

— **David Lloyd** —
**Police and Crime
Commissioner**
for Hertfordshire

Chief Constable

Hertfordshire

Information for Applicants

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Details of Role

Vacancy:	Chief Constable – Hertfordshire Constabulary
Location:	Hertfordshire Constabulary HQ, Stanborough Road, Welwyn Garden City, Hertfordshire, AL8 6XF
Salary:	£144,334 (a 10% supplement may be payable, plus car, regional allowance and relocation expenses)
Category:	Permanent Appointment
Closing Date:	Midday, Friday 8th July 2016

The role

The post holder will be responsible for the direction and control of Hertfordshire Constabulary in order to provide Hertfordshire with an effective and efficient police service and the fulfilment of all the statutory and legal obligations of the Office of Chief Constable. The post holder will be expected to deliver the Police and Crime Plan for Hertfordshire; a refreshed one will be produced by April 2017.

Expectations

This is a challenging opportunity for someone to operate at a strategic level to manage and develop the organisation. The successful candidate will have to demonstrate:

- Operational leadership, experience and credibility, to include personal leadership of major operations;
- An understanding of the role of the Police and Crime Commissioner and an ability to work effectively to deliver the Police and Crime Plan;
- Business skills, strategic experience of major programme management, police finance, human resources and procurement;
- Demonstrable commitment to Neighbourhood Policing;
- Evidence of operating at a national or international level;
- Ability to work with the private sector;
- Experience in strategic safeguarding and vulnerable victim protection issues;
- Evidence of collaborative working and leadership within that context; and
- Innovation and strategic development.

Additional Information

The Police and Crime Plan for Hertfordshire, the Operational Policing Plan for Hertfordshire and other information are provided at the end of this pack. David Lloyd, the Police and Crime Commissioner was re-elected on 5 May 2016 and his manifesto for election on which the new Police and Crime Plan will be based are also provided.

To find out more about the role or to have an informal discussion (prior to making an application), the Police and Crime Commissioner, David Lloyd, will be pleased to speak with potential candidates. Please contact Frances Barnacle on 01707 806152 to arrange a telephone discussion at a mutually convenient time.

Further information can also be found on the following websites:

Hertfordshire Constabulary:	http://www.herts.police.uk/
Hertfordshire Police & Crime Commissioner:	http://hertscommissioner.org/
Bedfordshire Police:	http://www.bedfordshire.police.uk/
Bedfordshire Police & Crime Commissioner:	http://bedfordshire.pcc.police.uk/
Cambridgeshire Constabulary:	http://www.cambs.police.uk/
Cambridgeshire Police & Crime Commissioner:	http://cambridgeshire-pcc.gov.uk/

Role Profile	
Post Title:	Chief Constable
Location:	Welwyn Garden City (Police HQ), but with force-wide responsibility
Responsible to:	Police and Crime Commissioner for Hertfordshire
Responsible for:	<ul style="list-style-type: none"> • Delivering effective and efficient policing of Hertfordshire with regards to the Police and Crime Plan • Providing visionary leadership to the officers and staff of the Constabulary • Maintaining and developing a transparent culture across the force that is customer focussed and has very high ethical standards; • Driving high performance • Making effective use of resources from within the Constabulary and collaborated units; • Cultivating the Special Constabulary and other volunteers and members of the public who participate in policing; • Leading innovative transformational policing with regard to collaboration with other forces, blue light agencies and criminal justice agencies and the wider public service for the benefit of residents and businesses in Hertfordshire; • Providing strategic policing advice to the Police and Crime Commissioner to help develop the wider vision and shape the agenda of service reform and delivery.
Line Management of:	Deputy Chief Constable

Selection Process

The appointment of the new Chief Constable will be made by the Police and Crime Commissioner for Hertfordshire. The PCC will appoint a selection panel to advise him, which will include an independent person whose role will be to validate the appointment process as being suitable to make an appointment based on merit, fairness and openness. Roy Wilsher, the Chief Executive or his nominee will also be in attendance in an advisory capacity.

In designing the selection process, the Police and Crime Commissioner has followed the College of Policing Toolkit for the Selection of Chief Officers. There will be four stages to the selection process:

1. Competency-Based Application Form
2. Stage 1 interviews with Tim Burton, the PCC's advisor
3. Shortlisting Process
4. Final Selection Process

Competency-Based Application Form

Candidates are requested to complete a competency based self-assessment application form setting out evidence for how they meet the competencies required for a Chief Constable. The application form must be received by Gavin Miles, Deputy Chief Executive by email: gavin.miles@herts.pnn.police.uk no later than **midday, Friday 8th July 2016**.

Stage 1: Interviews with Tim Burton

Candidates will be invited to a preliminary interview with the PCC's advisor.

Shortlisting Process

Shortlisting will take place during July/August and candidates will be advised if they have been selected for interview. The Police and Crime Commissioner will ask for the candidates' Chief Constable's or PCC's assessment of the shortlisted candidates' suitability for the post.

Final Selection Process

The final selection process will involve:

- Psychometric Tests (used to inform panel only, these do not form part of the overall decision-making process)
- Presentation and follow-up questions
- Panel Interview

The panel interview and presentation will take place on 5th and 6th September, with psychometric tests taking place a week before. Further information regarding venue and directions will be sent to you when interviews are confirmed. If you are called for interview, your travel and accommodation will be paid.

Please note that you will not be expected to remain after your final interview. All candidates will be contacted with the result of the interviews as soon as possible.

Hertfordshire's Police and Crime Commissioner

My Police and Crime Plan, Everybody's Business (2015-2020), sets out my vision for policing, community safety and criminal justice across Hertfordshire over the next four years. It is my belief that keeping people safe is "Everybody's Business" and one which is achieved by collaboration right across the public and private sectors.

The plan looks to the future and sets out the challenges and opportunities ahead of us and asks individuals, businesses and partners to take action and play their part in preventing and reducing crime across the county, protecting the most vulnerable and providing the highest quality of service to victims.



It sets out the how Hertfordshire Constabulary will respond to their Strategic Policing Requirements and how we will ensure that we get the best from our collaborated units - across our Strategic Alliance with Bedfordshire and Cambridgeshire - and also the Eastern Region, with whom we share resources, to drive crime down and provide an efficient and effective service for the public.

Hertfordshire is one of the safest counties in the country, where crime levels remain low. It has a high performing force that is trusted and respected by the communities. Making sure that it stays that way is my main focus throughout my term of office. The years ahead are about building on these strong foundations and delivering on my manifesto promises. This includes, at its core, preserving Neighbourhood Policing – the very bedrock of policing and a model which helps to build the confidence, trust and reassurance in communities, reinforcing the notion of policing by consent and securing the legitimacy of policing.

I am determined over the coming years to bring our public agencies – councils, health, courts, prison and probation, amongst others – closer together and to hold them account, and in doing so, continue to put victims at the heart of all that we do. Criminal justice and community safety partners must radically review and reform their systems and processes in order to speed up justice and improve the experience for victims and witnesses.

My main priorities are to:

- **Keep Crime Low** - ensure Hertfordshire remains one of the safest places in the UK to live and work;
- **Protect Local Policing** – at the core of my Police and Crime Plan is delivering effective local policing. The model we have in Hertfordshire is fundamental to my vision of crime

reduction. Over my term of office I will ensure that every borough and district will continue to have its own strong local policing team and police station. I will continue to focus on protecting frontline policing - local policing is the last place I will ever look for savings;

- **Increase Efficiency** - continue to reduce costs while insisting on improvements in performance. Investments in new technology and collaboration with neighbouring forces can deliver a better service at lower cost;
- **Keep Tax Low** - I will not automatically raise taxes every year. I will never ask the tax-payers of Hertfordshire to pay a penny more than is required to deliver a quality service and meet on-going and emerging demands; and
- **Focus on Victims** - Beacon - the Hertfordshire Victim Care Centre has transformed the support available for victims. I will develop and expand the work of Beacon- putting victims at the centre of all that we do.

In light of the recent election, I will be refreshing my Police and Crime Plan in the autumn. This will be based around my manifesto which I set out in the election.



David Lloyd: Continuing a Conversation with the Public. A manifesto for the Police and Crime Commissioner election in Hertfordshire, 5th May 2016



I approach my second term as Police and Crime Commissioner with an advantage that no-one else in Hertfordshire has: I was elected as Hertfordshire's first Police and Crime Commissioner in November 2012. I have learned much along the way which will help to inform the way I approach the next four years.

MY PRINCIPLES

- I believe in individual responsibility, freedom of choice and limited government. Although the first duty of the state is to keep its citizens safe, it doesn't stop there. Keeping people safe is everybody's business - we all have a role to play and that includes the police, local authorities, public and private sector and each one of us as citizens. It's

[Click here](#) to read my Police and Crime Plan Everybody's Business and view my [Manifesto here](#)

David Lloyd, Police and Crime Commissioner for Hertfordshire

Hertfordshire Constabulary's Operational Policing Plan (2016-2017)

Hertfordshire Constabulary's Operational Policing Plan is the delivery arm of my Police and Crime Plan. It sets out how the Constabulary, together with partners and the community will deliver on the core strategic objectives outlined above. The Operational Plan responds to the changes in crime and demand for services, placing those who most need safeguarding from harm at the centre of what we do.

Each of the six priorities (safeguarding, Crime and ASB, Public Focus, Business Sense, Strategic Policing Requirement and Offender Pays), mirror the Police and Crime Plan and maintain a focus on the Constabulary's key role to: reduce crime and anti-social behaviour; catch criminals and keep people safe.

Safeguarding

- Protect children at risk of abuse and sexual exploitation.
- Reduce repeat victims of, and vulnerability to, Domestic Abuse; including Honour-Based Violence, Forced Marriage and Female Genital Mutilation.
- Improve the ability to identify and rescue victims of Human Trafficking and Modern Day Slavery.
- Identify victims of, or vulnerable to, Rape and Serious Sex Offences.
- Identify and respond to the needs of victims of Hate Crime.
- Identify and manage the risks associated with missing and absent vulnerable people.
- Work in partnership to improve services for vulnerable people with mental health issues.
- Protect vulnerable older persons.
- Bring to justice offenders who exploit vulnerable victims.
- Improve victim confidence, engagement and outcomes with our criminal justice partners by putting victims at the centre.
- Keep road users and pedestrians safe.
- Tackle drug and alcohol related crime that causes the greatest harm.

Crime and anti-social behaviour

- Prevent crime, including business and rural crime, with the public and our partners.
- Problem-solve to reduce levels of ASB and repeat victimisation.
- Ensure effective multi-agency case management of repeat and vulnerable victims.

Public Focus

- Maintain our focus on satisfaction with the service we provide.
- Respond to calls for our assistance according to threat, harm and risk.
- Ensure the accurate, ethical and timely recording of reported crime.
- Provide victims with better information and improved services.
- Engage people and communities through accessible service.
- Keep people in our custody safe.

Strategic Policing Requirement

- Protect the public from Terrorism and Extremism.
- Reduce the overall threat and harm caused by Organised Crime Groups.
- Identify and respond to Cybercrime and national security incidents.
- Prepare for, and mitigate threats to, public order and safety.

- Prepare for, and coordinate an effective response to, civil emergencies.
- Safeguard children from sexual abuse and exploitation.

Offender Pays

- Identify, bring to justice and manage offenders to prevent crime, protect and reassure victims.
- Ensure the offender pays by minimising those evading justice and maximising opportunities to recover the proceeds of crime.
- Develop and make best use of Restorative Justice.
- Minimise the number of young people entering the criminal justice system through effective diversion.

Business Sense (Make best use of resources)

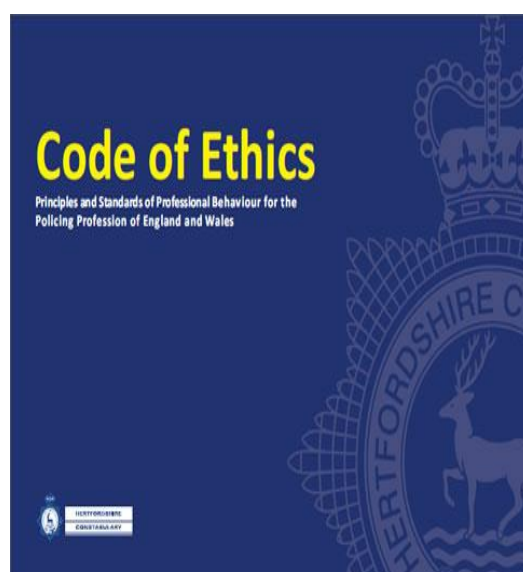
- Develop the leadership and professional skills of our staff, with a focus on organisational direction, crime fighting, resilience, engagement, ethics and inclusion.
- Develop and maintain an agile, responsive and empowered workforce.
- Sustain an effective local policing model.
- Develop our workforce to be more representative of the communities we serve.
- Maximise the contribution of Specials and Volunteers to policing.
- Reduce and manage demand on resources and improve productivity, making effective use of technology.
- Apply business sense to reduce cost, improve efficiency and deliver effective services, including collaboration with strategic partners.

The Operational Plan also sits alongside the Herts Way and the Code of Ethics, which set out in straightforward terms ‘how’ the Constabulary should go about its policing business.

[Click here for a copy of the Operational Policing Plan - 2016-2017](#)

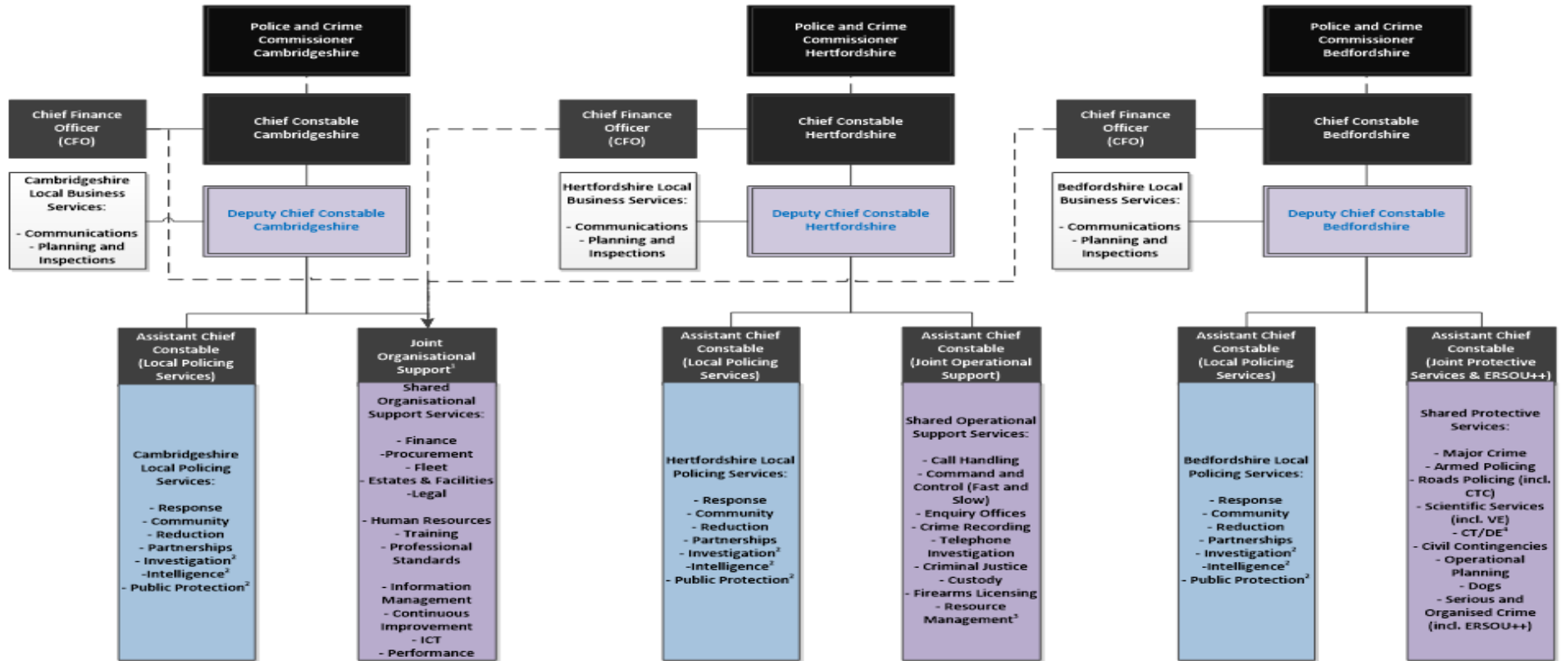


[Click here for a copy of The Herts Way](#)



[Click here for a copy of the Code of Ethics](#)

Operating Structure: Strategic Alliance for Hertfordshire, Bedfordshire and Cambridgeshire



Crime Survey for England and Wales: 12 months to 31st December 2015

The force continues to perform well nationally and within its MSG across a range of related confidence and community safety measures:

CSEW Measure(s)	%	MSF	National
Confidence	81.00%	2 nd	11 th
Doing an excellent job	69.30%	2 nd	7 th
Dealing with Crime and ASB that matters	64.90%	2 nd	12 th
ASB Perception	3.80%	1 st	5 th
Reliable	61.50%	2 nd	14 th
Respectful	85.40%	5 th	27 th
Fair Treatment	68.70%	3 rd	19 th

Crime and ASB measures

Crime and ASB Measures	Last Year 2015-2016 (1 Apr-12 Jun)	This Year 2016-2017 (1 Apr-12 Jun)	Change Year on Year	MSG Position Where Available (to 30 Apr 16)
All Crime	12,666	13,553	+7.0%	2 nd
Dwelling Burglary	661	487	-26.30%	5 th
Violence Against The Person	3,116	3,592	+15.30%	3 rd
Vehicle Crime	1,244	1,219	-2.0%	5 th
Anti-Social Behaviour	5,331	6,471	+21.40%	N/A
All Crime – Criminal Justice Outcome Rate	25.10%	24.90%	+0.20%	
Victim Satisfaction With Overall Service (<i>to 31 March 2016, All Crime exc. Hate</i>)		89.10%	-	1 st
Emergency Call Handling		93%	-	N/A
Non-Emergency Call Handling		89%	-	N/A

Savings Summary 2016/17 – 2019/20

	2016/17	2017/18	2018/19	2019/20	Total
	£'m	£'m	£'m	£'m	£'m
Grant Funding	0.621	1.298	1.284	1.385	4.588
Council Tax Income (Tax Base & Collection Fund)	-0.672	-0.520	-0.498	-0.498	-2.188
Council Tax Income (Band D Level)	0.346	-	-	-	0.346
Standstill Costs	4.840	2.667	3.038	3.034	13.579
Gross Budget Gap	5.135	3.445	3.824	3.921	16.325
Use of Specific Reserves	3.120	2.760	1.930	1.930	9.740
Spending Funded by Specific Reserves	-3.120	-2.760	-1.930	-1.930	-9.740
Base Budget Reserves					
- Reserve	-4.410	-4.410	-4.410	-4.410	-17.640
- Pressure	-	4.410	4.410	4.410	13.230
Reinvestment	4.156	0.211	-	-	4.367
Collaborative Savings – BCH & Regional	-2.731	-2.100	-2.000	-1.200	-8.031
Local Savings	-2.150	-	-	-	-2.150
Shortfall / (Surplus)	0.000	1.556	1.824	2.721	6.101

County of Hertfordshire



Hertfordshire is a county in south-east England whose southern border is just 12 miles from the centre of London. From some towns in south Hertfordshire, central London is less than 20 minutes away by train. The county has a population of about 1.2 million residents. Surrounding Hertfordshire are London (south), Buckinghamshire (west), Bedfordshire (north), Cambridgeshire (north-east) and Essex (east). Hertfordshire is well served by [London Luton Airport](#) and [London Stansted Airport](#), both of which are situated a few miles outside the county, while [London Heathrow Airport](#) is less than 1 hour away.

The county is full of contrasts which blend together to create a superb quality of life for residents and visitors. Thriving modern towns have developed amongst historic market towns. Country lanes and sleepy, picturesque villages are never far away. The close proximity of London provides employment opportunities with commuters making the most of the fast train links into central London. The largest town in Hertfordshire is [Watford](#), situated within the M25 motorway and has a thriving shopping centre and business parks. Other large, historic towns include [St Albans](#), [Hitchin](#) and [Hertford](#). New towns include [Letchworth](#) and [Welwyn Garden City](#).

Hertfordshire is a green county, with half of the county designated by the government as Green Belt. Picturesque woodland, river valleys, and open farmland make up a beautiful and varied landscape.