



Deputy Chief Constable British Transport Police

Salary: £145,000

Location: London

**– with flexible
working
arrangements**

Candidate Information Pack

Closing Date: 10 May 2021

(08:00)

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Welcome letter from British Transport Police Authority Chair, Ron Barclay-Smith

Dear Candidate,

Thank you for your interest in becoming the next Deputy Chief Constable of the British Transport Police (BTP). This role provides a unique opportunity to help lead and shape the national police service responsible for keeping Britain's rail network safe and secure.

BTP's work is wide reaching, providing a crucial service to all passenger and freight operators, Network Rail, their staff and customers across England, Scotland and Wales, as well as policing the London Underground, Docklands Light Railway, the Midland Metro Tram System, Croydon Tramlink, Sunderland Metro and Glasgow Subway.

You will be joining BTP at an exciting and challenging time. The past year has seen the Force operate in an environment unlike any it has known before, and it has risen admirably to the challenge. The Force, along with its rail industry partners, has demonstrated its commitment and resilience to work with local communities to keep passengers and rail staff safe as the Covid-19 pandemic continues to evolve. Unprecedented circumstances have resulted in us extending our existing strategy by a further year, to end in 2022. By joining the organisation at this vital juncture, the newly appointed Deputy Chief Constable will be an active member of BTP's leadership team helping to develop a brand new three-year 2022-2025 strategy which will help shape the future of the Force.

The current strategy focuses on addressing the challenges around the safety and security of our rail network. We continue to focus on core areas such as terrorism, tackling serious and violent crime on the railway and strengthening our existing partnerships to facilitate working more closely within high-impact and volume locations. We aim to protect, support, and safeguard vulnerable people, those at risk of harm on the railway and, of course, to protect critical national infrastructure from disruption or attack.

The Deputy Chief Constable will need to demonstrate outstanding leadership, exceptional communication skills and an ability to guide the Force's officers and staff, whilst supporting the new Chief Constable to achieve the strategic objectives outlined for the year ahead and beyond. The Deputy Chief Constable will also play an active role in developing the next strategy. BTP is recognised for its ability and commitment to working effectively and efficiently with a broad range of stakeholders whether it is others in the policing family in England, Scotland and Wales, the rail industry, the Department for Transport, the devolved administrations in Scotland and Wales or the British Transport Police Authority (BTPA), which holds the Force to account.

In delivering an increasingly challenging mandate, the Service must also deliver value for money for its funders and, to achieve this, BTP has embarked on a transformation programme which will deliver more efficient ways of working, increasing the use of digital technology better to predict where resources need to be deployed, analysing the success of its actions and interventions, and enabling officers to spend more time out on patrol working effectively and productively where it matters most. Whilst keeping the passengers and staff who travel and work on the railways safe is at the core of what BTP exists to do, its role is much broader and, as the largest of the three infrastructure police services, it is well placed to contribute to the national conversation around

policing, and to further this aim it works closely with the Home Office, Police Scotland and others in policing.

We are looking for someone who is able to work credibly at a strategic and operational level. The ideal candidate will be an innovative and visionary leader. The new Deputy Chief Constable will need to have the acumen to engage across both a politically challenging and multi-jurisdictional landscape.

I hope you are inspired by this challenging and exciting opportunity to be at the heart of national policing and can make a real difference to the safety and protection of Britain's rail infrastructure. If you require any further information, please do contact our recruitment partners, GatenbySanderson, for an informal and confidential discussion.



Ron Barclay Smith
Chair, British Transport Police Authority



Welcome letter from British Transport Police Chief Constable: Lucy D'Orsi

Dear Candidate,

Thank you for expressing an interest in the position of Deputy Chief Constable for the British Transport Police (BTP). BTP is the only national police Force in Great Britain and therefore offers a rare opportunity to lead in a unique environment and deal with rewarding challenges that you won't find in any other Force.

You would be working for a national organisation which is globally renowned throughout law enforcement and transport security, providing a specialist policing service to the millions of people who use the railways of England, Wales and Scotland. You would have an opportunity to work across devolved political administrations and within a commercial environment to ensure that BTP consistently delivers its ambition of providing an exceptional service across Great Britain.

We tackle a broad spectrum of policing demand, from serious and organised crime investigations to policing high-profile incidents and events, safeguarding vulnerable children and adults from harm and tackling disruption to the network. Everyone who uses the railways for travel, leisure or a place to work deserves to feel safe and confident to do so. Our transient community is vastly diverse, and we are committed to inspiring public confidence through a highly-visible and inclusive presence.

The Deputy Chief Constable will require prodigious operational credibility, governing the real-world effects of policing performance through a robust system which drives exceptional outcomes for the travelling public and stakeholders. Operating within a stakeholder-rich environment like no other, you will exercise poise and astute political judgement in your approach to building powerful collaborations and partnerships.

This opportunity presents at a distinctly exciting time for BTP. You would be working closely with myself as a newly appointed Chief Constable to reshape the strategic vision of the Force, leading a specialist railway policing service into a post-pandemic landscape. There are many challenges ahead and the position would suit an ambitious individual with a drive to challenge, guide and innovate. Responsible for designing and delivering strategic change, the Deputy Chief Constable position demands transformational leadership in its purist sense; upholding the highest standards whilst empowering others to take ownership and responsibility to make our Force better than ever before.

If you are a committed, enthusiastic and inclusive police leader I would strongly encourage you to consider this opportunity and the value you could bring to a world-class organisation as we shape the future strategic direction to keep passengers and communities safe, lead and care for our people and support all of our stakeholders.



Lucy D'Orsi
Chief Constable

Introduction to the British Transport Police

The work BTP does is complex, multi-faceted and vitally important, spanning all areas of policing from community policing through to armed response and counter terrorism. In fulfilling its statutory purpose to deliver efficient and effective policing for the railways in England, Scotland, and Wales, BTP also plays a vitally important role in tackling and minimising the disruption caused by incidents on the railway, addressing violent crime, countering the terrorist threat, and protecting Britain's critical railway infrastructure and those who work and travel on it. BTP has a significant role in identifying and helping people in crisis, those who are vulnerable or at risk of exploitation and responding to the unique risks of the railway in this regard. This significant task, which spans 10,000 miles of track and more than 3,000 railway stations and depots, relies on the hard work, dedication and experience of officers and civilian staff, based at Headquarters in London and Birmingham, and dispersed across Britain.

BTP is unique in many ways, not least in the stakeholder environment within which it operates. Working across three of the four home nations, it is essential that BTP works in close partnership with others in the policing family across Great Britain, to provide a responsive and joined-up service to passengers, rail staff and others who work on or live near the railway. Unlike Home Office police services, BTP is accountable to the BTPA, falling under the remit of the Secretary of State for Transport, rather than the Home Secretary, as it is for Forces in England and Wales, and the Cabinet Secretary for Justice for Police Scotland. Furthermore, BTP is substantially funded by train and freight operating companies as well as by Network Rail and Transport for London, and it must operate efficiently, delivering a high-quality, responsive service across an expanding network at a cost which delivers recognisable value for money for its industry partners.

BTP is committed to working efficiently and has launched an ambitious transformation programme to deliver significant savings by 2021. The transformation programme comprises several initiatives to implement new ways of working for intelligence, justice, and public protection, recognising that BTP's people are its greatest asset.

Inclusivity and diversity are integral to BTP. To ensure that these values are at the heart of everything it does BTP has launched its 'Moving the Needle Action Plan'. This Action Plan sets out BTP's commitment to tackling racism alongside the wider diversity and inclusion strands, removing unconscious bias and making BTP a fairer more inclusive police force. This ambitious and wide ranging programme focuses both internally and externally providing a transformative platform. It forms part of the wider Inclusion and Diversity Strategy and will be a key focus for the Deputy Chief Constable in all aspects of their role.

Beyond this, BTP is ambitious for the future and, as one of few policing bodies that crosses county boundaries, it is well placed to significantly contribute to the national policing agenda. BTP's new Deputy Chief Constable will support the Chief Constable in leading this high-performing police service which has successfully kept crime levels at just 19 crimes per million passenger journeys and improved satisfaction scores at targeted stations, whilst also maintaining the unit cost of BTP's services at 35p per passenger kilometre. The task of policing Britain's railways is becoming increasingly complex and challenging, with an expanding network and new and emerging threats as reflected in the updated priorities contained in BTP's 2018-21 strategy.

BTP currently has an overall revenue budget of around £320m with circa 5000 officers and civilian staff including specials and PCSOs.

The current members of the BTP Chief Officer team are:

- Chief Constable: Lucy D’Orsi
- Deputy Chief Constable: Adrian Hanstock QPM
- Crime and Safeguarding: ACC Charlie Doyle
- Network Policing & Specialist Capabilities: ACC Sean O’Callaghan
- Director of People and Culture: Rachael Etebar
- Director of Strategy and Change: Simon Downey OBE
- Director of Finance and Commercial Services: Tracey Martin



The Job Description and Person Specification

Post:	Deputy Chief Constable
Salary:	£145,000
Accountable to:	Chief Constable
Place of work:	London – with flexible working arrangements

Purpose of the role:

The Deputy Chief Constable supports the Chief Constable in leading the British Transport Police, contributing towards the creation of a strategic vision, direction and inclusive culture that builds public, commercial and organisational confidence and trust in a specialist national policing service. They will be responsible for representing the organisation amongst multiple levels of partners.

The Deputy Chief Constable has oversight of operational accountability for the policing response to crime and major and critical incidents and its effective command and leadership.

The Deputy Chief Constable is responsible for the implementation and delivery of the Force's Delivery Plan and the day-to-day running of the Force in line with the agreed direction and vision with diversity and inclusion at the centre.

The Deputy Chief Constable contributes to the development of regional and national policing and may be accountable for national operations or standard setting within a specific area of expertise.

Key accountabilities:

1. Contribute to the setting of the organisational and operational strategy for the Force, about wider plans and objectives such as the Strategy and Policing Plans approved by the Authority and Strategic Policing Requirement, to provide an effective and efficient policing service that meets current and future policing demands.
2. Support and maintain the mutually-productive strategic relationship with Authority Members, Chief Executive and wider Authority team, whilst maintaining the principle of the Chief Constable's operational independence.
3. Support the Chief Constable in leading the Force, embedding diversity and inclusion within the organisational culture and promoting values and ethics, holding responsibility for adherence to professional standards to enable an effective and professional service.
4. Lead the implementation of the Force Delivery Plan, ensuring that performance is monitored and evaluated with findings utilised to drive improvements in service delivery and the achievement of Force objectives.

5. Support the Chief Constable to lead, inspire and engage the Chief Officer Group, setting and 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.
6. Develop guidance and provide strategic direction on identifying and managing threat, risk, and harm within the policing area and in the Force's policing responses to protect the public and develop operational strategies.
7. Fulfil the authorising responsibilities of a Deputy Chief Constable (and those of the Chief Constable in their absence), holding responsibility for compliance to protect the public and ensure effective policing responses.
8. Lead and command the operational policing responses on occasion, in the highest risk and high-profile instances to protect the public and ensure an appropriate and effective response.
9. Develop and maintain a meaningful operational performance framework and governance structure in line with Force strategy, to hold the senior leadership of the organisation to account for operational delivery and outcomes to enable effective law enforcement and public protection.
10. Support the financial management of the Force, driving efficiency and productivity within the budget framework to maximise the use of resources, ensure the effective use of public spending and maximise value for money.
11. Develop and maintain strategic relationships with local, regional, private sector and national partners, effectively influencing and collaborating to enable the achievement of the Force objectives and develop public confidence in policing.
12. Represent the Force at a local, regional, and national level to the public, media and other external stakeholders to support the Chief Constable in improving visibility, connecting with the public and building confidence in policing.
13. Develop national thinking, policy, and guidance within an area of specialism to enable the continuous improvement of effective policing practice.

Education, training, and eligibility:

1. Within the last five years held or holds the rank of ACC/Commander or a more senior rank in UK policing (or has held one of the designate roles if appointed from overseas). For a list of approved Forces and ranks, please visit: https://www.college.police.uk/What-we-do/Support/Health-safety/Documents/6.3716_Guidance_for_appointment_v18.pdf
2. Successfully passed the Senior Police National Assessment Centre (SPNAC) and attended the Strategic Command Course. Overseas applicants may be required to undertake additional training.

3. Hold or be willing to secure Management Vetting clearance and meet the minimum immigration requirements to live and work in the UK. Note that the achievement of the correct level of security clearance is a prerequisite for the role.

Skills, Knowledge and Experience:

1. **Strategic clarity** - A demonstrable track record of successful experience of working at a strategic level and identifying emerging trends and issues to create strategic organisational change.
2. **Diversity & Inclusion** – Demonstrable experience of your commitment and leadership in embedding diversity and inclusion initiatives, with credible examples of how your contribution has impacted the workforce.
3. **Stakeholder engagement** - Demonstrable experience of engaging and influencing multi-agency partnerships. A highly effective communicator able successfully to negotiate, collaborate and influence change across a broad spectrum of audiences. A persuasive and collegiate approach to problem solving with the ability to work effectively with a range of partners and to recognise commercial imperatives such that these are supported by operational outcomes whilst demonstrating value for money and balanced against the need to deliver a full policing service.
4. **Transformational leadership** – Experience of encouraging, inspiring, and motivating employees to innovate and deliver valuable and positive change. Skilled in developing people whilst able to hold themselves, individuals and the organisation to account for performance and behaviours. Maintaining an effective critical advisor role to more senior positions.
5. **Financial management** - Experience of accountability for management of significant budgets: able to operate with high levels of commercial acumen: skilled in effective financial management which balances conflicting resource demands and drives value for money.
6. **Performance Management** – Demonstrable experience of embedding an effective performance management framework to support the delivery of an ambitious strategy and policy, aligned to operational realities.
7. **Operational Delivery** – Lead the creation of effective operational plans which recognise local, regional and national policing initiatives, whilst balancing complex and conflicting resource demands and enabling the achievement of strategic goals.
8. **Political Awareness** – Able to operate with high levels of political astuteness, and capable of impacting the internal and external political landscape effectively including, but not limited to, advancement of new financial opportunities.
9. **Governance** – A clear understanding of governance requirements in a Public Sector organisation, including sound financial and strategic risk management. Ability to work within statute and policy and proactively challenge non-compliance.

Recruitment Timetable

Please note the date of events below and ensure that you are available to attend the assessments and interviews which will be held in central London.

Activity	Date
Advertisement goes live	19 April 2021
Closing date for receipt of applications	10 May 2021 (08:00)
Assessments (one day)	16 June 2021
Psychologist Assessments	June 2021
Selection Panel Interviews	29 June 2021

Diversity and Inclusion

BTPA is an equal opportunities employer and is determined to ensure that:

- The workforce reflects the diverse community which it serves, and that the working environment is free from any form of harassment, intimidation, bullying or victimisation.
- No job applicant or employee is treated unfavorably on the grounds of gender, sexual orientation, age, marital status, race, colour, nationality, ethnic or national origins, creed, religion, or disability.
- No job applicant or employee is disadvantaged by conditions or requirements which cannot be justified by the requirements of the job.
- The BTPA welcomes applications from suitably-qualified persons from all parts of the community.

Data Protection

Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may be used for monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The equal opportunities monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted. If you are unsuccessful, personal details relating to your application will be held securely and destroyed after six months.

Pre-Employment Checks

The successful candidate will be subject to the satisfactory completion of pre-appointment enquiries including Management Vetting and references before an appointment can be offered formally. The successful candidate will be required to sign a contract with the BTPA before taking up appointment and be expected to participate in the Developed Vetting process.

Appointment Terms and Conditions & Remuneration Package

Salary and terms

The remuneration package comprises a salary of £145,000, with no additional allowances.

BTPA may aid with relocation expenses, if necessary.

The appointment will be for an initial period of three years with the possibility of an extension of up to two years and subject to a six-month probationary period. The role location is flexible but will include the requirement to frequently visit London if not based there and BTP's operational areas throughout the country. Occasional overseas travel may be required.

Salary will be reviewed annually in line with the national settlement of police pay for Chief Officers. There will be an annual appraisal of the Deputy Chief Constable's performance carried out by the Chief Constable. BTPA does not operate any performance-related pay or bonus schemes for Chief Officers.

The postholder is entitled to 35 days annual leave.

Pension

This information is given on a "without prejudice basis" and does not form any part of your contractual entitlements. It does not confer any rights to benefits from the Fund other than those provided by the Fund Rules.

The benefits payable from the British Transport Police Superannuation Fund are set out in the Rules of the Fund and a full guide for members will be provided on joining.

Any successful candidate under the age of 63 will be entered into the BTP Superannuation Fund on the day they start work.

BTPA operates a Pension Salary Sacrifice Scheme (PensionPlus). You will automatically be enrolled into PensionPlus and your reference gross salary will be reduced, in accordance with the PensionPlus Scheme rules, by an amount equivalent to the level of pension contributions.

On 1 April 2015, the BTPA introduced a new 'CARE' section of the British Transport Police Force Superannuation Fund (BTPFSF) for new entrants training to become Police Officers or transferees who have no protection in a Home Office Force pension scheme.

The term CARE stands for 'Career Average Revalued Earnings'. This means that on retirement the pension earned by the Officers will be the sum of the benefits accrued each year uplifted in following years by the consumer price index plus 1.25% per annum over the period of membership in the Fund.

Officers transferring from another Force into the BTP whose pensions are protected in the Home Office may retain a form of protection on transfer, subject to confirmation from your current Force regarding your current pension arrangements and subject to the approval of the BTPA. It is your responsibility to ensure that BTPA is aware of any level of protection that you may have.

Those currently in protected 30 or 35-year final-salary schemes in their previous Force may be offered the terms and benefits of BTP's 2007, 35-year pension scheme. Those who are protected in a 35-year final-salary scheme in their previous Force, either in permanent or tapered protection, may retain their protection as per their current arrangement.

Any person who has already completed 30 years in a Home Office Force will be auto enrolled into the Authority's Staff Scheme, which is subject to change.

Anyone drawing a Home Office police pension will be able to continue to do so.

Membership of the pension schemes is not compulsory, and you will have the option to opt-out of either scheme within the first month of joining.

It is recommended that you obtain independent pensions advice if you are unsure of your position.

The Recruitment Process (including how to apply)

How to apply	<p>The Deputy Chief Constable will be selected based on a combination of your written application, psychometric evaluation, assessments, and interview. To apply for this post please visit www.gatenbysanderson.com/job/GSe70061</p> <p>Register your details and then submit the following to us no later than 08:00 on 10 May 2021:</p> <ol style="list-style-type: none">1. A tailored CV (maximum of two pages), setting out your career history, responsibilities, and summary achievements, including your current salary and benefits (in confidence).2. You will also be required to answer the three competency-based questions outlined on our application page and below (each answer capped at 500 words).<ol style="list-style-type: none">a. Describe how you have provided strategic leadership to deliver an outstanding service. Your answer should explain the situation but focus on your role and the outcome.b. As a senior leader in a multifaceted stakeholder environment, can you describe your approach to developing partnership working whilst balancing competing needs to deliver successful outcomes?c. As a senior leader, how have you successfully driven organisational change whilst ensuring it impacts positively on inclusivity and diversity within the organisation?3. You will be required to upload a video file which sees you explain your motivation for applying.4. A completed business interest form - please give details of any business or other interests or any personal connections, which, if you are appointed, could be misconstrued, or cause embarrassment. Any conflicts of interest details here will not prevent you going forward to interview but may, if appropriate, be explored with you during your interview to establish how you would address the issue(s), should you be successful in your application. <p>Your application will not be considered unless <u>all</u> the above have been submitted.</p> <p>You will also be asked if you are applying for a guaranteed interview through the Disability Confident scheme. Should you encounter any issues with your online application please contact mary.dempsey@gatenbysanderson.com quoting the job title/reference.</p>
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Arrangements for Interview	<p>Expenses incurred by applicants during the recruitment process whose home address is outside the M25 will be reimbursed, subject to agreement in advance.</p> <p>If you are successful and called for interview and you require any reasonable adjustments or arrangements to be made please make these known at the time you are called for interview.</p> <p>Final panel interviews will be held in central London, current Covid-19 restrictions allowing.</p> <p>If you are unable to meet the proposed assessment or interview dates, please let us know at the earliest opportunity. It is unlikely that it will be possible to offer alternative dates.</p>
Further Information	<p>If you have any questions about the role itself or would like to discuss the post and your fit within the organisation, please contact Peter Guilder on 07545 441127 or email peter.guilder@gatenbysanderson.com</p>
Complaints	<p>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 & Defence Practice at peter.buffoni@gatenbysanderson.com.</p> <p>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.</p>

Appendix 1 – BTP Policing Plan

<https://btpa.police.uk/publications/policing-plans/>

Appendix 2 – BTPA Annual Report

[https://btpa.police.uk/livesite/wp-content/uploads/2020/07/BTPA_Annual_Report_2020_Artwork_Accessible_Spreads_1.pdf/](https://btpa.police.uk/livesite/wp-content/uploads/2020/07/BTPA_Annual_Report_2020_Artwork_Accessible_Spreads_1.pdf)

Appendix 3 – Strategic Plan

<https://btpa.police.uk/publications/strategic-plan>