



LANCASHIRE CHIEF CONSTABLE

Personal Qualities

Serving the Public

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.
- Valuing difference and diverse communities and understanding how these differences impact on the service we deliver.

Leading Strategic Change

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force.
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required.
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

Leading the Workforce

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise.
- Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Managing Performance

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money.
- Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.



Professionalism

- Acts with integrity, in line with the values and ethical standards of the Police Service.
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done.
- Defines and reinforces standards, demonstrating these personally and fostering an ethical culture of personal responsibility throughout the force.
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances.
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty.
- Openly acknowledges shortcomings in service and commits to putting them right.

Decision Making

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions.
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists.
- Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation.
- Identifies the key issues clearly, and the inter-relationship between different factors.
- Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Working with Others

- Builds effective working relationships through clear communication and a collaborative approach.
- Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies.
- Consults widely and involves people in decision-making, speaking in a way they understand and can engage with.
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals, showing tact, empathy and compassion.
- Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively. Fully commits to team decisions.