

Recruitment Pack

Chief Constable

POLICE

A suspected drug dealer

Safe, resilient and connected communities
in Devon, Cornwall & the Isles of Scilly



PCC
Office of the Police and
Crime Commissioner
Devon and Cornwall

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Creating safe, resilient and
connected communities supported
by world class sustainable policing



Foreword from Alison Hernandez



Devon and Cornwall is one of the safest places in the country to live and I want to ensure that we continue to keep our communities safe and provide high quality services which Police Officers, Police Staff, Police Volunteers and our communities can be truly proud of.

To support me in achieving this, I am looking for an

exceptional, dedicated, ethical and high-performing leader to become our next Chief Constable.

With significant and senior policing experience and a proven track record in delivering positive organisational change and improvements in public confidence and crime fighting – **you will lead and shape the future of Devon and Cornwall Police.**



As an inspirational leader with grip, through proactive and collaborative engagement with the workforce, partner agencies and communities you will bring about a performance culture and visible change that will evidence a real difference to policing and the public we serve. Not fancy elaborate projects but a real focus on getting the basics of policing right including promoting the great efforts that the workforce do every day to keep us safe.

By doing so you will be applying for one of the biggest roles in policing. Devon, Cornwall, and the Isles of Scilly is the largest geographical force area in England, and a two-county force with islands. As a peninsula and a rural, urban, and coastal force we have a unique set of challenges. Policing here has to be self-sufficient, innovative and challenge the norms. But do not be fooled into thinking that nothing ever happens here. We experience the same challenges of crime, exploitation, public safety and public confidence as the rest of the UK, and I am seeking a new Chief Constable to lead the Force into the next chapter of our development.

As a second-term Police and Crime Commissioner I am very clear about the people's priorities for policing through my Police and Crime Plan 2021-25. The Chief Constable will be crucial to delivering these ambitions in an independent operational capacity. To do this, the successful candidate will need to offer a strong presence across the Force, be personally resilient, and inject dynamism. You will have the ability to inspire the workforce and build a culture where leadership, customer service and organisational and personal performance is valued at every level.



Myself and my team enjoy an excellent working relationship with the current Chief Constable and the senior team, and we have a very effective, open, and robust relationship. My team and I would expect nothing less. Transparency and strong governance is at the heart of our shared success.

.....
The role of Chief Constable is pivotal in leading officers and staff creating a vision and establishing a culture that continues to build public and organisational confidence. This will be accomplished by delivering a professional, effective and efficient policing service for all on the things that matter to the public, not just what matters to the police.
.....

Like all police forces, Devon and Cornwall does have to respond to the challenges of the changing face of crime and the tough economic environment that we must deliver policing in. Strong financial management means Devon and Cornwall is in a relatively good position and is able to respond to these challenges, though we have long made the case that with more domestic visitors than any other force in England and Wales we are inequitably funded. Through your strong leadership I expect to see this continue and Devon and Cornwall to remain a safe area. We overcome some of these challenges through the strength of our partnership working across all agencies.



As the new Chief Constable I will expect you to bring a strong partnership approach and be able to develop and maintain effective relationships to support the work of the force as well as contributing to wider community safety, criminal justice and other relevant agendas. Particularly a partnership within our communities. Our communities want to be on policing's side and have a willingness to help fight crime. This must be harnessed in order to stay one of the safest areas in the country.

Please be aware of the key dates set out (see page 20), and ensure that, should you be shortlisted, you are available for the dates indicated. Further guidance is contained in the instructions for candidates leaflet.

If you have any further questions relating to the process, or the working of my office, please do not hesitate to get in touch with my Chief Executive, Fran Hughes, who will be happy to assist in the first instance.

Fran can be contacted by calling **07710 075574** or emailing: **ccrecruitment@devonandcornwall.pnn.police.uk**

I look forward to receiving your completed application.

Alison Hernandez
Police and Crime Commissioner,
Devon, Cornwall and the Isles of Scilly

Our area



- Devon, Cornwall and the Isles of Scilly is the largest policing area in England, **stretching over 4,000 square miles and six inhabited islands.**
- We are isolated from most of the country and other police and support services with **730 miles of coastline and limited public transport infrastructure.**
- With **13,600 miles of road** we have the largest road network in England and Wales, **over 80% of which is made up of rural roads.**
- Our area has significant pockets of high deprivation **with 6% of our population living in the 10% most deprived areas in the country.**
- Our elderly population is above the national average, with **24% of our population aged 65 years or over, compared to the national average of 18%.**
- We are national outliers in areas like suicides, self-harm and mental health hospital admissions for **those under 18 years of age.**
- We operate within a complex partnership landscape that includes **three unitary local authorities, one top tier county council and eight district councils.**



45m

staying visitor nights per year



4,000 square miles



2

National Parks



13,600

miles of road



6

inhabited islands



1.76m

population



730

miles of coastline



3

cities



Responsible for area up to

12 miles out to sea



Isles of Scilly population

c2,200

Our police service



 **27**
Policing sectors
across four Basic
Command Units

 **3,422**
Police Officers across
Devon, Cornwall &
the Isles of Scilly

 **150**
PCSOs

 **147**
Buildings across
the Force area


 **2,217**
Police staff

 **43**
Tri and Bi-Service
Officers

 **269**
Special Constables

 **1,000+**
Fleet vehicles

540 
Community
Speedwatch volunteers

 **£379m**
Overall budget total

 **150,000+**
Emails, texts and online reports per year

 **500,000+**
101 calls per year

 **50,000+**
Webchat contacts per year

 **250,000+**
999 calls per year

Introducing the **Police and Crime Plan**

The Devon, Cornwall and Isles of Scilly Police and Crime Plan 2021-25 prioritises the four issues that matter most to our communities – **antisocial behaviour, drugs, violence and road safety.**

Work to bear down on these issues has already begun, with structures established and commissioning in place that will make Devon, Cornwall and the Isles of Scilly even better places to live, work and visit.



The Serious Violence Prevention Partnership is a joint police and PCC response to rising levels of violence in the peninsula. It takes a public health approach to the challenge, seeking to engage and divert those at risk of becoming involved in violent crime.

Antisocial behaviour remains a significant and complex challenge for the force and its partners and its impact on people's wellbeing cannot be underestimated. Through robust community policing and strong relationships with local authorities some progress has been made in some parts of Devon and Cornwall, but much remains to be done.

The Vision Zero South West is a partnership of agencies with the shared ambition of cutting road deaths and serious injuries to zero by 2040. A memorandum of understanding, budget and staffing have now been agreed.

And the Devon and Cornwall Commissioner is working with five others in the South West, and their respective forces, to tackle drug dealing in the region through robust enforcement.



In her first term the public told the Commissioner that they wanted more police officers, and in partnership with central Government and our local taxpayers we have built a force that has more officers than at any time in its history – **delivering on her commitment to create safe, resilient and connected communities.**

The current police and crime plan now seeks to deliver on our communities' investment in policing. The uplift in police numbers must be felt across the rural, coastal and urban areas that make up Devon, Cornwall and the Isles of Scilly. We have committed to increase police visibility and reopen police stations in towns where they once took pride of place.

Delivering on this plan has never been more important as we recover from the challenges of the pandemic and the long-term impacts on our community to place public safety, community confidence and regeneration at the heart of our plans to protect our communities' future.





Role Profile

Post: Chief Constable

Accountable to: Police and Crime Commissioner for Devon, Cornwall and the Isles Of Scilly

Location: Office of the Chief Constable, Police Headquarters, Middlemoor, Exeter

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Responsible for: The direction and control of Devon and Cornwall Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the Office of the Chief Constable.
.....

Role Purpose

The Chief Constable has overall responsibility for leading the force, creating a vision and setting direction and culture that builds public and organisational confidence. Such leadership is essential to successfully deliver a professional, effective and efficient policing service.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The successful candidate will also be responsible for influencing the development of regional and national policing, and could be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the Office of Chief Constable and complying with any schemes of governance or consent that exist, which determine force governance arrangements.

Role Profile

KEY ACCOUNTABILITIES

- Set and ensure the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop a mutually productive strategic relationship with the PCC in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Lead the force, communicating a clear direction, setting organisational culture and values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer Group; setting 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.
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the PCC, to ensure the effective use of public spending and maximise value for money.
- Fulfil the authorising responsibilities of a Chief Constable. For example, authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses in order to protect the public and further develop the force's operational strategies.
- Lead and command the operational policing responses on occasion in the highest risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the force objectives.
- Represent the force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change, innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Play an active role in national decision making on the development of the police service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of efficiency, effectiveness, productivity and value for money.

For further information about the Chief Constable role profile, please visit the College of Policing's website:

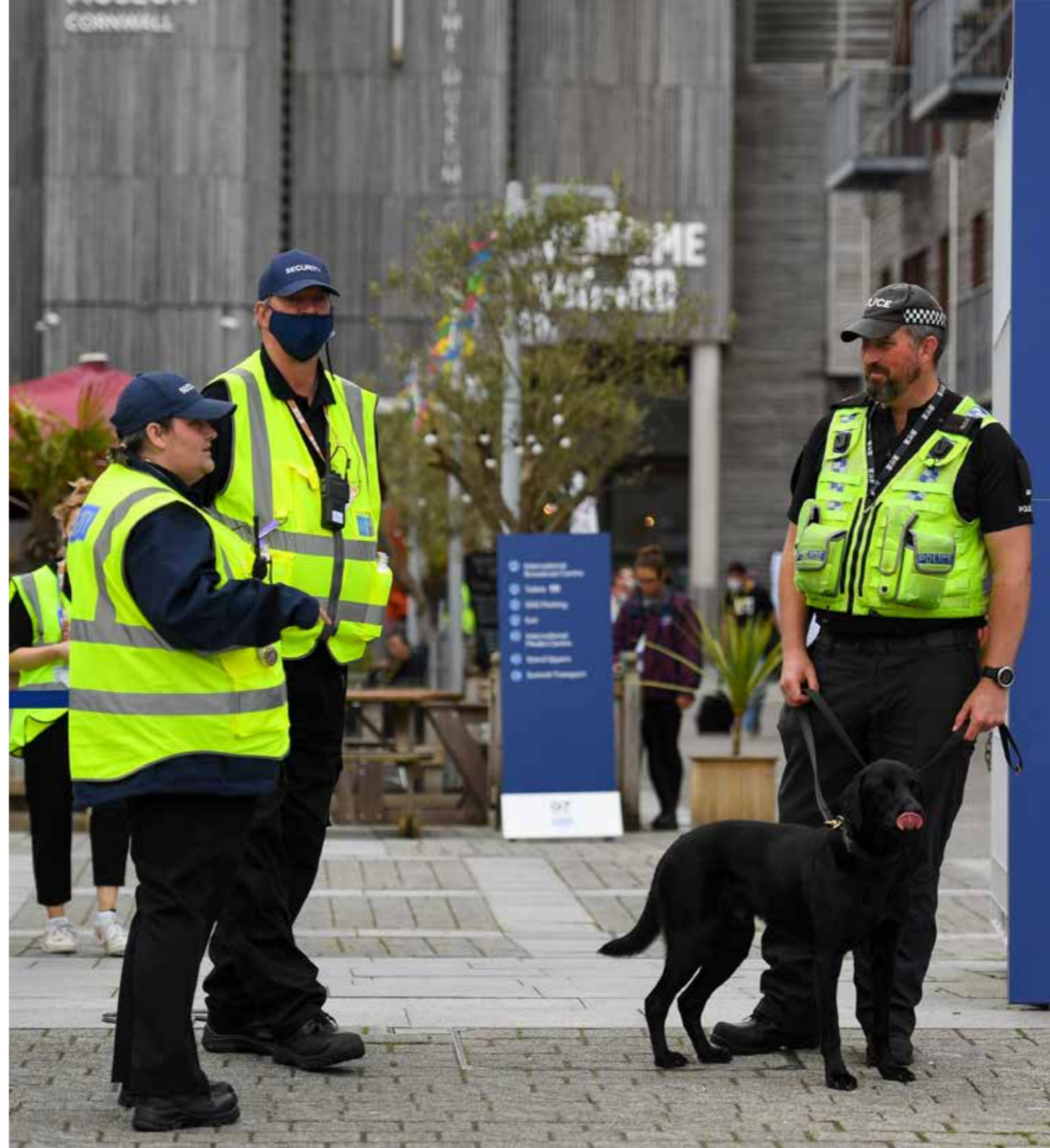


<https://profdev.college.police.uk/professional-profile/chief-constable>

Education, Qualifications, Skills and Experience

Prior Education and Experience:

1. Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
2. Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
3. Authorising Officer Training.
4. Wide ranging operational law enforcement experience.
5. A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
6. Experience of successfully engaging with and influencing multi-agency partnerships.
7. Experience of implementing an effective performance management framework.
8. Experience of implementing successful organisational development, change and innovation.
9. Experience of accountability for management of significant budgets.
10. Up to date operational/technical policing knowledge.
11. Knowledge of developing legal, political, economic, social, technological and environmental factors and an understanding of the implications for strategic planning.
12. Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.
13. Experience of working in a political context and clear understanding the role of Police and Crime Commissioner.



Skills:

14. Highly skilled in the development of ambitious vision, strategy, and policy, aligned to operational realities and wider plans/goals.
15. Ability to demonstrate high levels of personal leadership, transparency, and integrity.
16. Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
17. Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
18. Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
19. Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
20. Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
21. Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
22. Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
23. Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
24. Able to identify, commission and implement new or improved technologies/services that have a transformational impact on force service delivery and/or cost.
25. Demonstrable commitment to personal development.
26. Good understanding and demonstrable practice in how customer feedback can drive organisational improvement.



Behaviours/Competency and Values Framework

This role requires the full range of behaviours set out in the College of Policing's Competency and Values Framework. For all of these aspects, it is expected that the post holder will be operating at level 3 of that framework. The recruitment process is based around demonstrating these competencies.

The specific competencies and values are:

.....
Resolute, compassionate and committed

- We are emotionally aware
 - We take ownership
-

.....
Inclusive, enabling and visionary leadership

- We are collaborative
 - We deliver, support and inspire
-

.....
Intelligent, creative and informed policing

- We analyse critically
 - We are innovative and open-minded
-



Chief Constable Terms and Conditions of Appointment

ELIGIBILITY

The appointment of the Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation. The appointment will also and be subject to a confirmation hearing by the Police and Crime Panel.

PRE-EMPLOYMENT CHECKS

Any conditional offer of employment will be subject to satisfactory references and medical clearance. The appointment will also be subject to security clearance at Management Level (MV) and Developing Vetting (DV) Level if not in place on appointment and this will remain a requirement of the post.

TERM OF APPOINTMENT

The appointment will be for a five-year fixed term commencing on the date of appointment in accordance with Police Regulations 2003. Any extensions to this term shall require the approval of the Police and Crime Commissioner.

PERIOD OF NOTICE

The written notice period of termination of the appointment is three months by either party or such shorter notice as may be accepted by the Police and Crime Commissioner.

LOCATION OF OFFICE OF THE CHIEF CONSTABLE

The Office of the Chief Constable is located at Police Headquarters, Middlemoor, Exeter, and support services to the Chief Constable are provided at this location.

QUALIFICATIONS

The following courses or assessment centres must be satisfactorily completed:

- a) The Senior Police National Assessment Centre ("Senior PNAC")
- And b) The Strategic Command Course ("SCC")

BASE SALARY

The base salary will be set at the national "spot rate" for Devon and Cornwall which is currently £170,316 per annum. Salary is paid on a monthly basis.

THE POST

The nature of the post will require the post holder to work outside normal office hours and at weekends on a regular basis. There is a requirement to be contactable 24 hours per day when not on leave or in the absence of a designated Deputy.

The primary focus of the post holder is the deliver and efficient and effective police service and work in partnership to deliver the Police and Crime Plan for Devon, Cornwall and the Isles of Scilly. National work may be undertaken, but only with the agreement of the Police and Crime Commissioner.

PROFESSIONAL DEVELOPMENT

A programme of professional development will be agreed by the Commissioner, informed by the outcomes of regular performance/ development appraisal and in the light of emerging developments in policing.

CAR ALLOWANCE

The Chief Constable is provided with an unmarked operationally equipped vehicle that is fully maintained, taxed and insured. The cost of fuel will be met and you will be recharged for private mileage at the Force Provided Care mileage rate.

HOLIDAY

The successful applicant will be entitled to leave in accordance with Police Regulations.

NORMAL PLACE OF RESIDENCE

The post holder is expected to have their normal place of residence within the force area and be readily accessible to meet the operational needs and exigencies of the force.

Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity and within the first year of appointment and relocation expenses are paid only on this basis. Extensions beyond the 12 month limit will require the agreement by the Police and Crime Commissioner.

RELOCATION EXPENSES

Reasonable relocation expenses will be considered if the successful applicant is required to relocate.

HOME SECURITY

This will be assessed on a case-by-case basis.

SUBSCRIPTIONS

CPOSA insurance (non-personal) element will be paid by Devon and Cornwall Police.

MEDICAL EXAMINATION

Applicants to this position will be required to undertake a medical examination before taking up appointment and confirmation that you are mentally and physically fit to perform the duties of the post.

SECURITY CLEARANCE

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

OTHER BUSINESS INTERESTS

You must devote the whole of your time to the duties of the office of the Chief Constable, as detailed in the Police Act and Regulations. You shall not take up any other additional appointment or undertake a business interest without the prior consent of the Police and Crime Commissioner.

PENSION

The post holder will be eligible for membership of the Police Pension Scheme.

TELEPHONES, IT AND OTHER EQUIPMENT

A mobile telephone and other equipment, which is necessary to ensure convenient working arrangements, will be made available.

OTHER

The appointment is subject to the Police Regulations and Police Pension regulations and to such other Acts and regulations as may be applicable.

BUSINESS APPOINTMENT/EMPLOYMENT POST SERVICE

Post Service Employment requirement – the Chief Constable must ask permission before accepting employment within 12 months of leaving the force, if another job would potentially bring about a conflict of interest.

In line with recommendations made following the Leveson Inquiry, and in particular recommendation 80 to ensure greater transparency in all post-service employment routes, the post holder must notify the Police and Crime Commissioner if post-service employment might:

- (a) Be a 'reward for past favours' granted by the applicant to the employer;
- (b) Be one which could enable a particular employer to gain an improper advantage by employing someone who had access to what its competitors "might legitimately regard as their own trade secrets or information relating to proposed developments in government policy which may affect that firm or its competitors"; or
- (c) Be sensitive for other reasons.

The Commissioner, following notification of any of the above, would then make a decision whether this employment is appropriate.

Timetable / How to Apply

The recruitment process will be handled by a panel convened by the Police and Crime Commissioner and subject to a confirmation hearing by the Police and Crime Panel. For further information about the panel, please contact the OPCC.

Candidates must complete all sections of the application form. The appropriateness of your application will be determined by the extent that your evidence relates to the job description and role requirements.

The application form and the equality monitoring form must be received by email:

ccrecruitment@devonandcornwall.pnn.police.uk

The final interviews will include a full panel, stakeholder panels and a media exercise. Candidates must be available to attend all elements. The appointment is also subject to a confirmation hearing by the Police and Crime Panel, which the successful candidate must attend in person.

The key dates for the process are:

- **Application process opens:** w/c 6 June 2022
- **Informal Familiarisation dates:** 22 & 23 June 2022
- **Closing date for applications:** Midday on 6 July 2022
- **Shortlisting date:** 21 July 2022
- **Formal Familiarisation dates:** 8 & 9 August 2022
- **Interview and panel dates:** 30 & 31 August 2022 **OR** 31 August & 1 September 2022
- **Confirmation date for successful applicant with Police and Crime Panel:** 16 September 2022



Telephone: 01392 225555

Email: ccrecruitment@devonandcornwall.pnn.police.uk

Post: The Office of the Police and Crime Commissioner
Andy Hocking House
Alderson Drive
Exeter
EX2 7RP

Privacy Notice: The OPCC's privacy policy explains how we collect, use and protect your personal data.
Find out more on the OPCC's website: <https://www.devonandcornwall-pcc.gov.uk/privacy/>



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