



## Role Profile

### C5234 PO 6-9 Improvement Consultant

#### Role Description

Provide internal consultancy at corporate, portfolio, programme and project levels to support and influence strategy and change development and delivery.

#### Main Responsibilities

Provide internal consultancy at corporate, portfolio, programme and project levels by:

- Lead on delivery and/or support complex improvement initiatives at the corporate, directorate and department levels (e.g. reviews of processes, functions, and services; internal consultancy assignments)
- Use of a range of consultancy tools and techniques to elicit and analyse risks and opportunities and act as a catalyst for change and provide a pipeline of potential improvement initiatives.
- Support the Business Change Sponsors to shape the blueprints/future operating model design blueprints and to prepare their sections of the organisation for transition to new ways of working/processes
- Support the effective implementation/delivery of designated change initiatives
- Use strategic analysis, processes, techniques and tools to facilitate the formulation and development of the organisation framework of strategies and plans in accordance with the business cycle
- Develop and implement mechanisms to scan the external operating environment and future horizon in order to influence and support the development of scenario planning, strategy and change
- Develop and implement mechanisms to assess and evaluate the internal operating environment by working closely with the Business Improvement department's intelligence and evidence functions to influence strategy and change

#### Rank/Scale

PO 6-9

#### Reports To

C6103 Deputy Head Performance and Assurance

#### Supervisory Responsibility

None

#### Additional Information

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

##### 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.

##### Security Vetting:

It is the policy of the Avon & Somerset Constabulary to conduct security checks on all staff in line with the National Vetting Policy.



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#### Experience and Qualifications

##### Recruitment

The post holder will be qualified to at least degree level with a management / business focus and relevant professional or business practitioner related discipline, (strategy and planning / change / process improvement methodologies / business analysis).

The post holder will also:

- have a proven experience in the field of strategy organisational development and change within a complex organisation.
- be experienced at applying consultancy skills, tools and techniques.
- have experience of establishing and developing corporate and department level strategic plans.
- have strong leadership and influencing skills beyond formal lines of authority. You must also have the ability and experience to establish your credibility and maintain the trust and confidence of senior leaders
- be a highly effective and versatile communicator, in writing and verbally at all levels.
- have strong analytical and intellectual problem-solving abilities, including interpreting and drawing reasoned and robust conclusions from quantitative and qualitative data.
- hold a full current driving licence or be able to travel around the force area using alternative transport.

##### Competency in Role

The post holder must:

- be able to demonstrate their understanding of the organisations wider objectives, corporate strategies and its portfolio of change.
- understand the complex and changing environment and governance arrangements.

This post has been designated as requiring the following vetting level in accordance with the National Vetting Policy - Police Recruitment Vetting (RV).

#### Shortlisting

##### SHORTLIST

##### Criteria relevant to the job

##### ESSENTIAL

Requirements necessary for safe and effective performance in the job

##### ADDITIONAL/USEFUL

Where available, elements that contribute to improved/immediate performance in the job

##### Qualifications



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QE1

Hold a full current driving licence or be able to travel around the force area using alternative transport.

QE2

#### Experience

A proven experience in the field of strategy organisational development and change within a complex organisation.

EE1

Be able to demonstrate their understanding of the organisations wider objectives, corporate strategies and its portfolio of change

EA1

Be experienced at applying consultancy skills, tools and techniques

EE2

Understand the complex and changing environment and governance arrangements



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EA2

Have experience of establishing and developing corporate and department level strategic plans.

EE3

Strong leadership and influencing skills beyond formal lines of authority. You must also have the ability and experience to establish your credibility and maintain the trust and confidence of senior leaders

EE4

Be a highly effective and versatile communicator, in writing and verbally at all levels.

EE5

Strong analytical and intellectual problem-solving abilities, including interpreting and drawing reasoned and robust conclusions from quantitative and qualitative data.

EE6

## Skills



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Skill Category	Skill Name	Skill Level	Skill Description	For PDR
Core Values	Impartiality	Senior Manager/Executive	Behaviours: <ul style="list-style-type: none"> <li>• I take into account individual needs and requirements in all of my actions</li> <li>• I understand that treating everyone fairly does not mean everyone is treated the same</li> <li>• I always give people an equal opportunity to express their views</li> <li>• I communicate with everyone, making sure the most relevant message is provided to all</li> <li>• I value everyone's views and opinions by actively listening to understand their perspective</li> <li>• I make fair and objective decisions using the best available evidence</li> <li>• I enable everyone to have equal access to services and information, where appropriate</li> </ul>	No
Core Values	Integrity	Senior Manager/Executive	Behaviours: <ul style="list-style-type: none"> <li>• I always act in line with the values of the police service and the Code of Ethics for the benefit of the public</li> <li>• I demonstrate courage in doing the right thing, even in challenging situations</li> <li>• I enhance the reputation of my organisation and the wider police service through my actions and behaviours</li> <li>• I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations</li> <li>• I am open and responsive to challenge about my actions and words</li> <li>• I declare any conflicts of interest at the earliest opportunity</li> <li>• I am respectful of the authority and influence my position gives me</li> <li>• I use resources effectively and efficiently and not for personal benefit</li> </ul>	No
Core Values	Public Service	Senior Manager/Executive	Behaviours: <ul style="list-style-type: none"> <li>• I act in the interest of the public, first and foremost</li> <li>• I am motivated by serving the public, ensuring that I provide the best service possible at all times</li> <li>• I seek to understand the needs of others to act in their best interests</li> <li>• I adapt to address the needs and concerns of different communities</li> <li>• I tailor my communication to be appropriate and respectful to my audience</li> <li>• I take into consideration how others want to be treated when interacting with them</li> <li>• I treat people respectfully regardless of the circumstances</li> <li>• I share credit with everyone involved in delivering services</li> </ul>	No



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Core Values	Transparency	Senior Manager/Executive	<p>Behaviours:</p> <ul style="list-style-type: none"> <li>• I ensure that my decision-making rationale is clear and considered so that it is easily understood by others</li> <li>• I am clear and comprehensive when communicating with others</li> <li>• I am open and honest about my areas for development and I strive to improve</li> <li>• I give an accurate representation of my actions and records</li> <li>• I recognise the value of feedback and act on it</li> <li>• I give constructive and accurate feedback</li> <li>• I represent the opinions of others accurately and consistently</li> <li>• I am consistent and truthful in my communications</li> <li>• I maintain confidentiality appropriately</li> </ul>	No
Intelligent, Creative and Informed Policing	We analyse critically	Senior Manager/Executive	<p>I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.</p> <p>I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.</p> <p>I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.</p> <p>I use my knowledge of the wider external environment and long-term situations to inform effective decision making.</p> <p>I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.</p>	No
Inclusive, Enabling and Visionary Leadership	We are collaborative	Senior Manager/Executive	<p>I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.</p> <p>I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).</p> <p>I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.</p> <p>I create an environment where partnership working flourishes and creates tangible benefits for all.</p>	No



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Resolute, Compassionate and Committed	We are emotionally aware	Senior Manager/Executive	<p>I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.</p> <p>I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.</p> <p>I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.</p> <p>I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.</p> <p>I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.</p>	No
Intelligent, Creative and Informed Policing	We are innovative and open-minded	Senior Manager/Executive	<p>I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.</p> <p>I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.</p> <p>I work to create an innovative learning culture, recognising and promoting innovative activities.</p> <p>I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.</p> <p>I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.</p>	No



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Inclusive, Enabling and Visionary Leadership	We deliver, support and inspire	Senior Manager/Executive	<p>I challenge myself and others to bear in mind the police services vision to provide the best possible service in every decision made.</p> <p>I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.</p> <p>I ensure that everyone understands their role in helping the police service to achieve this vision.</p> <p>I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.</p> <p>I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.</p> <p>I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.</p> <p>I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.</p> <p>I motivate and inspire others to deliver challenging goals</p>	No
Resolute, Compassionate and Committed	We take ownership	Senior Manager/Executive	<p>I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.</p> <p>I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.</p> <p>I define and enforce the standards and processes that will help this to happen.</p> <p>I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance</p> <p>I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.</p> <p>I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.</p>	No

## NOS

NOS Unit	Unit Name	Unit Description