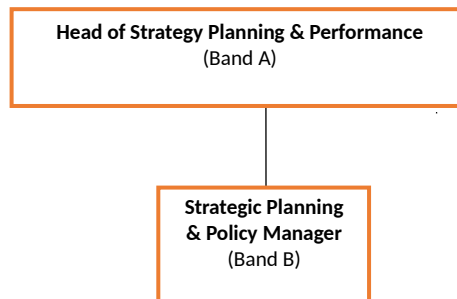


NATIONAL POLICE CHIEFS' COUNCIL - JOB DESCRIPTION

1. Job Details

Job Title:	Strategic Planning and Performance Manager
Reports to:	Head of Strategy Planning and Performance
Grade	Band B
Vetting Level	RV & CTC
Location	Remote working nationally within UK. NPCC is currently based at 10 Victoria Street, London and therefore occasional travel will be required to this premise and other Police locations across the UK. We encourage applications from candidates living across the UK. Further details on flexible arrangements will be discussed at interview stage

2. Organisation Chart



3. Job Purpose

The Strategic Planning and Performance Manager is responsible for leading, developing and implementing approaches which assist the NPCC in understanding emerging threats, risks and opportunities in a fast paced policing environment.

This is a leadership role, which will set direction and task a team of analysts. The postholder will be responsible for a significant workload which will involve supporting a team of analysts to deliver strategic research, analysis, and performance insight. The products produced under their leadership will contribute to enhanced efficiency and evidenced-based decisions across the NPCC.

In addition to analytical and performance management, the Strategic Planning and Performance Manager will contribute to the NPCC strategic and business planning function hub by ensuring regular data and insight reporting through the data strategy, which they will develop, implement and manage.

5. Knowledge, Skills and Experience

The Strategic Planning and Performance Manager is required to have the knowledge, skills and experience to lead the NPCC data and insight strategy, whilst providing an input into the strategic and business planning function. They will be responsible for ensuring regular performance and insight reporting across the NPCC through;

Knowledge

- Experience of working within a policing environment.
- Experience of providing advice and guidance on approaches to performance management and helping to embed a culture of evidence-based decision making.
- In depth knowledge of data management, setting frameworks for the collection, collation, analysis and distribution of data.
- Knowledge of standards and procedures relating to the handling of police data e.g. GDPR considerations and Management of Police Information (MoPI) principles around the collection and recording of information, evaluation and retention, review and disposal. They should also have knowledge of data sharing agreements (DSAs), data processing contracts (DPCs), MOUs and Data Protection Impact Agreements (DPIAs).
- Knowledge of strategic and business planning principles.
- Knowledge of how-to matrix manage across policing (to ensure a shared approach to data).
- Experience of operating within a complex organisational or political environment and understanding the strategic context surrounding policing.
- Confident use of Microsoft Office including Power BI.
- Educated to degree level / equivalent professional experience of working as a senior analyst or related role.

Skills

- Leadership skills, with the ability to own, shape, drive change and deliver tangible outcomes within the business, ideally in a performance and/or analysis arena.
- Critical analytical skills with the ability to draw insight and interpretation from a wide variety of material.
- Prepare and present clear and concise analysis on varied complex issues and in formats suitable for a variety of audiences.
- Building and maintaining relationships with key stakeholders across the policing sector (including internal stakeholders such as Chief Officers across UK policing including the Chair of NPCC, Head of Strategic Hub etc) and Home Office officials.

- Raise performance challenges in a constructive and timely manner.
- Lead discussions on the work of your team, able to challenge others at all levels, (senior officers and staff), when necessary and shaping senior decision making

Experience

- Experience of presenting complex analytical data in formats suitable for a variety of audiences.
- Strong leadership skills, with the ability to own, shape drive change and deliver tangible outcomes for the business.
- Working to tight deadlines within a fast-paced changing environment.
- Building and developing a team, supporting professional development and oversight.
- Establishing, setting and communicating strategic plans for an organisation and monitoring delivery.
- A track record of designing and delivering data improvement initiatives.

5. Communications and Working Relationships

The Strategic Planning and Performance Manager is responsible for products used to inform national policing governance, Chief Constable Council, the NPCC Audit and Assurance Board and NPCC Coordination Committees. The role will contribute to the NPCC strategic and business planning function, providing a regular reporting to the organisation, as well as driving their team forward through their leadership of the NPCC Data Strategy and associated.

The role will require excellent internal and external stakeholder management. Working relationships include constant close liaison with the NPCC Strategic Hub command team and NPCC senior leadership team as well as Chief Officers across forces, the National Crime Agency (NCA), Association of Police and Crime Commissioners (APCC), Police and Crime Commissioners (PCCs), the College of Policing (CoP), Home Office and HMICFRS.

Contact with internal and external stakeholders will be made via email, face-to-face and online meetings. The postholder will be required to chair meetings at strategic level and support Chief Officers through briefing and presenting information on their behalf. Other than team meetings, the majority of these meetings will be responsive to need, they will include task and finish working groups, project boards and stakeholder consultation. There may be a need to hold interviews with stakeholder and senior/executive members of staff associated with particular strands of work. The postholder will be responsible for terms of reference and managing output/actions from the meetings, they will draft reports and presentations for internal and external (public) consumption based on information from the meetings, amongst other sources.

The Strategic Planning and Performance Manager is expected to interface at the most senior level and will be required to attend and present at various internal meetings including Chief Constables' Council and the NPCC Audit and Assurance Board. The postholder will also be required to attend and present to external quarterly boards included those chaired by the Home Office at a senior level.

6. Key Result Areas

1. Responsibility for the development, implementation and management of the NPCC data and insight strategy through close liaison with data and performance leads in each of the NPCC programmes, the performance management coordination committee and partners across policing. The postholder will need to build excellent working relationships with performance leads in force and develop a strategic understanding of what data and insight could be held nationally for the benefit of policing across the UK.
2. Contribution to the NPCC Strategic Plan and NPCC Annual Business Plan. The postholder will use their specialist knowledge of data and insight to inform the NPCC strategic and business plans. They will measure delivery of the plan and contribute data and insight for inclusion into the annual report, which will provide transparency of the work of the NPCC to the public and stakeholders.
3. Professional development and oversight of the strategic hub analytical capability and cross sector functions related to performance management and insight. This will include management of legacy data from NPCC programmes such as Violence Against Women and Girls (VAWG) Operation Uplift and the Police Race Action Plan (PRAP) which will be maintained for the benefit of policing nationally and provide the evidence to directly inform government policy.
4. Understanding and analysing the performance, risk and assurance environment to provide advice and guidance to a team of analysts producing high quality analytical products that inform and enable decision making across policing. This role will assess work requests submitted to the analyst team, task the team and quality assure delivery of analytical products.
5. Leading the automation of performance information to make the most efficient use of the data, ensuring a consistent, single version of data truth is being used to inform decision making across the policing sector and government/Ministerial level meetings.
6. Writing and contributing to papers for national policing governance structures, Chief Constables' Council, NPCC Audit and Assurance Board, NPCC coordination committee meetings and Home Office meetings to inform and influence government policy on behalf of chief officers and police forces nationally.
7. Working with data and insight professionals across the policing sector, government departments, the criminal justice system and academia to produce joint insight and mutually beneficial products to inform policing and government, providing the NPCC with a senior link into partner agency data and insight teams.

8. Leading and managing a team, at a distance, fostering a culture of personal responsibility among staff to achieve the best output possible to meet operational and organisational need. Taking responsibility for the continuous professional development of the NPCC analytical resource to provide an efficient and highly skilled resource for national policing. Knowledge of how-to matrix manage across policing, to ensure a shared approach to data, which will help provide greater collaboration and insight. This will enable performance and service improvement.

7. Scope for Impact

This is an influential, senior management role in the NPCC's Strategic Planning and Performance team, which will take responsibility for the quality and accuracy of performance and insight products which are produced by their own means and by their team. The postholder will be expected to manage their own time, the demand placed on their team and make decisions in their area of expertise.

The postholder will be responsible for a significant workload consisting of complex and often sensitive products, which will be used to influence NPCCs strategic direction, the business planning cycle and national policy/decision making. The postholder will be responsible for setting a schedule of work, setting deadlines and quality assuring complex analytical products. The postholder will be required to task their team and provide advice and direction on the design and completion of reports and presentations.

There will be occasions where the postholder may need to challenge senior officers on assumptions or decision making based on analytical products and/or an evidence base. As a result, the postholder must be an excellent communicator with the ability to problem solve and negotiate with senior leaders and stakeholders.

The postholder will be responsible for the management of a team of analysts and matrix management of cross-sector functions relating to performance management and insight. This will require detailed knowledge achieved through close collaborative working across policing (and wider partners) and the coordination of multiple analytical products across business disciplines and IT platforms.

To be effective in role, the postholder will need excellent oversight of policing business at strategic level and an in depth understanding of the complex political context in which the NPCC operates. The postholder will need to be sensitive to working with government department officials and politicians. As a result, there is a requirement for excellent negotiation and influencing skills when working with staff and colleagues at all levels internally and externally, including the most senior leaders across policing and government (official and ministerial level). The nature of the work will require flexibility and the ability to work under pressure, responding to short deadlines, which are out of the postholders control. There will be a need to be sensitive to the impact of this work on public confidence in policing, an understanding of reputation management and a keen eye to detail will be necessary.

8. Dimensions

This role is critical in achievement of the NPCC's strategic and business plans, performance framework with and on behalf of chief officers. Development and maintenance of a data and insight strategy, supported by robust and effective systems. Processes for strategic planning and policy development will be essential in enabling the organisation to achieve its agreed strategic objectives and delivering transparency.

The role will have responsibility for a team of analysts (minimum of 5) and will be involved in the matrix management of multiple teams involved in performance and insight on behalf of policing. A direct example of this is the Digital Crime and Performance Pack (DCPP) analytical team, who are embedded within the SPP team but part of a collaboration across policing.

The postholder will manage a significant workload which will require excellent prioritisation skills to enable their team to meet business as usual requirements i.e. produce regular analytical reports (quarterly and bi-annual) whilst being flexible enough to manage ad hoc/task and finish requests from business areas across the NPCC landscape. This work will be to support NPCC when responding to challenge/current affairs/media and government interest in specific areas of policing.

The postholder will also be required to contribute to business cases for new areas of NPCC business, assessing requirements and costing resources. They will be responsible for managing strands of work, which are grant funded by the Home Office or other stakeholders. They will be required to design a mechanism for delivering the required output. There will be a requirement to report on spend and progress against deliverables on a quarterly basis.

The postholder may also be asked to apply for fast-track civil servant placements, via a business case, which when successful, would require management of the individual on placement, monitoring delivery and reporting to the relevant government department on progress.