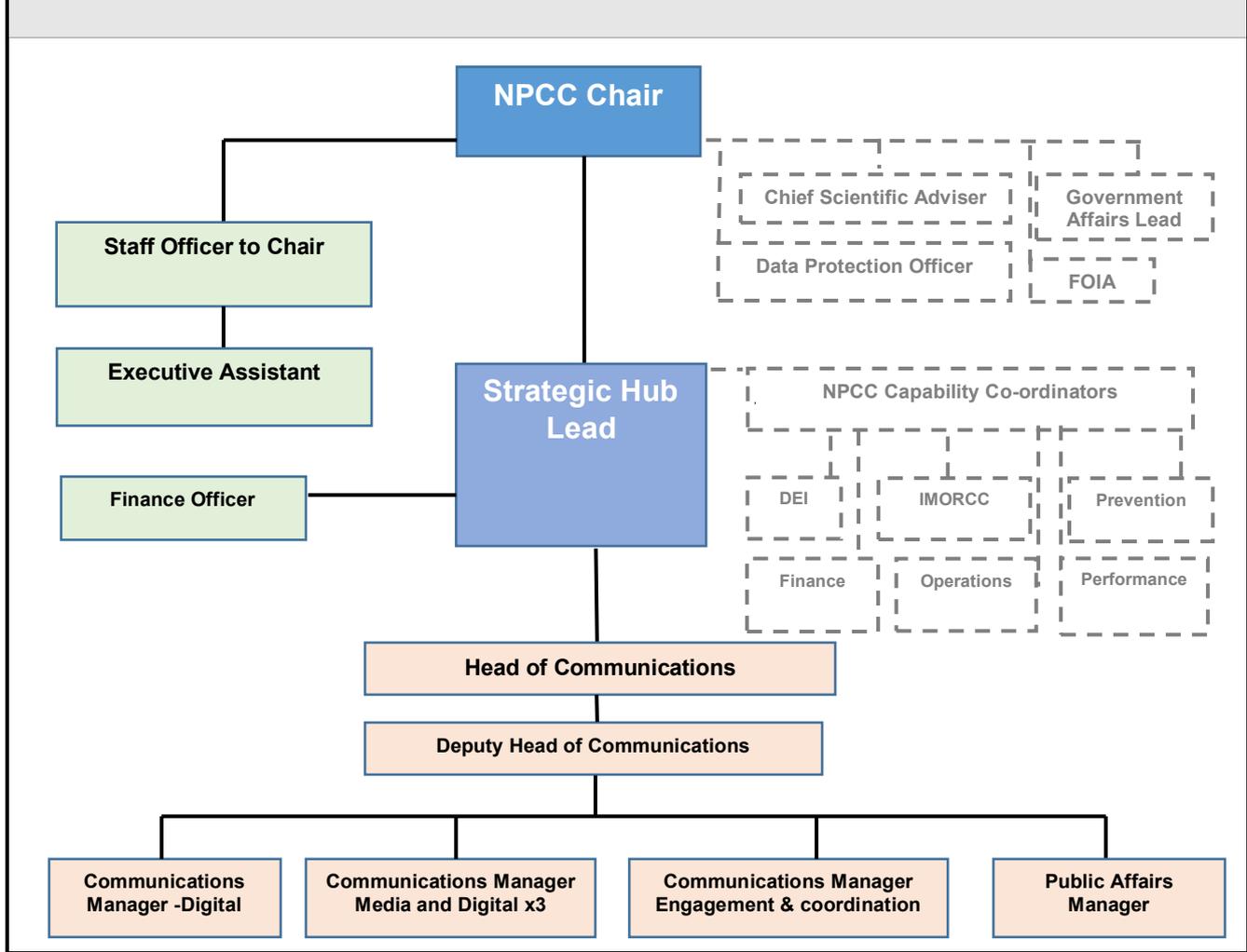


NATIONAL POLICE CHIEFS' COUNCIL - JOB DESCRIPTION

1. Job and Organisational Details

Job Title:	Deputy Head of Communications
Job Holder's Name:	
Reports to:	Head of Communications
Line Manager's Name:	Nicola Growcott
Grade	Grade B - £47,538-58,438 plus inner London weighting

2. Organisation Chart*



3. Job Purpose

To provide day-to-day leadership of the communications team and drive the delivery and evaluation of NPCC communications strategy and linked plans and activity ensuring high quality communications and building and maintaining NPCC's reputation.

The Deputy Head of Corporate Communications will be highly solutions focused, a skilled problem solver, and will utilise their excellent communication skills and strategic acumen to provide direction and oversight, in a fast-paced environment.

The role holder will lead by example, support and motivate staff, helping to drive good performance, and building skills and professional development.

The role holder will deputise for the Head of Communications in all aspects of their role where required.

4. Knowledge, Skills and Experience

Essential Criteria

Qualifications

- A degree, or demonstrable equivalent experience, and membership of a relevant professional body.

Experience

- Experience of leading, motivating and managing a corporate communications team in a fast-paced, pressurised and high profile organisation.
- Relevant senior experience of leading media handling and providing strategic advice to senior figures on reputational issues, working at pace and under deadline pressure.
- A strong track record of managing, developing and delivering successful and innovative communications and digital content.
- Experienced line manager with proven ability to develop team capability, and coach, mentor and develop others.

Knowledge

- Excellent news and political acumen and deep understanding of the range of media – owned and non-owned.
- Expert knowledge of what great communication looks like and can achieve and how it links with policy and other communication disciplines including knowledge of a broad range of current communication practices, tools and techniques including OASIS communication planning frameworks and insight and evaluation.
- Good understanding of the principles and practicalities of effective stakeholder engagement

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Skills/Attributes

- Excellent interpersonal skills to establish and maintain credibility and effective working relationships with police chiefs, senior stakeholders and other NPCC staff, including the ability to be placed in operational policing meetings as the main communications advisor.
- Highly adept at influencing, problem solving and providing constructive challenge, changing direction of strategies and plans when necessary, including in times of tension and pressure.
- High level analytical, reasoning and organisational skills, including the ability to plan and manage multiple projects and competing priorities; solve complex problems; evaluate, analyse and swiftly summarise and present information; make and explain decisions on challenging, ambiguous issues
- Highly developed written communication skills and ability to write for a range of audiences and channels on complex and/or sensitive issues.
- Highly developed organisational, planning and project management skills.

Desirable criteria

- Knowledge of the structure of UK policing and the role of the NPCC's strategic partners, including government, and an understanding of working in a politically sensitive environment.
- Experience in or good understanding of PRINCE2 project management.

5. Communications and Working Relationships

1. Excellent communication skills are vital to this complex role. The post holder will have regular communications with police chief officers in England, Wales, Scotland and Northern Ireland and their staff, national and international media, government departments and key stakeholders providing advice, guidance and support, managing controversial issues on behalf of the leadership of the police service. It is critical the post-holder has the interpersonal skills to influence and change the behaviours of others.
2. The post-holder will lead daily coordination across the NPCC communications team leading meetings and being available to staff.
3. The post-holder work closely NPCC central office staff including the Chair and Vice Chairs, Chair's office, a change programme team, the Strategy, Planning and Performance Team and the Business Support Team. The role holder will work collaboratively with these teams to understand communication requirements, provide strategic advice and commission communications activity.

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4. The role requires the post 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
- Home Office Communications Department 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
- The National Crime Agency (NCA)
- Her Majesty's Inspectorate of Constabulary and Rescue Services (HMICFRS)
- Independent Office for Police Conduct
- Police Federation(s)
- Police Superintendents Association of England and Wales
- Police staff associations and unions
- Scottish Government, Welsh Assembly Government and Northern Ireland Executive

5. The post holder will be required to manage contact with members of the media (national and international) on the whole range of policing issues, many of these will be contentious and unique issues. While the post holder will consult with chief officers as and when possible and appropriate, they will be expected to respond to enquiries on their own volition, using their own judgement and at short notice acting as an official NPCC spokesperson. They will also develop and support others to fulfil this role.

7. Key Result Areas

1. Responsible, personally and through managing others, for delivering a high quality, proactive communications service through strategic planning and implementing effective internal and external communications to develop, promote and protect the NPCC's brand and reputation.
2. Driving the delivery and evaluation of NPCC communications strategy, business plan and linked plans and activity by providing clear direction and leading, supporting and motivating staff, leading effective planning and assessing and managing risks to delivery.
3. Ensuring effective day-to-day management of proactive and reactive stakeholder, media and digital handling including a 24/7 on call service, including providing strategic advice, acting as senior decision-maker and quality assuring content, timeliness and professional delivery.
4. Responding to and addressing complex and high profile risks and issues or high priority strategies. Directing and overseeing strategies, handling plans and messaging, providing senior level strategic advice and support and working collaboratively with senior level stakeholders on shared issues.
5. Providing significant public and media relations support and counsel to the NPCC Chair, Committee Chairs, chief officers, police forces and communications staff at force level.
6. Overseeing the development and delivery of six direct reports and their activity, including setting objectives, managing performance and promoting best practice. Lead resource forecasting and workforce planning on a month to month basis.
7. Planning and delivering integrated, strategic communications plans with multiple stakeholder and partners.
8. Identifying issues and communications performance risks, probing the causes and reporting to the Head of Communication.
9. Planning for and leading crisis or major incident/event responses as required.
10. Develop key relationships across the media acting with transparency and integrity.
11. Ensure activity is aligned to brand, digital and editorial standards and communication processes. Assure the quality of our products and services in line with standards and guidelines, ensuring timely action is taken if they fail to meet standards.
12. Representing NPCC Communications at executive level meetings with NPCC leads and other chief officers, forces, the Home Office and the College of Policing in respect of communications, and building strong, productive stakeholder relationships.
13. Support the Head of Communication in delivering change in communications delivery
14. Lead by example, role modelling ethics and values, and visibly demonstrates self-motivation, energy, creativity and a commitment to high-quality communication.
15. Convey positivity and enthusiasm in meeting the challenges of difficult or complex changes and tasks, encouraging and supporting others to do the same.
16. Provide senior support to an out-hour-hours rota and be prepared to work flexibly out of normal office hours if circumstances require it.

8. Scope for Impact

- The NPCC enables the senior leadership of the police service to coordinate national operational policing. To achieve this it operates through a unique virtual network. This means that, while there are only a small number of posts directly employed in the NPCC structure, all UK police forces are members of the NPCC, through their chief officers, and an extensive number of thematic working groups and committees exist to conduct the NPCC's work. The unique set-up of the organisation gives this role an exceptional breadth and complexity.
- Effective communications is crucial to the delivery of national operational policing and keeping the public safe. The job holder will play an essential role in leading the delivery of effective communications for national operational policing through supporting chief officer and force communications teams.
- The post holder will regularly oversee and manage complex, high profile, politically sensitive issues where decisions and delivery have national implications with the potential to impact on the reputation of the whole police service.
- Represents NPCC at senior level with chief officers, forces, the Home Office, the College of Policing and other stakeholders in respect of communications.
- Manages the delivery and quality assurance of communication strategies, plans and activities necessary to deliver organisational objectives and quality external communications.

9. Dimensions

- Deputise for the Head of Communications in all aspects of their role where required.
- Direct line management responsibility for a team of six within NPCC with additional responsibility for managing staff on specialist projects as required.
- The post holder has no direct financial responsibility. However, they will support the head of Communications with aspects of budget monitoring in terms of expenditure relating to campaigns and projects and if they have responsibility for the direct and indirect management of specific campaign and project budgets as the need arises. They will also ensure that overtime is used only when necessary and that staff time is properly recorded and auditable.
- This is a demanding role and will require the post holder to be readily available to the Chair and other key members of the NPCC outside normal office hours.

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Appendix: NPCC Competency and Values Framework

Level 3 Competencies

Cluster: Resolute, compassionate and committed

Competency: We are emotionally aware

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling

Competency: We take ownership

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities
- I define and enforce the standards and processes that will help this to happen
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance

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- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen

Cluster: Inclusive, enabling and visionary leadership

Competency: We are collaborative

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private)
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities
- I create an environment where partnership working flourishes and creates tangible benefits for all

Competency: We deliver, support and inspire

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals
- I ensure that everyone understands their role in helping the police service to achieve this vision
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners
- I motivate and inspire others to deliver challenging goals

Cluster: Intelligent, creative and informed policing

Competency: We analyse critically

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations

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- I use my knowledge of the wider external environment and long-term situations to inform effective decision making
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support

Competency: We are innovative and open-minded

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population
- I am flexible in my approach, changing my plans to make sure that I have the best impact
- I encourage others to be creative and take appropriate risks
- I share my explorations and understanding of the wider internal and external environment
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing