



Heddlu  
Gwent  
Police

**Information pack for the post of**

**DEPUTY CHIEF  
CONSTABLE**

**GWENT POLICE**

Applications should be returned by **13:00pm on Thursday 5<sup>th</sup> September 2019**

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## **DEPUTY CHIEF CONSTABLE**

### **Overview of the Role**

We are looking for an enthusiastic, innovative, energetic, focused Deputy Chief Constable to support the Chief Constable in leading the delivery of policing services for the communities within the Gwent area. The individual should have strong communication skills, focus, drive and energy.

The Deputy Chief Constable supports the Chief Constable to lead the Force. They assist in creating a vision, direction and culture for the Force that builds public and organisational confidence and trust and enables the delivery of an effective policing service.

The Deputy Chief Constable holds direct operational accountability for the policing response to crime and major and critical incidents and its effective command and leadership.

The Deputy Chief Constable is responsible for the implementation and delivery of the Force's Delivery Plan and the day to day running of the Force in line with the agreed direction and vision, to provide a professional, effective and efficient policing service.

The Deputy Chief Constable contributes to the development of regional and national policing within a specific area of expertise and may be accountable for national operations or standard setting.

## **Key Accountabilities**

- Contribute to the setting of the organisational and operational strategy for the Force, with regard to wider plans and objectives such as the Police and Crime Plan and Strategic Policing Requirement, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Support and maintain the mutually productive strategic relationship with the Police and Crime Commissioner and the Office of the PCC, whilst maintaining the principle of the Chief Constables' operational independence.
- Support the Chief Constable to lead the Force, embedding the organisational culture and promoting values and ethics, holding responsibility for adherence to professional standards to enable an effective and professional service.
- Lead the implementation of the Force Delivery Plan, ensuring that performance is monitored and evaluated with findings utilised to drive improvements in service delivery and the achievement of Force objectives.
- Support the Chief Constable to lead, inspire and engage the Chief Officer team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
- Develop guidance and provide strategic direction on identifying and managing threat, risk and harm within the policing area and in the Force's policing responses in order to protect the public and develop operational strategies.
- Fulfil the authorising responsibilities of a Deputy Chief Constable, holding responsibility for compliance in order to protect the public and ensure effective policing responses.
- Develop and maintain a meaningful operational performance framework and governance structure, in line with Force strategy, in order to hold the senior leadership of the organisation to account for operational delivery and outcomes in order to enable effective law enforcement and public protection.
- Support the financial management of the Force, driving efficiency and productivity within the budget framework to maximise the use of resources, ensure the effective use of public spending and maximise value for money.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to enable the achievement of the Force objectives and develop public confidence in policing.
- Represent the Force at a local, regional and national level to the public, media and other external stakeholders to support the Chief Constable to improve visibility, connect with the public and build confidence in policing.
- Embed a culture of organisational development, change and innovation, ensuring enhanced productivity, value for money and continuous improvement in evidence based policing.
- Develop national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Discharge the powers and duties of the Chief Constable as required in their absence.

## **Particular challenges in Gwent**

- Tackling the issues of public confidence and satisfaction for both victims and the wider public.
- Working in an increasingly diverse and challenging environment both socially, geographically and economically.
- Key partners and stakeholders looking potentially inward due to reducing resources and moving away from prevention and back to core services/survival. Added dimension of working in a non-devolved service alongside devolved public services in Wales.
- Organisational change due to further reductions in resources following the on-going spending review and the need to constantly revisit productivity and business transformation – i.e. more for less.
- The potential for workforce dissatisfaction, upheaval and reducing morale (local and national changes e.g. Winsor, pay and pensions etc.)
- The need for a revised long term vision for the force, including organisational shape in 4 years and the need to balance national and local issues, collaboration, frontline, workforce mix, balance of neighbourhood, investigation and response and potential increases in certain crime types e.g. domestic violence.
- Operational and political influences exist within five very different local authorities – how to make this a real opportunity.
- The national landscape, which is uncertain and changing, e.g. Police reform; transformation of rehabilitation; the Strategic Policing requirement and the National Policing requirement.
- The need to ensure there is a stable Chief Officer team where a broad range of skills, styles and experience will be beneficial.
- A new leadership approach to deal with increased collaboration.



## **TERMS & CONDITIONS OF APPOINTMENT**

The post will be subject to the following terms and conditions:

### **1.1 QUALIFICATIONS**

Candidates must be police officers, with suitable qualifications.

### **1.2 SALARY**

Deputy Chief Constable's salary of £120,633 p.a.

### **1.3 WORKING LOCATION**

The majority of work will be carried out from Gwent Police Headquarters based in Croesyceiliog, Cwmbran. However, the nature of the work will also require travel throughout Gwent and nationally. This may on occasions include extensive periods of time spent working at other locations around the country.

### **1.4 WORKING HOURS/ WHOLE TIME SERVICE**

The post holder will be contracted to work 40 hours per week and paid on a monthly basis. However, as the post holder will have responsibility as the Deputy Chief Constable they will be required to be contactable 24 hours per day. The role may require the post holder to attend major incidents or other operational events at short notice.

**1.5** This role will require evening and weekend working including attending meetings and events during these times.

**1.6** The successful candidate will be required to devote his/her whole time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment or undertake a business interest without the prior written consent of the Police and Crime Commissioner.

**1.7** The post holder is entitled to leave in accordance with Police Regulations.

## **2. RELOCATION**

**2.1** To facilitate the recruitment of high quality Officers to the rank of Chief Constable, a relocation package is available to successful candidates who relocate their home upon appointment. Further details will be available for the successful candidate.

## **3. REMUNERATION PACKAGE**

Excluding salary, the following elements are provided for in the remuneration package for the Deputy Chief Constable:

- a) Dependent on individual circumstances either the lesser of the Housing Allowance or Transitional Rent Allowance paid by your current force or Housing Allowance at £4,045.57 per annum or Red Circled Rent Allowance including tax deducted refunded as a payment of compensatory grant (maximum £4,912.80 for external candidates only) paid and taxed through payroll (if entitled under regulations).
- b) Fixed Mileage Allowance – per annum - £2983.56 Non Taxable and £944.56 Taxable, paid through payroll and declared on P11D or the opportunity to apply to be included in the Chief Officer Car Leasing Scheme.
- c) Reimbursement of all reasonable expenses incurred in the execution of duty (reimbursed through expenses).

**4. TERM**

The successful candidate will take up the appointment for a four year period. The commencement date to be subject to negotiation.

**5. PERFORMANCE AND DEVELOPMENT REVIEW (PDR)**

The post will be subject to performance and development reviews (PDR's) in accordance with national guidance and will be undertaken by the Chief Constable.

**6. NOTICE PERIOD**

The appointment may be terminated by three months' notice on either side.

**7. EQUAL OPPORTUNITIES**

The Chief Constable of Gwent Police is committed to equal opportunities for existing and potential members of staff.

**8. MEDICAL EXAMINATION**

The successful applicant may be required to complete a medical questionnaire and attend a medical examination.

**9. SECURITY CLEARANCE**

The successful applicant will be appointed subject to obtaining security clearance at DV (Developed Vetting) level.

**10. REFERENCES**

The successful applicant must have the support of their Chief Constable.

**11. OTHER CONDITIONS**

This posting will be offered in accordance with the Police Regulations and any other Laws, Regulations or requirements in force.

The Chief Constable of Gwent Police is an equal opportunities employer and welcomes applications from candidates regardless of ethnic origin, religious belief, gender, sexual orientation, disability or any other irrelevant factor.

## **Recruitment Process**

All applications must be submitted using the online application system (OLEEO). No applications will be accepted **after 1pm on the closing date**.

It is recommended you complete the application on one device (PC or Laptop) to avoid any compatibility issues.

You will be required to evidence your Skills and Knowledge in line with the role profile, this includes evidencing the the six competencies within the Competency and Values Framework (CVF) at Level 3 (**750 maximum words per competency**).

Candidates who are successful at the application stage will be provided with further information regarding the format and composition of the interview process.

The closing date for applications is the **5<sup>th</sup> September @1pm**. It is anticipated that interviews will take place on **the 18<sup>th</sup> September 2019**

Applicants must disclose any outstanding criminal convictions, investigations or disciplinary proceedings being carried out in relation to their conduct. In addition, applicants are required to disclose previous disciplinary offences that have not been expunged.

### **Nationality**

You can apply for this post as long as you are a UK national or have dual nationality with one part being British. In addition, this post is open to Commonwealth citizens and nationals of any of the member states of the European Economic Area (EEA).

### **Equality and diversity**

A fundamental requirement is that the appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. We are committed to appointing on merit, in a way that is fair and open.

### **Membership of the Selection Panel for appointment**

The Selection Panel for this appointment will be chaired by the Chief Constable Pam Kelly and assisted by the Police and Crime Commissioner Jeff Cuthbert and a HR representative.

### **How your application for the post of Deputy Chief Constable will be handled following receipt**

The application will be assessed by a Selection Panel on the evidence provided to assess if you have the necessary skills, knowledge and experience required for the position. The Selection Panel will determine whether you progress to the interview stage.

All applicants who are not selected for the next stage of assessment will be advised of the outcome of their applications via OLEEO. Feedback can be requested by any applicant who is not selected for interview. Feedback will be based on the assessment of your merit in relation to the skills, knowledge and experience required.

### **Interviews – reimbursement of expenses**

You can claim for reasonable expenses incurred in attending for interview. It is expected that the most efficient and economic means of travel will be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, this can be arranged and the details will be included in the invitation to interview.

### **What will happen at the interview?**

Further details will be provided to candidates who are shortlisted by the Selection Panel.

### **What will happen following the interview?**

The Selection Panel will make its decision on the basis of the evidence presented by candidates. The Force will then proceed with security clearance to Developed Vetting (DV) level, if required. We will also conduct the medical clearance procedure and obtain your two references. An appointment is subject to satisfactory completion of these.

All applicants will be advised of the outcome of the appointments process via OLEEO.

If you are successful you will be invited in writing to accept the appointment by the Chief Constable.

If you would like to discuss the post with the Chief Constable feel free to call her on **01633 642280**.

## **Skills, Person Specification and Competency Values Framework (CVF)**

### **Skills:**

- Skilled in the development of ambitious strategy and policy, aligned to operational realities.
- Able to create operational plans, which balance complex and conflicting resource demands and enable the achievement of strategic goals.
- Able to manage substantial financial, people and material resources, demonstrating high levels of commercial acumen to balance complex, competing demands on resources by making appropriate risk-based decisions within the available budget.
- Able to drive strategic organisational change that reshapes the services or functions delivered by the Force, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in negotiating the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at senior levels and across a diverse range of stakeholders and partners.
- Skilled in maintaining an effective critical advisor role to more senior positions
- Skilled in building and maintaining productive stakeholder and partner relationships at senior levels and being able to apply problem solving approaches and methodologies to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people, engaging the organisation with Force strategic priorities, values and behaviours.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost

### **Continuing Professional Development (CPD)**

A senior leaders CPD Framework has been developed that identifies three important elements Chief Officers should consider when planning their CPD.

Chief Officers should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples. Below are some suggested examples but are by no means exhaustive:

#### **Personal Skills**

- Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service.
- Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context.
- Consider participation in secondment opportunities to gain differing perspectives on leadership and management, where appropriate.

- Participate in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others' approach to leadership, management and policing.

### **Business Skills**

- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level, where appropriate taking advantage of shadowing and/or secondment opportunities.
- Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally.
- Contribute to evidence based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing.
- Build and participate in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity.

### **Professional Skills**

- Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context.
- Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the force is able to tackle new and evolving crime, threats and priorities.
- Work with national policing agencies and bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), National Crime Agency (NCA) and the College of Policing to ensure the force maintains professional standards.
- Complete all annual and mandatory training to retain occupational and operational accreditation.

## **Prior education Knowledge and experience:**

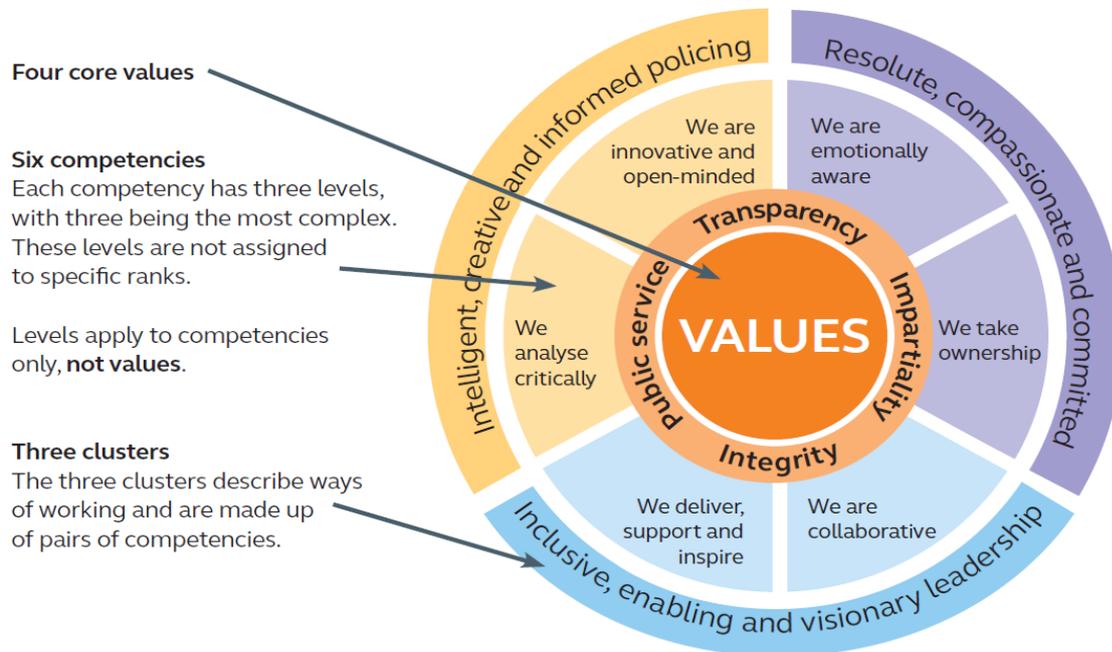
The successful candidate will be able to demonstrate:

- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
- Authorising Officer Training.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior levels.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of embedding an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Experience of management of significant budgets.
- Up to date operational/technical policing knowledge.
- Knowledge of developing political, economic, social, technological, legal and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

## **Behaviours**

All roles are expected to know, understand and act within the ethics and values of the Police Service.

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



## **Core Competencies (Level 3)**

### **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.

### **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.
- 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.

### **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.

### **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.

### **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.
- 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.

### **We are innovative and open-minded**

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.

- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.