understands their policing needs
8.	Work with the Commissioner and/or policing colleagues to develop policing nationally, regionally and by function

9.	Promote values that ensure the Force is ethical in all aspects of policing delivery and trusted by the communities of the West Midlands
10.	Recognise and understand the diverse and dynamic nature of the communities that constitute the West Midlands, and lead a police service appropriate for these communities
11.	Encourage, support and participate in partnerships with other agencies and the public in order to fulfil the aims of the Police and Crime Plan
12.	Ensure the provision of professional advice to the Commissioner to support them in fulfilling their functions.

Knowledge and experience

- Experience of strategic command at a senior rank in a range of demanding operational policing environments, including major security/incident situations
- Developing, implementing and evaluating strategy, plans, programmes and procedures for the services of the police force with a track record of this delivering demonstrable improvements in policing
- Ability to demonstrate improvements in policing through the successful and innovative management of resources, both people and financial, with a focus on value for money
- Working in partnership with local authorities, other partners and communities to deliver policing which enhances trust and confidence and reduces harm to communities
- Experience of delivering improving performance, through leading organisational change
- Ability to operate in complex organisational structures and political environments
- Awareness of and demonstrable commitment to equality and diversity for the benefits of both those employed within the police service and the communities they serve
- Experience of influencing and contributing to the development of policing at a national level
- Awareness of potential new arrangements for policing governance
- Participating and directing media and public relation matters

Other

- Demonstrates commitment and devotion of time to activities required for the post
- Able to respond to out of hours call from home within a reasonable period
- Professional and personal integrity of the highest standing
- Personal qualities should accord with those described in the Police Professional Framework Executive Level Personal Qualities. These are set out further below in this document.

POLICE LEADERSHIP DOMAINS

1. Professional Policing Skills Incident Command

- Firearms
- Public order at major sporting events
- Civil contingencies
- Strategic management of intelligence
- Doctrine & history of UK policing
- Criminology
- Sociology and socio economics
- Operational risk
- Management and health & safety
- International policing

2. Business Policing Skills

- Managing and using resources
- Financial management
- Business planning
- Strategic people management
- Demand management
- Utilising ICT
- Science & technology
- Programme management (OGC)
- Marketing, communication & influencing
- Performance management & continuous improvement
- Equality & diversity

3. Executive Policing Skills

- Personal leadership and emotional intelligence
- Governance
- Government strategic working
- Partnership working
- Political acumen
- Stakeholder management
- Ethical Policing
- Doctrine of leadership

POLICE PROFESSIONAL FRAMEWORK
EXECUTIVE LEVEL – 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 stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

LEADING STRATEGIC CHANGE

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

LEADING THE WORKFORCE

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 throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

MANAGING PERFORMANCE

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is

addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them 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 throughout the force. 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, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

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 impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

WORKING WITH OTHERS

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking 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. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.