

Information Pack

for the appointment of
Deputy Chief Constable

Salary: £117,690 per annum



North Wales Police

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



HEDDLU GOGLEDD CYMRU
Gogledd Cymru diogelach
NORTH WALES POLICE
A safer North Wales

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Key dates

Date	Activity
04.12.2018	Recruitment Window Open
20.12.2018	Familiarisation Day
07.01.2019	Closing Date for Application
08.01.2019	Shortlisting
30.01.2019	Stakeholder Forums
30.01.2019	Formal interview to include presentation on a pre given topic
30.01.2019	Feedback from Forums to the Selection Panel
31.01.2019	Chief Constables decision on successful candidate
01.02.2019	Initiate pre-employment checks (Medical/Fitness, biometric testing, Welsh assessment, drugs, vetting and references)

Welcome from the Chief Constable



I would like to take this opportunity to thank you for your interest in the role of Deputy Chief Constable of North Wales Police.

The aim of this pack is to provide you with information about North Wales, the recruitment process, the values, competencies and minimum criteria required for the post.

I am looking for an exceptional leader with a strong, credible, professional policing record with change management skills, who is capable of supporting and challenging me in leading an organisation of nearly 3000 officers, staff, special constabulary members and volunteers.

I have recently initiated work to refresh our vision, mission, purpose and priorities. This work will focus on defining what we do as an organisation and where we want to be in the future. A key outcome will be a vision that sets out the services we provide, with measures to show how we are making a difference and promoting excellence in policing.

As key member of the chief officer team you will be responsible for leading on some of the organisational change arising from this work to ensure that we are in the best possible position to deliver against its priorities and purpose.

North Wales Police is focused on being an ever more efficient, resilient and adaptable organisation. One that is equipped to deal with emerging and future challenges, deliver innovative solutions tailored to the circumstances of our diverse local communities, and inspiring confidence and trust.

We are looking for a role model to champion the values outlined in the Policing 2025 Vision and play a fundamental role in driving transformation of the service.

You will demonstrate exemplary leadership to our workforce through a period of change and work collaboratively with our partners.

North Wales is committed to being a bilingual organisation. You will therefore be expected to demonstrate a positive approach to the Welsh language.

Please apply with an application form to **SSF.Recruitment@nthwales.pnn.police.uk**

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

A handwritten signature in black ink, appearing to read 'Carl Foulkes'. The signature is fluid and cursive, written over a white background.

Carl Foulkes
Chief Constable

North Wales in Brief

North Wales is regarded as one of the most beautiful places to live and visit in the UK. With a population of 687,500, the North Wales force area covers an area of 6,300 square kilometres extending from Bronington in the East to Aberdaron in the West and from Cemaes Bay in the North to Aberdyfi in the South.

The Force area covers the six geographic counties of North Wales, namely Gwynedd, Anglesey, Conwy, Denbighshire, Flintshire and Wrexham. The Force area is serviced by a single Health Board, Betsi Cadwaladr University Health Board and by the North Wales Fire and Rescue Service and Authority. The area is also serviced by the National Probation Trust and the Welsh Ambulance Service Trust.

The area encompasses both urban and rural areas including two cities, the Snowdonia National Park, two significant ports (Holyhead in Anglesey and Mostyn in Flintshire), expanding industrial regions (predominantly in the East and Wylfa Newydd in Anglesey) and numerous busy towns, many of which attract a high volume of tourists during the summer months.



Historic exploration

North Wales has an array of natural and human history waiting for exploration. The area is renowned for its Edwardian castles, but also has Celtic settlements, Roman forts, and Tudor mansions to name a few. Conwy, Caernarfon and Harlech are all recognized as World Heritage Sites, places of universal value, and definitely worth a visit.



Cultural events

The Eisteddfod is a travelling festival, so no two years are the same. There's a different vibe every time - but always with that same Eisteddfod magic.

A heady mix of music, literature, culture, dance, theatre and much more. Look beyond the traditions and you'll find a young and vibrant festival with cutting edge fringe activities, and one of the best atmospheres in the world!

Leisure and adventure

Whether you are interested in walking, cycling, climbing, pony trekking, surfing, water skiing, canoeing, quad biking, clay pigeon shooting, golfing or abseiling - they are all available within the area.

Aside from providing some of the most breath-taking scenery in the world the mountains of North Wales also provide an array of leisurely and challenging pastimes from rock climbing, walking, bird spotting, caving, gorge walking and much more, but if that doesn't appeal you can always conquer Snowdon, the highest mountain in England and Wales, by foot or train.

Education

The area also has strong life long learning opportunities, including Bangor University which is in the top 20% of UK Universities and Further Education Colleges, Llandrillo further education college graded as outstanding by government inspectors, excellent secondary and primary schools with an average class size significantly below the Welsh national average of 25.5 pupils.

Food and drink

Good food and drink in North Wales is inspired by a blend of modern and traditional. Pavement cafes, bistros and brasseries appear alongside some of the best dining establishments and traditional country pubs. High quality local produce is on sale throughout the sub region, more than just the best lamb, local breweries and organic producers, provide world quality produce on your doorstep.

Lifestyle

North Wales can make unique claims about the spectacular scenery and other attractions of the area, but the lifestyle and quality of life offered in the sub-region is perhaps its greatest asset.

Role Specifications

Role Purpose:

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.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances in order to protect the public and ensure an appropriate and effective response.
- 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.

Education, Qualifications, Skills, and Experience

Prior education and experience

- 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.

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.
- Skilled in maintaining an effective critical advisor role to more senior positions.
- Skilled in building and maintaining productive stakeholder relationships at senior levels being able 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.

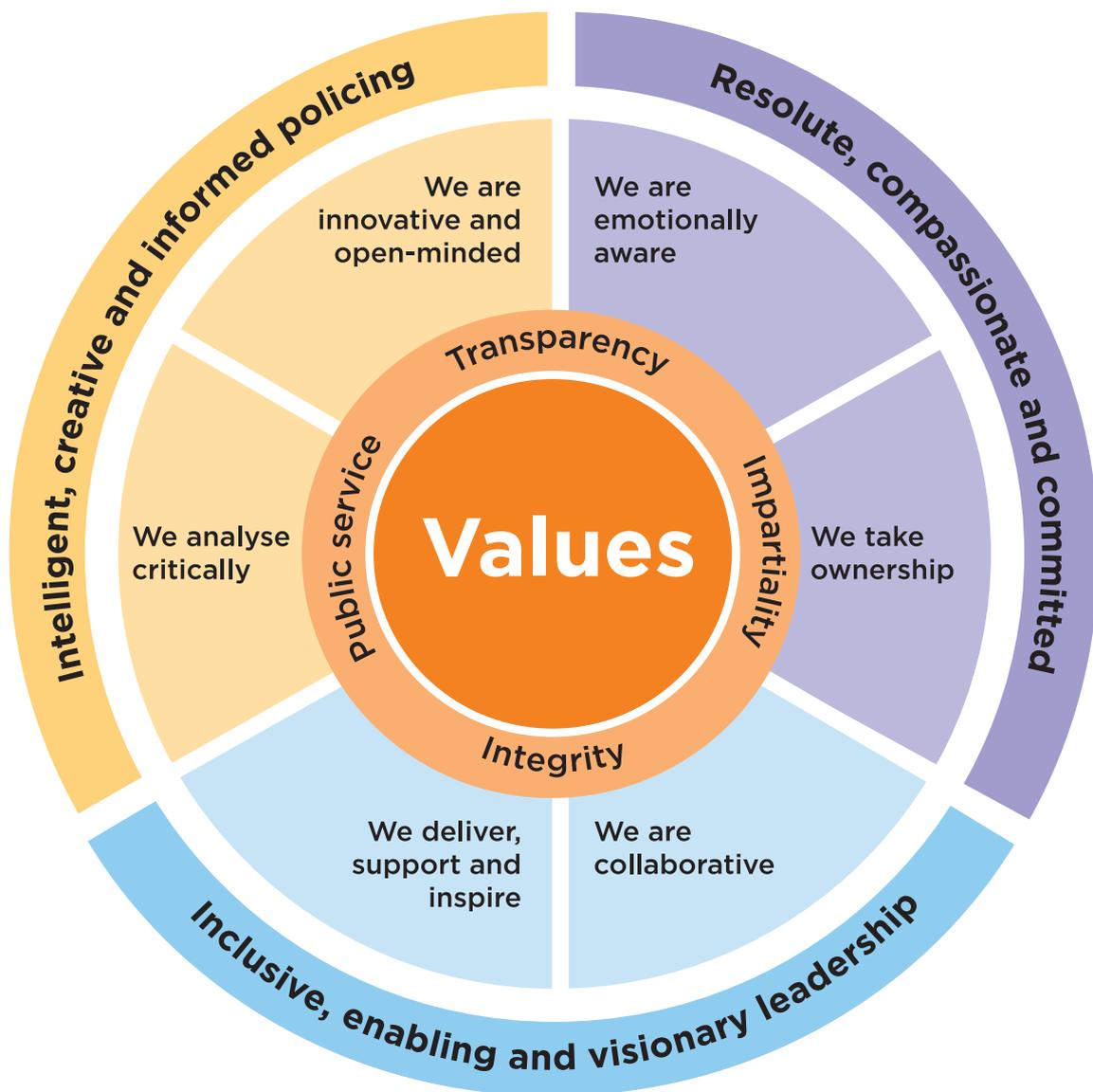
Professional Skills

- 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.

Competency and Values Framework

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

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

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

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 under take 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

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

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:

Term of Appointment

The Deputy Chief Constable will be appointed for an initial fixed term of up to 5 years to be negotiated with the Chief Constable.

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 developed vetting.

Salary

Remuneration for this post is defined within the national scale agreed by the Police Negotiating Board and ratified by the Home Secretary. An annual salary of **£117,690** subject to skills and experience and negotiation on appointment.

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. As the post holder will hold Chief Officer responsibilities, there is a requirement to be contactable 24 hours per day. This role will require evening and weekend working including 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: 42 or 48 days per annum dependent upon relevant service.

Working Location

The post holders normal place of work will be in the North Wales Police Headquarters based in Colwyn Bay. However, the nature of the work will also require large amounts of travel nationally. Therefore you will need a full driving licence.

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.

In accordance with the North Wales Police Welsh Language Skills Policy prior to an offer of appointment being made, if you do not already speak Welsh you will be required to achieve Level 2 in spoken Welsh.

In essence this means that you can understand and pronounce Welsh place names and peoples' names as well as an ability to understand and use simple everyday spoken Welsh phrases. All the support material required to satisfy this requirement is available on the Force website. You will also be required to demonstrate Level 3 spoken skills within 12 month of commencing in the role.

Continuous Professional Development

You are expected to maintain your professional knowledge and development including your physical fitness, in accordance with the College of Policing CPD 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), the Chief Constable will review your competence and performance in the role on a pre-determined basis with you where you will be given relevant feedback and/or guidance if required.

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.

Home phone line costs

The Force will provide broadband by the most cost effective means.

Professional Insurance and memberships

The Police and Crime Commissioner will meet the cost of the annual legal protection reactive insurance cover and membership provided by the Chief Police Officers' Staff Association (CPOSA).

Health cover

The Police and Crime Commissioner will meet the cost of membership of a private medical scheme. They will pay for the annual costing in relation to the cover of you (as post holder) and your wife, husband or partner. You have the option to purchase additional cover in respect of your children at your own expense.

Personal Issue Vehicle

As Deputy Chief Constable, you are entitled to a personal issue vehicle of your choice for professional and private use. You are required to meet the cost of fuel consumed in private use. The personal issue car allowance is a maximum of £10,393 (with annual inflationary increases (CPI) added each September).

Security

The Police Force will arrange a full home security review, and at a minimum, provide an alarm and monitoring facility where necessary, together with secure storage for equipment and papers.

Relocation

There is no requirement to relocate to the force area but the post holder must be able to get to the Police Headquarters in Colwyn Bay in a reasonable time to be agreed with the Chief Constable.

Where a Deputy Chief Constable does relocate their home in accordance with the requirements of their appointment to North Wales Police, then North Wales Police will pay reasonable costs as per Police Regulations, including the following:

- Reasonably incurred cost of removal fees and storage costs;
- Solicitors and Estate Agents' fees - within band of expected reasonable charges - in disposing of former home;
- Solicitors and Estate Agents' fees - within band of expected reasonable charges - in acquiring a new property;
- Reasonably incurred expenditure for family visits to view prospective property;
- North Wales Police will pay all reasonable costs arising from the sale and purchase of a Deputy Chief Constable's house and all tax liabilities arising from any relocation packages so there is no personal financial disadvantage to the Deputy Chief Constable.

Selection process

Positive Action Statement

We particularly encourage applications from women, disabled people and Black, Asian and Minority Ethnic (BAME) candidates, as these groups are underrepresented at a senior level within North Wales Police.

Stage 1: The process to select a Deputy Chief Constable will begin by the submission of an application form downloaded from the North Wales Police external website vacancies page <https://www.north-wales.police.uk/recruitment-home>. All applications must be submitted by midnight of **07/01/2019**. Applicants are asked to provide evidence of their suitability, skills and experience for the post using the professional profile provided within this pack.

Stage 2: This will consist of two areas of assessment, the shortlisted candidates will be asked to participate in an internal stakeholder forum where they will be asked pertinent questions from members of North Wales Police in relation to their experience of a Senior Leadership role in the Criminal Justice sector and their collaborative approach to deliver excellent policing services. This will then be followed by a formal interview, where candidates will be required to deliver a presentation to the panel. The presentation topic will be provided in advance to allow candidates the opportunity to prepare.

The interview should be no longer than 1 hour in duration where candidates will be asked about their suitability for the role of Deputy Chief Constable and will be assessed against the Competency and Values Framework included in this pack. This is scheduled for the **30/01/2019** in North Wales Police Headquarters, Colwyn Bay.

The formal interview panel will be made up as follows:

- Chair – North Wales Police Chief Constable Carl Foulkes
- Dyfed Powys Police Chief Constable Mark Collins
- Judith Greenhalgh - CEO Denbighshire County Council
- Stephen Hughes - CEO OPCC
- Gill Lewis - Independent Member

Stage 3: Successful candidates will be issued a conditional offer and will undergo the following pre-employment checks:

- Medical
- Fitness
- Biometric testing
- Welsh Level 2 Assessment
- Drugs
- Vetting
- References

Stage 4: The successful applicant will be required to start in post in June 2019.

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

Reasonable adjustments and accommodation

It is important that you consider at an early state of the process if you would like to request arrangements that will assist you in completing the selection process. Any requests for reasonable adjustments will be considered and arranged as far as possible. This information will be treated with the utmost confidence. If you require any support or further information, please email at the earliest opportunity to ssf.recruitment@nthwales.pnn.police.uk.



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