



## Shared Service - Staffordshire Police and Staffordshire Fire and Rescue - Role Profile

# Head of Corporate Communications and Engagement

|                         |  |
|-------------------------|--|
| <b>Grade/Rank:</b>      | L  |
| <b>Directorate:</b>     | Deputy Chief Constable Command - Corporate Communications and Engagement |
| <b>Reports to:</b>      | Deputy Chief Constable   |
| <b>Responsible for:</b> | Corporate Communications and Engagement Team                             |

### Role Purpose

This role is responsible for developing and implementing communications, engagement and brand strategies for Staffordshire Police and Staffordshire Fire and Rescue Service, ensuring they are aligned with the vision and strategic priorities of both organisations to promote awareness, understanding and engagement amongst key stakeholders to achieve measurable outcomes in support of the strategic objectives and operational priorities. This will involve:

- Developing, leading and directing a high performing Shared Service communications and engagement team to deliver an excellent, cost-efficient integrated communications service
- Supporting organisational and cultural change by developing and implementing an internal communication strategy and plan, with the appropriate tools and channels to drive employee awareness and engagement
- Leading and directing the management of reactive and proactive news, communication and social media to high standards of governance, quality and effectiveness, including the development and implementation of external communication and engagement strategies in support of organisational priorities and statutory requirements
- Building a trusted reputation and relationships with key stakeholders, including colleagues, partners, media and elected officials, to support the delivery of organisation priorities



### **Key Tasks and Responsibilities:**

- As an integral part of SP and SFRS's Senior Leadership team, you will influence and develop the future strategic direction and culture of, specifically in relation to engaging with our community, partners and staff in order to ensure the delivery of the key strategic aims and objectives of both organisations.
- Develop and lead a highly skilled, collaborative and agile team which works in line with the values and ethics of both organisations, and seeks to challenge, innovate and adopt best practice and efficient ways of working to deliver against the organisational priorities.
- Develop the Staffordshire Police and SFRS employee brand and strategic messaging to improve internal engagement and performance and support the delivery of the organisational strategies
- Manage and develop the organisational brands as a strategic asset, including the development of high quality, targeted collateral and provision of guidelines and support to ensure the integrity of the brands across all channels
- Develop and implement a digital communications and engagement strategy and plan which underpins the effective delivery of the organisations' objectives and priorities and builds public trust and confidence
- Manage and develop internal and external relationships with a broad range of stakeholders
- Review and analyse the performance of the communications and engagement team by implementing robust evaluation and measurement systems and KPIs to promote continuous improvement
- Lead on the development of strong relationships with partner organisations and other agencies at county, regional and national level in order to shape the direction of SP and SFRS and support the delivery of organisational strategies and priorities at a local, regional and national level.



- Contribute to the future design, vision & strategy for SP/SFRS and the associated transformational programme, including a focus on realising benefits and achieving outcomes.
- Provide strategic advice and guidance to the Executive Teams and senior leaders across SP/SFRS on critical and reputational issues and national sector developments including the interpretation of policy, legislation, regulation and national codes of practice. This will include being part of the Strategic Management Team during major emergencies or investigations that require GOLD level operational responses.
- Ensure workstream/project delivery is to the appropriate levels of quality, on time, within budget, in accordance with governance arrangements. Identify and manage risks. Initiate additional or alternative actions and other management interventions whenever gaps are identified or issues arise.
- Represent SP/SFRS; influencing national debates on behalf of the organisations, and identifying opportunities and threats in relation to the future of policing and fire and rescue and contributing to the development and implementation of relevant communications and media policy and procedures.
- Responsible for developing and promoting a strong customer-focussed service offering ensuring the provision of cost effective, efficient, high quality services to the SP/SFRS ensuring that all services are delivered consistently in line with agreed service level agreements, governance, performance targets, audit controls, policy and statutory legislation.
- Provide leadership and support to the delivery teams, Coach and mentor the delivery teams, creating a professional environment and promoting achievement orientated teams. Identify talent and ensure that the teams have the correct skills, competencies and resources to deliver.
- Effective management of devolved delivery budgets in line with set targets.
- Accountable for the design, development and maintenance of service level agreements, standard operating procedures, processes and audit controls.



## Behaviours

**The Behavioural Competency Framework (BCF) has six competencies that are clustered into three groups. Under each competency are six levels that show what behaviours will look like in practice.**

**This role should be operating at the following levels:**

### **Resolute, compassionate and committed**

|                          |  |   |
|--------------------------|--|---|
| We are emotionally aware | Valuing Diversity                        | 5 |
|                          | Managing Sensitivities/Political Savvy   | 5 |
| We take ownership        | Customer Service                         | 5 |
|                          | Maintaining Accuracy/Sustainable Working | 5 |

### **Inclusive, enabling and visionary leadership**

|                                 |  |   |
|---------------------------------|--|---|
| We are collaborative            | Partner Working                            | 5 |
|                                 | Managing Complexity/Strategic Planning     | 5 |
| We deliver, support and inspire | (self) Leadership                          | 5 |
|                                 | Supporting Colleagues/Coaching & Mentoring | 5 |

### **Intelligent, creative and informed policing**

|                                   |                        |   |
|-----------------------------------|------------------------|---|
| We analyse critically             | Problem Solving        | 5 |
|                                   | Situational Judgement  | 5 |
| We are innovative and open-minded | Continuous Improvement | 5 |
|                                   | Futurology             | 5 |

## Education, Qualifications and Experience

### **Essential:**

- Degree or equivalent experience in a similar role with a recognised post graduate professional qualification such as CIPR, CIM, CAM, NCTJ.
- Experience of strategic perspective, thinking beyond the boundaries of your own role with the ability to consider the longer term and broader view in order to achieve organisational objectives.

### **Desirable:**

- Project management skills and experience including an understanding of the principles, methods



- The ability to provide leadership during transformation and change to enable effective decision making, problem solving and evaluation within your department, the wider organisation and with partners.
- A developed political awareness and sensitivity, and understanding of the issues facing policing and the wider public services in the current and future climate.
- Experience of developing strategic PR and communications programmes to support organisations to deliver improved outcomes.
- Ability to set, monitor and deliver on ambitious targets / goals and holds people to account for delivery.
- Substantial experience of leading & developing multidisciplinary teams with specialist skills within a corporate communications environment, with clear evidence of outputs achieved/delivered.
- Substantial experience of managing relationships with journalists & influencers.
- Significant knowledge of what excellent delivery within a corporate communications environment looks and feels like and how this can be achieved.
- Significant experience of innovating using digital technologies and media.
- Significant experience of coaching, influencing, challenging, negotiating & developing strong working relationships with a wide range of senior stakeholders including board level.
- Experience of developing business cases to build new capabilities, articulate benefits and secure investment.
- Significant experience of planning, leading and delivering successful major organisational change initiatives & projects that deliver substantial organisational benefit.
- Able to manage effectively in a crisis.
- Strong customer relationship management skills.

techniques and tools for the effective management of projects from initiation through to implementation.



| <b>Special Conditions</b>           |                    |         |                 |  |
|-------------------------------------|--------------------|---------|-----------------|--|
| Own car for business use            | <b>Yes</b>         |         |                 |  |
| Higher level vetting required       | <b>Yes</b>         |         |                 |  |
| Requirement to wear Uniform         | <b>No</b>          |         |                 |  |
| Requirement for post entry training | <b>No</b>          |         |                 |  |
| Shift allowance                     | <b>No</b>          |         |                 |  |
| Weekend working expected            | <b>As required</b> |         |                 |  |
| Fixed term or temporary role        | <b>No</b>          |         |                 |  |
| Politically Restricted              | <b>Yes</b>         |         |                 |  |
| On call/standby rota                | <b>As required</b> |         |                 |  |
| Flexitime Role                      | <b>Yes</b>         |         |                 |  |
| Notice Period                       | 1 week             | 1 month | <b>3 months</b> |  |

| <b>Agile Profile (See Agile Matrix)</b> |                 |                 |           |       |       |
|---|-----------------|-----------------|-----------|-------|-------|
| Desk                                    | Confidentiality | Systems & Email | Telephony | Paper | Hours |
| 5                                       | 5               | 5               | 5         | 5     | 5     |