

# A leading role for a top performer

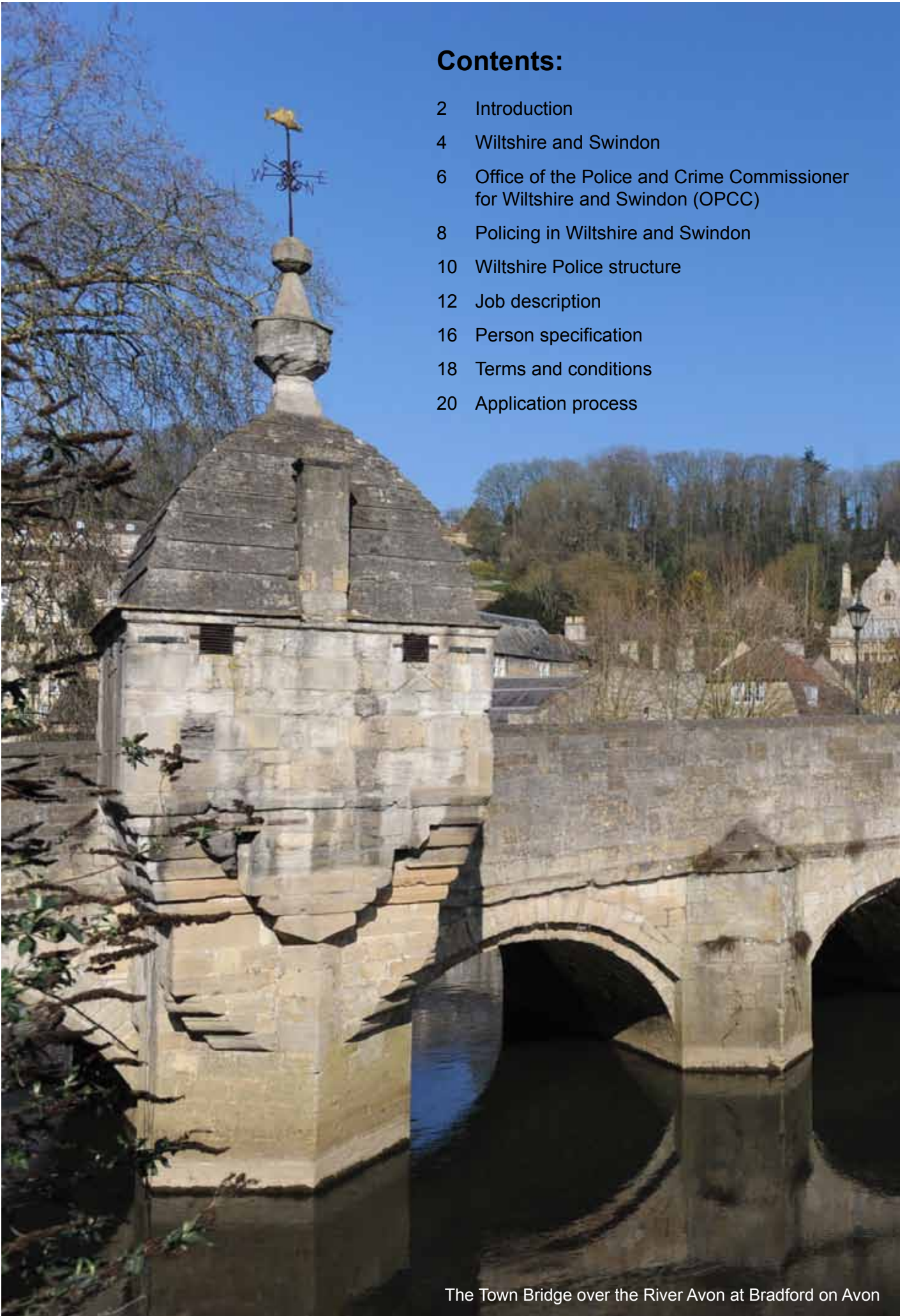
Appointment of Chief Constable  
Wiltshire Police

March 2015



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The Town Bridge over the River Avon at Bradford on Avon

# Introduction

Thank you for your interest in becoming the new Chief Constable of Wiltshire. I hope this pack will help to inform you and stimulate your interest further.

As the first Police and Crime Commissioner for the area, I see my role as commissioning services which make people safe and free from crime and anti-social behaviour (ASB), as well as feeling confident and engaged within their own communities. As the person responsible to the public for the policing they receive, I am determined that a culture of continuous improvement will be at the centre of everything we do.

I am committed to:

- Maintaining local policing to combat ASB and local crime, funded by exploiting collaborative opportunities with local authorities, sharing premises and back office functions where it makes sense to do so.
- Strengthening neighbourhood teams and their operational links with partner agencies, to further embed them into the communities they serve.
- Putting victims at the heart of the criminal justice process and improving services to both victims and witnesses.
- Working with other agencies to protect the most vulnerable in our society.
- Regularly consulting the public and ensuring effective communication with the communities we serve.

These aims run throughout my Police and Crime Plan. I need a Chief Constable who will work with me to provide these services.

I am not new to policing, having worked closely with Wiltshire Police as an independent/magistrate member of the former Wiltshire Police Authority.

After my election 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.

Whilst working to enhance the service within our own borders, I recognise the importance of collaborative working. Wiltshire has taken a lead in developing regional shared services with our partner forces across the South West. This joined-up approach is evidenced by the Brunel Project, sharing major incident teams and Special Branch with Avon & Somerset Police. In January 2015, alongside my opposite number from Avon and Somerset, we announced a strategic alliance between the two forces. I want the pace to quicken, driving out inefficiencies allowing resources to be re-invested into front-line services.

As I hope you can tell, this is an ambitious environment. We've already come a very long way and I have a clear vision for the rest of our journey.

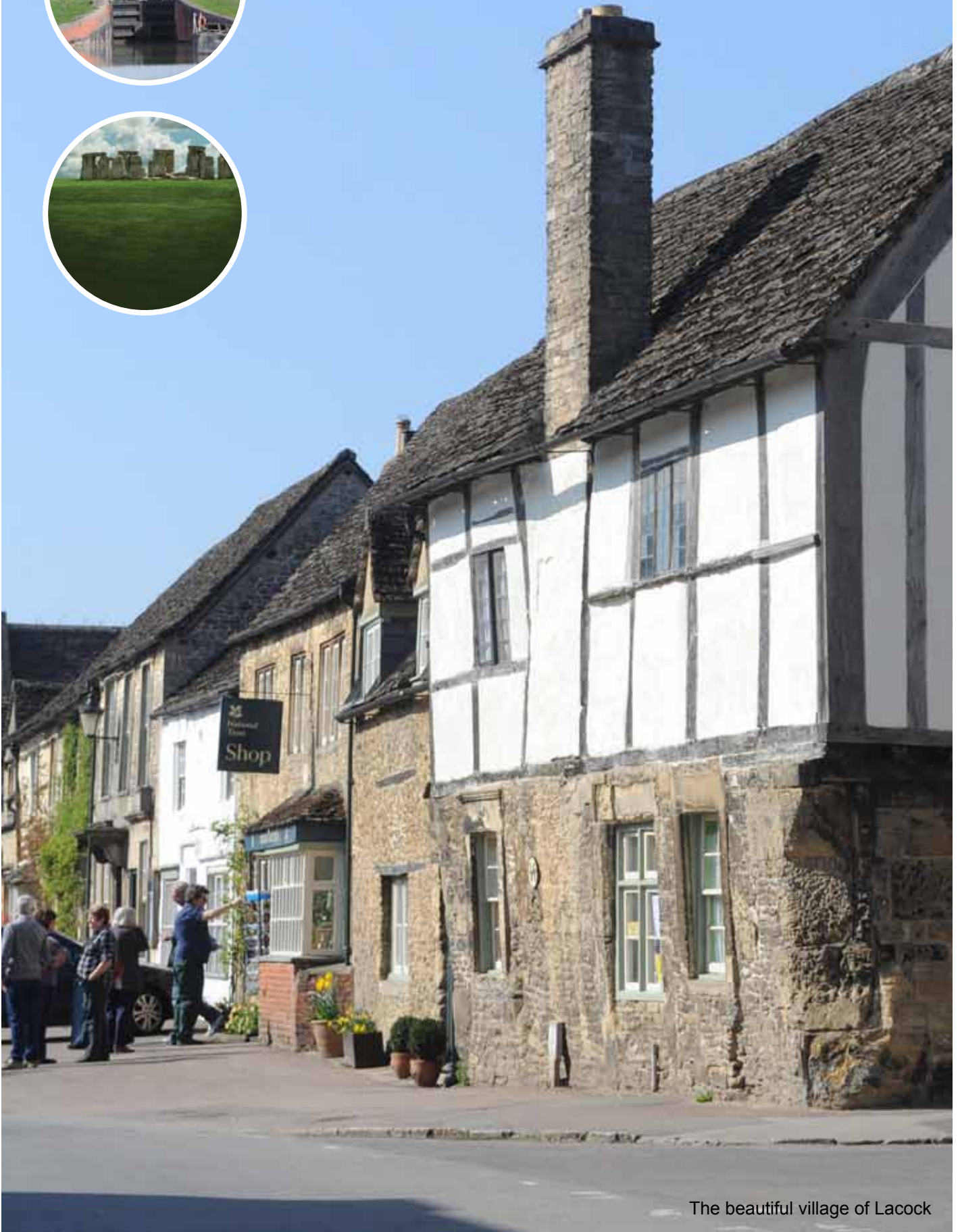
In our Chief Constable I seek an exceptional, proven and innovative leader who will take Wiltshire Police to the next level and deliver the priorities set out in my Police and Crime Plan.

The successful applicant will 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. I believe this is an outstanding opportunity to lead a top performing management team 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



The beautiful village of Lacock

# 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 population of approximately 625,000. Famous for the many prehistoric monuments within the county, Wiltshire is also home to Salisbury Plain, which contains several military installations and is the principal training ground for the armed forces. With the army basing project now underway, the military presence will increase.

The megalithic monuments of Stonehenge and the Avebury stone circles, which are considered to be of international significance, are also found in Wiltshire. These sites, and those such as Silbury Hill and West Kennet Long Barrow, attract large numbers of tourists each year, particularly during the summer solstice which is an important date in the Druid calendar.

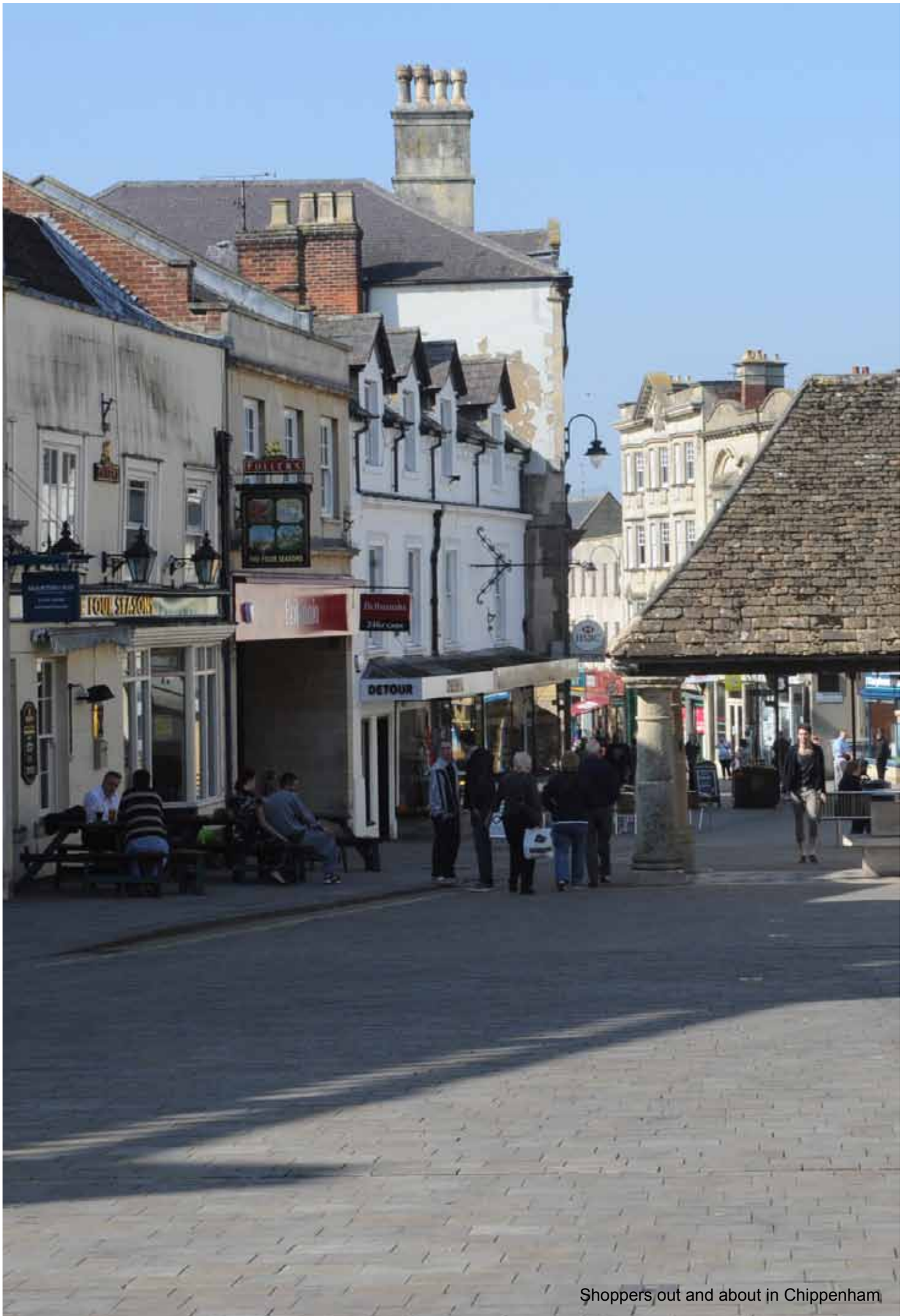
Whilst Wiltshire is primarily an agricultural economy, the presence of the thriving centre of Swindon in the north of the county marks out Wiltshire's growing economic diversity. Home to Honda's EU production plant, the headquarters of Nationwide Building Society and Zurich Financial Services, Swindon 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 market towns and the City of Salisbury with its magnificent cathedral. 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.



*Picture courtesy of the Swindon Advertiser*



Shoppers out and about in Chippenham

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



I was elected to the office of Police and Crime Commissioner for Wiltshire and Swindon in November

2012. For more than six years before my election I served as an independent magistrate member of the former Wiltshire Police Authority. I was the portfolio lead for performance and estate.

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 Senior Command Team (SCT).

The OPCC is staffed by a Chief Executive (Kieran Kilgallen) a Joint Chief Finance Officer (Clive Barker) a Commissioning and Programme Manager (Naji Darwish) and a Policy and Community Area/Locality lead (Pam Gough). The office also has a business manager, two lawyers (conducting work on behalf of both OPCC and Wiltshire Police) and two personal assistants dealing with diary, correspondence, and freedom of information requests. The remaining support required by the OPCC is derived from corporate support functions, some shared with the Force (I have retained within my direct employment Finance and Corporate Communications staff and the remainder I have transferred to the Chief Constable).

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, Chief Constable, Deputy Chief Constable, two Assistant Chief Constables, and two Assistant Chief Officers. In addition there are numerous informal contacts and the two offices enjoy a close working relationship whilst respecting the distinct areas of responsibility that exist for a Police and Crime Commissioner and a Chief Constable.







# 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 2,045 employees, comprising 1,062 police officers and 839 police staff. The annual budget is £104m, made up of £64m central grant and £40m 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 and, where possible, to exceed these 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. Structural changes have already been made that will enable us to better serve the people of Wiltshire and Swindon. The strategic alliance with Avon and Somerset and close working with local partners, particularly our strategic partnerships with the two local authorities, are my key priorities.

I need a Chief 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.

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 enable the Senior Command Team (SCT) to advocate longer-term solutions and bring forward sound investment proposals. In this context I, as Commissioner, will support the service every step of the way.

A working relationship based on trust and mutual respect between the OPCC and the SCT is pivotal to the process of continuous improvement. Performance monitoring systems have been developed jointly between the OPCC and Wiltshire Police, as are our consultations with the public. Performance analysis and consultation informs the planning process, the investment decisions and the change process, enabling us to close the gap between the service people used to receive and the service which they have a right to expect.

There is a contemporary, sharp business focus to policing in Wiltshire and Swindon that I am determined to continue and develop.

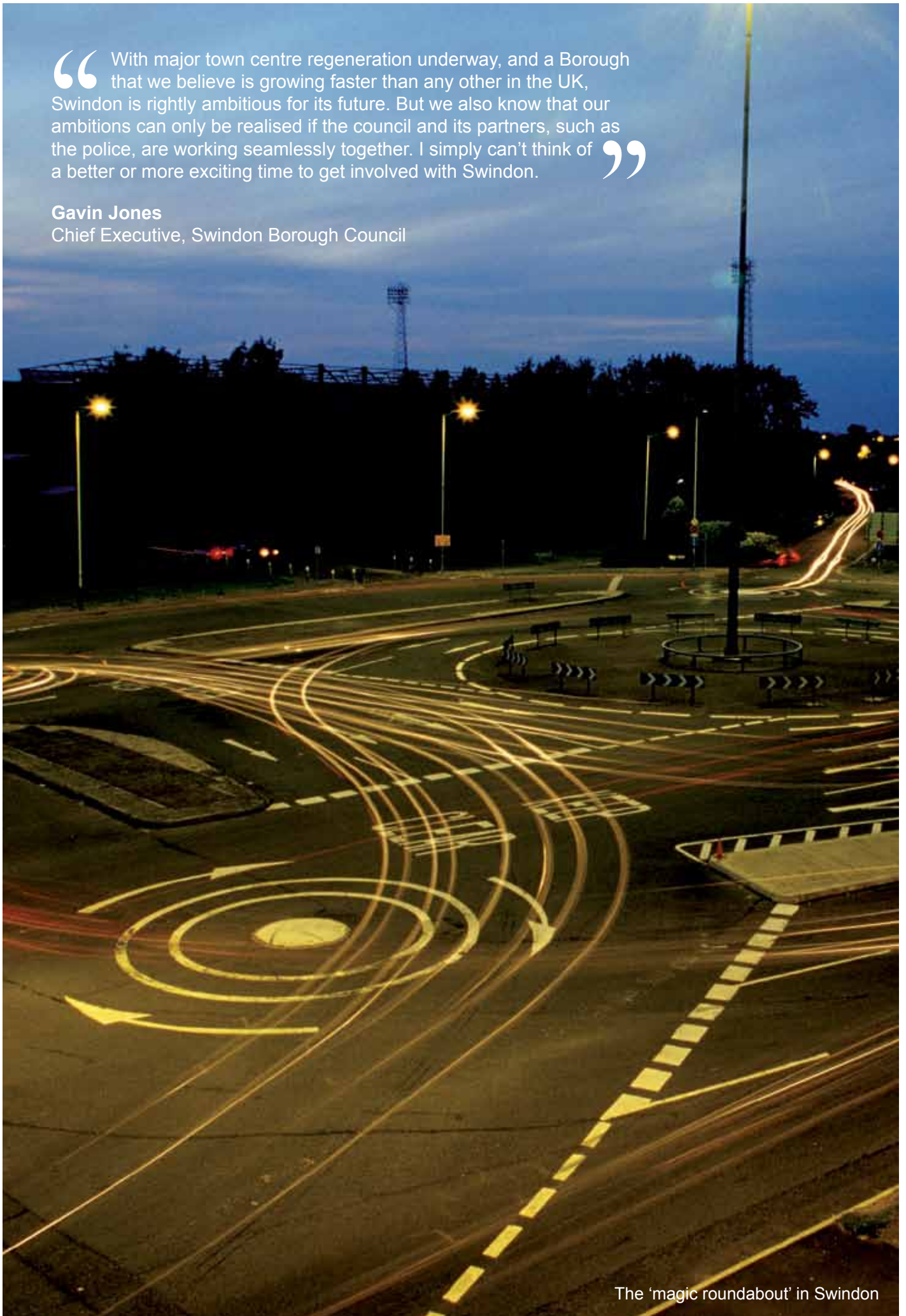
The new Chief Constable must be an ambitious leader who will respond to the challenging new agenda and who recognises that agencies working together can drive up standards of public service, notwithstanding a reduction in the funding and resources available.



“ With major town centre regeneration underway, and a Borough that we believe is growing faster than any other in the UK, Swindon is rightly ambitious for its future. But we also know that our ambitions can only be realised if the council and its partners, such as the police, are working seamlessly together. I simply can't think of a better or more exciting time to get involved with Swindon. ”

**Gavin Jones**

Chief Executive, Swindon Borough Council



The 'magic roundabout' 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 OPCC, ACPO staff and many of the central and corporate support departments. The extensive site also accommodates, in separate buildings, a modern Crime and Communications Centre (CCC) and the People Development Department. There are good sports facilities on site.

We also police from a purpose built police station at Gablecross on the outskirts of Swindon. Other key locations, some shared with Wiltshire Council and Swindon Borough Council, are: Trowbridge, Melksham, Chippenham and Salisbury.

There are 27 Neighbourhood Policing Teams across the Force area.

Our response teams are located within hubs at Swindon, Chippenham, Trowbridge and Salisbury.

The six ACPO posts in Wiltshire are:

- Chief Constable
- Deputy Chief Constable (Mike Veale)
- T/Assistant Chief Constable (Paul Mills)
- T/Assistant Chief Constable (Kier Pritchard)
- Assistant Chief Officer Business and People Development (Zoe Durrant)
- Assistant Chief Officer Finance (Clive Barker)



Bourne Hill, Salisbury



Force HQ, Devizes



The Kennet & Avon canal

# Chief Constable of Wiltshire

## Job description

### Function

The Chief Constable is responsible for the direction and control of Wiltshire Police in order to provide an effective, efficient and visible policing service to the people of Wiltshire and Swindon.

### Accountability

The Chief Constable is accountable to me and, on a day-to-day basis, works with the OPCC and the Chief Executive. Objectives for the Chief Constable are set annually and will be based on the successful delivery of the strategic priorities, as set out in my Police and Crime Plan.

The Chief Constable is directly responsible for the performance of members of the Senior Command Team (SCT) and for an annual budget in excess of £100m.

The Chief Constable's performance is reviewed annually, just as my performance is subject to report and scrutiny by the Police and Crime Panel.

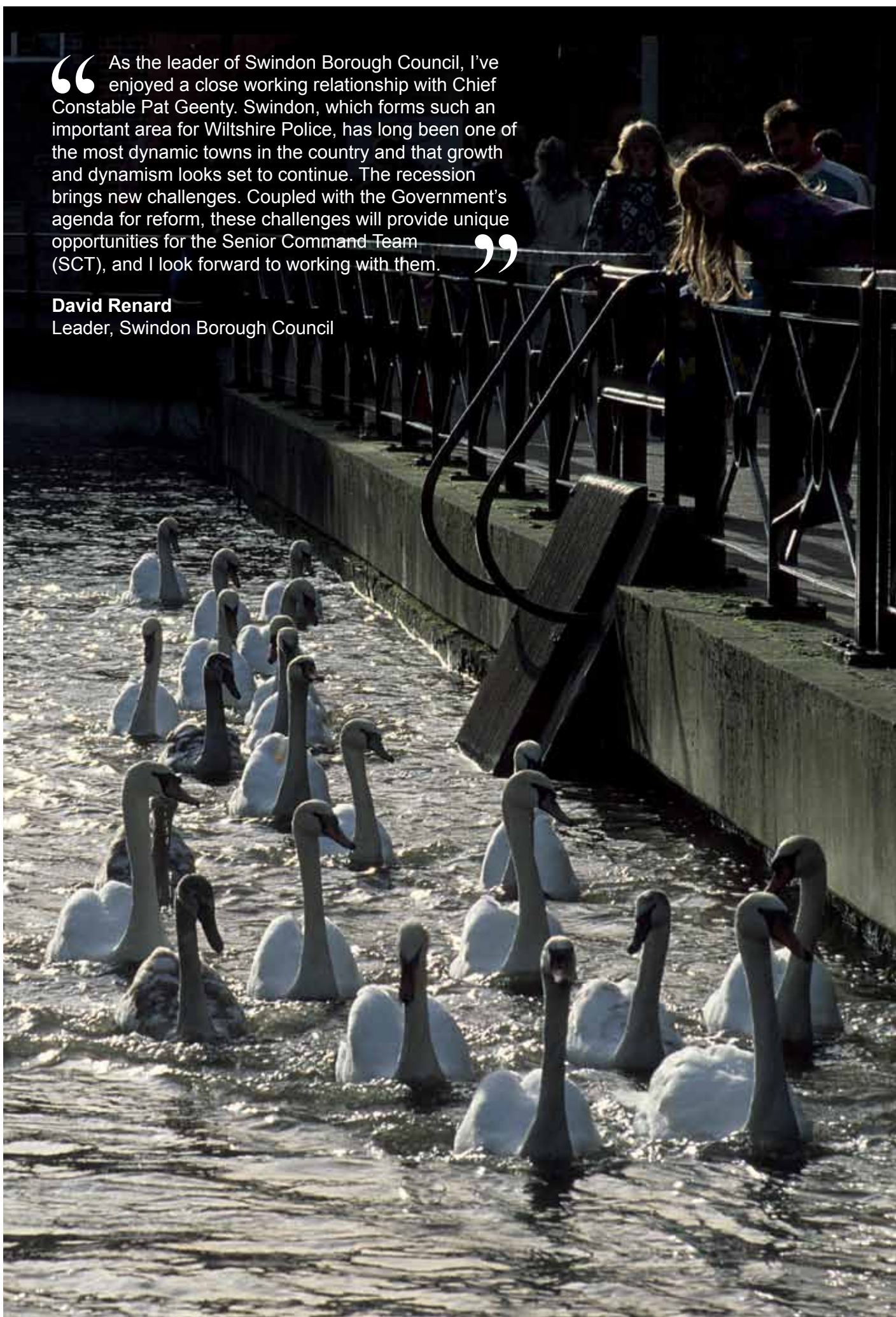
The Chief Constable will be working in a challenging but fair environment where there is opportunity to thrive and where due recognition is given. By the same token, the transparency of the democratic process will mean continuous improvement is a necessity. As a public service we are accountable to the public and we, and they, expect nothing less.

### 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.
3. Delivering the highest standards of service possible within financial constraints and creating ways to maximise the available resources.
4. Developing partnerships with local authorities, criminal justice partners and with other police forces to deliver improved services whilst achieving the required savings.
5. Monitoring the performance of Wiltshire Police in partnership with the OPCC.
6. Providing leadership and command at serious operational incidents/events to ensure that they are dealt with professionally, effectively and efficiently.
7. Actively promoting strong and empowered leadership that drives and rewards performance and gives officers and staff a clear sense of direction, achievement and pride.
8. Promoting the highest standards of integrity, professional conduct and equality throughout the organisation, in line with the Wiltshire Police values and behaviours and the Code of Ethics as laid out by the College of Policing.
9. Ensuring that Wiltshire Police has effective engagement with the community, and opinion formers, developing effective local community partnerships.
10. Ensuring that Wiltshire Police has an effective operational voice at a national level.

“ As the leader of Swindon Borough Council, I’ve enjoyed a close working relationship with Chief Constable Pat Geenty. Swindon, which forms such an important area for Wiltshire Police, has long been one of the most dynamic towns in the country and that growth and dynamism looks set to continue. The recession brings new challenges. Coupled with the Government’s agenda for reform, these challenges will provide unique opportunities for the Senior Command Team (SCT), and I look forward to working with them. ”

**David Renard**  
Leader, Swindon Borough Council



# Job description continued

## Specific responsibilities

1. Ensuring that Wiltshire and Swindon become progressively safer places and, specifically, sustaining the low levels of crime. Furthermore, to continue to bring about increases in the proportion of offences dealt with effectively, and in the public's reported feelings of security and satisfaction with the performance of Wiltshire Police.
2. Ensuring that police officers, staff and volunteers are increasingly in touch with the local communities they serve, are visible on the streets, are approachable (in person, at police stations, by telephone, e-mail and through corporate digital channels), are known in their local communities as effective problem solvers and are valued and trusted by local partners and local people.
3. Ensuring that the capacity and capability of Wiltshire Police with regard to protective services is robust and resilient, taking into account the threats and risks which the area faces and is likely to face in the future.  
  
Furthermore, to ensure that protective services are enhanced to the standards set out by my office and, where appropriate, delivered in collaboration with partners within the police service, local government and the private sector.
4. Raising the overall reputation of Wiltshire Police within the communities it serves. Achieving top quartile performance with a bottom quartile cost has been a Force benchmark which must be maintained.
5. Maintaining excellent financial management and use of resources. Continuing to achieve efficiency savings, leading the response of Wiltshire Police to the challenges faced by the need to deliver against an increased demand for local services against a backdrop of ever-decreasing funding.
6. Working with the OPCC to anticipate and provide for changes in the membership of the Senior Command Team (SCT) as the result of retirements and promotions, and advise on the construction of a balanced team, with complementary skills and a commitment to team working.







# Chief Constable of Wiltshire

## Person specification

### Essential criteria

1. Education and training: normally qualified at first degree level. You should also be able to provide evidence of your own continuous professional development.
2. Experience at senior management level within a police force.
3. Proven ability to manage change with pace and rigour, securing ownership and commitment from officers and staff at all levels.
4. Successfully completed the Strategic Command Course or equivalent.
5. A track record of developing and delivering innovation and improved performance in a climate of change.
6. Well developed strategic improvement and analytical skills.
7. A high degree of sensitivity to public concerns.
8. Excellent oral and written communications skills.
9. A track record of developing effective networking and good working relationships and partnerships with people from a wide range of organisations.
10. A proven ability to persuade and influence.
11. Able to demonstrate willingness to work openly and collaboratively with the OPCC.
12. Excellent leadership and management skills, a commitment to diversity and a track record of promoting equality.

### Differentiating competencies

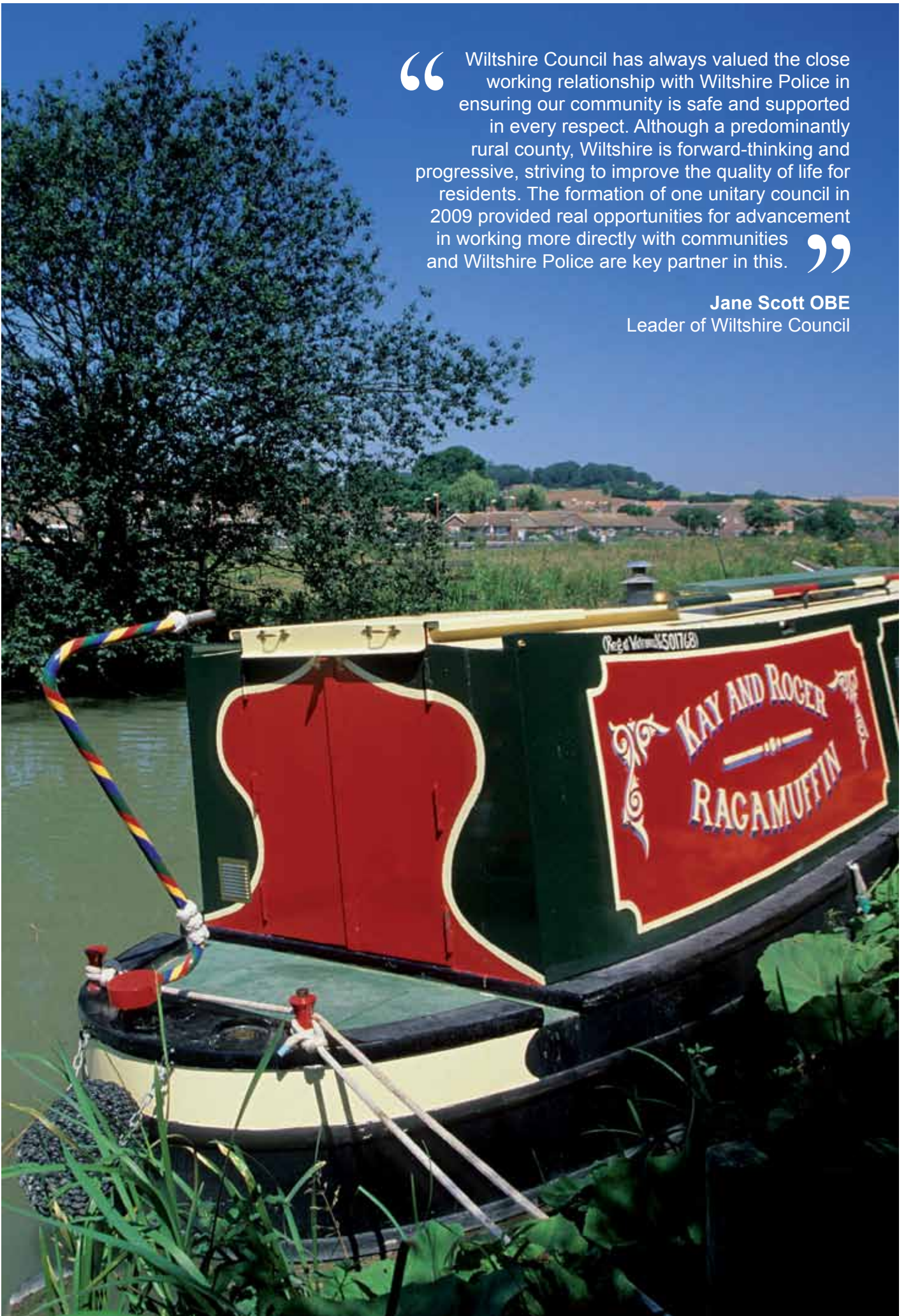
Behavioural competencies are the key skills used by effective senior managers to make decisions and achieve results. The key personal competencies most likely to differentiate an effective performer in this particular role have been identified as:

1. Partnership working, particularly the capacity to develop a positive working relationship with the Police and Crime Commissioner; and a pattern of achieving additional benefit for the public through partnerships.
2. Inspirational leadership, including articulating and shaping the vision for the future of policing in Wiltshire and Swindon set by the Police and Crime Commissioner, and the ability to create a sense of confidence and trust in officers and staff, your colleagues, members of the OPCC, partners and the public.
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.



“ Wiltshire Council has always valued the close working relationship with Wiltshire Police in ensuring our community is safe and supported in every respect. Although a predominantly rural county, Wiltshire is forward-thinking and progressive, striving to improve the quality of life for residents. The formation of one unitary council in 2009 provided real opportunities for advancement in working more directly with communities and Wiltshire Police are key partner in this. ”

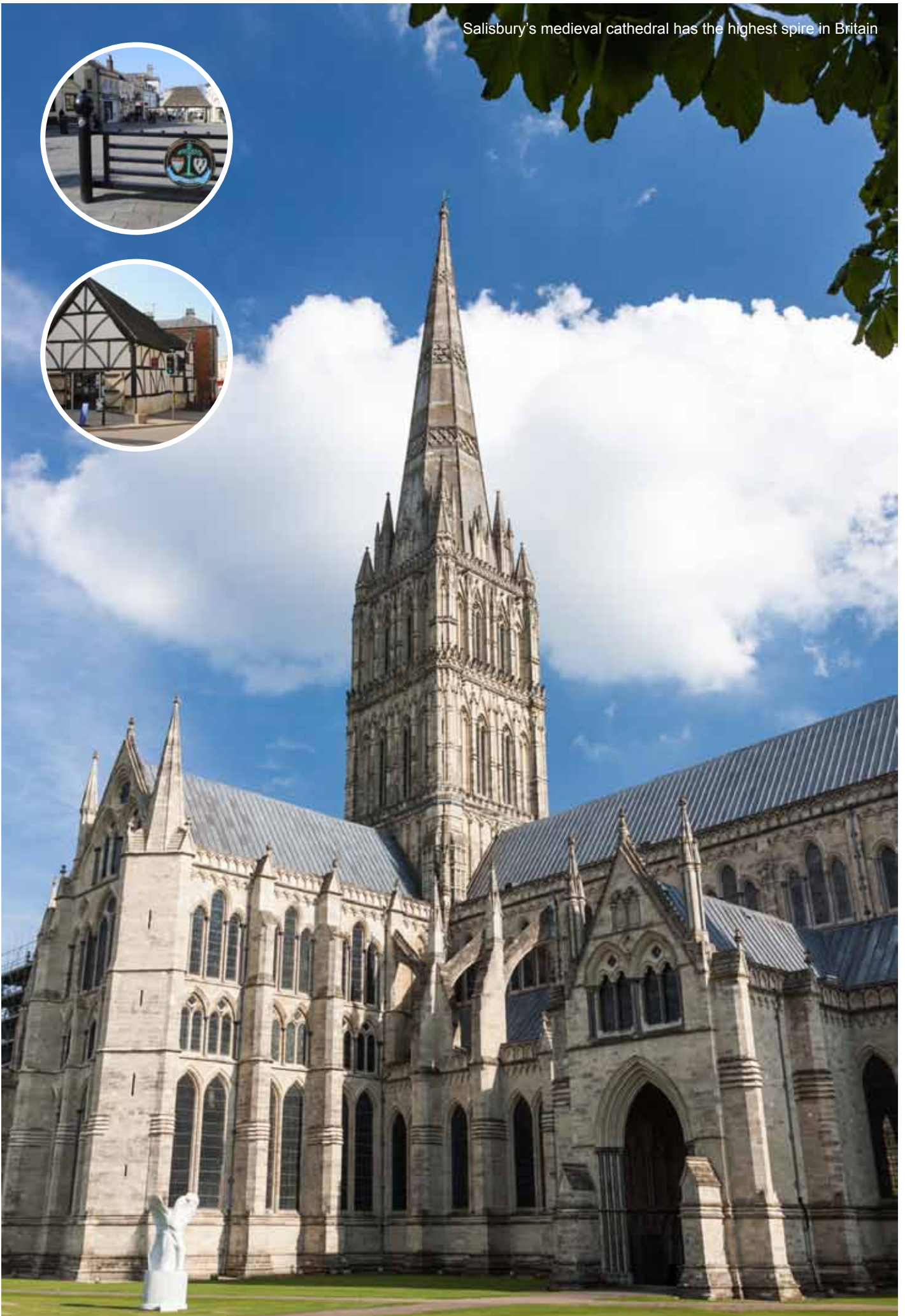
**Jane Scott OBE**  
Leader of Wiltshire Council



# Terms and conditions

1. The officer appointed will be required to carry out all the duties applicable to the post of Chief Constable of Wiltshire (see job description). The officer will be based at Police Headquarters, London Road, Devizes and be accountable to the Police and Crime Commissioner for Wiltshire and Swindon.
2. The 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.
3. The Chief Constable will be required to devote the whole of his/her time to the duties of the office.
4. The appointment will be for a fixed period of three years from the date of appointment and may be extended by mutual agreement.
5. The appointment will include regular performance development appraisals by the Police and Crime Commissioner.
6. The primary focus of the post holder is the delivery and development 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 £135,774 per annum.
8. The Chief Constable will normally be required to take up permanent main residence in Wiltshire within six months of the date of the appointment.
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. Rental for one home telephone line is paid and business calls from home are claimable.
12. 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 £9k pa) or
  - a dedicated role equipped vehicle in accordance with the agreed scheme to the value of £9k pa.
13. The Chief Constable may, at the OPCC's expense, join an appropriate healthcare scheme agreed by the OPCC.
14. A uniform will be provided.
15. Before being offered the appointment, the successful candidate will have been required to pass a medical examination to the satisfaction of the Force medical advisor. Arrangements may be made for shortlisted candidates to be examined and for the results of the medical examination to be available to the appointment panel when it reaches its decision.
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, will be a disqualification. Applicants must disclose any relationship to a member of the Commissioner's appointment panel and failure to disclose will be a disqualification.

Salisbury's medieval cathedral has the highest spire in Britain



# Application process

Interested candidates should complete the application form sent with this information and return it before 5pm on Tuesday 14 April 2015 to:

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

E-mail: [kieran.kilgallen@wiltshire.pcc.pnn.gov.uk](mailto:kieran.kilgallen@wiltshire.pcc.pnn.gov.uk)

References will be taken up before interview. Please provide as soon as possible the name and address of your current Chief Constable and Police and Crime Commissioner. Please also provide the name and address of the Chief Executive of the largest principal authority in your area.

The interview selection process will take place on Tuesday 5 May 2015 at Police Headquarters, Devizes.

The Chief Constable appointment will be subject to a confirmation hearing by the Police and Crime Panel.

The selection process will involve a presentation to, and an interview by, the Police and Crime Commissioner's appointment panel who will make the decision.

The panel will comprise the Police and Crime Commissioner, leaders of the two local authorities, a leading member of a local voluntary organisation and an independent person approved by the Office for the Commissioner of Public Appointments. It will be advised by the OPCC Chief Executive.

Potential candidates are advised to visit the OPCC and Wiltshire Police websites ([www.wiltshire.police.uk](http://www.wiltshire.police.uk) and [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)).

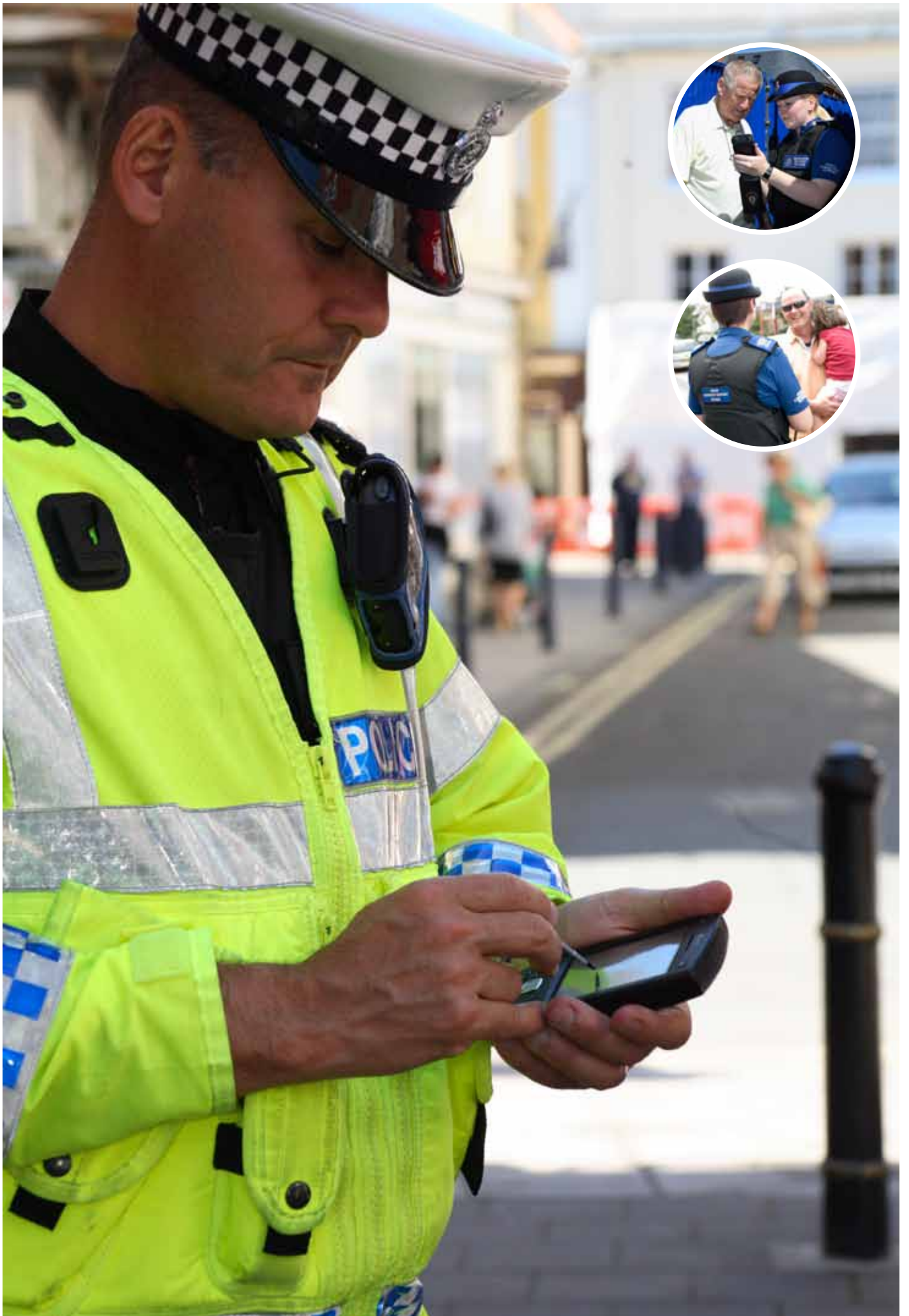
The Chief Executive would be happy to discuss the post informally with potential candidates. His contact details are:

Kieran Kilgallen: Tel: 01380 734002 or email: [kieran.kilgallen@wiltshire.pcc.pnn.gov.uk](mailto:kieran.kilgallen@wiltshire.pcc.pnn.gov.uk)



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





# Notes



OPCC,  
London Road, Devizes,  
Wiltshire SN10 2RD