

# CHIEF CONSTABLE

## RECRUITMENT BROCHURE



**AVON &  
SOMERSET**  
POLICE & CRIME  
COMMISSIONER







# CONTENTS

FOREWORD FROM PCC MARK SHELFORD	4
ABOUT AVON AND SOMERSET	6
MISSION, VISION AND VALUES	7
POLICING IN AVON AND SOMERSET	8
FUTURE PLANS AND STRATEGIES	9
PERFORMANCE IN AVON AND SOMERSET	10
SOUTH WEST POLICE COLLABORATION PROGRAMME	12
PCC'S VISION	14
CHIEF CONSTABLE TERMS OF APPOINTMENT	16
ROLE PROFILE	18
SELECTION PROCESS	22





# FOREWORD FROM PCC MARK SHELFORD

Thank you for your interest in the role of Chief Constable for Avon and Somerset Police.

I hope that you find the information in this application pack useful and that you will decide to apply for this position if you feel that you have the right skills and values to become the next Chief Constable for Avon and Somerset Police.

I was elected as PCC in May and I am now looking to work with the next Chief Constable. During my campaign to become PCC and since being elected, I have outlined a clear manifesto and there will be more on this later in the brochure.

The Chief Constable will be crucial to delivering these ambitions and, to do this, the successful candidate will need to be strong, resilient and dynamic, as well as be able to inspire their workforce and build a culture where leadership is valued at every level.

The role of Chief Constable is pivotal in leading officers and staff creating a vision and establishing a culture that continues to build public and organisational confidence. This will be accomplished by delivering a professional, effective and efficient policing service for all.

Innovation is also a key skill required to meet the needs of the different communities across this geographically diverse area and ensure every local person has access to an outstanding police service.

My previous military background means that I have the greatest respect for the chain of command. I believe that reasonable separation should exist between the Chief Constable and the PCC so we can focus on our respective roles to benefit local people and communities. However, I will be looking to the new Chief Constable to deliver the priorities in my Police and Crime Plan, which is currently in the consultation stage. Please do review this consultation work to better understand my priorities and objectives for Avon and Somerset.

If you have any further questions relating to the process, please do not hesitate to contact the OPCC via [pccrecruitment@avonandsomerset.police.uk](mailto:pccrecruitment@avonandsomerset.police.uk).

I look forward to receiving your completed application.

Mark Shelford

Police and Crime Commissioner





# ABOUT AVON AND SOMERSET

Avon and Somerset covers a large area in the South West of England that is bordered by the counties of Gloucestershire in the north, Wiltshire to the East and Dorset, Devon and Cornwall to the South.

It is a geographically diverse area from the beautiful and scenic rolling hills, national parks, levels and market towns of Somerset to the culturally rich, historic and vibrant cities of Bristol and Bath. The region has a growing and diversifying population. In 2017, the Office of National Statistics (ONS) estimated the population was around 1.7 million people and 679,000 households. This figure was predicted to have increased by just over 5% by 2020, anticipating another 87,000 residents. The highest growth rates are projected to be among children aged 5 to 14, particularly in Bristol and people aged 70 and over, particularly in Somerset and North Somerset.

At the 2011 Census, the overall resident population in the Local Authorities served by the force was less ethnically diverse than the national average. However, diversity is increasing and there are significant differences across urban and rural areas. At the last census, there were just under 110,000 people from a Black, Asian, Mixed or Other minority ethnic backgrounds in Avon and Somerset, representing 7% of the population. In Bristol, the BME population was 16%. The new census data, due to be published in 2022, is expected to see an increase in these percentages.

There are small populations of Portuguese and Lithuanian people living in Somerset, with Bristol having larger populations of people from China, Hong Kong, India, Pakistan, Bangladesh, Somalia and Poland.



## KEY PARTNERS STRUCTURE



### 4 UNITARY AUTHORITIES

Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire.



### 5

**MAGISTRATES COURTS**  
Bath, Bristol, Weston-super-Mare, Taunton and Yeovil.



### 2

**A 2 TIER AUTHORITY AREA**

Made up of Somerset County Council and the district councils of West Somerset, Taunton Deane, South Somerset, Sedgemoor and Mendip (West Somerset and Taunton Deane will form Somerset West and Taunton Council from April 2019).



### FIRE SERVICES

Avon Fire and Rescue Service, Devon and Somerset Fire and Rescue Service.



### 3

### Clinical Commissioning Groups

NHS Bath and North East Somerset, NHS Somerset and NHS Bristol, North Somerset and South Gloucestershire (BNSSG).



A Community Safety Partnership for each Local Authority.



### YOUTH OFFENDING TEAMS

Bath and North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire.



Avon and Wiltshire Mental Health Partnership NHS Trust, North Bristol NHS Trust, RUH Bath NHS Foundation Trust, Somerset Partnership NHS Foundation Trust, South Western Ambulance Service NHS Foundation Trust, Taunton and Somerset NHS Foundation Trust, University Hospitals Bristol NHS Foundation Trust, Weston Area Health NHS Trust and Yeovil District Hospital NHS Foundation Trust.




### PRISONS

Ashfield, Bristol, Eastwood Park and Leyhill.



**Crown Courts**  
Bristol and Taunton.




### Our mission

**SERVE. PROTECT. RESPECT.**


### Our vision

Outstanding policing for everyone


### Our values




CARING



COURAGEOUS



INCLUSIVE



LEARNING

## MISSION, VISION AND VALUES

Avon and Somerset Police is a values driven organisation and their Mission, Vision and Values are integral to everything they do. They continue to serve, protect and respect, and strive to deliver outstanding policing for everyone. Their Values are an underpinning theme across all of their processes and procedures throughout the employee lifecycle.

# POLICING IN AVON AND SOMERSET

In 2020/21, the force received a total of 121,546 reported crimes.

**Domestic abuse:** In 2020/21, there were 21,449 domestic abuse related recorded crimes; this accounts for 17.8% of all crime reported to Avon and Somerset Police.

**Anti-social behaviour:** In the last year, there were 88,247 anti-social behaviour (ASB) incidents reported; an increase of 10% compared to the previous year.

**Cyber-crime:** Cyber-crime demand is growing nationally and locally with the latest data showing the force receiving 854 reports in the last 12 months.

**County Lines:** County Lines is a key force priority and, in the last year, they recorded 353 drugs related disruptions of organised crime groups and County Lines; an increase of 12% more disruptions compared to the previous year. County Lines specific disruptions increased significantly by 170% from 76 in 2019/20 to 205 in 2021.

**Neighbourhood Crime:** The last year has seen a decrease in reported Neighbourhood Crimes with reduction of 27% in recorded burglary and a reduction of 45% in recorded theft from person. These reductions are largely due to the lockdown and public safety restrictions that have been in place due to the pandemic.

**Fraud:** Fraud is a unique type of crime. The levels of reported fraud are higher than other crimes and often complex. Last year in Avon and Somerset, 10,091 Action Fraud reports were made.

**Project ADDER:** Avon and Somerset Police has been given £1.5million over two years to help reduce drugs harm in Bristol as part of the new Home Office Project. The police approach to Project ADDER involves investment in additional kit and tools needed to step up.



# FUTURE PLANS AND STRATEGIES

In their journey to becoming an outstanding police service, Avon and Somerset Police is driving improvement across all areas of policing and will be maximising how future officer uplift drives improvement.

Key areas for investment are:

- **Leadership** – Increase leadership, management and supervisory resilience to be able to achieve higher levels of performance attainment
- **Specialist investigations** – Investment in Bluestone, Ruby, Topaz and ICAT will see a home-grown, academically sound and externally validated evidence approach to tackle the most traumatic offences
- **Integrated Offender Management** – The following three pronged approach will be used: work with partners to prevent and deter people starting down the road to a life of crime and to rehabilitate those who want to turn their backs on crime; lead efforts to catch and convict the most active and risky offenders; and strengthen approach to the management of those persistent offenders who commit the greatest proportion of crime in communities
- **REMEDY 2.0** – Create new local REMEDY teams in local command areas to continue the fight against drugs, knife crime and domestic burglary while also responding to specific problems that affect communities such as ASB, rural crime and business crime
- **Drones and cyber** – Strengthen existing capabilities to keep pace with demand and technological developments
- **Armed capability** – Enhance the ARV resilience to keep communities safe 24/7 in an increasingly uncertain environment
- **Roads Policing** – Create a dedicated proactive capability to complement other assets to allow maximum flexibility to tackle crime and ASB.

# PERFORMANCE IN AVON AND SOMERSET

DEMAND STATISTICS FROM  
THE LAST 12 MONTHS

↓ **11.6%**  
IN 999  
CALLS



**14,774**  
ONLINE CRIME  
REPORTS  
RECEIVED OVER  
THE LAST  
12 MONTHS.



↑ **6.9%**  
MORE  
INCIDENTS  
ATTENDED



**67%** fully supported  
the approach taken  
by the force to  
COVID-19 restrictions

**80%**  
OF RESIDENTS  
SURVEYED HAVE  
CONFIDENCE IN  
THEIR LOCAL POLICE



**76%**  
VICTIM SATISFACTION OVER  
THE LAST 12 MONTHS



↓ **22%**  
REDUCTION OF  
EXECUTED  
WARRANTS  
DUE TO THE PANDEMIC

↑ **2.6% INCREASE  
IN RECORDED  
DOMESTIC ABUSE**



Avon and Somerset Police and partners believe  
the pandemic has affected the number of victims  
coming forward and reporting.



↓ **13.1%**  
DECREASE IN  
MENTAL  
HEALTH CALLS

While use of Section 136  
increased by 1.9%.



**78,742**  
hours volunteered  
by **296 Special  
Constables.**



↑ **10% INCREASE IN ASB  
INCIDENTS WITH 88,247  
INCIDENTS RECORDED**



**RECORDED  
BURGLARY  
DOWN BY  
↓ 27%**

This is largely due  
to lockdown and  
COVID-19 restrictions.



**HATE CRIME  
REPORTING UP  
↑ 3.3%**

Avon and Somerset  
believe this is due to  
an increase in local  
people's confidence  
to report as well as  
growing intolerance  
to such behaviour.



# SOUTH WEST POLICE COLLABORATION PROGRAMME

The South West police region covers five forces: Avon and Somerset, Gloucestershire, Devon and Cornwall, Wiltshire and Dorset.

Avon and Somerset Police work in three, four and five force collaborations across the South West to increase capability, efficiency and realise cost benefits in maintaining and improving services to the public.

The force's approach to collaboration is summarised by the following agreement between Chief Constables and PCCs across the South West: 'We will pursue opportunities to collaborate, that enhance the effectiveness of policing operations, increase the safety of the public and deliver improved value.'

In order to deliver this vision, the following 'Guiding Principles' have been established:

- Intention
- Sustainability
- Flexibility
- Benefits
- Collaboration
- Governance



## COLLABORATIONS:



Major Crime Investigation Team



South West Regional Organised Crime Unit



Counter Terrorism Policing South West



Tri Force Firearms Training Facility 'Black Rock'



SOUTH WEST POLICE COLLABORATION  
To enable collaboration and continuous improvement across the South West



Forensic Services

## PROCUREMENT

Other regional operations and projects overseen by a joint strategic governance structure

Find out more about <https://www.avonandsomerset.police.uk/about/collaboration-with-other-police-forces>.



# PCC'S VISION



## MANIFESTO

During his campaign and since coming into the role, PCC Mark Shelford pledged to:

- Reassure the public that the police are there for them
- Refocus the police on fighting crime
- Rebuild and reinvigorate the morale and effectiveness of the police

The new Chief Constable will be essential in helping to deliver these aims and we would encourage all applicants to read the PCC's pre-election manifesto.

## POLICE AND CRIME PLAN

The Police and Crime Plan is a statutory document that will determine the strategic direction and priorities of Avon and Somerset Police to ensure everyone is working together to make the area a safer place for everyone.

The Office of the Police and Crime Commissioner (OPCC) launched a public consultation at the end of June and the feedback from local people will help to shape the new Police and Crime Plan, which will come into effect at the end of 2021.

The PCC's manifesto continues to be the basis on which the Police and Crime Plan priorities and objectives were drafted. These draft priorities are:

- Preventing and fighting crime
- Engaging, supporting and working with communities, victims and partner organisations
- Leading the police to be efficient and effective
- Increase the legitimacy of and public confidence in the police and Criminal Justice Service

Applicants can find out more information about the consultation work and the priorities on the OPCC website: (<https://www.avonandsomerset-pcc.gov.uk/about/police-and-crime-survey>).

- Until the new plan is published, the priorities of the existing plan will remain in place. These priorities are:
- Protect the most vulnerable from harm
- Strengthen and improve local communities
- Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture
- Work together effectively with other police forces and key partner agencies to provide better services to local people

Full details of the existing Police and Crime Plan can be found on the OPCC website: (<https://www.avonandsomerset-pcc.gov.uk/reports-publications/police-crime-plan>).



# CHIEF CONSTABLE TERMS OF APPOINTMENT

## ELIGIBILITY

The appointment of the Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation. The appointment will also be subject to a confirmation hearing by the Police and Crime Panel.

## PRE-EMPLOYMENT CHECKS

Any conditional offer of employment will be subject to satisfactory references and medical clearance. The appointment will also be subject to security clearance at Management Level (MV) and Developing Vetting (DV) Level if not in place on appointment and this will remain a requirement of the post.

## TERM OF APPOINTMENT

The appointment will be for a five year fixed term commencing on the date of appointment. Any extensions to this term shall require the approval of the PCC.

## PERIOD OF NOTICE

The written notice period of termination of the appointment is three months by either party.

## QUALIFICATIONS

The following courses or assessment centres must be satisfactorily completed:

- a) The Senior Police National Assessment Centre ("Senior PNAC")
- b) The Strategic Command Course ("SCC")

## BASE SALARY

The base salary will be set at the national "spot rate" for Avon and Somerset, which is currently £166,911 per annum. Salary is paid on a monthly basis.

## THE POST

The nature of the post will require the post holder to work outside normal office hours and at weekends on a regular basis. There is a requirement to be contactable 24 hours per day when not on leave or in the absence of a designated Deputy.

The primary focus of the post holder is the delivery and development of the Police and Crime Plan for Avon and Somerset. National work may be undertaken, but only with the agreement of the PCC.

## CAR ALLOWANCE

The Chief Constable is provided with an unmarked operationally equipped vehicle that is fully maintained and insured. Further details are available upon request to the OPCC via:  
[pccrecruitment@avonandsomerset.police.uk](mailto:pccrecruitment@avonandsomerset.police.uk).

## HOLIDAY

The successful applicant will be entitled to leave in accordance with Police Regulations.

## NORMAL PLACE OF RESIDENCE

The post holder is expected to have their normal place of residence within the force area and be readily accessible to meet the operational needs and exigencies of the force.

Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity.



## RELOCATION EXPENSES

Reasonable relocation expenses will be considered if the successful applicant is required to relocate as agreed with the PCC. Further details will be available from the OPCC on request via [pccrecruitment@avonandsomerset.police.uk](mailto:pccrecruitment@avonandsomerset.police.uk)

## HOME SECURITY

This will be assessed on a case by case basis and details are available upon request to the OPCC via:  
[pccrecruitment@avonandsomerset.police.uk](mailto:pccrecruitment@avonandsomerset.police.uk).

## SUBSCRIPTIONS

CPOSA insurance (non-personal) element will be paid by Avon and Somerset Police.



# ROLE PROFILE



## POST: CHIEF CONSTABLE

### ACCOUNTABLE TO: AVON AND SOMERSET PCC

### LOCATION: OFFICE OF THE CHIEF CONSTABLE PORTISHEAD

**Responsible for:** The direction and control of Avon and Somerset Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the Office of the Chief Constable.

## ROLE PURPOSE

The Chief Constable has overall responsibility for leading the force, creating a vision and setting direction and culture that builds public and organisational confidence. Such leadership is essential to successfully deliver a professional, effective and efficient policing service.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The successful candidate will also be responsible for influencing the development of regional and national policing, and could be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the Office of Chief Constable and complying with any schemes of governance or consent that exist, which determine force governance arrangements.

## KEY ACCOUNTABILITIES

- Set and ensure the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands
- Develop a mutually productive strategic relationship with the PCC in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation
- Lead 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
- Lead, inspire and engage the Chief Officer Group; setting 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
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the PCC, to ensure the effective use of public spending and maximise value for money
- Fulfil the authorising responsibilities of a Chief Constable. For example, authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses in order to protect the public and further develop the force's operational strategies
- 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
- Advise 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
- Develop and maintain 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
- Represent 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
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice
- Create and drive a culture of development, change, innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence based policing
- Play an active role in national decision making on the development of the police service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money
- For further information about the Chief Constable role profile, please visit the College of Policing's website: <https://profdev.college.police.uk/professional-profile/chief-constable>



## BEHAVIOURS/COMPETENCY AND VALUES FRAMEWORK

This role requires the full range of behaviours set out in the College of Policing's Competency and Values Framework. For all of these aspects, it is expected that the post holder will be operating at level 3 of that framework. The recruitment process is based around demonstrating these competencies. The specific competencies and values are:

### 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

## PRIOR EDUCATION AND EXPERIENCE

Held the rank of Assistant Chief Constable/ Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas). The following experience is essential:

- 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 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





# SELECTION PROCESS

The appointment will be handled by a panel convened by the PCC. For further information about the panel, please contact the OPCC.

Candidates must complete all sections of the application form. The appropriateness of your application will be determined by the extent that your evidence relates to the job description and role requirements.

The application form and the equality monitoring form must be received by email by **12 noon 27 September 2021** to [pccrecruitment@avonandsomerset.police.uk](mailto:pccrecruitment@avonandsomerset.police.uk).

The key dates for the process are:

- Closing date for applications: **12 noon 27 September 2021**
- Shortlisting: **week commencing 11 October 2021**
- Briefing process for shortlisted candidates: **19 October 2021**
- Final selection stage: **3 and 4 November 2021**

The final interviews will include a full panel, stakeholder panels and a media exercise. Candidates must be available to attend both days.

The appointment is also subject to a confirmation hearing by the Police and Crime Panel, which the successful candidate must attend.

Applicants who wish to find out more about the role should contact [pccrecruitment@avonandsomerset.police.uk](mailto:pccrecruitment@avonandsomerset.police.uk).

## BRIEFING DOCUMENTS

Avon and Somerset Police has prepared several documents to help applicants understand the current position of the force.

- Force Management Statement 2020  
[https://media.aspolice.net/uploads/production/20200904115837/ASP-Force-Management-Statement\\_Sept-2020-v6.pdf](https://media.aspolice.net/uploads/production/20200904115837/ASP-Force-Management-Statement_Sept-2020-v6.pdf)
- Inclusion, Diversity and Equality Action Plan  
<https://media.aspolice.net/uploads/production/20200309111649/Inclusion-and-Diversity-and-Equality-Action-Plan-V2.0.pdf>
- Ethnicity Pay Gap Report 2018/19  
<https://media.aspolice.net/uploads/production/20200323083221/ETHNICITY-PAY-GAP-REPORT-201819-19-Mar-2020-HR-Final.pdf>
- Gender Pay Gap Report 2019/20  
<https://www.avonandsomerset.police.uk/about/our-priorities/gender-pay-gap>
- Police and Crime Board minutes that reference the Medium Term Finance Plan. (<https://www.avonandsomerset-pcc.gov.uk/wp-content/uploads/2021/05/2021-March-3-pdf.pdf>) Additional financial information is available on request

The PCC is currently consulting with local people regarding his Police and Crime Plan. As this document is not yet completed, candidates are advised to read the PCC's election manifesto (<https://www.markshelford.org.uk/sites/www.markshelford.org.uk/files/2021-03/Making%20Avon%20and%20Somerset%20Safer%20-%20Conservative%20PCC%20Manifesto%202021.pdf>).

Applicants are also encouraged to read about the Police and Crime Plan consultation work (<https://www.avonandsomerset-pcc.gov.uk/about/police-and-crime-survey>).

## FILMING OF RECRUITMENT PROCESS

The PCC has agreed that elements of the recruitment process may be filmed as part of a documentary series being created by Story Films. The PCC is keen to demonstrate to the public that this recruitment process is fair, open and rigorous and that the successful candidate will have gone through an exacting process to become Chief Constable of Avon and Somerset. Further details will be provided to candidates at a later stage but no candidate will be filmed without their express permission and candidates will also be able to withdraw their consent to broadcast after the event. There will be no disadvantage to any candidate that declines to be filmed.

## PRIVACY NOTICE

The OPCC's privacy policy explains how we collect, use and protect your personal data. Find out more on the OPCC's website: <https://www.avonandsomerset-pcc.gov.uk/help/privacy/privacy-policy>.





# CHIEF CONSTABLE

RECRUITMENT BROCHURE



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POLICE & CRIME  
COMMISSIONER

