EXCEPTIONAL LEADERS SOUGHT TO JOIN POLICE SCOTLAND.
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A MESSAGE FROM THE CHAIR

Thank you for your interest in joining the leadership team of Police Scotland.

Policing is one of Scotland’s largest and most important public services. Working together with other partners and organisations, Police Scotland is at the heart of delivering the shared goal of keeping Scotland’s communities safe and strong. We are very proud of our police service, its strong values and traditions, and are determined to build on this as we adapt to meet the needs of the future.

It is just five years since Police Scotland was established as a single national police service. As with any change on this scale, reform has been challenging. It is clear, however, that the benefits of being able to share skills, know-how and resource across the country is reaping significant rewards both in financial and operational performance.

It is time now for us to build on the foundations that have been laid while progressing an ambitious programme of transformation and change. As we move forward on the next stage of that journey, it is vital we develop a strong, resilient leadership team who are able to deliver excellence in policing and to work collaboratively and creatively with others to deliver better public services.

This is an exciting and dynamic time for the UK’s second largest police service and we need exceptional leaders to be at the forefront of that change. These are among the most significant leadership roles in UK policing. They are demanding and high profile positions which are both challenging and rewarding.

These are outstanding opportunities for outstanding police leaders. If you believe that you possess the skills, capabilities and commitment required, I would encourage you to consider applying to join Police Scotland at this time.

I hope you will find the information in this pack useful. If you would like to know more about these positions, or to have an informal discussion or visit, please do get in touch.

Susan Deacon, CBE
Chair

Scottish Police Authority
DEPUTY CHIEF CONSTABLE

Current Salary £176,490

Police Scotland is the UK’s second largest police service, with a workforce of over 22,000 police officers and staff, and a budget of more than £1 billion. Our purpose is to improve the safety and wellbeing of people, places and communities in Scotland. Established as a single police service in 2013, Police Scotland serves a population of over five million people, in cities and towns and across rural and island communities.

Policing in Scotland has a proud tradition of upholding strong values and delivering a world class service. The challenge now is to build on these foundations while adapting to meet future demands and opportunities.

As a Deputy Chief Constable in Police Scotland you will play a major part in shaping the future of policing. You will have substantial operational responsibility and strategic influence. Working with colleagues, partners and stakeholders you will make an essential contribution to the nation’s social and economic wellbeing through the delivery of innovative, effective and efficient public services.

You will have proven experience of leading change and service transformation. You will already have demonstrated a breadth of operational command and will have a track record in leading large numbers of people and significant budgets.

You will be a skilled communicator and influencer, able to engage effectively with the workforce, public and policy makers and to earn their trust and confidence. You will be a collaborative leader and will place a high value on building strong and trusting relationships. You will thrive on challenge and complexity and will be confident and resilient in dealing with high levels of scrutiny and accountability.

These high profile, challenging and rewarding positions are among the most significant leadership roles in UK policing and offer a unique opportunity for outstanding candidates to help shape Scotland’s future.

For further information and an application pack please visit: www.spa.police.uk

We are committed to developing a diverse workforce and to promoting an organisational culture where everyone is treated with dignity, fairness and respect.

We particularly welcome applications from groups currently under-represented in Police Scotland in order to better serve our diverse communities.

The deadline for applications for posts is 30th April 2018 at 1600hrs.
Role Description

Context: the strategic challenge

Since the transition to a unified national police service in April 2013, Police Scotland has been at the forefront of UK policing, setting a benchmark for evidence-based policing tactics and strategies, responding flexibly to diverse local communities, and working collaboratively with partners. Recorded crime in Scotland is at a 44-year low.

Police Scotland is the second largest police force in the UK. Its statutory purpose is to promote the safety and wellbeing of people, places and communities in Scotland. We are seeking strategic leaders capable of working collaboratively with partners to deliver these outcomes and delivering at a national scale.

The creation of a single unified service for Scotland, through one of the biggest public service reforms since the Scottish Parliament was established in 1999, has enhanced the specialist policing expertise available across Scotland, and enabled frontline services to be maintained and enhanced. It has promoted joint working between policing and other partner organisations to meet the differing needs of Scotland’s diverse communities, and it has achieved this while delivering significant financial savings.

The challenge now is to build on the achievements of the last five years by accelerating the reform journey to ensure that Police Scotland can serve the needs of a changing Scotland and capitalise on future opportunities to improve the safety and wellbeing of the people who live here. A clear direction for change and reform has been set in our ten year strategy; we need now to deliver it and we are seeking strategic leaders up to that task.

Deputy Chief Constable Posts

We are seeking to recruit at least two Deputy Chief Constables. Each Deputy Chief Constable will support the Chief Constable in leading Police Scotland.

The post holders will support the Chief Constable in leading a workforce of approximately 22,000 people with integrity, fairness and respect to deliver a high quality policing service that instils public trust and confidence.
Core Duties

The SPA is seeking visible, collaborative and inspirational leaders with considerable operational experience to:

- lead the provision of the very best policing services to the people of Scotland with energy, authenticity and commitment, in accordance with the policing principles;
- support the Chief Constable to deliver our policing strategy "2026: Serving a Changing Scotland" and promote prevention, partnerships and performance;
- ensure that Police Scotland engages and works effectively with local, national and international partners to deliver positive outcomes;
- ensure sustainable, responsive and locally accountable policing is in place in each local authority area;
- be a visible and accessible role model for the ambition and values of the organisation;
- develop workforce capability and enable a collective drive for innovation, excellence and continuous improvement;
- promote an inclusive organisational culture that values and respects diversity, listens to the views of others and supports effective working;
- respond effectively to threats, emergencies, major and national incidents;
- maintain and enhance the success of Police Scotland and continue to deliver the benefits of reform in the context of a challenging financial environment.

The full range of statutory duties for the post of Deputy Chief Constable can be found in the Police and Fire Reform (Scotland) Act 2012 and includes planning, assessing performance and securing best value. Police and Fire Reform (Scotland) Act 2012
Executive Structure

The current structure is set out below. The structure may be reviewed following completion of the current recruitment exercise in order to provide greater resilience across the senior leadership team.

Person Specification

Qualifications and Training

The applicant must:

- hold or have held the rank of Assistant Chief Constable or above in a relevant police force or policing organisation, as defined in the regulations, for at least two years; and

- have successfully passed a relevant police Strategic Command Course (SCC), organised by the College of Policing, or equivalent; and

- have successfully passed Senior Police National Assessment Centre (SPNAC).
Essential Criteria

The successful candidate will need to demonstrate:

- extensive experience of leading and developing a significant policing organisation which achieves a balance of community focused policing and effective specialist functions;
- leadership of a highly effective senior command team and a diverse, committed, talented workforce;
- an ambitious and collaborative approach to preventative policing which promotes equality, fairness, dignity and trust;
- the ability to develop strong and trusting relationships in order to deliver outcomes for people and communities which cannot be met by any one individual or organisation alone;
- a track record of successful partnership working and engagement with communities of place and of interest, civic and democratic institutions, and other public service organisations;
- a leading role in successful transformational change in a challenging financial climate that not only engages the workforce but enhances their well-being and pride in the service;
- a sustained and successful track record of influencing and working with diverse communities to achieve positive outcomes;
- sound judgement based on robust evidence that can withstand scrutiny.
Key Competencies:

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships.

Empathy means listening carefully to and understanding what is important to others - the public, colleagues and partners – in order to respond sensitively, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service’s established values to maintain the service’s professional legitimacy.

Successful candidates will be able to demonstrate and evidence a high level of competence and effectiveness in the following areas:

1. We are emotionally aware – We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

   We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

   Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking and in people’s backgrounds.

   We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

   Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

   Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

   Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.
2. **We take ownership** – We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

**Why is it important?** Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and be able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

3. **We are collaborative** – Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

**Why is it important?** Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners’ trust and confidence in us and a key part of achieving this is through the way in which we work with others.
4. **We deliver, support and inspire** – We understand the vision for the organisation. We use our organisation’s values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public’s best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

**Why is it important?** To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

5. **We analyse critically** – We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

**Why is it important?** Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.
6. **We are innovative and open-minded** – We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

**Why is it important?** New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.
Salary and Conditions of Appointment

Starting Salary

The salary for this office will be £176,490. There will be no bonus payable. Salary is paid on a monthly basis.

Duration of Appointment

The period of appointment will be determined by the SPA, for a minimum fixed term of two years and a maximum of five years. The exact term will be negotiated and agreed between the successful candidate and the Authority. Further to this, the appointment may be extended, by agreement of the Authority and the individual appointed, for a further period.

Terms of Appointment

The appointment will be in accordance with the Police Service of Scotland Regulations 2013 made under the Police and Fire Reform (Scotland) Act 2012. An appointment cannot be confirmed until the successful candidate is certified medically fit by the medical advisor and necessary security clearance checks are complete.

Working Location

The majority of the work will be carried out from core locations such as Force Headquarters, Kincardine, Fife and the National Crime Campus, Gartcosh. However the role will also require travel across Scotland and the wider UK to discharge the duties of the post.

Working Hours

Working hours will be not less than 40 hours per week and such as are needed to fulfil the requirements of the post, subject to the requirements of the Working Time Directive. However, the post holder will have responsibility for representing the service and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time. There is a requirement to be contactable 24 hours per day when not on leave. This role will require evening and weekend working including attending meetings and events during these times.

Holiday

The post holder is entitled to leave in accordance with Police Regulations.

Working Duty

The post holder must devote the whole of their time to the duties of the office of the Deputy Chief Constable and will not hold any other appointment or engage in other work except with the prior written consent of the SPA.
Medical

Only successful candidates will be required to undertake a medical examination.

Security Clearance

Successful applicants will be required to obtain security clearance at DV (Developed Vetting) level if not in place on appointment.

Relocation

A relocation package may be available to successful candidates. The value of any package will be agreed between the individual appointed and the SPA.

Termination

Termination is subject to three calendar months’ notice in writing by either side.

Pension

The office holder will be eligible for membership of the Police Pension Scheme.

Nationality

You can apply for this post as long as you are a UK national or have dual nationality with one part being British. In addition, this post is open to Commonwealth citizens and nationals of any of the member states of the European Economic Area (EEA).

Equality and Diversity

A fundamental requirement is that the appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. We are committed to appointment on merit and to diversity and equality in appointments.
**Guidance Notes and Further Information**

If you would like to have an informal and confidential discussion about these roles, please contact in the first instance our Recruitment Partner, Scott Miller at Badenoch & Clark on +044(0)141 220 6460 or email Scott.Miller@badenochandclark.com.

**What do I include in my application form?**

You are required to complete all sections of the form.

Applicants are requested to be concise and observe the maximum number of words requested in each section.

It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/experience and actions. The appropriateness of your application will be determined by the extent that your evidence relates to the role description and personal qualities.

Please study the **Person Specification** within the information pack.

On the application form, you are asked to provide evidence that demonstrates a high level of competence and effectiveness in both the:

- essential criteria for the post; and  
- six competencies from the College of Policing Competency Values Framework.

You can draw on examples of evidence from your working life, through your participation with a private, public, voluntary or community organisation, and/or other areas of your personal life. Please observe the maximum word count in each section of the form.

If you do not provide evidence of all the essential criteria AND personal qualities/competencies for the role, the selection panel will find it difficult to assess your application and may be unable to invite you to assessment and interview. **The selection panel will not make assumptions – for example from a job title – as to the skills, knowledge and experience you have gained.**

You are required to provide contact details of two referees. If you are shortlisted for assessment and interview your nominated referees will be contacted by the SPA.

Your application is very important as it is the key document which will determine whether or not you will proceed to assessment and interview and potentially to your appointment.

It is your responsibility to ensure the form is returned by the closing date.

The successful candidates will be appointed subject to a medical and security vetting.
Completed applications should be emailed to:

ExecRecruitment@spa.pnn.police.uk

Applicants must meet the required experience as outlined in Regulation 7 of the Police Service of Scotland Regulations 2013.

No applications will be accepted after the closing date of Monday 30th April 2018 at 1600hrs.

Applicants must disclose any outstanding complaints, criminal convictions, investigations or disciplinary proceedings being carried out in relation to their conduct. In addition, applicants are required to disclose previous disciplinary offences that have not been expunged.

**What will happen with my application for post of Deputy Chief Constable?**

The SPA will process your completed application. You will be assessed by the Selection Panel on the evidence provided within your application form to determine if you have the necessary skills, knowledge and experience required for the position. The Selection Panel will determine whether you progress to the next stage. This is likely to be May 2018.

All applicants who are not selected for the next stage of assessment will be advised of the outcome of their applications in writing. Feedback can be requested by any applicant who is not selected for assessment and interview. Feedback will be based on the assessment of your merit in relation to the skills, knowledge and experience required.

**What will happen if I proceed to the next stage of selection?**

You will be invited, in writing, to further assessment and interview. This will include:

- attendance at an assessment centre; and
- competency based panel interview and presentation.

If invited to assessment and interview and you have a disability you should let us know if you would like particular arrangements made for you. Contact details will be provided in your invitation to assessment and interview letter.

The Selection Panel will be provided with feedback on your performance at the assessment centre. During and after the interview the Selection Panel will record your evidence in relation to all of the published skills, knowledge and experience required for this role and will compile an overall summary of all the evidence gathered. This will include the evidence you provided within your application form.
Who will be on the Selection Panel?

The Selection Panel will be led by the SPA and will include the Interim Chief Constable.

Can I claim my expenses for attending assessment and interview?

You can claim for reasonable expenses incurred in attending for assessment and interview, including dependent carer expenses. It is expected that the most efficient and economic means of travel will be used and reimbursement will normally be restricted to that amount.

What will happen following the interview?

The Panel will make its decision on the basis of all evidence presented by candidates and professional advisers in the recruitment process. All applicants will be advised of the outcome of the appointment process in writing.

Feedback will be offered to all applicants invited to interview. This offer will be contained in the letter you receive after interview.

What happens if I have been chosen as the successful candidate?

Medical – the successful candidates will be required to complete the medical forms included in this pack, however all applicants are asked to familiarise themselves with the forms in advance.

Appointment to Deputy Chief Officer rank is conditional upon a satisfactory medical examination being conducted by the Chief Medical Officer for the SPA.

PART A – is an initial screening form which you should take to your own General Practitioner or Medical Advisor for completion. In particular, it would be of assistance if you could have blood pressure and urine sample testing carried out and have the doctor complete the appropriate box on the form.

PART B – is the main medical questionnaire used by the SPA and will enable the CMO to consider if any further information might be necessary in conjunction with the subsequent medical examination.

Parts A and B – should be returned to ExecRecruitment@spa.pnn.police.uk. The Authority’s CMO will then arrange a medical examination.

Vetting – if you require security clearance to Developed Vetting (DV) level we will make arrangements with you to proceed with this immediately, your appointment will be subject to the outcome of this.
Links to key documents

The Strategic Police Plan

Our 10-year Strategy for Policing

Police Scotland Annual Police Plan 2018-19

SPA Annual Review of Policing 2016-17

Police Scotland Purpose, Focus and Values

Police Scotland Code of Ethics

Police and Fire Reform (Scotland) Act 2012

Police Service of Scotland Regulations 2013