



Avon and Somerset Police

Chief Officer – People and OD

Candidate Information Pack

 **GatenbySanderson**

 **INVESTORS
IN PEOPLE** | **GOLD**

March 2023

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A message from the Chief Constable

Dear Applicant

Avon and Somerset Police has an excellent reputation for innovation and in many ways we are quite different than other police services. I am delighted that you are interested in bringing your senior HR and organisation change expertise to our Chief Officer - People and Organisational Development role. You will be joining a dedicated, high-performing team, recognised by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services as outstanding in terms of our resource management, future planning and efficiency.



Working with our dedicated and professional staff, helping and enabling them to deliver what is a very challenging and often stressful vital public service is a hugely rewarding position. We are keen to build on the legacy of our excellent outgoing lead in this area to help to further strengthen our internal communications and engagement with staff, increase the diversity of our workforce and help build confidence in British Policing generally, and for the people living, working or visiting the Avon and Somerset Police area. Working closely with me and the wider leadership team, you will have the opportunity to influence our organisation for the greater good of policing and public confidence in it.

Devising strategies which help us demonstrate to everyone the strong commitment and professionalism present at all levels within our service will be a central part of your role. You will also play a critical role in enhancing our internal engagement and communications to lever whole organisation involvement in this effort.

We have always been a supportive and engaging employer, and under your leadership, and working closely with the newly appointed Director of Communications and Engagement and the internal communications team, the People and OD team will extend its influence and positive impact within our organisation, and beyond.

To be clear, this is a role in which you will play an essential part in improving the safety of all our communities across the region. If you have the People and HR skills, expertise and passion needed to successfully drive change, I would very much welcome your application.



Sarah Crew, Chief Constable

About Avon and Somerset Police

Through our work we help to support and protect the lives of all those who live, work and visit our diverse communities. Our workforce of over 6,000 inspiring and dedicated staff, officers and volunteers work tirelessly to deliver one of the most critically important and impactful of public services, 24/7.



Avon and Somerset Police provides policing services to the areas of Bristol, Somerset and South Gloucestershire. We cover 1,844 square miles, including approximately 103 miles of coastline in the southwest of England.

Although there are some areas of deprivation, Avon and Somerset is generally affluent. Around 1.65million people mainly live in the urban centres which include the cities of Bristol and Bath and the towns of Weston-Super-Mare, Taunton and Yeovil.

The resident population is increased by university students and the large numbers who visit, socialise in, commute into, or travel through the area each year. The transport infrastructure includes major rail stations, busy motorways and an airport.

The last published inspection by Her Majesty's Inspectorate of Constabulary, and Fire and Rescue Services (HMICFRS) from 20 January 2020 showed that we were good in two of the three main areas reviewed, and outstanding in the third:

- the extent to which the force is effective at reducing crime and keeping people safe is good
- the extent to which the force treats the public and its workforce legitimately is good
- the extent to which the force operates efficiently and sustainably is outstanding

Overall, we are very pleased with the latest HMICFRS report and the services we deliver; we are an ambitious organisation though, and we know that there is always more to do. We are looking forward to that journey together.

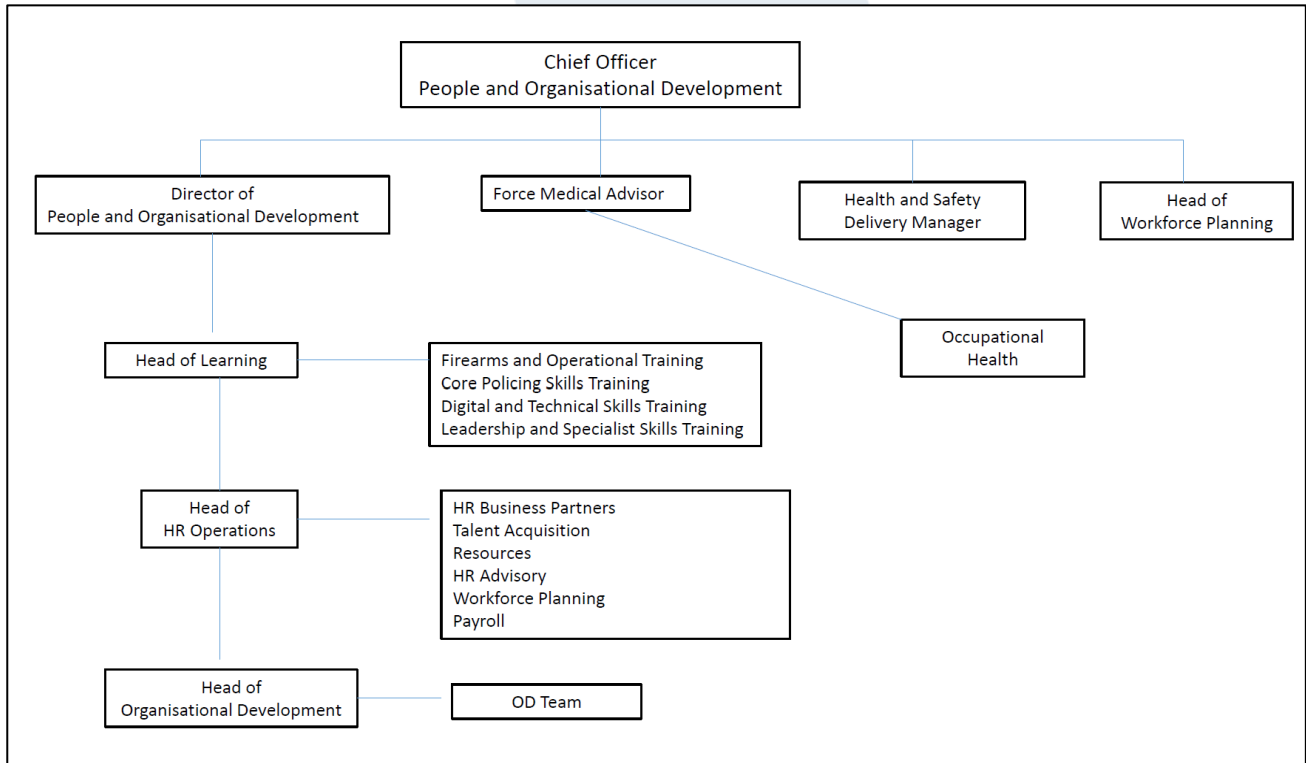


Key facts – 2019/20



FORCE AREA	1,847 square miles	
POPULATION	1.73m people	9% local 10 yr change
WORKFORCE	93% frontline police officers	92% national level
	3.49 per 1000 population	3.69 national level
	11% 10yr change in local workforce	5% 10yr national change
VICTIM- BASED CRIMES	0.06 per person	0.06 national level
	8% Local 5 year trend	9% National 5 year trend
COST	52p per person per day local	59p per person per day national

About the People and OD Team



With a budget of £16.2 million, People and Organisational Development has 241 police staff and 77 police officers working hard across Workforce Planning, Occupational Health, Learning, Health and Safety and OD, to deliver excellent services and cultural change across the organisation.

Job description

Role Profile:	Chief Officer – People and Organisational Development
Reports To:	Deputy Chief Constable
Supervisory Responsibility:	Director of People & OD, Force Medical Advisor, Head of Health and Safety, Head of Workforce Planning
Close links to:	Chief Constable, Deputy Chief Constable, Chief Officers' Group

Description:

To join and become an integral part of a high performing Chief Officer team with an ambition to make Avon and Somerset Constabulary an outstanding police service, leading on the development and delivery of a people strategy, which is fundamental to our success.

Main Responsibilities:

- Develop and implement a People Strategy incorporating Leadership, Learning and organisational Wellbeing.
- Embed the transformation of the People Learning and Organisational development portfolio.
- Lead the future direction of people portfolio cognisant of latest thinking, innovative approach and thinking emanating from the College of Policing.
- Identify future change requirements through internal and external scanning and insight.

Professional Leadership

- Provide advice to the Executive team and Senior leaders on the full range of HR and Learning and Development issues and national policing developments.
- Act as coach to senior leaders and support their leadership development and people management skills.
- Influence and engage senior stakeholders so that the role of People Learning and Organisational Development is understood, valued and respected both within and outside the organisation.

Organisational Development

- Develop and execute a leadership development programme that embraces positive culture change.
- Build organisational capability through workforce design, workforce planning, talent development and succession planning.

- Build a representative workforce that reflects the communities it serves and design programme for increasing numbers of under-represented groups.
- Build and deliver programmes to develop an effective people focussed organisation.

Employee Relations

- Embed a culture of stable, effective employee relations.
- Embed the force values in all people practice across the organisation and facilitate good practice in diversity and inclusion.
- Lead and co-ordinate workforce change.
- Maintain a workforce risk register with appropriate mitigation strategies.

People Services

- Ensure all people services are delivered to agreed Service Levels. Enhance and develop systems and processes providing support for people management.
- Ensure people services systems and applications are value for money, user friendly, accessible and that they provide accurate information to enable a culture continuous improvement.

Key Performance Measures

- Financial performance against a large budget.
- Performance against SLAs/KPIs.
- Staff Survey, Retention, Engagement and Succession KPIs.

Learning

- Identify the learning needs of the organisation.
- Develop the service from the learning team to align with the needs of the organisation.
- Identify modern tools and techniques to ensure the cost-effective delivery of learning.
- Oversee the implementation of national learning developments.

Risk Management

- Discharge the responsibilities for Risk Management associated with the role as set out in the Risk Management Procedure.

Avon and Somerset Constabulary are committed to the principles of Equal Opportunities for all and welcome applications from minority groups, including people with a disability.

Reasonable adjustments

Following consideration, reasonable adjustments will be implemented to enable disabled staff covered by the provisions of the Equality Act to undertake the core duties and responsibilities of a post in line with the Equality and Human Rights Commission (EHRC) guidance and code of practice on employment.

Additional Responsibilities

You may be required to perform other duties which are not necessarily specified on the role profile, but which are commensurate with the responsibilities of the role holder.

Person specification

Experience and Qualifications:

- You will have experience of leading a significant change and transformation in a medium to large organisation. Experience of delivering a successful People Strategy.
- A track record for delivering a culture of inclusivity and fairness.
- A role model with strong interpersonal and influencing skills. A strategic and innovative thinker with strong commercial skills able to work collaboratively with partners and stakeholders.
- The postholder will have experience of the following Key Performance Measures, Financial performance against budget, performance against SLAs/KPIs, Staff Survey, Retention, Engagement and Succession KPIs.
- Educated to postgraduate (level 7) equivalent.
- Full membership CIPD, or other professional or vocational qualification relevant to the role portfolio.
- The postholder must hold a full current driving licence. This post has been designated as requiring the following vetting level in accordance with the National Vetting Policy – Developed Vetting (DV).

Shortlisting:

Criteria relevant to the job	Essential Requirements necessary for safe and effective performance in post	Additional/Useful Where available, elements that contribute to improved/immediate performance in the job
Qualifications	Educated to degree level 6 (minimum) or equivalent	Educated to degree level 7 or equivalent
	Chartered Fellow of CIPD (FCIPD) is desirable but not essential, although it will be a requirement for the successful candidate to achieve this within one year of joining.	FCIPD (Chartered Fellow)
	The post holder must hold a full current driving licence	
Experience	Experience of leading transitional change and development	Demonstrate an excellent current knowledge of public finances and the practical application of the rules in a dynamic service
	Experience of excellent leadership and people development skills in order to build an engaged, highly reputable and forward-thinking People function through transformation in a challenging and demanding environment.	
	Strong proven experience in the successful design and implementation of robust People strategies, including demonstrating the ability to select the most appropriate People initiatives to meet business requirements	
	A role model with strong interpersonal and influencing skills. A strategic and innovative thinker with strong commercial skills able to work collaboratively with partners and stakeholders	
	Experience of the following: Key Performance Measures, Financial performance against budget, performance against SLAs/KPIs, Staff Survey, Retention, Engagement and Succession KPIs	
	Previous experience of delivering a culture of inclusivity and fairness	

Behaviours

All roles are expected to, understand and act in accordance with the ethics and values of the police service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

This role should be operating or working towards level 3 of the CVF. These are the senior manager/executive level competencies within the framework. More information about the CVF can be found at the national College of Policing site, [here](#).

Vetting level

Vetting is important, given the access you will have to sensitive information. To be successful at the role you must be able to pass security vetting at Developed Vetting (DV) level.

Timetable of appointment

Closing date for applications (08:00 Tuesday)	11 April 2023
Preliminary interview with GatenbySanderson commence	w/c 17 April 2023
Shortlist meeting (for information only, week commencing)	1 May 2023
Staff engagement and psychometric assessments	Between shortlist and final panel (dates tbc)
Final panel interview in Bristol	15 May 2023

Terms of appointment

This appointment will be made on a permanent, full-time basis at Chief Officer Level; the fixed salary is £107,502 and our normal Chief Officer terms and conditions will apply. This includes 35 days annual leave (plus Bank Holidays) per annum and automatic enrolment into the Local Government Pension Scheme. More information about Avon and Somerset Police is available [here](#).

How to apply

The selection process

Information provided by applicants will be relied on to assess whether sufficient competence has been demonstrated in previous/current roles, to satisfy the experience, skills, values and behaviours outlined in the person specification.

Shortlisted candidates will be expected to participate in a stakeholder engagement event and psychometric assessments, and feedback from those evaluations will be shared with the selection panel.

The interview will be face-to-face at Force Headquarters in Bristol and candidates will be asked to make a short presentation to assist the selection panel in assessing their understanding of the role and the local context, together with their motivations for applying.

The formal interview will be up to one hour's duration, and the panel's competency-based questions will be informed by the requirements of the role and the provisions of the person specification. Avon and Somerset Police is committed to Diversity and creating an inclusive culture and welcomes applications from underrepresented groups, including those with disabilities.

Following consideration, reasonable adjustments will be implemented to enable disabled staff covered by the provisions of the Equality Act to undertake the core duties and responsibilities of a post in line with the Equality and Human Rights Commission (EHRC) guidance and code of practice on employment.

How to apply

Please visit our partner's website at: www.gatenbysanderson.com/GSe95473 or by using the 'search for jobs' function at www.gatenbysanderson.com and entering Avon and Somerset Police or the reference number 95473.

Register and submit the following no later than **08:00 on the closing date:**

1. A tailored CV (**maximum of 2 pages in PDF format**), setting out your work history (paid and voluntary), responsibilities and achievements as they relate to this role;
2. A PDF document containing your responses to the following three questions (**limited to 400 words per response**):
 - i. Please give an example of how you have devised a strategy to deliver a challenging culture change programme successfully?
 - ii. Please outline an example of delivering an internal communications plan, and how you went about measuring its success?
 - iii. Please outline how you have motivated and led a comparable team in the past and what your 'secret of success' has been in so doing?
3. We want you to be able to meaningfully portray your passion and vision for this role, and we are therefore inviting all applicants to record a video message (**of no more than 2 minutes in length**) to accompany and strengthen their application. The video is your opportunity to portray yourself beyond the formality of the written word. Please note that a link to our video management system will be sent to you, with instructions, once you have submitted your written application. You will be asked to answer the following:
 - i. Why are you interested in working for Avon and Somerset Police, and what will be different about us after you have served three years in post?
4. If successful at the shortlisting stage, you will be asked to provide the following:
 - i. The names and contact details of two referees. Please note that referees will only be contacted if you are selected for interview;
 - ii. Relevant identification (i.e. Passport/driving licence).
5. This is a critically important role for the Police. Therefore, the intention is for you to participate in a staff engagement exercise between shortlisting and the final panel. Full details about this exercise will be provided to successful candidates nearer the time.

During your online registration process at the GatenbySanderson site, you will be asked to submit **diversity monitoring information**. This is very important to us and will be kept entirely separate from the application process itself.

You will also be asked if you are applying for a guaranteed interview through the **Disability Confident Scheme**; please indicate if this is the case.

Should you encounter any issues with your online application please contact charley.cordrey@gatenbysanderson.com quoting the job title/reference number.

Interview arrangements

At preliminary interview stage, candidates will be interviewed by our recruitment partner, GatenbySanderson via video conferencing (MS Teams or Zoom).

Those selected to attend the staff engagement exercise, as well as the final panel itself should note that these will be face-to-face and take place at our Headquarters in Bristol.

Expenses incurred by candidates during the recruitment process will not be reimbursed, except in exceptional circumstances and only when agreed in advance.

As an inclusive employer, if you are called for interview and you require any reasonable adjustments or particular arrangements to be made, please do let Charley Cordrey know when you are called for interview.

Please let us know as soon as possible if you are unable to meet the proposed interview dates. It may be possible to arrange an alternative date, but this cannot be guaranteed.

If you have any questions about the role itself or would like to discuss the post and your fit within the organisation, please contact **Duncan Collins** at GatenbySanderson on either his Direct Dial: **020 7426 3996** or Mobile: **07956 192510**.

If you feel your application has not been treated in accordance with the recruitment principles or you wish to make a complaint, in the first instance, please raise it with **Peter Buffoni**, Partner and Head of the Community Protection Practice at peter.buffoni@gatenbysanderson.com.

If you prefer, or if the matter remains unresolved, please feel free to contact **Mark Turner**, Managing Partner at GatenbySanderson at mark.turner@gatenbysanderson.com.

Advertisement

Role: Chief Officer - People and Organisational Development
Organisation: Avon and Somerset Police
Location: Bristol
Salary: £107,502

We support the lives of millions of people across our diverse communities, and have a workforce of over 6,000 inspiring and dedicated staff, officers and volunteers. This is a rare opportunity for someone who shares our values and ambition to embrace an exciting and varied senior leadership role at the very heart of one of the most critically important and impactful of public services.

Working closely with the Deputy Chief Constable, and the wider Chief Officers' Group, you oversee a function which has a budget of £16.2 million and over 300 staff (241 police staff and 77 police officers) delivering across Workforce Planning, Occupational Health, Learning, Health and Safety and OD, helping to ensure that all of people strategies reflect our objectives and plans. You will also help us be an employer of choice and build on our successes in order to ensure a supportive, inclusive culture that helps unite our people to achieve our collective vision.

We are looking to appoint a collaborative and highly creative senior HR professional. A leader who has a reputation for achieving excellence and demonstrable change, and who has shown that they can confidently think and act strategically with others, at pace and scale, in complex settings where there is a high level of public interest. Avon and Somerset Police is performing well, but there is always more we can do to engage our staff and the public as a result. You will also have the skill and confidence to take people at all levels with you, mobilising and empowering the whole workforce to build momentum and implement bold, innovative and imaginative change.

Full details about the role and the personal characteristics and experience required can be found at on our recruitment partner's site at www.gatenbysanderson.com/GSe95473

If you have any queries about any aspect of this appointment, or you would like additional information, or an informal and confidential discussion, please speak to **Duncan Collins (07956 192510)** at GatenbySanderson.

Closing date for applications is: **08:00, Tuesday 11 April 2023**