



**HEDDLU  
GOGLEDD CYMRU  
NORTH WALES  
POLICE**



# Information Pack

for the appointment of  
Chief Superintendent

Summer 2020

**Salary: £84,849 – £89,511 per annum**



making North Wales the **safest** place in the UK



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## Key dates

Date	Activity
10/08/2020	Recruitment Window Open
01/09/2020	Force Familiarisation Session
11/09/2020	Closing Date for Applications
16/09/2020	Shortlisting
17/09/2020	Virtual Positive Action Support Session
12 & 13/10/2020	Formal Board Interview
14/10/2020	Decision on Successful Candidate

# Foreword from the Chief Constable

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**I would like to begin by thanking you for your interest in the role of Chief Superintendent in North Wales Police.**

I hope this prospectus will further inspire you to apply for this challenging but extremely rewarding role within the organisation.

North Wales is a wonderful place to live and work, boasting a varied geographical make up of busy cities and towns, villages and picturesque rural locations.

I am looking for exceptional leaders, with passion, energy and drive to work with me to make the force exceptional and realise our vision of 'Making North Wales the Safest Place in the UK'.

We are focused on our most valued resource; our workforce with welfare and well-being a priority. As an organisation we continue to promote values which incorporate diversity, equality and inclusion to reflect the communities we serve.

I want leaders who will be bold, with innovative, problem solving ideas at a strategic level; coupled with the willingness and enthusiasm to drive change and take their teams with them.

It is important to recognise the value of strong business planning and maximise on opportunities realised with the challenges facing North Wales Police.

I want our organisation to be at the forefront of digital advances maximising the potential that this can provide in every aspect of our roles.

Excellent communication and partnership skills will be crucial to delivering our vision and I want to create a balanced team where difference is valued.

I continue to encourage and promote positive action for those who are underrepresented at every level in our organisation. I want colleagues who both support and challenge me going forward.

North Wales is committed to being a bilingual organisation and you will therefore be expected to demonstrate a positive approach to the Welsh language, however the organisation will support you in every way possible to ensure you achieve the required level.

Should you have any queries please contact **[jenny.parry@nthwales.pnn.police.uk](mailto:jenny.parry@nthwales.pnn.police.uk)**

Once again, thank you for considering North Wales Police and I wish you every success with your application.



**Carl Foulkes**  
Chief Constable



# Welcome from the Chief Officers

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**Carl Foulkes**  
Chief Constable

Carl started his policing career with British Transport Police in 1993, having previously served in the Royal Navy as an aircraft engineer. He spent the first 10 years working for British Transport Police in London before joining West Midlands Police in 2003 completing various Operational and Detective roles.

He was appointed Deputy Chief Constable for Merseyside Police on 18 July 2016. During his time with Merseyside Police he held responsibilities for Professional Standards, corporate development, performance and change.

Carl was formally appointed Chief Constable for North Wales Police on Monday 10th September 2018. He has the overall responsibility for the direction and control of the Force and is heavily involved in collaboration with forces in the North West and across Wales.

His national portfolio responsibility is for:

- Internet, Intelligence and Investigations
- Gender

Carl is married with a teenage daughter and currently lives in Conwy. He enjoys outdoor pursuits including running, walking and cycling, being a keen triathlete.



**Richard Debicki**  
Deputy Chief  
Constable

Richard joined the police service in 1993 at Lancashire Constabulary where he worked up to the rank of Chief Superintendent in a number of differing roles. He joined North Wales Police as Assistant Chief Constable in 2014.

As Deputy Chief Constable, Richard holds a broad and challenging portfolio. These responsibilities include Professional Standards, Collaboration, and People and Organisational Development. Richard is also responsible for the Operational Improvement Programme and is Chair of the Force's Welsh Language Group.

He is also the National Policing Lead for the Special Constabulary and is also the Chair of the All-Wales Citizens in Policing Strategic Group, where he has worked to find new and innovative ways for the 4 Welsh Forces and the British Transport Police in Wales to recruit, train and retain volunteers.

Richard is married with two children and enjoys running in his spare time.



**Sacha Hatchett**  
Assistant Chief  
Constable

Sacha joined the police service in February 1997, and has worked within a variety of different roles across North Wales Police and Cheshire.

As a Chief Superintendent she had responsibility for Local Policing Services and had experience as a lead of Force Change Programmes.

As Head of Operational Support Services, Sacha had overall responsibility for the operational delivery of Roads Policing, Firearms Policing, Operational Planning, the Administration of Justice and the Force Communications Centre across North Wales.

As Assistant Chief Constable for North Wales Police, Sacha has overall responsibility for the Force's Crime Operations portfolio.

She also holds the National Portfolio for Forensic Collision Investigation and is the All Wales Chair of the Local Resilience Forum.

Sacha works closely with chief officers in both the North West Region and All Wales Region.

Sacha has two children of primary school age and her passion is walking in the welsh hills.



**Seb Phillips**  
Director of Finance  
and Resources

Seb re-joined North Wales Police as DFR in November 2019 having first worked within the organisation's finance function between 2005 - 2009.

CIMA qualified, Seb started his career on Royal Mail PLC's finance graduate scheme before moving into the private sector as a Finance Tutor with BPP Ltd.

In 2009, Seb returned to the private sector delivering in a number of senior finance roles including several years working as the Finance Director of Afonwen Laundry Ltd, one of Wales' fastest growing businesses, and subsequently as Finance Director of Johnson Service Group PLC's nationwide Hotel Linen Division.

His portfolio includes Finance, Procurement, ICT, Facilities, Fleet, Legal Services and CIO.

He enjoys his spare time the most when spent with his partner and son but tries to squeeze in some running and cycling when he can.

# North Wales Police

## Focus and Priorities

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Our Vision is to 'Make North Wales the Safest Place in the UK'. Our focus is on the wellbeing and welfare of our workforce, embedding a culture of problem solving at all levels including partnership working and being at the forefront of digital innovation and transformation. With the role of policing continuing to change North Wales Police have a clear mission of; Preventing Crime, Protecting Our Communities and Pursuing Offenders.

### WORKFORCE REPRESENTATION

The Workforce Representation Team has been set up to deliver on the force's commitment towards having a representative force which is key for increasing public trust, confidence, legitimacy, and the delivery of an efficient and effective service for all our communities. The main focus is currently around Op Uplift and is based on the recruitment, retention, and progression of Black, Asian, Minority Ethnic (BAME) officers although the team is also working with members of other under-represented groups. The team has only been in place for a few months it has already been able to deliver a measurable increase in the numbers of applications from BAME communities through the implementation of targeted recruitment, engagement events, media exposure, and positive action support sessions. The team is also working on building stronger links with local communities, the education and training of the existing workforce, and in ensuring that suitable cultural and faith based provision is in place for members of underrepresented groups in the workplace. Moving forward the team, supported by senior leaders, will continue to apply a creative problem solving approach to the long term improvement of workforce representation.

In addition to our workforce representation team we have a number of internal staff support networks that have a Chief Officer lead and include Disability Support Network, LGBT and the Gender Equality Network and strong links into National Support Networks.

North Wales is a culturally diverse area and to ensure that our service is fully representative of the communities we serve we will continue to promote positive action where needed and welcome applications from all under-represented groups.



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## HEALTH, WELLBEING AND PEOPLE STRATEGY

North Wales Police want our wellbeing provision to be the best in the UK. We know that our workforce is under pressure and the demands on us are continuously changing. Therefore, it makes complete sense to ensure that our workforce is fit, healthy and happy in mind, body, work life and finances.

We have to do more with less and by providing a supportive workplace culture and focusing on prevention and awareness, we will create a workforce that can adapt and meet the demands that face us.

Specific Welfare and Engagement staff have been appointed to provide local welfare support. They work alongside our Head of Medical Services and Wellbeing, our Wellbeing Lead and Occupational Health creating an effective Wellbeing Team with a holistic approach.

Our Health and Wellbeing Strategy incorporates new initiatives for continuous improvement. The key is to be flexible and tailored to support different locations, roles and individuals across the organisation. We will focus on innovation and being creative in how we offer support.

A recent example of where this innovative way of working has been used to the advantage and wellbeing of our workforce was when the head of our Medical Services and wellbeing team organised a force-wide prostate screening project which undoubtedly changed and in some cases will have saved lives. The team were awarded a Runner-up in the Protecting the Workforce category in the 2019 Oscar Kilo for their efforts around this.

## DIGITAL

North Wales Police are committed to becoming as efficient as possible in all areas of business. As such we are seeking to lead the way nationally with regards to Digital Policing Programmes.

A series of exciting projects are already underway and are helping to streamline the way in which we do business. Our workforce and our processes are becoming far more agile as we exploit the benefits of new technology and national collaborations. We are utilising the constraints of Covid19 as an enabler to help us realise our ambitious vision of a digital workplace.

A user-led approach to tech is being taken in order to get our people the solutions that they need, rather than what is necessarily readily available or seen as the most popular option.

We won't follow the crowd for the sake of it and therefore seek individuals with open, enquiring minds who are prepared to challenge their own beliefs and take us forward at this truly unique moment in time.

# North Wales Police

## Focus and Priorities

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### WORKFORCE TRANSFORMATION IN THE POLICE SERVICE

Around the world, policing in the UK remains respected for its model of policing by consent, which underpins the service we provide to our communities.

There is, however, a powerful need for change. New and emerging types of crime are creating new challenges, while there is increasing complexity, sophistication and variety to what is required in order to deliver an effective, ethical, professional and accountable policing service to our communities.

North Wales Police recognise our workforce need the skills, education and knowledge to operate with a high degree of autonomy and accountability. Whether its child sexual exploitation, domestic abuse, cybercrime, or threats from serious and organised crime and terrorism, we must continue to adapt to the modern policing environment in order to meet the needs of our communities.

The College of Policing is working in partnership with the National Police Chief's Council on a broad range of co-ordinated national initiatives supporting workforce transformation in policing. The Workforce Transformation and the timeline within which it is framed, outlines a series of programmes, services, reforms and initiatives which will support delivery of the Policing Vision 2025.

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By 2025 policing will be a profession with more representative workforce that will align the right skills, power and experience to meet challenging requirements.

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Delivery of all the initiatives are captured under six principal headings, all reflecting fundamental aspects of workforce transformation. These headings are:

- Attraction and Recruitment into the Police Service
- Professional Development of the Workforce
- Well-being and Engagement
- Leadership in Policing
- Pay and Grading
- Organisational Development

We are now undertaking a comprehensive workforce transformation programme to deliver the initiatives defined above contributing towards a single, unified purpose to provide the best possible professional framework for all members of the service, whether police officer, staff or volunteers.

To really deliver in this area we want agile, versatile and adaptable leaders who will be able to effectively manage and shape a path for driving change who can demonstrate sound financial planning and take their team with them in implementation.



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## RECOVERY FOLLOWING COVID-19

The outbreak of the Covid-19 (coronavirus) pandemic has had a significant impact on UK society and as a consequence the delivery of public services.

North Wales Police has risen to the challenge of providing an emergency service to the people of North Wales, and supporting our own people in dealing with the disease and its consequences in both their professional and personal lives.

The critical incident management process, as well as managing the risks presented in the here and now, also needs to consider the long term impact of how we as an organisation have responded and how we return to normality, and where **'recovery'** is replaced with **'renewal'**.

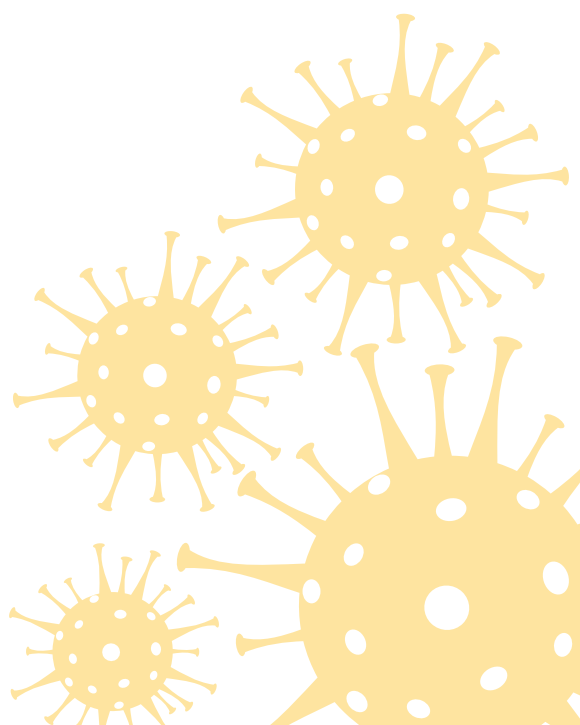
We have opportunities to learn and benefit from the necessity of innovation as we adapted to a fast-moving national position, and a requirement to understand where things didn't work as well to prepare the organisation for future major incidents.

This will present opportunities to reshape our Target Operating Model as an organisation and set a goal for a 'new normality' of delivering an effective policing service to the public.

We have commissioned a Covid-19 recovery programme to coordinate the transition from critical incident management, to a return to this 'new normality'. This will seek to prioritise recovery work and short term 'task & finish' projects to improve service delivery, or identify longer term work to inform and reshape the corporate change programme. In each case, an understanding of the interdependencies at play both inside and outside the organisation for impacted functions will be crucial to effective recovery, and preparation for future outbreaks of the virus.

### The Overarching Aims:

- Our Recovery Plan will be aimed at minimising the adverse impacts of Covid-19 on our organisation in the short, medium and longer term.
- Our Recovery Plan will maximise the learning from the crisis and use this learning to improve and transform the way that we do business in the future, aimed at building a stronger and better organisation.
- Lastly, we will ensure that effectively delivering the Covid-19 Recovery Plan is directly aligned to our vision of making North Wales the safest place in the UK.









# North Wales in Brief

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## NORTH WALES

Coupled with the fact that you would be joining a dynamic, forward thinking organisation, you will have the opportunity to work in areas of outstanding natural beauty. With a mix of rural and urban communities you will experience a wide range of different challenges on a daily basis.

North Wales is one of the safest places to live in the United Kingdom. Serving a population of 676,000 people and covering an area of 6,300 square kilometres.

House prices in the most beautiful towns and villages are widely affordable and the average price of a property in Wales is around £160,000.

The area has strong life-long learning opportunities including Bangor University, Wrexham Glyndwr University, Menai College and Llandrillo College. As well as higher education and further learning there are numerous excellent public primary and secondary schools within the region.



## THE GREAT OUTDOORS

If you are looking for an active, healthy lifestyle, North Wales is the perfect place to be with its majestic mountains, over 250 miles of open, rugged coastline and picturesque rolling green valleys to explore.

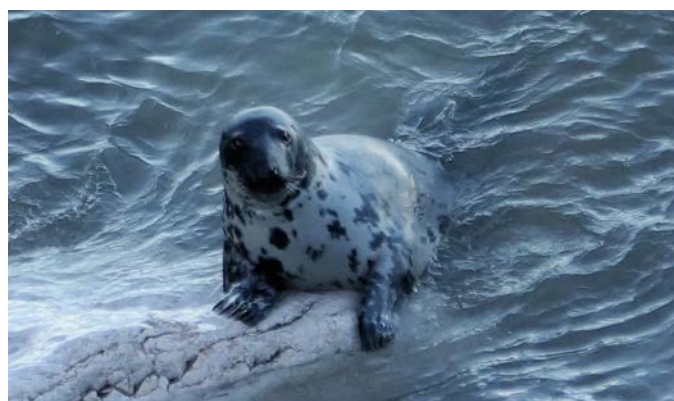
Snowdonia boasts a number of areas of outstanding natural beauty. Keen walkers are spoilt for choice with nine different mountain ranges including Snowdon, the highest mountain in Wales, with six ascents to choose from which will reward its challenger with breath taking views of this national park.

As well as the coast, North Wales boasts plenty of lakes, and White Water Rivers. Experienced rafters can test their ability on the Tryweryn River in Snowdonia, which has Olympic-grade white water, while beginners can try the gentler waters of Llangollen's rivers. There is also plenty of opportunity for paddle boarding, gorge walking and many other water sports.



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The Welsh wilderness is home to a variety of hardy wildlife including the Red Kites, Ravens, Otters, Red Squirrels, Ospreys, Wild Ponies, Porpoise, Puffins, Grey Seals, Polecats, Stoats and the Mountain Goat made famous during Covid lockdown when they ventured from the Great Orme to take over the town of Llandudno.



## TRANSPORT

The main train line skirts along the north coast, stopping at Prestatyn, Rhyl, Colwyn Bay, Llandudno, Conwy, Bangor and Holyhead. A branch line also runs between Wrexham and Shotton. There are direct trains from Llandudno, Bangor and Holyhead which run to London Euston, Liverpool, Birmingham and Manchester.

The coastal resorts of North Wales are linked with Manchester, Liverpool and Birmingham by the A55. You can also access the A470, which connects Conwy to Cardiff, and the A5, which tracks inland towards Llangollen.

Anglesey airport is owned by the County Council and the leased site is part of RAF Valley, you can take a flight from this airport to Cardiff in around 50 minutes. You can also reach Manchester or Liverpool international airports in around 1 hour and 50 minutes.

# What the Area has to offer

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## HISTORY

There are a number of medieval castles including Conwy with its surrounding fortress walls containing spiral staircases to climb and the most intact set of medieval royal apartments. Conwy takes its place alongside King Edward I's other great castles at Beaumaris, Caernarfon and Harlech as a World Heritage Site.

St Asaph Cathedral in Denbighshire is the smallest ancient cathedral in Britain. It's home to the William Morgan Bible, which was the first Bible to be translated into Welsh.

Our national flag - The Red Dragon (or in Welsh Y Ddraig Goch) - was granted official status in 1959, but the dragon itself has been associated with Wales for centuries.

St David's Day is celebrated on March 1, in honour of Dewi Sant or St David, our patron saint.

## CULTURAL

From Historical museums to contemporary galleries, festivals to theatres and the National Eisteddfod there are plenty of opportunities to immerse yourself in the rich culture and events across the region.

## ACTIVITIES

North Wales has become the adventure and outdoor capital of the UK. From flying through the air on the world's longest Zip Wire to charging down our estuaries on a Rib ride we have a variety of different activities for those that like an adrenaline rush.

There are a number of Races and sporting events that take place throughout the year with routes that really take advantage of our diverse landscape and present a rewarding challenge for the competitors.





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## LANGUAGE

North Wales is proudly bilingual and it is believed that the Welsh Language was born around 1,500 years ago making it one of the oldest languages in Europe.

Alongside the growth in Welsh-medium education and legal reforms, including the 1993 Welsh language Act and Welsh Government's 2003 Iaith Pawb – A National Action Plan for a Bilingual Wales, there has been a stabilisation in the numbers speaking Welsh. By number of speakers, Welsh is the most spoken Celtic language.

The Welsh language has the longest place name in Europe which can be found on Anglesey in North Wales.

## FOOD AND DRINK

North Wales is famous for its quality, variety and freshness of its food and drink local sourced from the rich harvest provided from the land and sea. Produce can be enjoyed from local farms, freshly caught fish and famous Conwy Mussels as well as Vineyards, Distilleries and Craft Beer Breweries.





# Chief Superintendent

## Role Profile

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### ROLE PURPOSE

Chief Superintendents lead multiple large and/or complex areas of command within forces and across collaborations, strategic alliances and partnerships, carrying responsibility for all activities in their area, often acting as part of the Chief Officer Team. They also carry responsibility for strategic and/or policy lead for one or more areas of policing across the force or organisation.

Chief Superintendents also play a critical lead role in operational policing for major or critical events or incidents; planning and directing the activities in line with the legal framework and wider policing policies/objectives to uphold the law and ensure public safety and strengthen public confidence. This role carries specific legal powers to enable the maintenance of law and order.

Chief superintendents lead the development of culture, climate and working processes across multiple areas of responsibility to ensure adherence to standards, and the promotion of accountability and continuous improvement.

### KEY ACCOUNTABILITIES

- Lead the development and implementation of policy and strategy in own areas of responsibility, in line with force/organisational and national directives, and contribute to the development of force/national policy in order to ensure compliance with legal and operational requirements and ensure continuous service improvement and consistency of practice.
- Influence the force/organisation planning process by developing resource and budget plans for their areas of responsibility, in line with force priorities, in order to enable delivery of the force's/organisation's policing plan.
- Lead, motivate, engage, manage and develop a team of senior policing professionals and provide leadership across multiple areas of significant command/area of responsibility, protecting and promoting workforce wellbeing and professional standards to enable a high performing team.
- Lead responses to major events and serious/complex investigations, setting strategic/tactical objectives and priorities, assessing and managing threats/risks and directing the deployment of resources to ensure an appropriate and effective response in line with legal and force requirements.
- Fulfil the authorising responsibilities of superintending ranks and maintain operational oversight, holding accountability for compliant policing responses in order to achieve operational objectives and protect the public.

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- Lead, manage and co-ordinate the allocation of appropriate resources across multiple areas of significant command/area of responsibility, in line with force/ organisational priorities in order to meet demand and maximise the efficient use of resources.
  - Negotiate and control internal and external budgets within areas of responsibility and partnership arrangements, influencing budget allocation, in order to meet the force's/ organisation's priorities and make financial savings where required to maximise value for money.
  - Lead and manage performance across multiple areas of significant command/ responsibility, setting appropriate standards and address areas of organisational underperformance in order to deliver on force/ organisational objectives.
  - Lead collaboration/strategic alliance across multiple areas of significant command, managing resources and capability within a complex collaboration arrangement with multiple stakeholders and organisational constraints, in order to drive resource efficiencies and consistency of service delivery.
  - Develop, manage and maintain strategic relationships with local and regional partners, effectively influencing and collaborating to enable the achievement of objectives for the force/area of command/ responsibility to improve public safety and build trust and confidence in policing.
  - Develop and own the strategy for the force's/organisation's response in respect of an incident or investigation to the media, wider public and external stakeholders and represent the force/organisation to provide information, improve visibility and build confidence in policing.
  - Lead the assessment of future demands and emerging threats across multiple areas of significant command/area of responsibility, developing and adapting operational and workforce plans to ensure that these demands are effectively anticipated and met.
  - Lead the design and implementation of significant organisational change projects or programmes across multiple areas of significant command/ area of responsibility, in order to drive continuous improvement to public safety and best practice in service delivery.

## **EDUCATION, QUALIFICATIONS, SKILLS, AND EXPERIENCE**

### **Prior education and experience**

- Typically, a Chief Superintendent will have operational experience at Superintendent Level.
- Met all necessary local and national promotion criteria.

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## **Policing Education and Qualification Framework (PEQF):**

The Policing Education Qualifications Framework (PEQF) for the rank of Sergeant and above has still to be confirmed. It is expected that if there is an educational requirement for the rank of Chief Superintendent and above it will be at Level 7.

However, any new requirements agreed with the Service will require development before implementation. Consequently the existing promotion requirements will continue to apply for the foreseeable future.

### **Skills**

- Skilled in planning and objective setting to medium and long-term cycles, co-ordinating a complex range of activities and balancing competing needs.
- Able to make complex operational and business decisions, applying appropriate frameworks, models and risk management processes and anticipating the implications of decisions.
- Able to allocate resources appropriately across a diverse function and utilise commercial acumen to make risk-based decisions that deliver effective outcomes within the available budget.
- Able to apply or devise specialised concepts and methods of analysis (or commission them from others), to clarify and / or solve complex problems.
- Able to identify relevant potential opportunities/threats and assess the impact of events and trends to inform internal planning.
- Skilled in developing and implementing evidence based policy.
- Able to use a range of communication and influencing techniques and methods to successfully negotiate, collaborate and/or effect change.
- Skilled in engaging a diverse range of stakeholders and enabling effective collaboration which draws upon a diverse range of skill sets.
- Able to lead, develop and motivate a diverse team; creating strong engagement with the function's performance objectives and with Force values and behaviours.
- Able to hold themselves, individuals and the wider team to account for performance and behaviours.
- Skilled in coaching and mentoring to enable appropriate career and professional development.



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- Able to drive cultural and operational change across a diverse team, creating a culture of innovation and creativity.
  - Able to operate with political astuteness, able to understand how to most effectively challenge the status quo.

## CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Superintendents 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:**

- Maintain knowledge and understanding of Police Regulations and
- College of Policing Guidance, best practice and any local policy applicable to the operational police context and leading and managing teams.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to support and inform a pro-active and preventative approach to policing.
- Maintain and update key knowledge, understanding and skills relating to legislation policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of new approaches to evidence based policing research and analysis synthesise these into working practice.
- Role model continuing professional development, coach and/or mentor colleagues, leading by example by sharing learning and reflections to support the professionalisation of the police service
- Maintain a working knowledge and understanding of new and evolving crime threats and priorities; and current best practice to tackle these in order to enable a pro-active and preventative approach.
- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level, wherever possible taking advantage of shadowing and/or secondment opportunities.
- Complete all annual and mandatory training.
- Maintain knowledge and understanding of performance management process and ensure they are implemented effectively when managing teams.

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## Links to other profiles

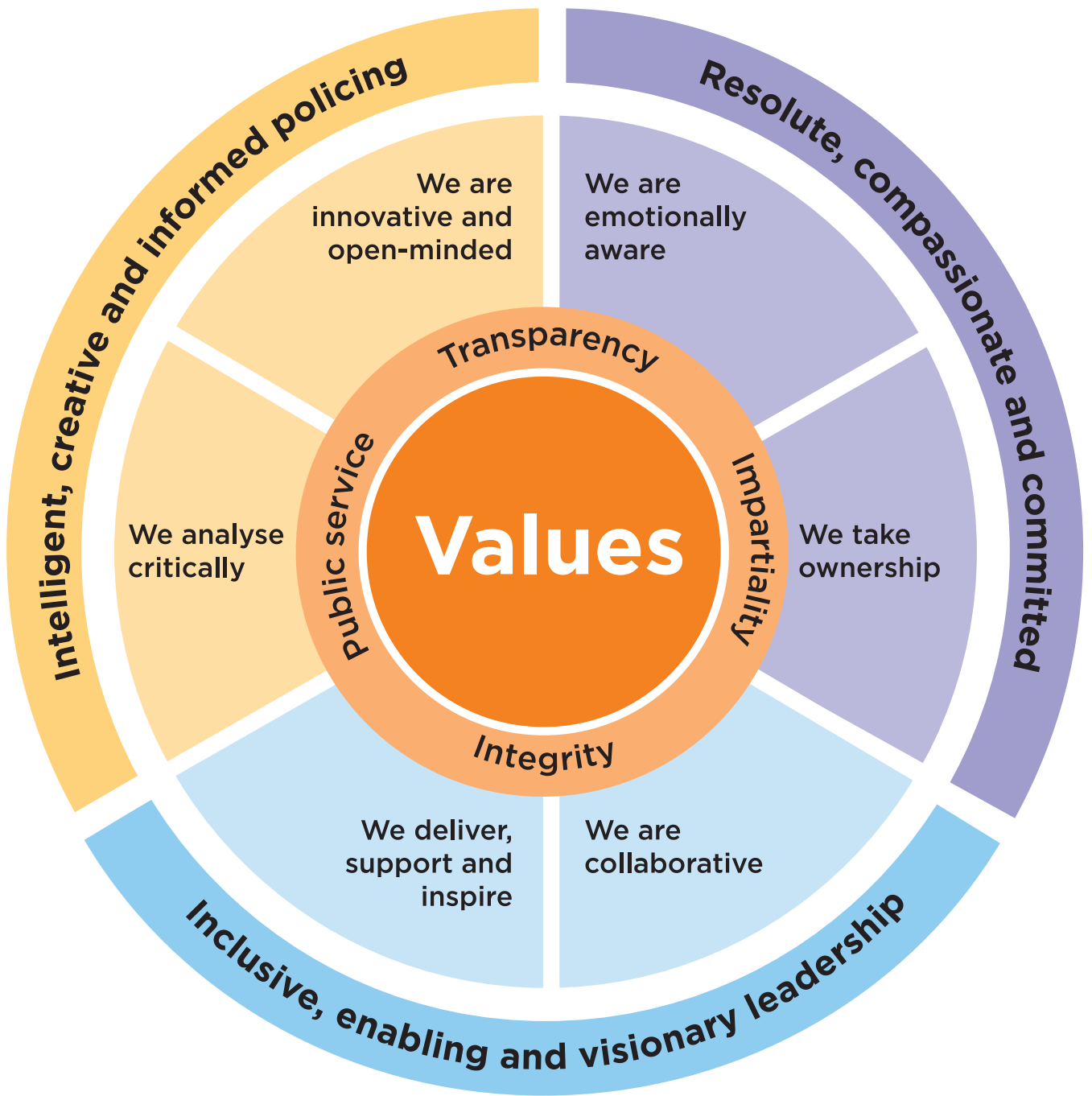
You may need to refer to more than one professional profile to find the full description of your role, for example a Detective Chief Superintendent, will be working to meet the accountabilities of the:

- **Core Chief Superintendent profile**
- **Strategic Investigator (PIP4) or,**
- **Head of Crime**

Please review the specialist profiles to identify any relevant additional profiles for your role.

# Competency and Values Framework (CVF)

All roles are expected to know, understand and act within the ethics and values of the Police Service. In addition, applicants will have to evidence Level 3 in all areas of the CVF:





# Values

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## IMPARTIALITY

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

## INTEGRITY

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

# Values

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## PUBLIC SERVICE

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

## TRANSPARENCY

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

# Competency

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## 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.

# Competency

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## 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.



# Competency

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## 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.

# Terms and Conditions

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

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## Term of Appointment

### Salary

Remuneration for the post of Chief Superintendent is defined within the national scale agreed by the Police Negotiating Board and ratified by the Home Secretary. An annual salary of **£84,849 - £89,511** per annum subject to skills and experience.

### Working Hours

Working hours will not be less than 40 hours per week and such as are needed to fulfil the requirements of the post, subject to the requirements of the Working Time Directive. However, the post holder will have responsibility for representing the service and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time. There is a requirement for the post holder to carry out on-call duties giving full force cover, this will require both shift and weekend working. This will be as a Gold CADRE officer. This role will include attending meetings and events during these times and attending major incidents and other operational events at short notice.

### Annual Leave

The post holder will be entitled to annual leave as per Police Regulations: 31 days per annum.

### Medical

The appointment is subject to a satisfactory medical and arrangements have been made for this to take place with the Force Medical Advisor before date of appointment.

### Vetting

The appointment will be subject to satisfactory Management Vetting with SC security clearance.

### Working Location

The post holder's normal place of work will be within the North Wales Police area. However, the nature of the work will also require large amounts of travel nationally. Therefore you will need a full driving licence.

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## **Welsh Language**

North Wales Police is committed to being a bilingual organisation. You will therefore be expected to demonstrate a positive approach towards the Welsh Language. Following the offer of appointment you will be expected to achieve Level 3 spoken Welsh and all the supporting material required to satisfy this requirement is available on the North Wales Police Website.

## **Professional Development**

You are expected to maintain your professional knowledge and development including your physical fitness, in accordance with the College of Policing professional development framework in line with the evolving requirements of the post. You will be expected to complete the national fitness test annually.

As per the Force Continuous Professional Development Scheme (CPD), North Wales Police has a Professional Development Annual Appraisal and Review process you will be expected to engage with and maintain a Development Plan in line with your aspirations and areas for development.

## **Equal Opportunities**

North Wales Police is committed to creating equality of opportunity for all members of staff and for ensuring that all members of the North Wales communities are able to access effective policing services including those with protected characteristics.

## **Provision and use of Information Technology**

All IT requirements as necessary, for example a mobile phone, laptop computer, etc. will be provided.

# Selection Process

## POSITIVE ACTION STATEMENT

As part of our positive action support scheme (PASS) we particularly welcome candidates applying from black, Asian and minority ethnic backgrounds (BAME), female officers, lesbian, gay, bisexual or trans (LGBT+) candidates and disabled candidates who are fit to perform the role they are applying for. These groups are underrepresented at senior level within North Wales Police.

### Reasonable Adjustments

It is important to consider at an early stage of the application process if you require any reasonable adjustments that would assist you to complete the selection process. All information will be treated with the utmost confidence. If you do require support or any reasonable adjustments please contact us at the earliest opportunity.



You can read more about our positive action support here:  
<https://www.north-wales.police.uk/recruitment-home/positive-action-team>

For further details please contact Jenny Parry, Assistant Director of Human Resources  
[jenny.parry@nthwales.pnn.police.uk](mailto:jenny.parry@nthwales.pnn.police.uk) Tel: 01492 804 498.





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## RECRUITMENT PROCESS

**Stage 1:** The Force Familiarisation Session will be on the **01/09/2020** and will be held in Force Headquarters in Colwyn Bay, North Wales subject to Covid Regulations and Social Distancing. It will be an opportunity to meet some of the Chief Officer team and to find out more about the Force.

If you would like to attend the day please contact Jenny Parry, Assistant Director Human Resources [jenny.parry@nthwales.pnn.police.uk](mailto:jenny.parry@nthwales.pnn.police.uk) to find out more and book a space.

If you are unable to physically attend on the **01/09/2020** but would be able to attend remotely then we will be able to facilitate that for part of the day.

For those people who aren't able to attend in any capacity on the **01/09/2020** then please let us know as we will arrange a conversation with the Chief Constable before the applications close.

**Stage 2:** The process to select a Chief Superintendent will begin by the submission of an application form via the **North Wales Police online recruitment portal**. All applications must be submitted by **23:55** on **13/09/2020**. There are opportunities across Detective and Uniform roles, so if you have a preference please state in your application form. Applicants are asked to provide evidence of their suitability, skills and experience for the post using the role profile provided within this pack.

**Stage 3:** The shortlisted candidates will be invited to a Board and this will consist of a number of different activities – a briefing exercise, a stakeholder exercise, a presentation and a CVF interview. More details of the board will be provided on the Force Familiarisation day.

**Stage 4:** Successful candidates will be given an offer and, subject to passing relevant checks, a start date will be negotiated.

Please note that due to operational commitments these dates may be subject to change.



**HEDDLU**  
**GOGLEDD CYMRU**  
**NORTH WALES**  
**POLICE**

Chief Constable,  
Chief Constable's Office,  
Colwyn Bay LL29 8AW