

CHIEF CONSTABLE Recruitment Pack



October 2023



We are looking for an exceptional leader, with the following attributes, to lead North Yorkshire Police on its journey of continuous improvement towards outstanding

- Proven track record of delivering Excellence in Operational Policing
 - Demonstrable experience of Astute Strategic Resource Management
 - Commitment to
 - Prevention, Protection and Early Intervention
 - Addressing Violence against Women and Girls
 - Building Public Confidence
 - Working in Partnership and Collaboration
-

If this is you - and you are looking for an exciting opportunity in a beautiful area, then please read on.



Message from the North Yorkshire Police, Fire and Crime Commissioner (PFCC)

Thank you for your interest in the post of Chief Constable of North Yorkshire Police. This application pack will provide you with information on how to apply, the role profile and more information about whether this vacancy is right for you.

This is a terrific opportunity to lead a Force with a unique commitment to collaboration and to be part of a family of organisations; Police, Fire, Office of the Police Fire and Crime Commissioner and joint enabling services. A collaboration which is about to move into closer partnership working with local government through Devolution. This will provide a greater opportunity to harness the potential of joint strategic thinking and delivery through devolved powers and money. Which, in turn, can address the root causes of vulnerability and harm in our communities.

I am looking for a collaborative leader with a commitment to prevention, protection, safeguarding, early intervention and to working in close partnership for victims and the most vulnerable. A leader who can join us on our journey to deliver the outcomes the public need, and want, as set out in our Police and Crime Plan and 'Addressing Violence Against Women and Girls' strategies.

I want someone with the drive to sustain the force's programme of improvement and with a proven track record of financial excellence in operational delivery.

Our next leader should come ready to build further the trust of the public in the police, putting the community at the heart of policing to ensure legitimacy. Whilst leading from the front in addressing new and emerging threats in policing. For example, Cyber and Serious Organised Crime.

We have a process of assurance and holding to account of North Yorkshire Police and North Yorkshire Fire and Rescue Service to ensure that we make a positive difference to the public every day, and to continually monitor and assess delivery of outcomes against the priorities which are set out in my Police and Crime, and Fire and Rescue Plans. You can find the Plan on a Page for Police and Fire within this pack, along with a link to the full version of these documents.

I welcome applications from those who relish the opportunity to work closely with OPFCC (Office of the Police, Fire, and Crime Commissioner) and the future Combined Authority team to drive up public confidence in policing through service excellence, transparency and accountability, and engagement with our increasingly diverse communities; coupled with a commitment to make North Yorkshire Police an employer of choice for all who wish to make a positive difference for the public.

If you are interested in visiting the area and finding out more about the vacancy please contact Simon Dennis, Chief Executive and Monitoring Officer via his Executive Assistant at Sarah.Davies@northyorkshire-pfcc.gov.uk, to register a place at our familiarisation event.

With best wishes

[Signature redacted by NYC prior to publication]

Zoë Metcalfe

North Yorkshire Police, Fire and Crime Commissioner



North Yorkshire

North Yorkshire and the City of York make up one of England's largest rural police service areas, covering almost 3,212 square miles. Stretching almost the breadth of the country from the Tees in the north to the Humber at its southern tip, it includes two National Parks and three Areas of Outstanding Natural Beauty making it a very attractive place to live, work and visit, though it does bring challenges associated with rurality and travel distances.

The population of 820,000 is spread across isolated rural and coastal hamlets and villages, market towns and larger urban areas such as York, Harrogate and Scarborough. There is also a significant military presence at the garrison at Catterick, and every year the area receives over 20 million visitors. York is a major university City, home to over 21,000 students from across the world.

The area holds over 800 tourist attractions, 12000 heritage and listed buildings, and major national infrastructure such as Drax power station. It is bisected by the East Coast Mainline and the A1(M), with other major trunk roads including the M62, the A59, A64 and A66. Altogether it has over 6000 miles of road, the majority of which is a web of small rural roads.

Our communities are diverse, by geography and demography. Scarborough has some of the most deprived areas in the country, whilst Harrogate and

York have some of the least. Those settlements on our boundaries look outward to our neighbouring areas – to Leeds and Bradford, Doncaster, Hull, Lancaster, Darlington and Middlesbrough; our coastal communities look to the sea, while our rural communities are closely connected to the land. Our minority ethnic communities are small but focused, with strong links to communities in neighbouring areas.



Plan on a Page

Exemplary
policing
services helping
you
to be safe and
feel safe in
North Yorkshire
and York



Caring
about the
vulnerable

Ambitious
Collaboration

Realising
our
potential

Enhancing
our service
for the public



Priorities

1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public trust, confidence and satisfaction in North Yorkshire Police services, and in reporting crime and incidents, has increased.

Outcome 1b: North Yorkshire Police have a holistic understanding of need in all our communities.

2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.

Outcome 2b: Primary prevention and early intervention is embedded in the culture of North Yorkshire Police as the way of working across everything they do.

Outcome 2c: North Yorkshire Police Officers, PCSOs and PSOs have confidence in their capability to problem solve effectively.

3. Deliver the “Right People, Right Support” every time

Outcome 3a: North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.

Outcome 3b: Vulnerable people and victims receive the most appropriate care according to their need.

4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: North Yorkshire Police is outstandingly effective and efficient.

Outcome 4b: North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.

5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.

Outcome 5b: Inclusivity, diversity and equality are at the heart of North Yorkshire Police's organisational culture and service delivery.

Outcome 5c: North Yorkshire Police is an employer of choice with a clear focus on people that develops leadership, integrity and inclusivity.

Policing
business
delivery
plan

OPFCC
business
delivery
plan



Plan on a Page

Exemplary fire
and rescue
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Priorities

1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public confidence and satisfaction in North Yorkshire Fire and Rescue Service has increased.

Outcome 1b: North Yorkshire Fire and Rescue Service has a holistic understanding of risk in our communities.

2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: North Yorkshire Fire and Rescue Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.

Outcome 2b: The prevention of vulnerability and fire protection services are the core elements of North Yorkshire Fire and Rescue Service's operating model.

3. Deliver the "Right People, Right Support" every time

Outcome 3a: North Yorkshire Fire and Rescue Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.

Outcome 3b: North Yorkshire Fire and Rescue Service has developed a blueprint for, and has begun implementing, a new on-call model.

4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: North Yorkshire Fire and Rescue Service is increasing its effectiveness and efficiency through transformation.

Outcome 4b: North Yorkshire Fire and Rescue Service has better data to understand and improve itself.

5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: Public trust in North Yorkshire Fire and Rescue Service is maintained.

Outcome 5b: Inclusivity, diversity and equality are at the heart of North Yorkshire Fire and Rescue Service's organisational culture and service delivery.

Outcome 5c: North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

Fire
business
delivery
plan



OPFCC
business
delivery
plan



Chief Constable of North Yorkshire Police

North Yorkshire Police is on a continuous journey of improvement. We are seeking an exceptional individual to lead the organisation to excellence and deliver the best service to the public.

As Chief Constable you will lead the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, enabling the delivery of a professional, effective, and efficient policing service.

-
- You will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime and major and critical incidents.
 - You will also be responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting. Public confidence in policing has taken a hit nationally and North Yorkshire Police is not immune to that.
 - You should come ready to build further the trust of the public in the police, putting the community at the heart of policing to ensure legitimacy. Whilst leading from the front in addressing new and emerging threats in policing for example, Cyber and Serious Organised Crime.
 - You will work closely with OPFCC and the future Combined Authority team to drive up public confidence in policing through service excellence, transparency and accountability, and engagement.
 - You will have a personal commitment to make North Yorkshire Police an employer of choice for all those who wish to make a positive difference for the public and to you will be committed to the continued improvement of wellbeing amongst staff.
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[Click here to download our application form](#)



Job Title: Chief Constable of North Yorkshire Police

Term: Negotiable up to five-year initial term of appointment by individual negotiation

Salary: £162,441

Nature of appointment

The appointment is subject to the provisions regulating Chief Officer appointments, including but not limited to

- Police Act 1996;
- Police Reform and Social Responsibility Act 2011;
- Police Regulations 2003 (including its subordinate Determinations)
- Circulars adopted in pursuit of PNB agreements on pay and conditions of service of Chief Police Officers
- Future changes to the law
- APCC Accountability Guidance

The agreed APCC / APACE / CPOSA letter of appointment and schedule of permitted payments, will be used as the terms of appointment.

Duties and responsibilities

Your contribution will be leading the Force, creating a vision, and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective, and efficient policing service.

As Chief Constable you will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

You are also responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, you as Chief Constable are responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Schemes of Governance and Consent that determine Force governance arrangements.



Key Duties

- Setting and ensuring the implementation of organisational and operational strategies for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement to provide an effective and efficient policing service that meets current and future policing demands of the communities of North Yorkshire.
- Developing a mutually productive strategic relationship with the Police, Fire and Crime Commissioner and their office in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Developing and maintaining governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation to achieve and maintain high performance.
- Leading the Force, communicating a clear direction, setting organisational culture, and promoting values, ethics, and high standards of professional conduct to enable an effective and professional service that builds the confidence of the public whilst empowering your team.
- Leading, inspiring, and engaging 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, values, and objectives.
- Holding accountability for Force financial management and determining functional budgets within the agreed framework as issued by the Police, Fire and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Fulfilling the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, to protect the public and further develop the Force's operational strategies.
- Leading and commanding the operational policing responses on occasion, in the highest risk and high-profile instances, to protect the public and ensure an appropriate and effective response.
- Advising national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Developing and maintaining strategic relationships with local, regional, and national partners, effectively influencing, and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Representing the Force at a local, regional, and national level to the public, media, and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Creating and driving a culture of development, change, and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Playing an active role in national decision making on the development of the Police Service to enable the effective coordination of operations, reform and improvements in policing and the provision of value for money.
- Leading national thinking, policy, and guidance within an area of specialism to enable the continuous improvement of effective policing practice.

Required Competencies

We are emotionally aware

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing, and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values, and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling

We are collaborative

- I am politically aware, and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

We analyse critically

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context.
- I think through 'what if' scenarios. I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

We are innovative and open minded

- I implement, test, and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes, and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test, and implement new, complex, and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Required Competencies

We take ownership

- I act as a role model and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
 - I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
 - I define and enforce the standards and processes that will help this to happen.
 - I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
 - I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
 - I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.
- ### We deliver, support, and inspire
- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
 - I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
 - I ensure that everyone understands their role in helping the police service to achieve this vision.
 - I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
 - I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
 - I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
 - I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
 - I motivate and inspire others to deliver challenging goals.

Our values in the OPFCC

Making a positive difference for the public, every day

Integrity

Holders of public office shouldn't place themselves under any financial or other obligations to any individuals or organisations that might want to influence how they perform their official duties.

Objectivity

In carrying out public business, making public appointments, awarding contracts, recommending individuals for rewards and benefits, holders of public office should decide on merit only.

Honesty

Holders of public office must declare any private interests relating to their public duties and resolve any conflicts in a way that protects the public interest.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must cooperate with all appropriate scrutiny.

Openness

Holders of public office should be as open as possible about all the decisions and actions they take. They should explain all decisions and withhold information only where it is clearly in the wider public interest.

Leadership

Holders of public office should demonstrate these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Skills & Experience

- 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 leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships. Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Experience of accountability for management of significant budgets. Up to date operational/technical policing knowledge.
- Knowledge of developing legal, political, economic, social, technological, 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.
- Experience of development of an ambitious vision, strategy, and policy, aligned to operational realities and wider plans/goals.
- Ability to operate with high levels of commercial acumen, be skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Ability to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Ability to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Ability to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Ability to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Skills in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skills in leading, developing, and inspiring people, engaging the organisation with strategic priorities, values, and behaviours.
- Ability to reflect on and hold themselves, individuals, and the organisation to account for performance and behaviours.
- Ability to identify, commission and implement new or improved technologies/ services that have a transformational impact on Force service delivery and/or cost.

Candidate timeline

MAKING YOUR APPLICATION

The [application form](#) is available to download [here](#)

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ADVERT PUBLISHED

Application opening date:
26th October

16

CLOSING DATE

Application closing date:
16th November, midnight

To be eligible for this post you must have:

- Held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas)
- Authorising Officer Training

ASSESSMENT AND INTERVIEW

10th November 2023
Familiarisation event

W/C 20th November 2023 Shortlisting meeting

11th December 2023
Stakeholder panel

12th December 2023
Assessment process and selection

11 January 2024 (TBC)
Police, Fire and Crime Panel Confirmation Hearing

January 2024
Police, Fire and Crime Panels report to the PFCC on the Chief Constable's appointment

Application Form Guidance

All sections of the Application Form must be typed using Arial point 12. The form must not be modified. Please also refer to the 'Instructions for Completion' notes within the Application Form.

Please provide a covering letter that highlights your motivation for the role and what you would want to achieve as Chief Constable of North Yorkshire Police.

A maximum of two sides of A4 is required and should be typed in Arial point 12.

The following documents need to be completed and returned to:

Simon Dennis, Chief Executive and Monitoring Officer, Office of the Police, Fire & Crime
Commissioner for North Yorkshire, Harrogate Police Station, Beckwith Head Rd, Harrogate, HG3 1FR,

Applications can be sent by post to the above address, but should preferably be submitted by email to Sarah Davies - Executive Assistant to the Chief Executive at Sarah.Davies@northyorkshire-pfcc.gov.uk

- Covering Letter
- Application Form
- Diversity Monitoring Form

No other supporting documents can be included, e.g., CV, supporting evidence or other letters. These will not be considered and will be removed from the application prior to the shortlisting process.

Familiarisation Event

A familiarisation event will be held on 10th November 2023 on Microsoft Teams. Visits to the Force Area can be facilitated by individual arrangement.

Please note that the Familiarisation Event and any force visits will not form part of the assessment process.

To register to attend, please email Sarah.Davies@northyorkshire-pfcc.gov.uk

Assessment & Interview Process

26th October - 16th November
Applications open

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Selection Panel

At the Pre-Selection Panel Event on 11th December 2023 candidates will be required to attend and to provide a presentation on their leadership style, aims and ambitions and vision for North Yorkshire Police, should they be successful.

The audience will comprise of partners and staff associations. The audience at this event will be asked for their thoughts on the candidates which will be provided to the members of the Selection Panel.

Feedback from this event will be considered by the Panel and may be used to probe further at interview but will not form part of the formal selection process.

The Selection Panel will comprise of:

- Zoe Metcalfe, Police, Fire and Crime Commissioner for North Yorkshire
- Jonathan Dyson, Chief Fire Officer, North Yorkshire Fire and Rescue Service
- HMICFRS Representative
- Simon Dennis, Chief Executive and Monitoring Officer (OPFCC)
- Independent Panel Member
- Stephen Smith (Higher Psychologist, College of Policing) will be present as Advisor to the Panel
- People Services Representative

In addition to a formal interview candidates will be required to undertake two exercises:

- A presentation on an unseen subject for which 1 hour will be given to prepare.
- A media exercise.

The Selection Panel will take place on 12th December 2023.

Following the Selection Panel, a “preferred candidate” will be notified, the preferred candidate will be subject to Developed Vetting and a Medical.

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Confirmation Hearing

The preferred candidate, together with the Police, Fire and Crime Commissioner, will be required to attend a public Confirmation Hearing.

It is anticipated that this will be on **11th January 2024 (to be confirmed)**.

The purpose of attendance will be to answer any questions the Police, Fire and Crime Panel may have relating to the appointment.

Following the Confirmation Hearing the Police, Fire and Crime Panel will make a report to the Police, Fire and Crime Commissioner on the proposed appointment.

The Panel may approve, disapprove or veto the Commissioner's preferred candidate.

Following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks e.g., conduct, medical, vetting).

Any questions in relation to this selection process please contact:

Sarah Davies - Executive Assistant to the Chief Executive at

Sarah.Davies@northyorkshire-pfcc.gov.uk

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Useful Links

North Yorkshire Police, Fire and Crime Commissioner: [northyorkshire-pfcc.gov.uk](https://www.northyorkshire-pfcc.gov.uk)

North Yorkshire Fire and Rescue: [northyorksfire.gov.uk](https://www.northyorksfire.gov.uk)

North Yorkshire Police: [northyorkshire.police.uk](https://www.northyorkshire.police.uk)

Further background reading:

[Police and Crime Plan](#)

[Fire and Rescue Plan](#)

[Violence Against Women & Girls Strategy](#)

