

Chief Constable

Appointment of Chief Constable
Wiltshire Police



October 2018



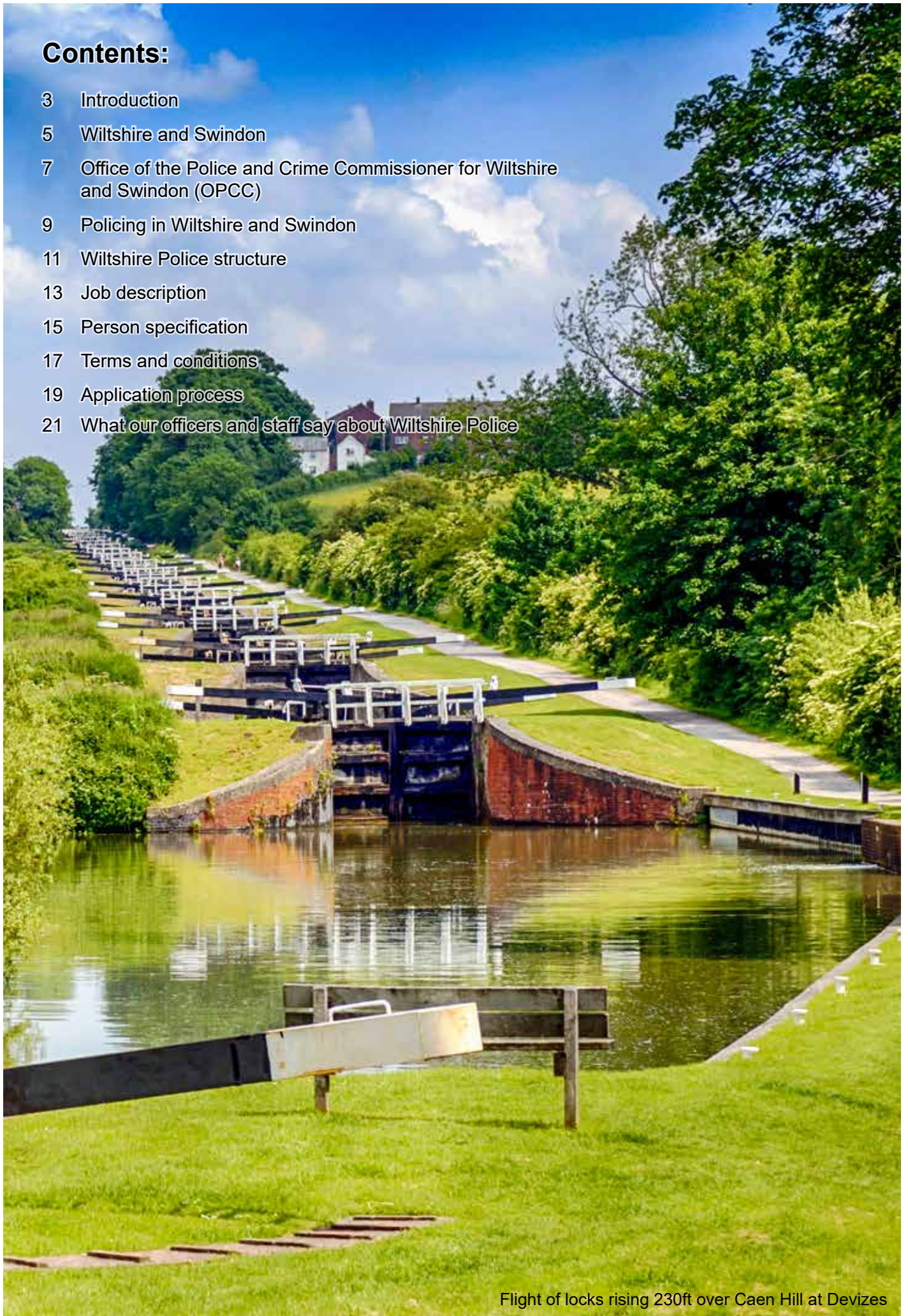
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Flight of locks rising 230ft over Caen Hill at Devizes

Introduction



I am delighted that you are interested in becoming the new Chief Constable of Wiltshire. I hope this pack will help to inform you about the role and stimulate your interest further. I want to be clear from the outset about the

competitive nature of this process and I want to reassure you that it is fair and open, with no pre-ordained outcome.

I will be independently advised and I will make a decision on merit alone. I am responsible to the public for the services they receive, and I am determined that continuous improvement of the criminal justice system will be at the centre of everything we do.

My priorities, as set out in my Police and Crime Plan, are to:

- Prevent crime and keep people safe
- Protect the most vulnerable people in society
- Put victims, witnesses and communities at the heart of everything we do
- Secure a quality service that is trusted and cost effective

I have made some specific commitments to the people of Wiltshire and Swindon. I will:

1. Ensure the public can trust the Chief Constable, police officers and staff to act within the police code of ethics
2. Be open and honest about the threats, risks and harm facing us all, and have a genuine conversation with the public
3. Ensure that frontline policing is delivered within local communities, where police officers, staff, partners and the public work collaboratively to keep their communities safe
4. Push for collaboration and innovation across police and public services that is in the interest of local people

5. Make sure that Wiltshire Police has access to specialist policing and efficient support services needed to protect our communities.

In my second term as PCC, I am commissioning a widening range of services to help us deliver system wide improvements. After my re-election in 2016 I took the opportunity, with the Force, to completely reassess the way we provide policing in Wiltshire and Swindon. Our goal has been to improve the quality of life for the public, working within the resources available, to protect the public from harm.

In our Chief Constable I seek an exceptional, proven leader; one who will deliver the policing priorities set out in my Police and Crime Plan and take Wiltshire Police to the next level. We will operate on a transparent basis, respecting each other's roles and responsibilities.

I would not wish where you live to deter you from applying. I am happy to review with you at interview whether it would be necessary for you to move to Wiltshire.

You will need to share my vision for local policing, the culture and values of the Force and the open and co-operative way in which we do business. This is an outstanding opportunity to lead a police team consistently rated in the top ten and play a crucial role in the next chapter of Wiltshire Police.

If you share my ambition, vision and determination I very much look forward to hearing from you.



Angus Macpherson

Police and Crime Commissioner
for Wiltshire and Swindon





Stourhead gardens

Wiltshire and Swindon

Wiltshire is surrounded by the counties of Berkshire, Dorset, Gloucestershire, Hampshire, Oxfordshire and Somerset. It covers an area of almost 3,500 sq km, measuring 80 km north to south, and has a growing population of approximately 680,000. Famous for the many prehistoric monuments of international significance, Wiltshire also has Salisbury Plain, which contains many military installations and is the principal training ground for the armed forces. With the army basing project now underway, the military presence will increase, bringing new challenges.

Whilst Wiltshire is primarily an agricultural economy, the presence of the thriving centre of Swindon in the north of the county marks out Wiltshire's growing economic diversity. Home to Honda's EU production plant, the headquarters of Nationwide Building Society and Zurich Financial Services, Swindon is a vibrant business centre whose strategic location on the M4 corridor continues to attract multi-national employers.

Elsewhere in the county the landscape is pleasantly rural, with traditional and growing market towns and the City of Salisbury with its magnificent cathedral. Salisbury has of course been in the headlines for other reasons recently, and I am very proud of the resilience and professionalism of the Wiltshire force and the police service generally in the way those incidents have been handled. Other centres of population include Calne, Chippenham (the second largest town in Wiltshire), Devizes,

Marlborough, Warminster and Trowbridge; the county town and home to the headquarters of Wiltshire Council. It is the two areas of Swindon and Wiltshire that make up the single command that is Wiltshire Police. Swindon Borough Council and Wiltshire Council are unitary authorities.

The population of Wiltshire is predominantly white. There are some black and other ethnic minority communities, including a large Moroccan community in Trowbridge and a large Asian community in Swindon. It is a key commitment of mine to ensure that Wiltshire Police continues to work closely with partner agencies to improve the quality of service provided and to develop effective policies and practices which embrace our diverse communities.





Old Hall in Wootton Bassett

Office of the Police and Crime Commissioner for Wiltshire and Swindon (OPCC)



The Office of the Police and Crime Commissioner (OPCC) is situated on the

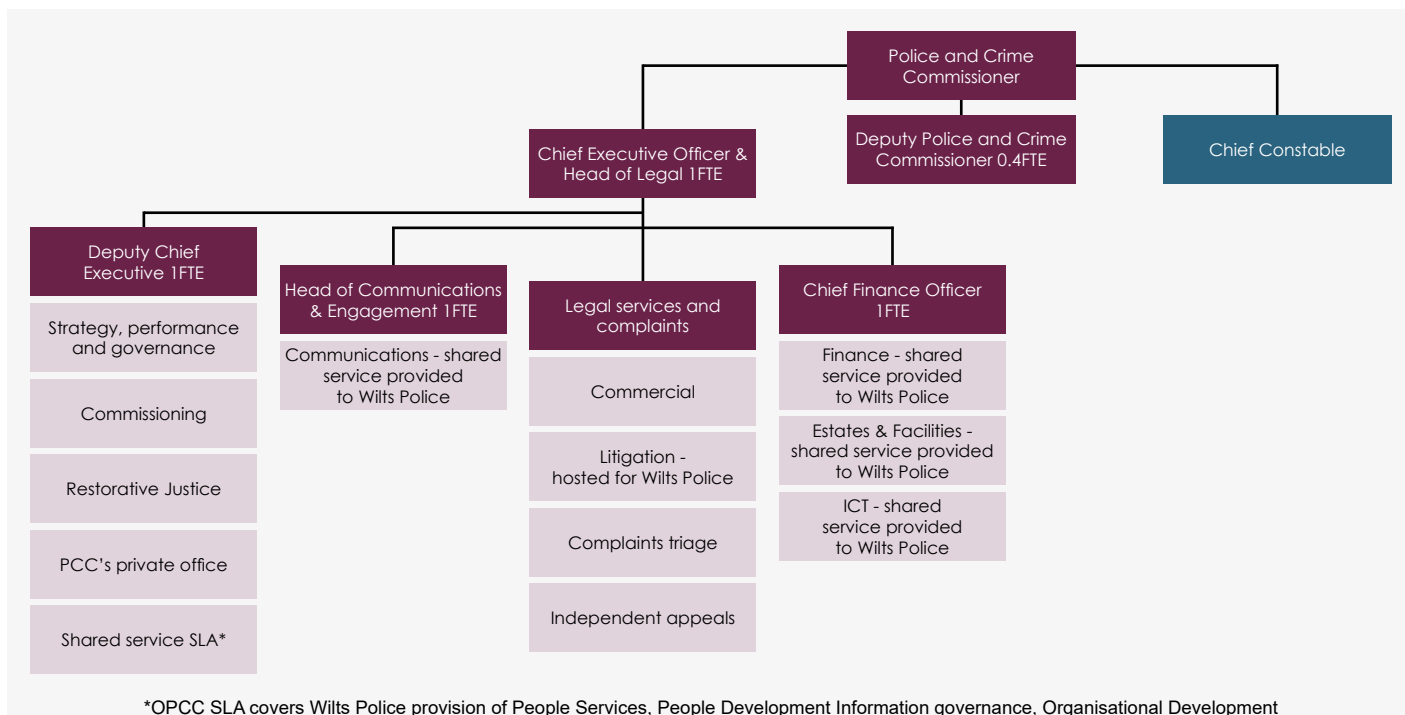
first floor of police headquarters in Devizes, a floor shared with the Executive Leadership Team, which demonstrates the strength of our working relationship.

The formal interface between the OPCC and Wiltshire Police takes place fortnightly at the Commissioner’s Monitoring Board (CMB). This meeting is chaired by me and attended by the Chief Executive and Deputy, the Chief Constable and Deputy and the two Assistant Chief Constables, and Joint Chief Finance Officer. In addition there are extended leadership meetings and informal contacts and the two offices enjoy a close working relationship whilst respecting our distinct areas of responsibility.

The OPCC is led by the Chief Executive, Kieran Kilgallen. The Deputy Chief Executive is Naji Darwish, and the Joint Chief Finance Officer is Clive Barker.

The team is shown in the diagram below.

You will see firstly, that we are poised to commission a wider range of services as the role of PCC develops; and secondly, that we share a number of functions with the Force. As PCC, I am developing the systems leadership role in relation to the criminal justice system. Similarly, the Chief Constable leads the Force and requires support functions. Resources are constrained and duplication is not affordable. Sharing therefore is an essential feature. This is a small county with sparse resource, so I manage resources very carefully to secure best value and maximise resources available for the front line.





Policing in Wiltshire and Swindon

Wiltshire was the first English county to establish a police force under the County Police Act of 1839. We are proud to have the oldest county force.

Coincidentally, it was the first to return an elected Police and Crime Commissioner too. There are now 2,012 employees, comprising 947 police officers, 132 PCSOs and 933 police staff. The annual budget is £110m, made up of £63m central grant and £47m precept.

Policing Wiltshire is a challenge. Wiltshire people, and those who represent them, demand high standards of effectiveness and value for money. The Chief Constable and I will work extremely closely to meet those expectations. We must share an understanding that change in working practices across the organisation is needed to adapt to current conditions, and to anticipate future demands.

Working closely with local partners, particularly the two local authorities, is the key to reducing crime within our communities. We need to recognise that much of what we currently do is responsive rather than proactive. We contain the problem rather than solve it. I need a Chief Constable to embrace the changes that will be required and work enthusiastically to deliver policing within changing parameters. This will be central to the Home Office response to the imminent Comprehensive Spending Review and it is central to my own priorities.

I need a Chief Constable to drive transformational change. Together we need a team who bring ideas and innovation, and who will implement the Police and Crime Plan effectively.

I am confident that the actions taken by the team to date, coupled with the emerging benefits from the investments made, will sustain performance. But I want to go further and faster.

The relationship between the OPCC and the Chief Constable is a key component to successful policing in Wiltshire and Swindon.

I will be fully informed and engaged, see performance in context, and will commission longer-term solutions to reduce demand. I will expect the new Chief Constable to manage the Force effectively, maintaining standards across the board. As a key player in the criminal justice system, the Force must work within the context of system improvement, supporting sound investment proposals to reduce demand. As Commissioner, I will support the service every step of the way, ensuring all other agencies and sectors fulfil their respective roles within this context.

A working relationship based on trust and mutual respect between the OPCC and the Extended Leadership Team is pivotal to the process of continuous improvement.

Our consultation mechanisms and performance monitoring systems have been developed jointly between the OPCC and Wiltshire Police. Performance analysis and consultation informs the planning process, the investment decisions and the change process, enabling us to close the gap between the resources we have available and the service which the public has a right to expect.

There is a contemporary, sharp, transformative focus to policing in Wiltshire and Swindon that I am determined to develop, in order to secure enduring improvements to the lives of our communities.

The new Chief Constable must be an ambitious leader who will respond to the challenging new agenda and who recognises that agencies working together can drive up standards of public service.





Brunel building in Swindon

Wiltshire Police structure

Wiltshire Police headquarters is located in the geographical heart of the county at Devizes.

The imposing main building houses the Chief Officer and OPCC staff and many of the central and corporate support departments. The extensive site also accommodates a modern Crime and Communications Centre (CCC). We have a modern purpose built police station at Gablecross on the outskirts of Swindon. Other key locations, some shared with Wiltshire Council, are: Trowbridge, Melksham, Chippenham and Salisbury.

During the summer, I launched my Estates Strategy for policing for the next five years, publishing the document online. It sets out how I will ensure policing has an estate that is the right size and supports policing in the 21st Century. The investment we have made in mobile technology means policing needs fewer buildings as officers and staff work remotely. Investment is needed to bring some of our aging sites up to modern standards with significant investment outlined in Warminster, Tidworth and Royal Wootton Bassett.

I want officers and staff out working in communities or working with partners in shared buildings. This increases visibility and cements relationships. It also means we can share costs and put more money into frontline policing. We are close to realising the ambitious goal of reducing running costs by 20 per cent to direct back to the frontline.

The Community Policing Team (CPT) model was rolled-out across Wiltshire Police in 2016.

The new model brings neighbourhood policing, response teams and local crime investigators into a single team for a more effective approach to community policing. It means there is a bigger team of officers and police staff available to attend incidents and improves communication between teams and departments.

Each Community Policing Team is overseen by a Superintendent with an Inspector and a deputy. The team is made up of a mix of police officers, community co-ordinators, PCSOs, civilian local crime investigators and Specials.

We believe the new model gives the public a more joined up service, allowing the potential for issues to be resolved at the first point of contact (101 and 999 call-takers) and giving victims a named officer or member of police staff to contact during investigations. It also encourages officers and staff to take more ownership of cases.

Our six Community Policing Teams are Swindon North, Swindon South, Wiltshire North, Wiltshire West, Wiltshire East and Wiltshire South.

The five Chief Officer posts in Wiltshire are:

- Chief Constable
- Deputy Chief Constable
- Assistant Chief Constable x 2
- Assistant Chief Officer Finance for the Police and Crime Commissioner and the Chief Constable





Tractor under a white chalk horse in Wiltshire

Chief Constable of Wiltshire

Job description

Function

The Chief Constable is responsible for the direction and control of Wiltshire Police.

At all times the Chief Constable remains operationally independent.

Accountability

You will be accountable to the PCC and, on a day-to-day basis, work with the OPCC and the Chief Executive. The PCC will set your objectives annually in line with the strategic priorities as set out in the Police and Crime Plan.

You will be directly responsible for the performance of your senior team and for an annual budget in excess of £100m.

I commission a range of services and I must deliver system-wide improvements. The public focus most on policing, and the public expect me to deliver the best policing service possible within the constrained resource envelope I have.

General responsibilities

1. All the statutory and legal obligations of the office of the Chief Constable.
2. The direction and management of Wiltshire Police, in accordance with the Police and Crime Plan and the Policing Protocol.
3. Advising and supporting the PCC in the delivery of the strategy and objectives set out in the Plan.
4. Delivering the highest standards of service possible within financial constraints and creating ways to maximise the resources available for policing and commissioned services.
5. Working in partnership with local authorities, criminal justice partners and with other agencies to deliver improved services commissioned by the PCC.
6. Managing the performance of Wiltshire Police in alignment with the performance monitoring role of the OPCC.
7. Providing leadership and command at serious operational incidents/events to ensure that they are dealt with professionally, effectively and efficiently.
8. Notifying and briefing the PCC of any matter or investigation on which the PCC may decide that he needs to provide public assurance either alone or in company with the Chief Constable.
9. Promoting the highest standards of integrity, professional conduct and equality throughout the organisation, in line with the values and behaviours and the Code of Ethics as laid out by the College of Policing.
10. Ensuring that Wiltshire and Swindon sustain low levels of crime, accurately and ethically recorded.
11. To bring about increases in the proportion of offences dealt with effectively and raise the overall reputation of Wiltshire Police within the communities it serves.
12. Ensuring that police officers, staff and volunteers are increasingly in touch with the local communities they serve.
13. Raising the overall reputation of Wiltshire Police within the communities it serves.
14. Maintaining excellent financial management and use of resources.
15. Fulfil the authorising responsibilities of a Chief Constable.



“

I would like to see closer working between the council and the police in a relentless focus on outcomes. We need real passion to ensure that this happens. One area of particular interest to me is our restorative justice and youth services teams. They must work closer together to reduce the number of children entering the criminal justice system. There is a correlation between a young person at 21 or 22, who has been cautioned at 14, and whose life is all downhill from there because the criminal record is always with them. I know the Commissioner has invested heavily in restorative justice and there are many other areas where together, our agencies can focus on outcomes and make a real difference.

”

SUSIE KEMP

Chief Executive of Swindon Borough Council

Chief Constable of Wiltshire

Personal specification

Essential criteria

You must have held the 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).

You must have successfully completed the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).

You must have Authorising Officer Training.

You must have a wide ranging experience of operational law enforcement.

You must demonstrate a track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.

You must have experience of successfully engaging with and influencing multi-agency partnerships.

Education and training: You may be qualified at first degree level or equivalent, and must evidence your own continuous professional development.

You must have:

1. Proven ability to manage change with pace and rigour, securing ownership and commitment from officers and staff at all levels.
2. Demonstrable willingness to work openly and collaboratively with the OPCC.
3. Well developed strategic improvement and analytical skills.
4. A high degree of sensitivity to public concerns.
5. Excellent oral and written communications skills.

6. A track record of developing effective networking and good working relationships and partnerships with people from a wide range of organisations.
7. A proven ability to persuade and influence.
8. A commitment to diversity and a track record of promoting equality.

Differentiating competencies

Behavioural competencies are the key skills used by effective senior managers to make decisions and achieve results. The key personal competencies most likely to differentiate an effective performer in this particular role have been identified as:

1. Partnership working, particularly the capacity to develop a positive working relationship with the Police and Crime Commissioner.
2. Inspirational leadership, articulating the vision for the future of policing in Wiltshire and Swindon set by the Police and Crime Commissioner.
3. Delivering strategic change, which includes a demonstrable capacity to organise significant change programmes alongside a track record of improving service delivery and performance at an organisational level.
4. Community and customer focus, including victims. Working in partnership to build the confidence of local communities in law, order and the criminal justice system.
5. Operational resilience, including the ability to take command in critical and ambiguous situations of potentially national and international significance.



Marlborough high street

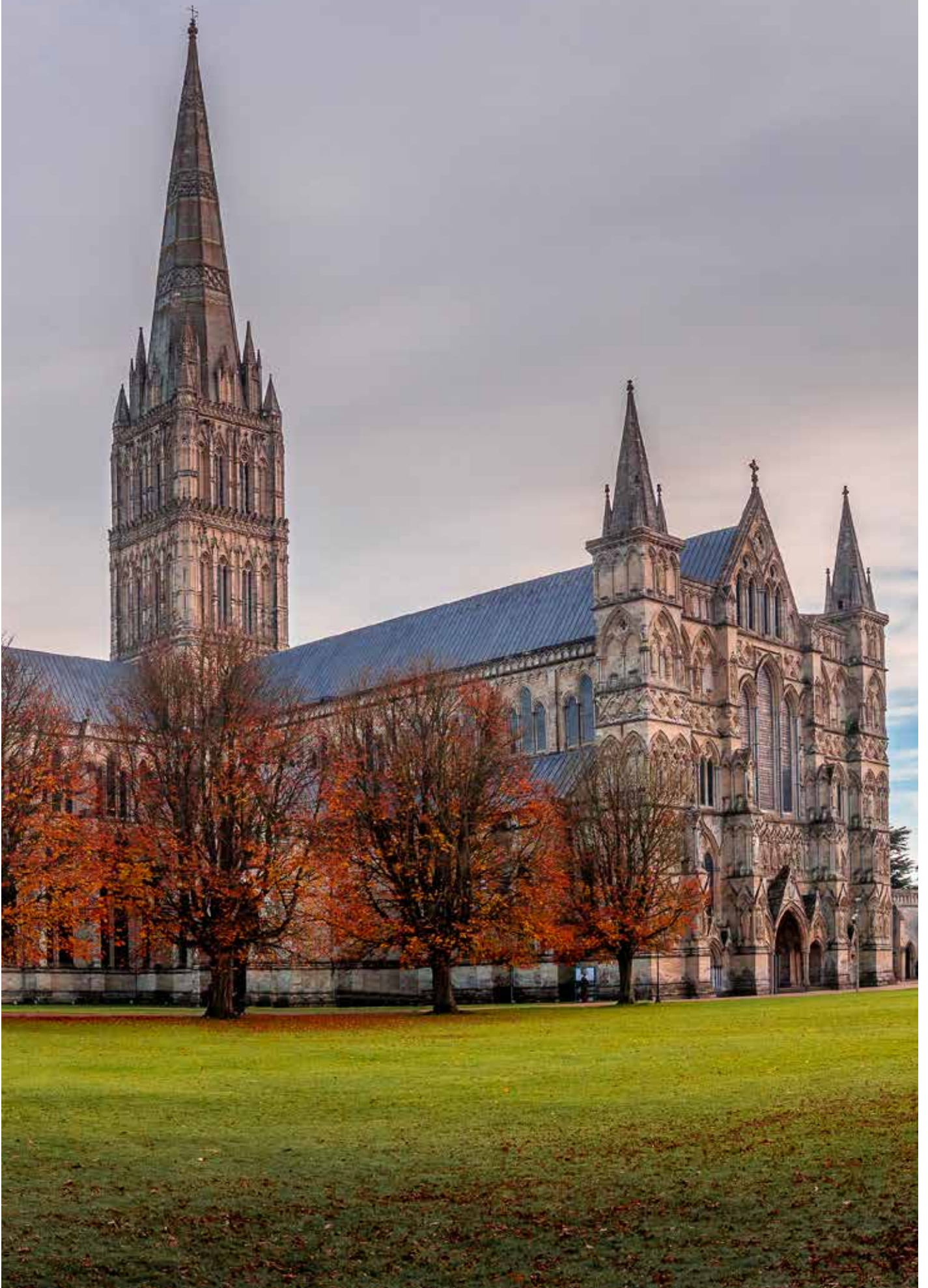


Terms and conditions

1. If appointed you will be required to carry out all the duties specified in the job description. You will be based at Police HQ, London Road, Devizes.
2. You will report to and be accountable to the Police and Crime Commissioner for Wiltshire and Swindon.
3. Your appointment will be subject to the job description (which will be part of the contract) and the Police Acts and Regulations (including those relating to pensions) and such other statutory provisions for the time being in force.
4. Your appointment will be for a fixed period of three years from the date of appointment and may be extended by mutual agreement.
5. Your appointment will include regular performance development appraisals by the Police and Crime Commissioner.
6. Your primary focus of the post holder is the delivery of the Police and Crime Plan for Wiltshire and Swindon. National work may be undertaken, but only with the agreement of the Police and Crime Commissioner.
7. The initial salary, payable monthly, will be £142,689 per annum.
8. We will discuss at interview whether you will be required to take up permanent main residence in Wiltshire.
9. The OPCC will meet the cost of reasonable removal and resettlement expenses incurred by the Chief Constable in taking up the appointment.
10. A housing allowance or transitional housing allowance will be paid, if appropriate, in accordance with the Police Regulations.
11. The car package is the OPCCs Chief Officers car scheme, under which the successful applicant may choose one of the following:
 - a taxable annual cash allowance (currently £9,183) or
 - a dedicated role equipped vehicle to that value, in accordance with the agreed scheme.
12. The Chief Constable may, at the OPCC's expense, join an appropriate healthcare scheme agreed by the OPCC.
13. A uniform will be provided.
14. Before being offered the appointment, you will be required to demonstrate the appropriate level of vetting and to pass a medical examination to the satisfaction of the Force medical advisor.
15. The appointment is subject to ratification by the Wiltshire Police and Crime Panel.
16. The appointment is determinable in accordance with the relevant Police Acts and Regulations for the time being in force, or by the Chief Constable giving three months' notice in writing.
17. Canvassing members of the Commissioner's appointment panel, either directly or indirectly, or failure to disclose any relationship to a member of the Commissioner's appointment panel will lead to disqualification.



Salisbury's medieval cathedral has the highest spire in Britain



Application process

Interested candidates should submit a CV of no more than two pages and a covering letter of no more than two pages showing how they meet our essential criteria.

Please return it before 5pm on Monday 29 October 2018 to:

Kieran Kilgallen,
OPCC Chief Executive,
London Road, Devizes,
Wiltshire SN10 2DN.

Email: kieran.kilgallen@wiltshire.pnn.police.uk

References may be taken up before interview.

Please also provide the name and contact details of your current Chief Constable and Police and Crime Commissioner.

The interview selection process will take place in Swindon on Monday 26 November 2018.

The Chief Constable appointment will be subject to a confirmation hearing by the Police and Crime Panel on Friday 30 November 2018.

The selection process will involve a presentation to, and an interview by, the appointment panel.

The panel will comprise the Police and Crime Commissioner, senior managers from two principal authorities, the independent advisor and the Chief Executive. The Commissioner will make the decision at the end of that day.

Potential candidates are advised to visit the OPCC and Wiltshire Police websites:

www.wiltshire.police.uk

www.wiltshire-pcc.gov.uk

The Chief Executive would be happy to discuss the post informally with potential candidates.

His contact details are:

Kieran Kilgallen

Tel: 01380 734002

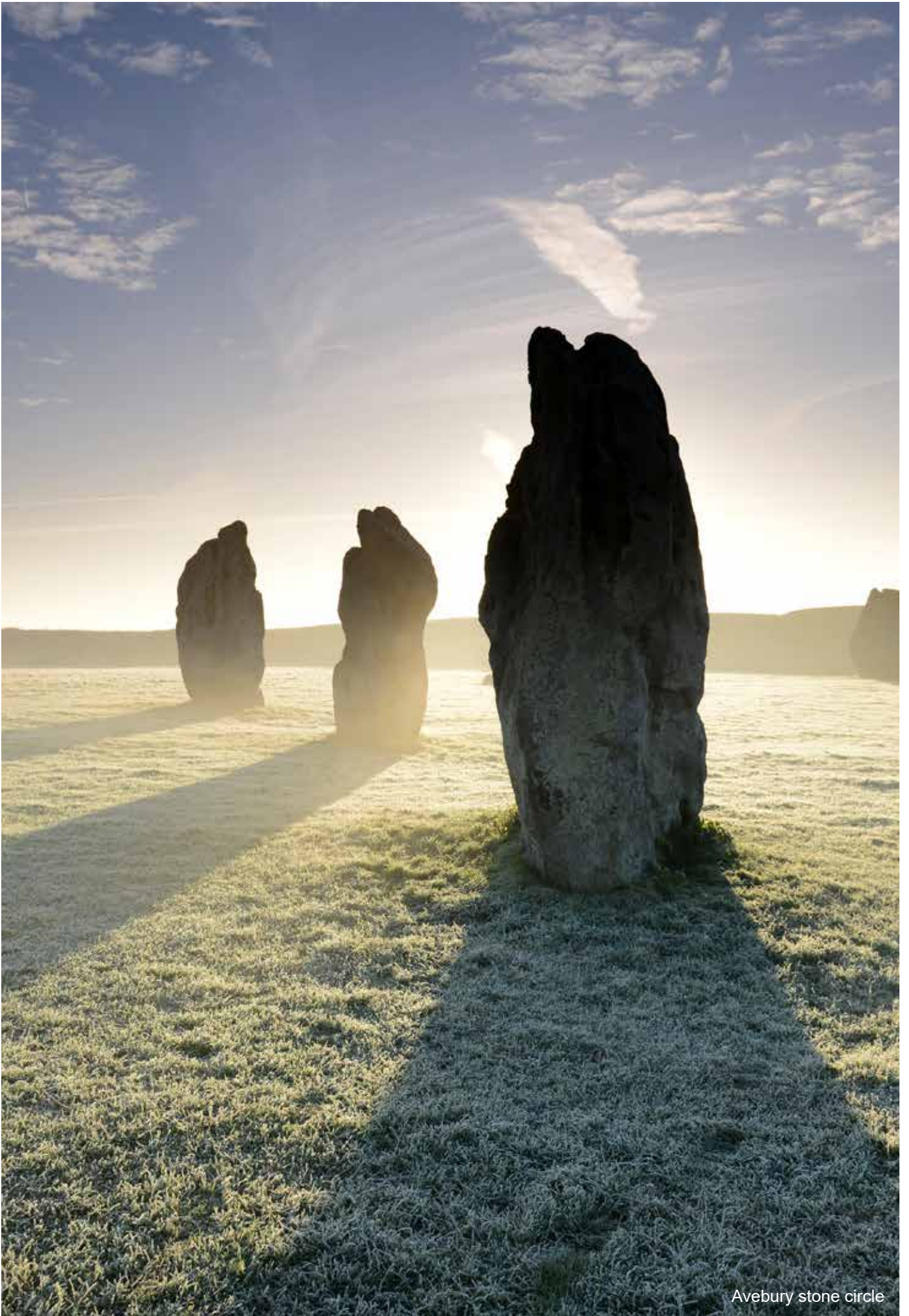
Email: kieran.kilgallen@wiltshire.pnn.police.uk



Kieran Kilgallen

Chief Executive of the Office of the Police and Crime Commissioner for Wiltshire and Swindon





Avebury stone circle

What our officers and staff say about Wiltshire Police

"What makes me proud to work for Wiltshire Police is to know that I am part of a team who collectively do a great job in the county where I live and really make a difference to the lives of the people who call upon us.

"I've worked for Wiltshire for 26 years. We have become far more inclusive and focus more on role than rank. Everybody has a voice and it doesn't feel like anyone is less important."

Detective Chief Inspector

"I've worked for Wiltshire Police for almost six years now. In that time I have been lucky enough to work in four different roles which has allowed me to liaise with members of the public, offenders and partner agencies.

"Being part of Wiltshire Police is like being part of a family with clear shared values. Despite being a small force we are an organisation who have a clear emphasis on protecting the community we serve.

"From the officers on the front line, to staff within specialist departments, every member of staff is valued and plays a crucial part in the organisation.

"I joined Wiltshire Police for a job but have found myself in a career. I would encourage anyone to join this organisation."

Member of police staff

"I am proud to work for Wiltshire Police as they have invested in the people working for them as well as volunteers. When I volunteer alongside my team in Trowbridge I feel privileged to work alongside regulars that along with myself want to help protect and serve our community.

"I am particularly impressed and proud of Wiltshire Police and all the regular police staff/officers for how they have adapted and taken on extra hours with the events in Salisbury/Amesbury. I wouldn't want to work for any other force."

Wiltshire Special Constable

"I have worked for Wiltshire Police for over 42 years as both a police officer and police staff member. I think that speaks volumes in itself. The police service has changed dramatically for the better since I joined and Wiltshire Police has always been a big part of my life and in effect an extended family. I have had some fantastic opportunities and experiences throughout my career which the organisation has helped shape."

"The whole culture of policing has changed with much more inclusivity and openness. Senior managers are much more accessible and engaging, welfare of staff is now prominent when many years ago it was less so. There are more opportunities for staff to experience other aspects of policing and advancement."

Member of police staff

"A number of things make me proud to work for Wiltshire Police. I was a special first and had no intention of joining as a regular, but I have now completed 17 years as a regular and can't see myself going anywhere else!

"I love my job, I feel supported in what I do, I feel proud to wear my uniform.

"In the Public Protection Department, I feel proud of my staff who work hard to convict dangerous abusers of children and vulnerable people. When a high risk job comes in, every one becomes passionate about the risk to the victim and limiting it in any way possible. And it brings all the departments together working towards the same goal, protecting the IP and witnesses, bringing the offender to justice."

Detective Sergeant





Notes





OPCC,
London Road, Devizes,
Wiltshire SN10 2DN