



## About us – Police and Crime Commissioners

**Sir Graham Bright was elected by the public as Cambridgeshire’s first Police and Crime Commissioner in November 2012 and will serve until May 2016. He is an experienced businessman and former Member of Parliament. He has twenty years of parliamentary experience working in the Home Office, Department of the Environment, the Treasury and Foreign Office.**



Brian Ashton, Deputy Police and Crime Commissioner, supports Sir Graham in his full range of duties and functions. He has a long history in local politics previously acting as leader of East Cambridgeshire District Council and twice as Mayor of Ely. Brian is a businessman and remains active within the local voluntary sector.

### ‘Voice of the people’

Sir Graham promised to be the ‘voice of the people’, not the police. He is already visibly delivering on that commitment; making effective engagement with the people who live and work in the county a personal priority. This ethos resonates throughout the small team who work hard to support Sir Graham and Brian to represent the views of the public in all that they do.

Sir Graham’s overarching role is to strengthen the link between Cambridgeshire Constabulary and the county’s communities. He does this through:

- Delivering an effective and efficient police force.
- Holding the Chief Constable to account for force performance and ensuring value for money.
- Regularly engaging with the Cambridgeshire public to obtain their views on policing.
- Working with partners including local authorities, health services and the criminal justice system to tackle crime and disorder and set the Police and Crime Objectives for Cambridgeshire and Peterborough through the Police and Crime Plan.
- Being responsible for the Cambridgeshire Constabulary budget and approving the policing element of the council tax.
- Awarding Police and Crime Reduction Grants to organisations’ which support the Police and Crime Objectives.
- Working with partners to ensure the efficiency and effectiveness of the criminal justice system in Cambridgeshire.
- Hiring, and if necessary dismissing, the Chief Constable.
- Holding the Chief Constable to account for “the exercise of duties in relation to the safeguarding of children and the promotion of child welfare”.
- Holding the Chief Constable to account for the “exercise of duties relating to equality and diversity”.
- Providing local support services for victims of crime.

Cambridgeshire’s Police and Crime Panel, which is made up of representatives from each of the city, county and district councils along with two independent members, scrutinises Sir Graham’s exercise of his statutory functions. The Panel does not scrutinise the Chief Constable.

## Delivering for the people

Sir Graham is required by law to issue a Police and Crime Plan. This plan sets the Police and Crime Objectives, the budget and details the Police and Crime Grants Sir Graham has awarded to other agencies in Cambridgeshire to contribute to reducing crime and disorder.

The objectives are:

- Maintain local police performance
- Deliver policing within the available budget
- Continue to tackle crime and disorder
- Keeping people safe
- Maintain the resilience of protective services

Delivery of these objectives for the people of Cambridgeshire is the responsibility of every member of Cambridgeshire Constabulary and Sir Graham's office, the Office of the Police and Crime Commissioner.

### Sir Graham Bright's Personal Pledges

In delivering his commitment to be the 'voice of the people' Sir Graham added a series of personal pledges throughout the plan as given below. These pledges were created in direct response to public feedback during his election campaign, subsequent correspondence and meetings with partner agencies. Since being in post Sir Graham has already demonstrated his commitment to delivering against each pledge.

- **Be the voice of the people**, not the police.
- **Work in partnership** with the public, partner agencies, the voluntary sector and Neighbourhood Watch.
- **Focus on localised policing** and meeting local needs. Policing cannot be one size fits all.
- **Visible policing**, giving priority to front line policing and as much visible policing as possible.
- **Increase the number of special constables.**
- **Improve call handling** to see a better and faster response to all telephone calls to the police.
- **Focus on tackling anti-social behaviour, burglary and drug misuse.**
- **Take a preventative approach** towards crime working with young people, persistent offenders and troubled families.
- **Increase collaborative working** with neighbouring police forces.
- **Hold the police to account** with a genuine public partnership.
- **Appoint an Engagement Outreach Worker** to learn more about what the public need and want.

## About us – Cambridgeshire

Cambridgeshire Constabulary polices the five Cambridgeshire districts and Peterborough unitary authority areas through six coterminous policing command units.

Cambridgeshire and Peterborough have a diverse and rapidly growing population of over an estimated 800,000 people. Cambridge's population is increased during term times by the transient student population.

The county, in particular Peterborough, Huntingdon and Cambridge, is home to a large number of London commuters who take advantage of lower house prices and the 50 minute train journey to the capital. On the flipside many of the county's workers live outside its boundaries and travel to work in the specialist industry, retail and service sectors – such as agricultural and food production businesses.

The two main conurbations of Cambridge and Peterborough together with market towns and rural farming areas present the police force with a wide range of policing challenges. Each area has its own individual policing needs.

In Cambridgeshire over 15 per cent of the population is of an origin other than white British, while in Peterborough that figure almost doubles; an increase of over 14 per cent since the 2001 Census. This is primarily made up of migrants from Central and Eastern Europe, Africa and the Middle East and Asia.

Analysis of data from National Insurance Registrations suggests Cambridgeshire has among the highest numbers of migrant workers in the East of England, while the East of England ranks third in the country after London and the South East. The number of languages spoken within Cambridgeshire and Peterborough now exceeds a hundred.

The county has long standing resident populations of Chinese, Polish, Italian, Indian, Pakistani, West African, African-Caribbean and Bangladeshi descent. It also attracts both transient and residential Gypsy and Traveller communities onto both private and public caravan parks.

## Could you be part of the future?

Cambridgeshire Constabulary is a police force that continually punches above its weight and has come a long way in the last few years. The current Chief Constable has made big savings while driving further improvements in areas such as call handling, and seeing victims and the vulnerable as a policing priority. These achievements should not be understated, especially when seen against the background of immense change. But there is still much more to be done to make Cambridgeshire a safe place to live, work and visit.

Collaboration with police forces and other agencies, continuing to support victims and the vulnerable, working with the providers of probation services, and of course balancing the budget, are on the ever growing agenda.

Sir Graham is looking for a Chief Constable to build on Cambridgeshire Constabulary's achievements. At the same time the Chief Constable will need to have the vision to lead the Constabulary to meet new and challenging policing demands in an efficient and effective way and in a way which the public can trust. This is at a time when further demand continues to be placed on the police service.



## Chief Constable Role Profile

Accountable to:	Cambridgeshire Police and Crime Commissioner
Location:	Cambridgeshire Constabulary Headquarters Hinchingsbrooke Park, Huntingdon, PE29 6NP
Responsible for:	The direction and control of Cambridgeshire Constabulary in accordance with the Police Act 1996, in order to provide Cambridgeshire with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.
Salary range:	£135,774 to £149,350 per annum

### Eligibility

- Experience at Deputy Chief Constable rank or equivalent or above
- Passed the Senior Police National Assessment Centre
- Completed the Strategic Command Course
- Met Regulation 11 Requirements for the Police Regulations 2003

**Please note:** The offer of post is contingent on gaining Developed Vetting clearance

## JOB PURPOSE/AIMS

- To work with the Police and Crime Commissioner and Cambridgeshire Constabulary to set the strategic direction and objectives for policing in Cambridgeshire, focusing on what is important making Cambridgeshire a safer place to live.
- Responding to, and influencing the changing external and internal environment, leading strategic change and driving collaboration to meet our vision of providing a local policing service that keeps people safe and protects the vulnerable in the most effective and efficient manner.
- To ensure the achievement of high performance against the Police and Crime Plan objectives: maintain local policing performance; deliver policing within the available budget; continue to tackle crime and disorder; keeping people safe (protecting the vulnerable from harm); and maintain the resilience of protective services.
- To ensure that the Constabulary delivers its services in the most efficient manner, has resilient plans to meet its savings targets going forward and in particular is at the forefront of innovation and use of digital technology to derive performance improvements and efficiencies.
- To ensure the Constabulary delivers its services to the highest professional and ethical standard, creating a positive open culture within the workplace and maintains the complete confidence of public and partners
- Harnessing the full potential of staff towards the aims of the Constabulary by creating an environment in which people are motivated and inspired to give their very best.
- To encourage, participate in and develop strong partnerships with the public and other agencies in order to fulfil the aims of the Police and Crime Plan and reduce crime in Cambridgeshire.
- To ensure the provision of professional advice to the Police and Crime Commissioner to support him in fulfilling his functions.
- To provide dynamic effective leadership to the Constabulary, ensuring it plays its part in Bedfordshire, Cambridgeshire and Hertfordshire collaboration, and at the regional and national level.

## PERSONAL QUALITIES

The post holder should also fulfil the following personal qualities from the Policing Professional Framework. These qualities will be assessed using the information provided in the Application Form and during the Assessment and Selection process.

### Decision Making

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions.
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists.
- Asks incisive questions to test facts and assumptions and gain a full understanding of the situation.
- Identifies the key issues clearly and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each.
- Prepared to make the ultimate decisions, even in conditions of ambiguity and uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### Leading Strategic Change

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force.
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working and is prepared to make radical change when required.
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force, with collaborative police forces and partner organisations.

### Leading the Workforce

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment throughout the force by rewarding good performance and giving genuine recognition and praise.
- Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.



## Managing Performance

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money.
- Defines what good practice looks like, highlighting good practice.
- Confronts underperformance and ensures it is addressed.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

## Professionalism

- Acts with integrity in line with the values and ethical standards of the Police Service.
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done.
- Defines and reinforces standards demonstrating these personally and fostering a culture of personal responsibility throughout the force.
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances.
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty.
- Openly acknowledges shortcomings in service and commits to putting them right.

## Serving the Public

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working cooperatively with them to develop future public services within budget constraints and deliver the best possible overall service to the public.

## Working with others

- Builds effective working relationships through clear communication and a collaborative approach.
- Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies.
- Consults widely and involves people in decision making, speaking in a way they understand and can engage with.
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals showing tact, empathy and compassion.
- Negotiates effectively with local and national bodies, representing the interests of the Police Service.
- Sells ideas convincingly, setting out benefits of a particular approach and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively.
- Fully commits to team decisions.

## Appointment process and how to apply

### Application Form Guidance Notes

- All sections of the Application Form must be typed using **Lucida Bright font size 14**. 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 how your experience matches the role profile. A maximum of two pages of A4 is required and should be typed in Lucida Bright font size 14.
- The following documents need to be completed and returned either by recorded delivery to Claire George at the Office of the Cambridgeshire Police and Crime Commissioner, PO Box 688, Huntingdon, PE29 9LA or emailed to: [claire.george@cambs.pnn.police.uk](mailto:claire.george@cambs.pnn.police.uk) by 5pm on Tuesday 21<sup>st</sup> July 2015.
  - Covering Letter
  - Application form
  - References
  - 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.

### Shortlisting Panel

- The Shortlisting Panel will comprise of Sir Graham Bright (Police and Crime Commissioner for Cambridgeshire), Brian Ashton (Deputy Police and Crime Commissioner), and Carolyn Dhanraj (Independent Member). Dr Dorothy Gregson (Chief Executive of the Office of the Police and Crime Commissioner) and a member of the College of Policing will be present as Advisors to the Panel.
- Candidates will be shortlisted on the basis of their written applications, their covering letter outlining their motivation and experience, and any other accompanying documentation as specified.
- The Panel will be making their assessment against the seven policing professional framework competencies contained in the self-assessment template.
- Evidence will be drawn from your career profile, letter, the competency self-assessment application, Chief Constable's reference and PNAC and SCC reports.
- The Shortlisting Panel will take place on the 23<sup>rd</sup> July 2015.
- Successful candidates at the shortlisting stage will be invited to attend a Familiarisation Day week beginning 3<sup>rd</sup> August 2015 and thereafter a Selection Panel as detailed below.

## Personality Profiling

- Candidates selected for interview will be asked to complete an on-line personality profile questionnaire, the results of which will be subject to a telephone feedback interview with the College of Policing. A report will be produced for the Panel which will take account of the questionnaire and interview outputs.

## Selection Panel

- The Selection Panel will comprise of Sir Graham Bright (Police and Crime Commissioner for Cambridgeshire), Brian Ashton (Deputy Police and Crime Commissioner), and Carolyn Dhanraj (Independent Member). Dr Dorothy Gregson (Chief Executive of the Office of the Police and Crime Commissioner) and a member of the College of Policing will be present as Advisors to the Panel.
- Successful candidates will be notified of the format of the Selection Panel which may include additional assessment requirements.
- The Selection Panel will take place on the 12<sup>th</sup> August 2015.
- Following the Selection Panel a “preferred candidate” will be notified.

## Vetting and Medical

- The preferred candidate will be subject to Developed Vetting and a Medical.

## Confirmation Hearing

- The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing. It is anticipated that this will be on 16<sup>th</sup> September 2015 before the Cambridgeshire Police and Crime Panel but the date maybe subject to change.
- The purpose of attendance will be to answer any questions the Police and Crime Panel may have relating to the appointment.
- Please note that the Police and Crime Panel has a power to veto the appointment.
- Following the Confirmation Hearing on 16th September 2015 the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

## Appointment

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

## Further information

- Any questions in relation to this **selection process** please contact Claire George, Office of the Police and Crime Commissioner telephone 01954 713935 or email [claire.george@cambs.pnn.police.uk](mailto:claire.george@cambs.pnn.police.uk)
- If you wish to discuss the **role** please contact Chief Constable Simon Parr on 01480 452319 or email his Personal Assistant Kim Campbell on [kim.campbell@cambs.pnn.police.uk](mailto:kim.campbell@cambs.pnn.police.uk)

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