



The Office of Matthew Grove
Police and Crime Commissioner for Humberside
Working hard to keep you safe

POLICE AND CRIME COMMISSIONER FOR HUMBERSIDE

APPLICATION PACK

CHIEF CONSTABLE

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1. Advert for appointment

POLICE AND CRIME COMMISSIONER FOR HUMBERSIDE

APPOINTMENT OF CHIEF CONSTABLE

Humberside Police is facing specific and major challenges, some of which are not unique to our area:

- an increasingly diverse and challenging environment - whether it be socially, geographically and economically;
- a workforce which has been, and continues to be subject to significant organisational change;
- partners who are all responding to their respective financial constraints, with the risk of resources moving away from joint working;
- a need for a revised vision for the Force, where its future shape builds upon existing work and balances local, regional and national threats;
- a need to serve the public even better at a challenging time.

In response to these challenges, one of my first steps as commissioner is to appoint a new chief constable who shares my ambition, values and commitment. I want someone who will work tirelessly in partnership with me to reduce crime and make our area safer. I want to attract the best. Someone who will lead the force through a period of real change, where new ideas will be welcome and innovative creative solutions are developed together with local people and our partners.

Yes my aspirations are high. If you share my ambition to serve local people to ensure they become safer, confident and more satisfied and you want to work with me, I will look forward to hearing from you.

An application form and information pack can be downloaded from
<http://www.humberside-pcc.gov.uk>

Closing date for applications: midday 2nd January 2013

2. Foreword by the commissioner



The Office of Matthew Grove
Police and Crime Commissioner for Humberside
Working hard to keep you safe

Pacific Exchange, 40 High Street
Hull, HU1 1PS

Contact: Matthew Grove

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e-mail: pcc@humberside.pnn.police.uk

10th December 2012

Dear prospective candidate

In the 6 month run up to the election, I spent many hours talking with local people, getting to know more about our local challenges. They are proud of the vast improvements made to Humberside Police during the stewardship of Tim Hollis, our current chief constable.

However, despite this improvement, they want to feel even safer in their homes, they want to be more satisfied with the service from the force and they want to see the force working alongside others to make the area a better place in which to live, work and visit.

During this period and since being elected, I have also spent a significant amount of time with partners talking through their individual challenges, priorities and intentions. What is clear is that there is a passion to continue working closely together. There is real potential to join or share services, to work even closer to get more from our collective pool of resources. In essence, I see a real opportunity for new ideas, shared ambitions and joint thinking so that we all serve local people better.

Following the election I have spent a lot of time getting to know the force. Everyone has welcomed me with open arms and despite all the uncertainty and upheaval through organisational changes they are a team that wants to serve local people well. Tim Hollis has lead them from a period of real concern to a place where their heads are held high, where crime has fallen and where local people have confidence in them. But there remains more to do.

Crime is still too high, costs are reducing but more needs to be done and partners and local people can give even more support to help address problems and some of the causes of crime.

So I have big aspirations to improve the lives of local people and one of my first steps is to appoint a new chief constable who shares my ambition, values and commitment. Someone who will have ambition to improve the service at a time when

resources are reducing. Someone who is open to seizing opportunities to create new ideas, share services and improve outcomes for local people.

This may require structural or cultural change, so the new chief will need to demonstrate a track record of having done this before. That record must be one where the staff, partners and the public have been consulted, engaged and worked alongside, in developing ideas and delivering solutions.

If you are convinced this is a force you want to lead; an area where you will make it your main residence for you and your family; and you have a personal drive to improve the lives of those who live work or visit our area, please move onto my chief executive's overview of the recruitment process to begin the journey to appointment.

Yours sincerely

A handwritten signature in black ink that reads "Matthew Grove". The signature is written in a cursive style with a large initial 'M' and a long, sweeping underline.

Matthew Grove
Police and Crime Commissioner

3. Chief executive's recruitment overview

Introduction

My role is to support the commissioner in this appointment process, which is critical if we are to meet 3 main requirements. These are to allow the commissioner to appoint a new chief constable who will work effectively with him to serve local people; to fulfil the legal requirements and have regard to the Home Office circular¹ and associated guidance²; to enable the generation and assessment of evidence, which ultimately can be presented to the confirmation hearing of the police and crime panel³.

The purpose of the pack is therefore to provide clarity as to the:

1. commissioner's aspirations, which are set out in his foreword,
2. expectations of the next chief constable, with the role profile capturing the national and local dimensions,
- 3 timetable and process for appointment,
- 4 terms and conditions that apply.

Role profile

The role profile consists of several elements:

- Section A** extract from the policing protocol setting out the statutory role of the chief constable⁴,
- Section B** national policing leadership domains⁵, which set out the range of policing skills / experience,
- Section C** national policing professional framework⁶, which sets out the full range of competencies for executive level,
- Section D** following extensive consultation with a range of local stakeholders, the key challenges facing the force in the short to medium term are set out here,
- Section E** from the work with stakeholders, this sets out the deliverables required of the new chief constable,
- Section F** derived from the framework at section C, this sets out the critical skills, qualities and competencies required of the new chief constable to meet the local challenges and deliverables listed above.

¹ Home Office circular 20/2012

² College of policing – guidance for the appointment of chief officers, ver 1 November 2012

³ Police Reform and Social Responsibility Act 2011, schedule 1 10 (2)

⁴ Policing protocol order 2011, paragraph 21 – 23

⁵ NPJA Leading policing - A strategy for the 21st Century (2008), page 50

⁶ Skills for justice, NPJA & ACPO police professional framework

Application form - how to complete it

An application form has been developed, which allows an appointment to be made and gives all candidates the opportunity to evidence their suitability for the position.

You are strongly urged to follow the guidance shown below in completing the form so that you have the best opportunity to demonstrate your evidence.

You are strongly advised to read carefully the following details as they will give you the best opportunity of presenting the right evidence for consideration by the commissioner.

So that you make the best of this opportunity, I will set out some basic, but critical guidelines, which you need to follow.

Part one personal details: Straight forward person details.

Part two 2.1 Recent roles: Straightforward setting out details of your recent employers, roles and responsibilities going back to and including the rank of chief superintendent.

2.2 Experience: Here the purpose is for you to identify where your recent experience falls within the 3 leadership domains, including a summary of what you see as the balance of experience across the domains.

We are looking for a clear demonstration of the breadth and balance of your recent policing experience.

2.3 Qualifications Straight forward details relevant to the role.

2.4 Development Straight forward details relevant to the role.

2.5 Professional membership Straight forward details relevant to the role.

Part three This part has three separate sections all linked to the need for you to demonstrate your competency in these 3 areas by way of previous experience.

The evidence sought is that which you feel best fits the broad competency descriptor at the top of each section.

The commissioner will not be looking for a mechanistic answer, which meets every element within the competency descriptor. The key is to convince the commissioner you are the person

who best fits his broad requirements in each competency, based solely on the evidence of your experience

Ideally this would be limited to no more than two examples per competency. If you need to do so, you can extend your answer onto one continuation page per competency. But please bear in mind, volume is not the issue for the commissioner, quality is.

Be open and honest in your answers and focus your evidence on the competencies the commissioner is looking for.

Part four Additional information & References.

Please set down the details of two referees, one must be your line manager.

Once the details are received by the commissioner he will write and request the reference from them and ask that it be returned by no later than midday Friday 4th January.

It is your responsibility to ensure that this timescale is met as it forms part of the short listing process. It is also important that they are made aware that if you are successful in going forward to a confirmation hearing, their reference will be made publicly available⁷.

For your information the commissioner will request that the reference incorporates evidence of your integrity, alongside a general overview of your performance.

Monitoring form

Straight forward details. You can either return in a sealed envelope to the address shown below or forward via e mail if preferred.

Closing date for applications

The application form must be returned by **midday 2nd January 2013** to Carly Eldon, Administration Officer, Office of the Police and Crime Commissioner, Pacific Exchange, 40 High Street, Hull, HU1 1PS or by e-mail to carly.eldon@humberside.pnn.police.uk
Tel: 01482 220787

⁷ Local Government Association – guidance on confirmation hearing 2012, page 12

Next steps

The details of the recruitment timetable are outlined at section 5.

The eligibility criteria for the appointment as chief constable⁸ is:

- is or has been a constable,
- satisfactory completion of Senior PNAC and the strategic command course.

The commissioner will ensure that these requirements are met by checking records held by the College of Policing.

The short listing will then take place by way of an advisory panel.

This will be followed by successful candidates being invited to attend a structured interview and give a presentation to the advisory panel on one of two days.

Psychometric testing will not be used.

The successful candidate will go forward to a confirmation hearing of the police and crime panel, which is likely to be in early February.

⁸ College of policing – guidance for the appointment of chief officers, ver 1 November 2012, page 5

4. Role profile for the chief constable

Role profile – section A

Statutory role (extract from Policing Protocol Order 2011)

The Chief Constable

The Chief Constable is responsible for maintaining the Queen's Peace, and has direction and control over the force's officers and staff. The Chief Constable holds office under the Crown, but is appointed by the PCC except in London where the Commissioner and Deputy Commissioner of Police of the Metropolis are appointed by the Queen on the recommendation of the Home Secretary.

The Chief Constable is accountable to the law for the exercise of police powers, and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. At all times the Chief Constable, their constables and staff, remain operationally independent in the service of the communities that they serve.

The Chief Constable is responsible to the public and accountable to the PCC for:

- (a) leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality;
- (b) appointing the force's officers and staff (after consultation with the PCC, in the case of officers above the rank of Chief Superintendent and police staff equivalents);
- (c) supporting the PCC in the delivery of the strategy and objectives set out in the Plan;
- (d) assisting the PCC in planning the force's budget;
- (e) providing the PCC with access to information, officers and staff as required;
- (f) having regard to the Strategic Policing Requirement when exercising and planning their policing functions in respect of their force's national and international policing responsibilities;
- (g) notifying and briefing the PCC of any matter or investigation on which the PCC may need to provide public assurance either alone or in company with the Chief Constable (all PCCs will be designated as Crown Servants under the Official Secrets Act 1989(a), making them subject to the same duties in relation to sensitive material as Government Ministers);
- (h) being the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command;
- (i) entering into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing, and with the agreement of their respective Policing Bodies;

- (j) remaining politically independent of their PCC,
- (k) managing all complaints against the force, its officers and staff, except in relation to the Chief Constable, and ensuring that the PCC is kept informed in such a way as to enable the PCC to discharge their statutory obligations in relation to complaints in a regular, meaningful and timely fashion. Serious complaints and conduct matters must be passed to the Independent Police Complaints Commission in line with legislation;
- (l) exercising the power of direction and control in such a way as is reasonable to enable their PCC to have access to all necessary information and staff within the force;
- (m) having day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC.

Role profile – section B

National policing leadership domains

Professional Policing Skills Incident Command

- Firearms
- Public order at major sporting events
- Civil contingencies
- Counter terrorism
- Strategic management of intelligence
- Doctrine & history of UK policing
- Criminology, sociology and socio economics
- Operational risk management and health & safety
- International policing

Business Policing Skills

- Managing & using resources
- Financial management
- Business planning
- Strategic people management
- Demand management
- Utilising ICT, science & technology
- Programme management (OGC)
- Marketing, communication & influencing
- Performance management & continuous improvement
- Equality & diversity

Executive Policing Skills

- Personal leadership & emotional intelligence
- Governance
- Tripartite & Government strategic working
- Partnership working
- Political acumen
- Stakeholder management
- Ethical policing
- Doctrine of leadership

Source: NPIA Leading Policing - A strategy for the 21st Century (2008), page 50

Role profile – section C

National policing professional framework

Serving the public
Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.
Leading strategic change
Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.
Leading the workforce
Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.
Managing Performance
Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.
Professionalism
Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.
Decision making
Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.
Working with others
Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

Source: Skills for Justice, NPIA & ACPO police professional framework

Role Profile – Section D

Local challenges to be faced by the new chief constable

1. there is an increasingly diverse and challenging environment both socially, geographically and economically – therefore the drivers for crime can be perceived as going in the wrong direction e.g. ‘perfect storm’ of unemployment, welfare reform,
2. key partners and stakeholders are potentially looking inward and moving resources away from prevention and back to core services,
3. likelihood of further organisational change, with potential for further reductions in resources. This means change upon change, with a need to constantly review productivity and business transformation.
4. there is likelihood of significant workforce dissatisfaction, upheaval and reducing morale (local and national changes e.g. pay and pensions)
5. there is a need for a revised long term vision for the force, including setting the organisational shape for 5 yrs time. With a need to take account of national and local issues, collaboration, protecting the frontline, workforce mix, balance of neighbourhood, investigation and response. All this alongside potential increases in certain crime types e.g. domestic violence
6. there will be a need to be sensitive to the dynamics of the new governance model (police and crime commissioner) and where operational and political influences may exist across 4 diverse local authorities. How will we make this a real opportunity to make further improvements?
7. the policing landscape is uncertain and changing e.g. national tasking / control of local assets, requiring more resource, uncertainty over the fit of regional capability, the new IT company and College of Policing,
8. there is likely to be increased public expectations and a greater need to meaningfully engage with local people. Along with the need to make a positive, tangible difference in productivity of the organisation, team and individuals in an environment of reducing resources and relatively high volumes of crime.
9. there is potential for a new chief officer team following a long period of stability. Where the new chief constable will be the ‘employer’ of chief officers. A broad range of skills, styles and experience will be beneficial
10. there will be new chief officer leadership across the Yorkshire and Humber Police Forces, at a time of developing vision / strategy for police force collaboration.

Role profile – section E

Local deliverables for the new chief constable

1. to develop and communicate **a clear, effective and deliverable strategy for the Force**, which will enable the Force to deliver its part in the police and crime plan and ensure policing across Humberside best serves the needs of local people, increases public confidence and makes the area safer.
2. to **review, determine and lead changes** to the future shape and culture of the organisation to enable delivery of the strategy within the financial and resource constraints, responding to both national and local demands and improving productivity and performance
3. to develop a cohesive and well led chief officer team and force, where the **workforce is enthused, inspired and held to account, is highly productive** yet flexible to respond to a changing environment and delivers a first class policing service, which meets the needs of local people.
4. to develop **strong, effective relationships** through influence, negotiation, trust and respect, where key partners and stakeholders at local, regional and national levels want to engage in working together to achieve improved outcomes for local people.
5. to be a role model for upholding high standards of ethical behaviour.

Role profile – section F

Local skills, qualities and competencies required of the new chief constable

SERVING THE PUBLIC

Our chief constable will promote a real belief in public service, which focuses on acting on what matters to local people and best serves their interests. They will understand partners' perspectives and work cooperatively with them to develop future public services within budget constraints, to achieve the best possible service to the public.

LEADING STRATEGIC CHANGE

Our chief constable through establishing a long term realistic strategy, will instigate, deliver and maintain structural and cultural change through encouraging creativity and innovation and thinking beyond the current ways of working. This will require them to inspire the workforce to meet challenging organisational goals, which will result in better ways to deliver value for money.

WORKING WITH OTHERS

Our chief constable will build effective, constructive, working relationships, which will require them to understand and engage others, sell ideas convincingly, setting out the benefits of a particular approach and striving to reach mutually beneficial solutions. Therefore we would expect our chief constable to involve people in decision making and consult widely.

5. Recruitment timetable

Date	Activity
Midday Wednesday 2 nd January 2013	Closing date for applications
Midday Friday 4 th January 2013	Closing date for references
Between 9 th and 11 th January 2013	Short-listing
14 th January 2013	Notification to short-listed candidates
i) Tuesday 22 nd January 2013, or ii) Wednesday 23 rd January 2013	Formal interview and presentation
Early February 2013	Police and Crime Panel confirmation hearing

6. Terms and conditions

Appointment

The appointment of the Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations. Below are the terms and conditions to be applied locally. The appointment will be subject to the final approval of the Police and Crime Panel and successful completion of vetting and medical questionnaire.

Salary

The annual salary grade for the post is £139,119 p.a.

Working Location

The majority of work will be carried out from Force Headquarters in Hull. However, the nature of the work will also require travel throughout the Humberside Force area which covers the East Riding of Yorkshire, Hull and North and North East Lincolnshire. There may be occasions where time is spent working at other locations in Yorkshire and the Humber in connection with regional collaboration and around the country on national issues.

Working Hours

The post holder will be contracted to work 40 hours per week. However, the post holder will have responsibility for representing the service and meeting statutory and operational requirements which may require working additional hours. The role will require evening and weekend working including attending meetings and events when required.

Leave

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

Vehicles

Chief Officers are provided with vehicles in accordance with the Humberside ACPO Car Scheme. Under the Scheme cars are provided principally for business use and they are equipped in a manner that will enable them to be used by the Force as appropriate. There is no fixed value entitlement, but a benchmark valuation is used which currently equates to £34,000 (excluding VAT). Officers are provided with an agency fuel card. Non-duty mileage has to be recorded and declared and to reimburse the Force at a rate which is currently 16p per mile.

Professional fees

The Police and Crime Commissioner will meet the cost of ACPO membership fees.

Housing allowance

A replacement allowance will be payable in accordance with Police Regulations.

Residence

The successful applicant will be required to have their main residence in one of our communities.

Removal / Relocation Expenses

Reasonable expenses will be paid in respect of moving to the Force area on production of receipts. Removal/relocation costs will be reimbursed in accordance with Police Regulations in connection with the sale of the former home and the acquisition of the new one. Items allowed include liabilities in respect of mortgage interest/rents (for up to 26 weeks), legal fees, estate agents/surveyors fees, stamp duty, registration fees, removal costs, domestic fittings, etc.

A personal tax liability will be incurred on amounts received above the current HMRC limit of £8,000.

Any expenses as outlined above, along with any tax due for payments above the HMRC limit, will be reimbursed up to a maximum of £50,000.

In line with the force policy, any such reimbursement will be required to be repaid in full if leaving the Force within 12 months. Leaving within 2 years will require repayment of 1/24th of the total received for each complete month short of 2 years service.

Pensions

Pension contributions will be deducted at the rate specified in the Police Pension Regulations.

Pre-employment Checks

Any offer of employment will be conditional on successful completion of pre-employment checks including a medical assessment, security and reference checks.

Whole-time Service

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.

Term of Appointment

The successful candidate will take up the appointment for a five year period. Any extension(s) to that term shall require the approval of the Police and Crime Commissioner.

Period of Notice

The appointment is subject to 3 months' notice in writing on either side or such shorter notice as may be accepted by the Police and Crime Commissioner.