



# HAMPSHIRE CONSTABULARY

Deputy Chief Constable

**Recruitment Information Pack**



**HAMPSHIRE**  
CONSTABULARY



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# ABOUT HAMPSHIRE CONSTABULARY

We are one of the biggest forces in the country, delivering policing services to the people of Hampshire and the Isle of Wight.

**It is a very diverse area – while the counties are largely rural including the New Forest, they also contain the large and vibrant cities of Southampton, Portsmouth, ports, airports, four motorways, and growing urban and suburban areas in the north.**

Hampshire is one of the most interesting places in the country to police, with a requirement for the force to work closely with all of our communities and partners. We've retained a strong neighbourhood policing approach and our size means there are opportunities to progress, and our strategic importance makes us a player on the national policing stage. Our chief constable, Olivia Pinkney, is the national lead for Local Policing and our chief officer team hold a number of important national roles.

We value and invest in staff health and wellbeing because we know that only people who are well looked after can give the public the best possible protection, and our 2020 staff survey shows high levels of engagement and motivation to serve the public. Our work on wellbeing is recognised nationally, and the unique challenges we face means there are opportunities beyond those available in many other forces. One example is the work of our Joint Operations Unit. This is shared with Thames Valley Police and in recent years was shortlisted for the World Policing Awards after leading police operations for royal weddings and the D-Day 75 commemoration in Portsmouth, ensuring the safety of local communities and world leaders.

There are significant minority ethnic groups in Portsmouth (11.7 per cent of the population) and Southampton (14.2 per cent) and noteworthy Eastern European and Nepalese communities in the north of the county. A big challenge for the constabulary is building stronger links with these communities and becoming more representative of those that we serve.

Applicants may also be interested to know that Fareham, Hart, Winchester, the New Forest and Basingstoke all made the top 50 places to live in 2020.



**Olivia Pinkney**  
Chief Constable,  
Hampshire Constabulary



You can find out more about Hampshire as a place to live [here](#).



# WHY SERVE WITH US?

There are many good reasons to join Hampshire Constabulary, but we've highlighted three below:



## 1) Good value for the public, providing a high quality service across all areas of policing responsibility.

Hampshire has consistently been one of the best forces in the country when it comes to offering value for money, with excellent knowledge of the needs our communities have and what they need from us. All recent [HMIC Peel inspections](#) underline the strong position that the force has in delivering services for the public, being one of the few forces to be graded “Good” in every category and sub-category.

## 2) Clear on Our Purpose and Six Areas of Focus.

Clarity of purpose is crucial to success, as is the engagement of our staff and officers. Our Six Areas of Focus drive all that we do. Our leadership and focus on ethics drives us to deliver the very best service and we have put Looking After Our People at the heart of what we do – we have an inclusive culture of support and challenge, with clear lines of accountability so that leaders are empowered to lead.

Our Six Areas of Focus are the product of extensive consultation with our people from wide ranging ranks and roles. Everything we do needs to link to delivering against these and the performance metrics that help us to deliver against them.

### Tackling crime and offending

Demand from the public has increased, new crime types have emerged and, at the same time, resources have reduced. Our Officer Uplift programme means we have more new officers joining, but we have to maintain the good skills and experience that we have and develop our capability to police in a smarter way.

### Identifying and protecting those who need our help

Many people do not realise that they are at serious risk and others lack the confidence to come forward and speak with us. This is why we have to become better at identifying those who need our help. We all need to have this proactive mind-set, whether we are in specialist roles that deal with vulnerability day-in, day-out or not.

### Looking after our people

Successful organisations look after their people and this has a direct benefit on the level of service provided to customers.

We aren't a business, but the public are our customers, so it makes sense that we need to do more to look after our people.

### Ethical and inclusive of all

Everyone should have an equal chance of success within Hampshire Constabulary. By becoming ever more ethical and inclusive we will provide a working environment that supports our people to be at their best, builds confidence in communities and delivers an even better service to the public.

### Track, assess, learn and improve

If we can be successful in our Six Areas of Focus, we will be successful in delivering safer communities and our Police and Crime Commissioner's Plan. We therefore have an approach to performance that enables us to track and assess how we are doing across all of these areas, so that we can learn and improve from both success and failure.

### Building partnerships that enable a better public service

Over recent years the force has embraced partnerships, leading the way nationally in areas such as forensics and sharing buildings with public sector partners. The breadth of experience and expertise that we have gained from this has greatly benefited the force and in many ways has been crucial in seeing the force through a period of change.

## 3) Innovation and delivery

Hampshire Constabulary officers and staff are highly productive, delivering through relentless attention to what matters and wide-reaching innovation. To take this to the next level is focusing on a better use of our data and developing our digital capability including new approaches to digital intelligence and investigation, control room technology and mobile working. Beyond technology we have an ambition to have the finest wellbeing offer in policing and are well on the way to achieving it. We are forward leaning in our partnerships, with a focus on tackling Serious Violence, Domestic Abuse and Offender Management. We understand the public's needs of us, delicately balancing universal and acute services.

# JOB SUMMARY AND PERSON SPECIFICATION

Now is an exciting time to join our chief officer team as the deputy chief constable. We have a policing model which ensures we are in as strong a place as possible to safeguard vulnerable adults and children and to target the most hostile criminals.

**We want to complement our current team with a high quality candidate who will join us to lead our people in providing effective, innovative and efficient policing services.**

**You will need to evidence your abilities in the areas of decision making, leadership, professionalism, public service and working with others as set out in more detail in the Competency and Values Framework section.**

**Salary:** £143,319.00 per annum

**Location:** Strategic Headquarters, Eastleigh

**Hours:** Full-time

**Benefits:** To include fleet car and medical cover.

## Role purpose

The deputy chief constable supports the chief constable to lead the force. They assist in creating a vision, direction and culture for the force that builds public and organisational confidence and trust and enables the delivery of an effective policing service.

The deputy chief constable holds direct operational accountability for the policing response to crime and major and critical incidents and its effective command and leadership.

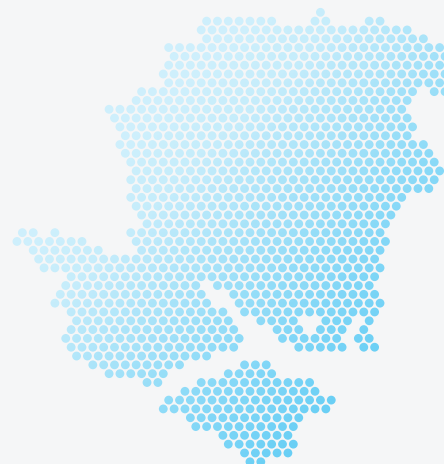
The deputy chief constable is responsible for the implementation and delivery of the force's Delivery Plan and the day-to-day running of the force in line with the agreed direction and vision, to provide a professional, effective and efficient policing service.

The deputy chief constable contributes to the development of regional and national policing within a specific area of expertise and may be accountable for national operations or standard setting.

## Relocation

We are keen to attract the right candidate to Hampshire, and for that reason offer a relocation package to assist candidates from further afield to join our team.

**Further details can be provided upon request.**



## Key accountabilities

To contribute to the setting of the organisational and operational strategy for the force, with regard to wider plans and objectives such as the Police and Crime Plan and Strategic Policing Requirement, in order to provide an effective and efficient policing service that meets current and future policing demands.

To support and maintain the mutually productive strategic relationship with the Police and Crime Commissioner and the Office of the PCC, whilst maintaining the principle of the chief constable's operational independence.

To support the chief constable to lead the force, embedding the organisational culture and promoting values and ethics, holding responsibility for adherence to professional standards to enable an effective and professional service.

To lead the implementation of the force's Delivery Plan, ensuring that performance is monitored and evaluated with findings utilised to drive improvements in service delivery and the achievement of force objectives.

To support the chief constable to lead, inspire and engage the chief officer team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the force vision and goals.

To develop guidance and provide strategic direction on identifying and managing threat, risk and harm within the policing area and in the force's policing responses in order to protect the public and develop operational strategies.

To fulfil the authorising responsibilities of a deputy chief constable, holding responsibility for compliance in order to protect the public and ensure effective policing responses.

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

To develop and maintain a meaningful operational performance framework and governance structure, in line with force strategy, in order to hold the senior leadership of the organisation to account for operational delivery and outcomes in order to enable effective law enforcement and public protection.

To support the financial management of the force, driving efficiency and productivity within the budget framework to maximise the use of resources, ensure the effective use of public spending and maximise value for money.

To develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to enable the achievement of the force objectives and develop public confidence in policing.

To represent the force at a local, regional and national level to the public, media and other external stakeholders to support the chief constable to improve visibility, connect with the public and build confidence in policing.

To embed a culture of organisational development, change and innovation, ensuring enhanced productivity, value for money and continuous improvement in problem solving and evidence-based policing.

To develop national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.

To discharge the powers and duties of the chief constable as required in their absence.

## Education, qualifications, skills and experience

### Prior education and experience:

- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
- Authorising Officer Training.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior levels.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of embedding an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Experience of management of significant budgets.
- Up-to-date operational/technical policing knowledge.
- Knowledge of developing political, economic, social, technological, legal and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

### Policing Education and Qualification Framework:

The education provision for the ranks above police constable has still to be confirmed. Should an educational requirement be agreed for the chief officer ranks, the expectation is that this would be set at Level 7. Information will be made available in due course by the College of Policing. Any new requirements agreed with the service will require development before implementation. Consequently, existing promotion requirements will continue to apply for the foreseeable future.

### Skills:

- Skilled in the development of ambitious strategy and policy, aligned to operational realities.
- Able to create operational plans which balance complex and conflicting resource demands and enable the achievement of strategic goals.
- Able to manage substantial financial, people and material resources, demonstrating high levels of commercial acumen to balance complex, competing demands on resources by making appropriate risk-based decisions within the available budget.
- Able to drive strategic organisational change that reshapes the services or functions delivered by the force, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in negotiating the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at senior levels and across a diverse range of stakeholders and partners.
- Skilled in maintaining an effective critical advisor role to more senior positions.
- Skilled in building and maintaining productive stakeholder and partner relationships at senior levels and being able to apply problem solving approaches and methodologies to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people, engaging the organisation with force strategic priorities, values and behaviours.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on force service delivery and/or cost.

## Competency and Values Framework

### Behaviours

All roles are expected to know, understand and act within the ethics and values of the police service. These nationally recognised behaviours and values are set out in the Competency and Values Framework (CVF).

The CVF has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

This role requires the post holder to be operating at Level 3 of the CVF.

It is suggested that this role should be operating or working towards the following levels:

#### **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

A description and a list of examples of the types of behaviours that are expected in each competency area can be found via the following link:

<https://profdev.college.police.uk>

## Personality profile

Hampshire Constabulary works in partnership with Hampshire County Council's HR Shared Services and their broker – The Colour Works International

Limited – who support us with individual, team and organisational development and who use a model of human behaviour called Insights Discovery to underpin various leadership programmes.

As part of our recruitment process, we ask that applicants complete an Insights Discovery Personal Profile, processed by HR Shared Services/The Colour Works. More information on this will be provided by our Recruitment Team to candidates once selected for an interview.

## Contact us

If you would like to talk about this opportunity, please contact Inspector Stuart Ratcliffe [stuart.ratcliffe@hampshire.pnn.police.uk](mailto:stuart.ratcliffe@hampshire.pnn.police.uk) who will make an appointment for you to talk to either Deputy Chief Constable Sara Glen or Chief Constable Olivia Pinkney.

## How do I apply?

Applications should be made via our online system. It is recommended you complete the application on either a PC or laptop to avoid any compatibility issues. Please follow the below link and enter 'Deputy Chief Constable' in the search bar:

[Hampshire Constabulary Jobs](#)

## Timelines

- Closing date for applications: midnight on Friday 30 April 2021
- Completion of Insights Discovery online questionnaire for all shortlisted candidates: 13 – 16 May 2021
- Partnership panel comprising representatives from key partners and community groups: 11 June 2021
- Force panel of representatives of Hampshire Constabulary: 14 June 2021
- Date for interview: Tuesday 15 June 2021



[www.hampshire.police.uk](http://www.hampshire.police.uk)



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