



**APPLICATION FOR THE POST OF
CHIEF CONSTABLE OF THAMES VALLEY POLICE**

CANDIDATE INFORMATION & APPLICATION PACK

PDF documents:

- 1. Letter from the Police and Crime Commissioner for Thames Valley**
- 2. Job Advert – Chief Constable of Thames Valley Police**
- 3. Role Profile and Person Specification**
- 4. Application Guidance Notes**
- 5. Selection Process**
- 6. Thames Valley Police – background info & documents for Candidates**

Word documents:

- 7. Application Form**
- 8. Reference**
- 9. Diversity Monitoring Questionnaire**



Anthony Stansfeld
Police and Crime Commissioner
for Thames Valley

Date: 7th December 2018

Dear

APPLICATION FOR CHIEF CONSTABLE, THAMES VALLEY POLICE

Thank you for requesting an application pack for the post of Chief Constable of Thames Valley Police.

As you will be aware, Thames Valley Police is the largest non-metropolitan police force in England and Wales, and covers a highly diverse area composed of both major towns and cities and large areas of countryside. In addition to its normal force roles, Thames Valley Police hosts both the South East Regional Organised Crime Unit and the Counter Terrorism Police South East unit.

Since 2010, the Force has not only managed to come through the Government's austerity programme of funding reductions without significant cuts in the front line, but has achieved this with improved performance. However, the coming years will be more difficult, and it will require considerable leadership, innovation and resource management skills to take Thames Valley Police through this further period of challenge without a drop in performance.

I am therefore looking for an officer who can lead Thames Valley Police through this turbulent period, both locally and regionally, and who will maintain the high reputation and esteem that Thames Valley Police is currently held in at a national level.

Thank you for your interest and I look forward to receiving your application by 31st December 2018.

Yours sincerely,

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley



CHIEF CONSTABLE Thames Valley Police

The Police and Crime Commissioner (PCC) for Thames Valley invites applications for the post of Chief Constable of Thames Valley Police.

The successful candidate will be responsible for delivering the vision of the PCC to provide an efficient and effective customer focused style of policing based on:

- An improved management of risk and demand by focusing on vulnerability.
- Improved safeguarding through a greater emphasis on crime prevention and early intervention.
- Reducing re-offending.
- Improving the local response to serious organised crime and terrorism.
- Securing continuous improvement and innovation by increasing the pace of change of police reform and achieving improved public perception of the police by embedding the Code of Ethics.

The PCC is looking for a motivated, experienced and demonstrably successful senior officer to lead a team in the drive to maintain and improve performance by effective management, and to reduce service costs by improving productivity and working in collaboration with other forces and partner agencies. Applicants must meet the minimum eligibility criteria as outlined within the College of Policing 'Guidance for appointing Chief Officers'. Please note that the PCC's preferred appointment will be subject to a Confirmation Hearing of the Police and Crime Panel.

The appointment will be offered for a fixed term of 4 years. The salary and relevant benefits and allowances, including a car for duty travel and private use (subject to private mileage costs and tax liability being met by the post holder) will be offered in accordance with the provisions of relevant Police Acts, Regulations and Determinations,.

Interested individuals should request an application pack from **Ms. Charlie Roberts** by email to charlotte.roberts@thamesvalley.pnn.police.uk or telephone 01865 541948.

Alternatively, you can download the full application pack and supporting information from the [PCC's website](#). **Electronic applications are welcome.**

Closing date for applications: 31st December 2018 (4pm)
Date for short listing of candidates: No later than 4th January 2019
Dates for selection process: 10th & 11th January 2019

Any questions in relation to this selection process should be addressed to:

Paul Hammond, Chief Executive, Office of the Police and Crime Commissioner

Contact details: Tel. 01865 541960 Email: paul.hammond@thamesvalley.pnn.police.uk

The PCC is keen to recruit people with a wide range of skills and experiences and an understanding of cultural issue and, in particular, is encouraging people to join the Force from black, Asian and other minority ethnic communities. All applicants will be assessed on an equal basis designed to determine their suitability for the post applied for.

CHIEF CONSTABLE OF THAMES VALLEY POLICE

ROLE PROFILE

POST TITLE: CHIEF CONSTABLE

ACCOUNTABLE TO: The Police and Crime Commissioner for Thames Valley

RESPONSIBLE FOR: The direction and control of the Thames Valley Police Force, in accordance with the Police Act 1996, in order to provide Thames Valley with an effective and efficient police service, and the fulfilment of all statutory and legal obligations of the office of Chief Constable

AIMS OF THE JOB:

1. To work with the Police and Crime Commissioner (PCC) to set the direction and objectives for operational policing in Thames Valley in line with the strategic priorities set out within the PCC's Police and Crime Plan 2017-2021.
2. To provide dynamic and high profile leadership to the Force, and ensure it has a strong reputation and influence in policing and criminal justice affairs.
3. To ensure the achievement of high performance by the Force, in particular by driving down crime, being tenacious in bringing priority offenders to justice, ensuring enhanced productivity and value for money, and securing high service user satisfaction.
4. To ensure the Force delivers its services to the highest professional and ethical standards, creates the most positive cultures within the workplace and maintains the complete confidence and respect of the public and partners.
5. To ensure that the Force delivers its services in the most efficient manner, has resilient plans to meet its financial savings targets going forward and, in particular, is at the forefront of innovation and effective use of digital technology to drive performance improvements and efficiencies.
6. Responding to and influencing the changing external and internal environments affecting the Force with a particular emphasis on leading strategic change and driving collaboration.
7. Harnessing the full potential of staff towards the aims of the Force by creating an environment in which people are motivated and inspired to give their very best.
8. To encourage, participate in and develop strong partnerships with the public and other stakeholder agencies in order to fulfil the strategic priorities and key aims of the PCC's Police and Crime Plan and reduce crime in Thames Valley.
9. To ensure the provision of professional policing advice to the PCC to support him in fulfilling his functions.

CHIEF CONSTABLE OF THAMES VALLEY POLICE

PERSON SPECIFICATION

QUALIFICATIONS

- a) Successful completion of the Senior Police National Assessment Centre (SPNAC) and the Strategic Command Course (SCC).
- b) Held rank of Assistant Chief Constable / Commander or a more senior rank in a UK police force (or have held one of the designated eligible roles if appointed from overseas).

EXPERIENCE AND KNOWLEDGE

- a) Authorising Officer training.
- b) Wide-ranging law enforcement experience.
- c) Experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- d) Experience of successfully engaging with and influencing multi-agency partnerships.
- e) Experience of implementing an effective performance management framework.
- f) Experience of responsibility and accountability for effective management of significant service and project budgets.
- g) Experience of implementing successful organisational development, change and innovation.
- h) Knowledge of relevant local, regional and national policies, strategies and initiatives, and an understanding of their implications within the policing context.
- i) Knowledge of developing legal, political, economic, social, technological and environmental matters, and an understanding of their implications for strategic planning.

SKILLS

- a) Highly skilled in the development of ambitious vision, strategy and policy aligned to operational realities and wider plans / goals.
- b) Able to operate with high levels of commercial acumen and skilled in effective organisational financial management, which balances competing and conflicting resource demands and drives value for money.

- c) Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform innovative strategic planning.
- d) Able to create strategic organisational and cultural change to deliver appropriate responses to emerging trends and issues.
- e) Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- f) 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.
- g) Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- h) Skilled in leading, developing and inspiring people, engaging the organisation and embedding it with strategic priorities, values and behaviours.
- i) Skilled in performance analysis and holding an organisation and individuals to account for performance and behaviours.

COMPETENCY AND VALUES FRAMEWORK

The Chief Constable is expected to understand and act in accordance with the principles and values inherent in the Police Code of Ethics. To that end, the PCC requires the post holder to be able to demonstrate the values, competencies and behaviours set out in the College of Policing 'Competency and Values Framework' (CVF).

'Values' are beliefs which guide and motivate particular behaviours and actions and, in the CVF, are expressed in behavioural terms. The four core Values applicable to all employed in the police service, including the role of Chief Constable, are:

- Impartiality
- Integrity
- Public service
- Transparency

'Competencies' are behaviours or technical attributes which are related to effective job performance. In the CVF, there are six competencies clustered into three groups. Each competency has three behavioural levels, with level three being the most complex. In particular, as Chief Constable, the PCC is seeking to appoint a person who can demonstrate the six competencies at the 'Level 3' (senior managers / executive) standard, as summarised below:

Resolute, compassionate and committed

- i. We are emotionally aware
- ii. We take ownership

Inclusive, enabling and visionary leadership

- iii. We are collaborative.
- iv. We deliver, support and inspire.

Intelligent, creative and informed policing

- v. We analyse critically.
- vi. We are innovative and open-minded.

December 2018



APPLICATION FOR POST OF CHIEF CONSTABLE

APPLICATION FORM GUIDANCE NOTES

General Instructions

Please complete all sections of the application form using **Arial font size 12**. The form must not be modified. All evidence presented outside of the boxes or in the form of additional material (other than that specified) will be removed.

Section One: Candidate Personal Details

Personal Details: Please complete the personal details contained on page one of the application form.

Covering 'Why me?' letter: Please provide with your application a covering letter to the PCC, of no more than 1 side of A4 in length, addressing the 'Why me?' question, i.e. what is your motivation for applying and why should the PCC consider appointing you to this critical role.

Reference: Please note that a structured reference from your current Chief Constable / Commissioner or Police and Crime Commissioner (if you are a current Chief Constable) is required. A template for completion is included in the application pack. Please ensure that your Chief Constable/Commissioner or PCC has sight of your completed application pack before the Chief Constable/Commissioner or PCC completes this section.

SPNAC and SCC Reports: Please provide a copies of your Senior PNAC and SCC reports.

Diversity Monitoring Form: Please complete the diversity monitoring form included in the application pack.

Section Two: Summary of Career History and Qualifications

Please complete the 'Career History' and 'Qualifications' sections, to include a brief summary of your career history and professional and academic qualifications.

Section Three: Recent Employment History

'Aims of the Job'

You should present a brief description of your current and previous two roles, including a summary of the responsibilities you fulfilled and your key achievements in each role. The Appointment Panel will review this evidence against the 'Aims of the Job', as set out in the Role Profile, to satisfy itself that you have the potential attributes to step up and meet the PCC's requirements of this position.

Section Four: Candidate Self-Assessment

‘Experience and Knowledge’ and ‘Skills’

You should review your own performance to identify examples of evidence that best demonstrate how you meet the required Experience, Knowledge and Skills for the role, as set out in the Person Specification, which will enable the Appointment Panel to assess your potential and overall suitability to successfully discharge the functions of this position. The examples and evidence provided should be recent wherever possible.

‘Competency and Values Framework’

Please note that the Appointment Panel will be assessing you during the selection process against the College of Policing ‘Competency and Values Framework for Policing’ (CVF) on how well you meet the required values and competencies outlined in the Person Specification. As a potential Chief Constable, you should therefore be cognisant of the competencies required at CVF behavioural standard ‘Level 3’ (‘senior manager / executive’) and take the opportunity during the selection process to present examples of recent behaviours that best demonstrate to the Appointment Panel your overall suitability for this position.

Section Five: Additional Information

Please complete the respective boxes contained in this section of the application form.

Other Supporting Documents

Please note that no supporting documents other than those specifically requested in the above guidance may be included with your application. Any such non-specified supporting documentation (e.g. CVs, supporting evidence, other letters, etc.) will not be considered and will be removed from your application prior to the shortlisting process.

Section Six: Candidate Declaration

Please read and sign the Declaration at the end of the Application Form.

Submission of completed Application

The completed application should be forwarded to:

Paul Hammond, Chief Executive, Office of the Police and Crime Commissioner, Thames Valley Police Headquarters, Oxford Road, Kidlington, Oxfordshire OX5 2NX

or by email to: Paul.Hammond@thamesvalley.pnn.police.uk

by the closing date of **31st December 2018 (4pm)**.

Please ensure that you keep a copy of all your application documentation and details for future reference.



APPLICATION FOR POST OF CHIEF CONSTABLE

Selection Process for Appointment of Chief Constable

Shortlisting

- The Appointment Panel will comprise Anthony Stansfeld (Police and Crime Commissioner for Thames Valley), Matthew Barber (Deputy Police and Crime Commissioner), Alison Phillips OBE and Gill Lewis (Independent Member). Paul Hammond (Chief Executive of the Office of the Police and Crime Commissioner) will be the advisor to the Panel.
- Candidates will be shortlisted by the Panel on the basis of their written application, their 'Why me?' statement and any other accompanying documentation as specified.
- The Panel will be making their initial assessment of candidates' Application Forms against the Role Profile ('Aims of the Job') and Person Specification ('Qualifications', 'Experience and Knowledge', 'Skills' and 'Competency and Values Framework') criteria.
- Supporting evidence will be drawn from your career profile, your 'Why me?' covering letter, the Chief Constable's reference and Senior PNAC and SCC reports.
- The Shortlisting process will take place no later than 4th January 2019
- Successful candidates at the shortlisting stage will be invited to attend a Selection Process as detailed below.

Selection Process

- Successful shortlisted candidates will be notified of the format of the selection process.
- The selection process (to involve an interview with the Appointment Panel and other assessment techniques to be confirmed) will take place on 10th & 11th January 2019.
- 'Competency and Values Framework'
Please note that you will be assessed by the Appointment Panel during the interview/selection process on how you meet the required values and competencies outlined in the College of Policing 'Competency and Values Framework for Policing' (CVF), as outlined in the Person Specification. As a potential Chief Constable, you should therefore be cognisant of the competencies required at CVF behavioural standard 'Level 3' ('senior manager / executive').
- Following the selection process, a "preferred candidate" will be notified.

Confirmation Hearing

- The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing before the Thames Valley Police and Crime Panel. This Hearing is currently scheduled for the 1st February 2019.
- The purpose of attendance at the Hearing will be to answer any Police and Crime Panel questions relating to the proposed appointment.
- Please note that the Police and Crime Panel has a power to veto the appointment.
- Following the confirmation hearing the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

Appointment

- Subject to any Police and Crime Panel veto, following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks, e.g. conduct, medical, vetting, etc.).

Any questions in relation to this selection process should be addressed to:

Paul Hammond
Chief Executive
Office of the Police and Crime Commissioner for Thames Valley

Contact details:

Telephone: 01865 541960

Email: paul.hammond@thamesvalley.pnn.police.uk



APPLICATION FOR THE POST OF CHIEF CONSTABLE

Information for Candidates

The Thames Valley

Situated between the North West of London and South East of Birmingham, the Thames Valley embraces the three counties of Buckinghamshire, Berkshire and Oxfordshire.



The area is diverse in every sense, from urban Reading and rural West Oxfordshire to the dreaming spires of Oxford or Bracknell's 'Silicon valley'. The largest industrial estate in Western Europe is situated in Slough.

There are a significant number of ethnic minority communities and large numbers of economic migrants from Eastern Europe. Thames Valley experiences the opposite extremes of wealth and poverty. Community engagement and cohesion is a key issue.

There is every variation of local government structure models in Thames Valley, with two tier structures (County and District Authorities) in place in Oxfordshire and Buckinghamshire, and Unitary councils in Berkshire and Milton Keynes.

Thames Valley is a rapidly growing area in terms of development and the increase in housing across the area.

Life and leisure in the Thames Valley

- **Leisure and tourism**

Home to glorious landscapes and many historical sites, the Thames Valley is a great 'all-year-round' place to visit and attracts over six million visitors annually. It is recognised as a major tourist destination both for domestic and international tourists.

It offers significant attractions from the Chilterns Area of Outstanding Natural Beauty and the River Thames at Henley, to historic Windsor Castle and the City of Oxford.

Thames Valley offers a varied and attractive environment with a wide range of sporting and cultural facilities, from championship football and top class rugby union to internationally renowned galleries and museums.

Each Thames Valley town has something special to offer, from canal festivals, museums, race courses and royal residences to city centre nightlife and the Bicester Village retail centre.

- **Transport**

Communications to London, the West of England, the Midlands and North are excellent. A number of mainline railway routes traverse Thames Valley and there are a number of local lines.

There is easy access to Heathrow, Birmingham, Luton and Stansted Airports.

The M4 and M40 motorways cross Thames Valley and the major A34 trunk road provides the link from the south coast to the midlands.

- **Housing**

There is a wide range of housing available, from village homes to modern urban apartments. The Thames Valley is one of the few regions in Britain where you can live in a picturesque setting and still work close by.

- **Education**

Schools in the area have an excellent reputation with pupils achieving above the national average in all key stages - attainment levels in the area are among the highest in the country.

For children aged 11-18, the region offers a wide range of secondary schools, which are well distributed throughout the Thames Valley. There is also a wide provision for children with special needs.

The region boasts internationally renowned Universities and is home to the Open University.

Policing in Thames Valley

- **Profile**

Thames Valley Police is the largest non-metropolitan police force in the country, covering an area of 2,200 square miles. The Police Headquarters is based in Kidlington, Oxfordshire.

The Force patrols 196 miles of motorway – the largest stretch of motorway to be policed by a force in Britain – and serves a resident population of some 2.3 million people in addition to the 6 million or so visitors who come every year in search of history, royalty or a day at the races.

The work of the Force is delivered by around 3,860 officers, 420 PCSOs and 2,710 police staff, working within specialist departments and the 12 Local Police Areas.

The Thames Valley area plays host to a wide variety of events, including:

- Reading Festival
- Football matches in Milton Keynes, Oxford, Reading and Wycombe
- Rugby Union matches
- Slough Mela
- Henley Royal Regatta
- Newbury and Ascot races
- State visits at Windsor Castle

The Force's Protection Group officers deal with the largest protection commitment outside the Metropolitan Police area, including both the Prime Minister's private residence and official country residence at Chequers, and the private homes of a number of past and present MPs and ministers.

- **Force management structure**

The Chief Constable's Management Team (CCMT) is led by the Chief Constable. It provides strategic leadership and oversees all of the Force's activities. The team consists of the Chief Constable, the Deputy Chief Constable, three Assistant Chief Constables and three service Directors (known nationally as Assistant Chief Officers).

- **Finance**

The revenue budget for Thames Valley Police for 2018/19 is fully balanced, incorporating a £12 (7%) increase in council tax, and the annual net revenue budget stands at £406m. This budget protects frontline policing and supports the delivery of the Police and Crime Commissioner's Police and Crime Plan and the Force's annual Delivery Plan objectives.

Looking beyond 2018/19, at the time of writing the provisional medium term financial plan presents an annual funding shortfall rising from just over £5m in 2019/20 to around £15m by 2021/22, which is largely due to the unexpected increase in force contributions to the police pension fund. However, this position is subject to the announcement by the Home Secretary of Police Grant allocations to forces for 2019/20 and what level of increase in council tax the Police and Crime Commissioner will be allowed to consider. In any event, the Force will continue working on its Productivity Strategy to identify the necessary level of savings in order to balance the books in the latter years. It is recognised that this task is becoming increasingly more challenging and complex than in the past and may mean a continued reduction in police officer and police staff posts over coming years.

The ultimate goal is to ensure that the Force use their resources to do the important things well, focusing upon the priority services that make a real difference to the people of the Thames Valley.

- **Collaboration**

The need for collaboration across the police service is being driven by the need to realise operational efficiency, resilience and cost effectiveness.

Thames Valley Police is committed to exploring innovative ways of improving the service it provides and knows that collaboration across the police service is a way in which the sharing of services will provide not only value for money but also a better, more resilient and sustainable, service to the public.

The Force actively participates in a bi-lateral collaboration programme with Hampshire Constabulary and both forces are committed to working together to provide an efficient and effective police service to their respective communities.

Currently, there are four main business areas that are the focus of this bi-lateral collaboration:

- Operations
- Information and Communication Technology
- Information Management
- Contact Management

At a regional level, Thames Valley Police acts as the 'host force' for the South East Region Organised Crime Unit (SEROCU) and the Counter Terrorism Policing South East (CTPSE) unit. These two units are operationally aligned and the combined unit is led by a Regional Assistant Chief Constable who reports to the Chief Constable of Thames Valley Police.



APPLICATION FOR THE POST OF CHIEF CONSTABLE OF THAMES VALLEY POLICE

Additional background documents

- Thames Valley Police 'Force Commitment' and 'Thames Valley Police Delivery Plan 2018/19'

link to: www.thamesvalley.police.uk (search 'About Thames Valley Police' and 'Our Commitment')

- Police and Crime Commissioner's Police and Crime Plan 2017-2021

link to: www.thamesvalley-pcc.gov.uk (under 'Police and Crime Plan' heading)

- Police and Crime Commissioner's Annual Report 2017-18

link to: www.thamesvalley-pcc.gov.uk (under 'Performance' heading)

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