



CHIEF CONSTABLE APPOINTMENT

19th December, 2014

Warwickshire Police

Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel to give consideration to the Police and Crime Commissioner's proposed appointment for the position of Chief Constable of Warwickshire Police.

The report provides an overview of the appointment process that has been undertaken by the Police and Crime Commissioner for Warwickshire, Mr Ron Ball, to select the Chief Constable for Warwickshire Police. Detailed within the report are the reasons why the proposed candidate has been selected for consideration by the Police and Crime Panel. This report should be read in conjunction with the Independent Member's Report, which is listed on the agenda.

Recommendation

It is recommended that the Police and Crime Panel consider the Police and Crime Commissioner's preferred candidate, Mr Martin Jelley for the role of Chief Constable, at the Confirmation Hearing on Friday 19th December, 2014.

1. Introduction and Background

- 1.1 The Police and Crime Commissioner wrote to the Police and Crime Panel on Friday 10th October, 2014 informing the Panel of Mr Parker's intention to retire and that he would be recruiting a new Chief Constable. This was followed by a public announcement of the Chief Constable's retirement, which was published on Wednesday 22nd October, 2014, stating the Chief Constable intended to retire at the end of March 2015.
- 1.2 The Commissioner must, under the Police Reform and Social Responsibility Act 2011 (the Act), notify the Police and Crime Panel (the Panel) of the preferred candidate for appointment as Chief Constable. This Report sets out the Commissioner's proposed appointment.
- 1.3 Schedule 8 of the Act states that the Commissioner must notify the Panel of the proposed appointment of a Chief Constable and must include the following information:
 - (a) the name of the person the Commissioner is proposing to appoint;
 - (b) the criteria used to assess the suitability of the candidate;
 - (c) why the candidate satisfies the criteria; and
 - (d) the terms and conditions upon which the candidate is to be appointed.
- 1.4 The purpose of the Confirmation Hearing is to enable the Police and Crime Panel to review the process undertaken in making the proposed appointment and to be assured that the proposed candidate meets the criteria and to make recommendations on the proposed appointment.

This report is being presented to assist Members in making their decision.

- 1.5 Included within and appended to the report is information in addition to that listed in 1.3 above, which the Police and Crime Panel may find useful to assist them in making an informed decision.

2. Issues for Consideration

2.1 Appointment Process and Criteria

The Commissioner has ensured that the appointment process followed the relevant legislation such as the Police Reform and Social Responsibility Act, Home Office Circular 20/2012 and the Guidance on Appointing Chief Officers developed by the College of Policing.

- 2.2 The Office of the Police and Crime Commissioner has worked with the College of Policing in developing and delivering this appointment process. This has included defining a bespoke Role Profile and Person Specification for the role of Chief Constable of Warwickshire.

2.3 Advertisement

The advertisement for the role of Chief Constable was developed based on the key criteria and requirements for the role incorporated within the Role Profile and Person Specification.

- 2.4 Regulation 11 of the Police Regulations 2003 specifies that Chief Officer vacancies must be advertised on a public website, or some other form of publication which deals with police matters circulating throughout England and Wales, and that the closing date for applications must be no less than three weeks after the date of the publication of the advertisement.

- 2.5 The advertisement for the role of Chief Constable was placed on the Commissioner's website on 30th October, 2014 and was also placed on the Association of Police and Crime Commissioners, the Association of Chief Police Officers (ACPO) and the College of Policing websites. ACPO tweeted the advert to all of its members. In addition, the Commissioner posted a personal message to prospective candidates on the Police and Crime Commissioner's website inviting them to apply and setting out clearly what he was seeking from the next Chief Constable of Warwickshire.

The closing date for the receipt of completed applications was 1200 hours on Monday 24th November, 2014.

2.6 Application Pack

The application pack was available upon request from the Office of the Police and Crime Commissioner and was also accessible from the Office of the Police and Crime Commissioner's website.

The pack comprised of the following documents:

- Foreword by the Police and Crime Commissioner
- Advertisement
- Letter to candidates from the Police and Crime Commissioner

- General information about Warwickshire Police and the County of Warwickshire
- Role Profile
- Person Specification
- Schedule outlining the Police Professional Framework
- Terms and Conditions of appointment
- Timetable for the selection process

A copy of the application pack is attached as Appendix 1.

In addition, each candidate was provided with the following for completion:

- An Application Form (Appendix 2)
- An Equal Opportunities Monitoring Form (Appendix 3)
- A Chief Officer Assessment Form of a candidate's suitability (Appendix 4)
- A request for the Officer's latest Performance Development Review

2.7 **Role Profile and Person Specification**

The Role Profile is a key document in the appointment process. It sets out who the Chief Constable is accountable to, what they are responsible for and the job purpose. It was written specifically to reflect the expectations and requirements of the public of Warwickshire. Feedback on the Role Profile was sought from Police and Crime Panel Members and other key stakeholders across Warwickshire. Responses to this consultation were fully considered when the final version of the Role Profile was set.

The Person Specification sets out the key personal qualities and professional competencies required to perform the role of Chief Constable of Warwickshire Police.

The behavioural qualities outlined in the Police Professional Framework (PPF) Personal Qualities at Executive level were also used as key criteria in defining what was expected from the post holder.

The PPF is a national behavioural competency framework designed specifically for the Police Service which outlines what effective behaviour looks like at different levels in Policing.

The candidates were required to provide evidence in each of these competencies in their application form and were tested against them during the appointment process.

Advice and guidance was sought from the College of Policing during the drafting of the Role Profile and Person Specification and with the design of the application form.

2.8 The Person Specification also contained the eligibility criteria required pursuant to the determinations of the Home Secretary, this being the satisfactory completion of the Senior Police National Assessment Centre (Senior PNAC) and Strategic Command Course (SCC). Each candidate was required to provide written confirmation that they had been successful in both PNAC and the SCC.

2.9 In line with recommended practice in selection and assessment, the Role Profile and Person Specification were used to form the basis for subsequent decisions about the format and content of the appointment process including the advertisement,

application form, the shortlisting criteria, stakeholder panel meetings, assessment presentation topic and interview questions asked by the Appointment Panel.

2.10 Terms and Conditions

The Terms and Conditions were compiled in accordance with Police Regulations and the Home Secretary's determination. Legal advice from Warwickshire County Council's legal team was sought during the drafting of the Terms and Conditions.

The term of appointment will be for a fixed term of five years, together with any extension which may be approved by the Commissioner.

The spot salary for the Chief Constable of Warwickshire is £132,657 and the Commissioner has discretion to offer a salary range which varies no more than 10% (up or down) from the spot rate. The Commissioner retains the ability to review such discretion throughout the period of appointment.

2.11 Application Form

The self-assessment Application Form was developed in conjunction with the College of Policing and designed to collect key information about the applicant's suitability for the role as defined in the Role Profile, Person Specification and the Police Professional Framework personal qualities.

The competency based questions in the Application Form were designed to contextualise the tasks associated with the role and pertinent organisational issues identified in the Role Profile.

2.12 The Appointment Panel

Whilst the Police Reform and Social Responsibility Act, supported by Home Office Circular on the Selection and Appointment of Chief Officers (20/2012) and national guidance, states that it is the responsibility of the Commissioner to appoint a Chief Constable, the College of Policing guidance suggests that the Commissioner should convene an Appointment Panel to include at least one Independent Member.

2.13 The Home Office Circular states that the Independent Member should be chosen by the Commissioner and be someone independent of them and the Force.

The role of the Independent Member is to ensure the appointment process is conducted in line with the principles of merit, fairness and openness and that the successful candidate is selected on merit.

The College of Policing holds a list of suitable Independent Members who are trained assessors and have experience of selection processes within and outside the policing context.

The Independent Member selected to support the Commissioner in the selection process was Carolyn Dhanraj, MBE, JP. Carolyn has been involved in a number of Chief Constable selection processes in the recent past.

2.14 The Commissioner selected an appointment panel as follows:

- Ron Ball, Police and Crime Commissioner (Chair of the Panel)
- Dr Eric Wood, DL (Deputy Police and Crime Commissioner)
- David Shaw (Chief Constable West Mercia Police)
- Carolyn Dhanraj, MBE, JP (Independent Member)

The Panel Members were selected in order to provide a range of perspectives with regards to policing in Warwickshire and within the Strategic Alliance with West Mercia Police. All have previous experience of senior selection processes.

The Appointment Panel Members received a copy of the College of Policing Guidance for the Appointment of Chief Officers upon being appointed. This was to enable the Panel Members to have a full understanding of the recruitment process and what was required of the Panel.

2.15 **Expressions of Interest and Applications**

Four potential candidates were in contact with the Office of the Police and Crime Commissioner and at the closing date for applications on 24th November 2014 all four had submitted completed application forms.

2.16 Checks were made and confirmed that each applicant had met the eligibility criteria within Home Office Circular 21/2012, i.e. they had successfully completed the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC).

2.17 **Shortlisting**

The Appointment Panel met on Thursday 27th November, 2014 to undertake the shortlisting exercise.

Prior to shortlisting Carolyn Dhanraj provided the other Panel Members with a briefing to guide and assist them with the shortlisting process and the recruitment process as a whole.

During the briefing session, the Appointment Panel considered the five point rating scale, see Appendix 5, which was to be used during the shortlisting process.

2.18 Appointment Panel Members were provided with individual copies of the following documents:

- Role Profile and Person Specification
- Applicant's completed self-assessment Application Form
- The "Why Me" letter submitted by the candidates in support of their application
- Chief Officer's assessment of the candidate's suitability
- Five point rating scale
- Shortlisting Recording Sheet

2.19 Following the briefing the Appointment Panel considered the applications received against the eligibility criteria and the professional competencies contained within the Person Specification.

2.20 Each Panel Member was asked to consider all of the information provided and to complete an independent assessment of the applicant's answers to the competency specific questions contained within the application form together with an assessment of the 'Why Me' letter and the Chief Officer assessment of the candidate's suitability.

Panel Members were requested to do this against the agreed assessment criteria using the five point rating scale.

2.21 After the independent assessments were complete, the Panel collated the independent ratings for each personal quality.

This stage of the shortlisting exercise was chaired by Carolyn Dhanraj, Independent Member of the Appointment Panel.

The key personal qualities / competencies assessed and rated as part of the shortlisting exercise were:

- Serving the Public
- Leading Strategic Change
- Leading the Workforce
- Managing Performance
- Professionalism
- Decision Making
- Working with Others
- The 'Why Me' letter
- The Chief Officer Assessment of candidate suitability

2.22 Following the shortlisting process, the Panel found that three candidates met the standards set and were suitable to take forward to assessment and interview.

Following the shortlisting a draft presentation topic was provided for consideration by the Appointment Panel. After discussion, the topic was further developed to incorporate the Panel's suggestions and that topic was then taken forward and used in the selection process.

In addition, each Panel Member was asked to compose a number of draft questions to be asked by the Appointment Panel. The list of proposed questions was then considered by the Independent Member, Carolyn Dhanraj, the Chief Executive to the Police and Crime Commissioner, Neil Hewison and an adviser from the College of Policing, Karen Lister.

A set of questions were selected from the draft suggestions to ensure during the Appointment Panel presentation and interview process that each of the Police Professional Framework personal qualities would be scrutinised and tested.

2.23 Force Familiarisation Day

As part of the recruitment process it was decided to invite those candidates who met the standard set at the shortlisting stage to attend a Familiarisation Day at the Warwickshire Justice Centre, Leamington Spa, on Tuesday 2nd December, 2014. The intention of the day was to enable shortlisted candidates to learn more about the role, Warwickshire Police and more generally about the County itself. A copy of the timetable for the day is attached as Appendix 6.

2.24 The Familiarisation Day was also intended to be an important event providing an open, transparent and equal opportunity for all those shortlisted for the role to have a common knowledge and understanding about the Force, the Commissioner's priorities and the County.

2.25 During the Familiarisation Day each candidate was provided with the programme for the selection process which was to take place on Monday 8th and Tuesday 9th December, 2014 including a briefing pack on how the Stakeholder Panel meetings would be conducted, see para 2.26 onwards.

2.26 Stakeholder Panel Meetings Monday 8th December, 2014

The objective of the Stakeholder Panel meetings was to involve a range of critical and interested stakeholders in the selection and appointment process for the role of Chief Constable of Warwickshire.

This stage was included to recognise the importance of the new Chief Constable to build and maintain effective relationships not just internally but critically with key stakeholders from other public, voluntary and private sectors as well as different interest groups in order to deliver, sustain and promote trust and confidence in Policing across Warwickshire.

2.27 The Stakeholder Panel meetings took the form of round table meetings with key stakeholders from across Warwickshire as panel members.

The Panels provided an opportunity for key stakeholders to put questions to the candidates to find out about their approach and views on policing.

2.28 It also provided the candidates with an opportunity to gain a wider insight and understanding about the areas that the people of Warwickshire have an active interest in, and the range of people that they would be expected to engage and work with should they become the Chief Constable of Warwickshire Police.

2.29 The Stakeholder Panels were not interviews with members formally assessing the candidate's response. They were a mechanism to provide an insight and view of each candidate. The answers and information provided were used to identify areas of particular interest or concern that the Appointment Panel could question or explore further during the interview stage of the process.

2.30 Two Stakeholder Panels were convened, one being a 'Partnership Stakeholder Panel' and the other being a 'Political Stakeholder Panel'.

Both panels were made up of invited people. They were selected based upon the body, group or organisation they represented, as well as their background, experience and position held.

2.31 Membership of the two Stakeholder Panels is outlined in the tables below:

Partnership Stakeholder Group

| Name | Body/Group/Organisation |
|--|---|
| Andy Hickmott (Chair) | Chief Fire Officer, Warwickshire Fire and Rescue |
| Monica Fogarty | Strategic Director for Communities, Warwickshire County Council |
| Phil Robson | Former Chair, Warwickshire Police Authority |
| Liz Stafford | Chief Executive, Warwickshire and West Mercia CRC |
| Jerry Hutchinson | Chief Executive, North Warwickshire Borough Council |
| Alan Franks | Managing Director, Nuneaton and Bedworth Borough Council |
| Junaid Hussain | Chief Executive, Warwickshire Race Equality Partnership |
| Carolyn Dhanraj, Independent Member | Observing |
| Karen Lister, College of Policing | Facilitator |

Political Stakeholder Group

| Name | Body/Group/Organisation |
|--|---|
| Councillor Les Caborn (Chair) | Conservative, Portfolio Holder for Community Safety |
| Bill Longmore | Police and Crime Commissioner for West Mercia |
| Councillor Sarah Boad | Liberal Democrat Group |
| Councillor Dave Parsons | Labour Group |
| Councillor Bob Hicks | Labour, Chair of Nuneaton and Bedworth CSP |
| Councillor Chris Cade | Chairman, Warwickshire Neighbourhood Watch |
| Carolyn Dhanraj, Independent Member | Observing |
| Neil Hewison, Chief Executive | Facilitator |

Following their selection each member of the Stakeholder Panels was sent a briefing pack which explained their role in the process.

- 2.32 Each member of the Stakeholder Panels was asked to submit a draft question(s) which they would like to ask the candidates. The questions submitted were reviewed by the Independent Member, Carolyn Dhanraj, and Chief Executive for the Police and Crime Commissioner, Neil Hewison. The review ensured that the questions were not repetitive, would explore different aspects of policing, community safety and issues pertinent to Warwickshire. The overall aim of the questions being to invoke a varied discussion between the Panel Members and the candidates on policing, community safety and other related topics.

A finalised list of questions for each Panel was agreed and used for each candidate.

- 2.33 The two Stakeholder Panels were convened on Monday 8th December, 2014 at the Woodside Hotel, in Kenilworth.

Before meeting the candidates, each Panel was formally briefed by a member of staff from the College of Policing, Karen Lister. Karen explained in detail their roles and responsibilities as Stakeholder Panel Members.

Each Stakeholder Panel had an appointed Chair and the Chair was supported by two facilitators, namely Karen Lister (Partnership Stakeholder group) and Neil Hewison, Chief Executive (Political Stakeholder group).

Both groups were observed by the Independent Member, Carolyn Dhanraj, who rotated between the two meetings. Each candidate met individually with each Stakeholder Panel and the meetings per candidate lasted for one hour.

Each Panel Member was asked to make notes and observations on each candidate, which they recorded on candidate record sheets.

- 2.34 Each Panel Member was given an opportunity to ask questions, followed by some supplementary probing questions if required. They were able to explore with candidates issues and concerns that were important to them and the community they represented or the agency they worked in.

Following the conclusion of the meeting the facilitator held a debrief session with all members of the Stakeholder Panel once the candidate had left the room.

The purpose of the debrief being to gather views from the Stakeholders on the Panel and to identify areas that they believe would benefit from further questioning and exploration during the formal interview by the Appointment Panel.

- 2.35 Following the Stakeholder Panels the proposed questions to be asked by the Appointment Panel (see 2.22) were reviewed by Carolyn Dhanraj, Independent Member, Karen Lister, College of Policing and Neil Hewison, Chief Executive taking into account the feedback received from the Stakeholder Panels.

As a consequence the questions were modified to a final version.

- 2.36 **Presentation and Interview Tuesday 9th December, 2014**

On Tuesday 9th December, 2014 the Appointment Panel conducted the presentation and interview stage of the selection process for the shortlisted candidates. The Appointment Panel comprised:

| Name | Organisation |
|-----------------|---|
| Ron Ball | Police and Crime Commissioner for Warwickshire |
| Dr Eric Wood | Deputy Police and Crime Commissioner for Warwickshire |
| Mr David Shaw | Chief Constable for West Mercia |
| Carolyn Dhanraj | Independent Member, College of Policing |
| Neil Hewison | Chief Executive, Observer, but not a Panel Member |

Prior to the presentation and interviews taking place, the Panel held a briefing session with the Independent Member, Carolyn Dhanraj, Karen Lister, College of Policing and Neil Hewison, Chief Executive.

The aim of the session was to outline the process being used to appoint the new Chief Constable and to provide a detailed understanding about the respective roles of the Panel Members in the selection process.

Identified areas of interest from the Stakeholder Panels were then shared with the Appointment Panel, but, no specific information about each candidate was provided to the Panel during the briefing.

The Panel were also reminded about the need to Observe, Record, Classify and Evaluate (OCRE) assessment model, probing questions along with potential barriers and biases to objective assessment.

- 2.37 Panel Members were then provided with a copy of the agreed presentation topic (see 2.22) and the final version interview questions (see 2.35). Recording sheets with space to record the content of the candidate's presentation and answers to each of the competency based questions were provided to Panel Members.

The Appointment Panel assessed the candidates during the following:

2.38 Presentation

Candidates were given a topic and half an hour to prepare a presentation for the Appointment Panel.

The candidates were then required to give a presentation up to fifteen minutes in length, which was then followed by questions from the Appointment Panel.

- 2.39 Once the candidate had delivered their presentation the Panel asked questions to clarify their understanding of the presentation. Specific questions were not prepared in advance for this part of the assessment, as the Panel needed to tailor their questions to the content of the candidate's presentation.

During the presentation Panel Members made contemporaneous notes about the content and the candidate's presentation and responses to the Panel's questions on a presentation recording sheet.

- 2.40 The presentation component of the assessment would mainly assess the competency areas of Leading Strategic Change, Decision Making and Managing Performance.

The topic was developed to reflect key issues and themes identified in the Role Profile and Person Specification.

2.41 Interview

The Appointment Panel assessed the performance of candidates during interview against the personal qualities contained within the Person Specification using a five point rating scale provided by the College of Policing. The formal interview followed on directly after the presentation part of the interview had been concluded.

- 2.42 The Panel asked questions which focussed on each of the following personal qualities:

- Serving the Public
- Leading Strategic Change
- Leading the Workforce
- Managing Performance
- Professionalism
- Decision Making
- Working with Others

- 2.43 The Panel were encouraged to use appropriate probing techniques to supplement their core questions, seek further information from the candidates and test the thinking behind the responses provided.

- 2.44 The Appointment Panel Members individually made contemporaneous notes, assessed and rated each candidate's performance.

- 2.45 Following the presentation and interviews the Appointment Panel were required to independently classify the recorded evidence against the competencies being assessed and subsequently evaluate the quality and quantity of evidence provided using the five point rating scale.

Once they had awarded an independent rating for each of the Police Professional Framework – personal qualities, the Independent Member, Carolyn Dhanraj, facilitated a discussion to collate the individual panel member ratings and agree a panel score for each quality and an overall performance score for each candidate.

- 2.46 Once the ratings for each personal quality were agreed these were used to determine whether the candidates had met the required criteria and the overall score for each candidate was established. The final overall scoring matrix for the three candidates is attached at Appendix 7 (confidential) circulated separately.

2.47 **The Preferred Candidate**

The Appointment Panel unanimously agreed to the appointment of Martin Jelley as Chief Constable of Warwickshire Police. He achieved the top overall score and was judged to meet all of the required personal qualities of the Police Professional Framework.

- 2.48 The Commissioner and the Appointment Panel were totally satisfied that Mr Jelley was the best candidate and suitable as the next Chief Constable of Warwickshire Police.

Accordingly, the Commissioner would formally propose to the Police and Crime Panel that Martin Jelley is the preferred candidate. Martin Jelley is currently serving as Deputy Chief Constable with Northamptonshire Police and a biography of his policing career is provided at Appendix 8.

- 2.49 A copy of the preferred candidate's application has been provided to Police and Crime Panel Members separately as a confidential document, as it contains personal information.

- 2.50 The Independent Member is required to provide a written report on the appointment process for submission to the Police and Crime Panel. This is included elsewhere on the Agenda to inform and assist the Panel Members.

- 2.51 Subject to the Police and Crime Panel's decision today, it is anticipated that upon confirmation of appointment, the preferred candidate will commence duty in the substantive role of Chief Constable of Warwickshire Police on 1st April, 2015.

3. **Implications**

3.1 **Financial**

The financial implications of the appointment of a Chief Constable are contained within the existing police budget.

3.2 **Legal**

In progressing the recruitment of a new Chief Constable the Commissioner has had regard to the legislation referred to within the report, as well as College of Policing guidance for the Appointment of Chief Officers, published in November 2011.

3.3 **Risk**

Failure to proceed to appoint the preferred candidate would require the undertaking of a new recruitment process. This would not necessarily result in more applications from suitable candidates, in fact the reverse may be true.

This could lead to instability in the Force and reduction in public confidence in policing in Warwickshire.

3.4 Human Resources / Equality

The appointment process has been open to all eligible candidates and has been conducted in accordance with the Police and Social Responsibility Act, relevant Police regulations and guidance published by the College of Policing to ensure a fair and equitable process. All reasonable requests from candidates have been met.

The Independent Member appointed to the Appointment Panel endorses that the principles of fairness, openness and selection on merit were fully applied at every stage of the process. A copy of their report is attached at Appendix 9.

4. Supplementary Information

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|------------|---|--|
| Appendix 1 | : | Candidate Application Pack |
| Appendix 2 | : | Application Form |
| Appendix 3 | : | Equal Opportunities Monitoring Form |
| Appendix 4 | : | Chief Officer Assessment Form of a candidate's suitability |
| Appendix 5 | : | Five Point Rating Scale |
| Appendix 6 | : | Familiarisation Day Timetable |
| Appendix 7 | : | Final Scoring Matrix (circulated separately) |
| Appendix 8 | : | Biography of Preferred Candidate |
| Appendix 9 | : | Warwickshire Independent Member Report |



CHIEF CONSTABLE RECRUITMENT

Warwickshire Office of the Police and
Crime Commissioner

Foreword

When it comes to policing, Warwickshire has a tradition of punching well above its weight and I am looking for someone to continue that tradition. As the incoming Commissioner I have benefited from working in a landscape that has recently been shaped by Keith Bristow and Andy Parker, so the successful applicant has big shoes to fill. This selection process has some similarities to that used in my old profession as an airline pilot – where we needed to identify captains from pilots. In both cases the basics are assumed – technical skills for the pilot and knowledge of policing for the Chief Constable. These competences will be checked but we will be looking for much more. Partnership working is part of the Warwickshire DNA and the successful candidate will need to understand that. That has not happened by accident and will need continuous attention to maintain the excellent relationships that we have. We will also be assessing the basic requirements for leadership in a modern police force – clarity of thought, good communication skills, team building, performance management and so on.

In her speech to the Superintendents' Association this year, the Home Secretary specifically singled out the Warwickshire/West Mercia Alliance as the way forward for policing. Our ground breaking collaborative arrangements are making significant savings without surrendering the local democratic accountability that a merger would require. The successful candidate will need to grasp the significance of the Alliance and will have a good understanding of the interaction between politics – both local and national – within policing.

Although there have been difficulties and tensions between Commissioners and Chief Constables in other parts of the country, that has not been the case in Warwickshire. The Chief Constable and I very quickly established a professional, challenging working relationship based on mutual respect and I will be looking to continue that. There are difficult times ahead and the officers and staff will be looking for a clear thinking and motivational leader who works closely with me and my office. That formula has worked well to date.

Thank you for your interest in this post. We have a professional and committed workforce who are used to strong and effective leadership. Are you the person to continue that tradition?

Mr Ron Ball, Police and Crime Commissioner for Warwickshire



Advertisement for the Post of Chief Constable of Warwickshire

Ron Ball, the Warwickshire Police and Crime Commissioner, invites applications for the post of Chief Constable.

Applications are invited from suitably qualified and experienced senior police officers for this demanding position.

Substantive Assistant Chief Constables may apply.

The Commissioner is looking for a top level strategic leader who will work with him to deliver the objectives in his Police and Crime Plan, thereby providing the maximum protection to people who live, work and travel through Warwickshire. Key to success will be a strengthening and deepening of the Strategic Alliance with West Mercia Police which the new Chief Constable will lead, together with the Chief Constable of West Mercia Police.

To be successful you will need to:-

- Lead and inspire the workforce and care deeply about the policing service provided to the public and victims.
- Be dynamic and innovative.
- Successfully forge strong working relationships with colleagues, partners and communities in Warwickshire and West Mercia, as well as regionally and nationally.

The appointment will be offered for a fixed term of five years. The salary is £132,657 per annum, plus the allowances applicable to the post, including removal expenses.

The Warwickshire Police and Crime Commissioner is committed to equal opportunities and would particularly welcome applications from members of minority groups, female applicants and people who consider themselves to be disabled. All applications will be considered on an equal basis to determine their suitability for the post.

| | |
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| Closing date for applications: | 12.00 noon on Monday 24 November |
| Shortlisting: | Thursday 27 November |
| Force Familiarisation Day: | Tuesday 2 December |
| Selection Process: | Monday 8 and Tuesday 9 December |
| Police and Crime Panel Confirmation Hearing: | 2.00p.m. on Friday 19 December |

Application packs can be obtained by contacting Cheryl Hayward, Office of the Police and Crime Commissioner via email cherylhayward@warwickshire.gcsx.gov.uk

For an informal discussion on the post please contact Neil Hewison, Chief Executive, on 01926 412118.



29 October 2014

Warwickshire Office of the PCC
3 Northgate Street
Warwick
CV34 4SP

**TO : All Candidates for the
Post of Warwickshire Chief Constable**

Ron Ball
Police and Crime Commissioner
Tel: 01926 412322
E-mail: OPCC@warwickshire.gov.uk

Dear Candidate

Appointment of Warwickshire Chief Constable

Thank you for your interest in becoming the Chief Constable of Warwickshire.

I have pleasure in enclosing an application form and information pack that also includes some relevant background information.

An electronic version of the application form is available to download together with the Chief Officer Assessment form from the PCC's website – www.warwickshire-pcc.gov.uk.

Further background documents such as the Police and Crime Plan can also be viewed on the website.

The closing date for applications is 12.00 noon on Monday 24 November. You will be notified if you have been shortlisted as soon as possible after the Appointment Panel meets on Thursday 27 November.

Please ensure that the final interview and assessment dates of Monday 8 and Tuesday 9 December are in your diary.

The public confirmation hearing with the Police and Crime Panel will be held at 2.00p.m. on Friday 19 December and the successful candidate will need to be available on that afternoon to take part in the confirmation process.

It would be helpful if you could liaise with your Chief Constable concerning the completion of the Chief Officer Assessment form as we would like this to be submitted at the same time as your application.

The successful candidate will lead Warwickshire Police for the next five years delivering an effective, ethical, responsive and efficient police service to the public in Warwickshire whilst strengthening and deepening the Strategic Alliance with West Mercia police.

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If you would like an informal discussion after reviewing the application pack please contact my Chief Executive, Neil Hewison, on 01926 412118.

The successful applicant will enjoy a rewarding and fulfilling career as Chief Constable leading Warwickshire Police, an organisation I am proud to be associated with.

I look forward to receiving your application.

Yours sincerely

A handwritten signature in black ink that reads "Ron Ball". The signature is written in a cursive, slightly informal style.

Ron Ball
Police and Crime Commissioner



General Information

The Warwickshire Police area is in the south east corner of the West Midlands region. It covers a total area of 764 square miles, with a population of 548,600.

The county has large areas of countryside together with a range of modern industrial and commercial enterprises including significant distribution hubs, and the headquarters of many major engineering and building companies.

The largest towns in Warwickshire are Nuneaton, Rugby, Royal Leamington Spa, Warwick and Stratford upon Avon. Many of the county's residents depend for their living on work in Coventry and Birmingham and the proximity of these major cities impact on the level of crime and disorder in Warwickshire with organised crime groups and offenders operating across Force boundaries committing crime.

As in other areas of the country, Warwickshire has a number of communities that are significantly deprived and suffer above average levels of crime and unemployment.

Large areas of the county are rural in nature and communities in these areas require reassurance and access to effective local policing services.

In Nuneaton, Rugby and Royal Leamington Spa there are minority ethnic communities which account for 7% of the total population in the county. A number of large scale housing developments are planned, or are in the process of being built, which will increase the population of the county markedly in the coming years and with it bring additional demands for policing services.

Warwickshire is at the heart of England and with its excellent rail and motorway links, can claim to be one of the best connected counties in the country. The county's significant motorway network and main arterial routes clearly require policing.

The county has two tiers of local government: Warwickshire County Council and the five district and borough councils, namely Nuneaton and Bedworth, Rugby, North Warwickshire, Warwick and Stratford upon Avon. There is a strong ethos of partnership working in the county.

/continued . . .

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Warwickshire Police currently has 793 Police Officers and 573 staff posts including 94 Police Community Support Officers and 268 Specials Constables and 81 Police Support Volunteers.

The Force area is split into two local Policing Areas (LPA) each of which is led by a local Superintendent who is responsible for Safer Neighbourhood Teams, response teams, local investigation and harm reduction. Protective Services, Enabling Services and Finance are delivered by alliance teams that operate across both Warwickshire and West Mercia Force areas. Ten priority policing areas have been identified, based on the levels of crime, incident, deprivation, partnership feedback and professional judgement and additional resources are dedicated to drive crime down in these areas.

In 2011 Warwickshire Police entered into a ground breaking and innovative Strategic Alliance with West Mercia Police. This is enabling both Forces to meet the challenge of reducing policing budgets whilst providing greater operational and organisational resilience and support for local communities. By 2018-19 the Alliance will have to remove a further £29 million from the base budget to deliver the targets set out in the Government's comprehensive spending review.

Force identities have been retained, each with their own Chief Constable and Deputy Chief Constable who remain accountable to their respective Police and Crime Commissioners and the public for the delivery of policing services. Both Forces share four Chief Officer posts to provide operational and organisational leadership.

- Assistant Chief Constable (Protective Services)
- Assistant Chief Constable (Local Policing)
- Director of Enabling Services
- Director of Finance

Details of the Strategic Alliance structure can be found in Appendix A of the Police and Crime Plan, which is accessible via the Warwickshire Police and Crime Commissioner's website www.warwickshire-pcc.gov.uk.

To facilitate joint working the Forces have developed a new shared vision and set of values which can be viewed on the following link: [Warwickshire Force Vision and Values](#)

These provide a unified purpose for the two organisations and a clear direction to the workforce and stakeholders on how the Forces will operate.

Both Forces and their respective Commissioners stress that local policing priorities agreed with local communities and partners will continue to be addressed.



APPOINTMENT OF CHIEF CONSTABLE ROLE PROFILE

1. Post Overview

| | |
|-------------------|---|
| Post : | Chief Constable |
| Accountable to : | The Police and Crime Commissioner for Warwickshire |
| Location : | Warwickshire Justice Centre, Newbold Terrace, Royal Leamington Spa, Warwickshire. CV32 4EL |
| Responsible for : | The direction and control of Warwickshire Police in order to provide Warwickshire with an effective and efficient Police Service and the fulfilment of all the statutory and legal obligations of the office of Chief Constable |

2. Job Purpose / Aims

- To ensure delivery of the objectives set out in the Warwickshire Police and Crime Plan, the ultimate aim being to protect people who live, work and travel through Warwickshire from harm.
- To direct and control Warwickshire Police to deliver an effective, ethical, responsive and efficient police service.
- Utilise the resources available to deliver the greatest level of protection for the public and focus policing activity in areas of high demand.
- To provide professional policing advice to the Police and Crime Commissioner to support him in fulfilling his role.
- In consultation with the Commissioner, monitor and review Force performance to ensure that improvement is continuous and take prompt and effective action to tackle any areas of concern.
- To work with regional partners to provide the capability to address the national and regional threats as set out in the Strategic Policing Requirement.
- To lead Warwickshire Police in its strategic management and development to ensure that enhanced productivity, value for money and continuous improvement is achieved against a background of reducing resources.

- To undertake a leading role in promoting and implementing strategies that ensure a customer focussed service and high levels of public confidence which, taken together, deliver the highest possible quality of policing service in Warwickshire.
- To be a strong, effective leader of Warwickshire Police, communicating a consistent, forward looking and inspiring vision to all.
- Strengthen and deepen the Strategic Alliance with West Mercia Police.
- Explore opportunities for collaboration with strategic partners in Warwickshire including other blue light services to further enhance the effective and efficient policing of the county.
- To work with and influence partners to progress the delivery of the Police and Crime Plan and the Warwickshire Community Safety Agreement.
- Together with partners, deliver enhanced safeguarding arrangements for children, young persons and vulnerable adults in Warwickshire.
- Together with the Chief Constable of West Mercia, develop a highly effective and motivated Chief Officer team to lead the Strategic Alliance.
- Develop a strong and effective working relationship with the Warwickshire Police and Crime Commissioner and his Deputy. In addition, a close working relationship with the Chief Constable of West Mercia, the West Mercia Police and Crime Commissioner and his Deputy is essential to strengthen and deepen the Strategic Alliance between the two Forces.
- To ensure that Warwickshire Police is open and transparent in the way it delivers policing services. Promote the highest levels of professional conduct and integrity within the Force, ensuring that the Code of Ethics is effectively embedded.
- To champion equality, diversity and human rights in the Forces' practices and the delivery of policing services.
- Review and enhance policies, procedures and practices within the Force to recruit and maintain a workforce that reflects the communities it serves.
- To safeguard staff morale and harness the full potential of all staff towards achieving the organisational goals.
- To represent the Force at a local, regional and national level to safeguard the reputation of the Force and promote a positive image of Warwickshire Police and the Police and Crime Commissioner of Warwickshire.
- Play an active part nationally through membership of appropriate ACPO working groups to develop the police service (subject to specific written consent of the Police and Crime Commissioner).
- To undertake such other tasks commensurate with the rank of Chief Constable as the Police and Crime Commissioner shall require.

3. Conditions

See the Terms and Conditions attached as Appendix 1.

4. Person Specification

Qualifications

Essential

- Passed the Senior Police National Assessment Centre.
- Completed the Strategic Command Course.

Applicants must be able to demonstrate evidence of the following behaviours and experience:

Serving the Public:

- The ability to deliver an effective and responsive policing service to the people of Warwickshire as part of the wider Strategic Alliance with West Mercia.
- The ability to drive and develop effective working relationships and partnerships with key stakeholders, the community and a wide range of partner agencies and organisations.

Leading Strategic Change:

- The ability to lead the Force through future change to ensure the Force continues to be well positioned to meet the financial efficiencies required whilst maintaining high levels of performance and public satisfaction.
- The ability to identify and implement innovative and modernising strategies to deliver the objectives in the Police and Crime Plan.

Leading the Workforce:

- The ability to provide credible and visible leadership which inspires individuals to achieve organisational goals.
- The ability to create a culture that enables officers and staff to fulfil their potential on an individual and collective basis.

Managing Performance:

- An ability to deliver a step change in Force performance and efficiency during a period of fiscal constraint.

Professionalism:

- The ability to demonstrate and promote high standards of professional conduct and integrity.

Decision Making:

- An ability to consider complex issues and reach confident, proportionate and sound decisions in times of uncertainty.

Working with Others:

- The ability to promote a one workforce philosophy and a culture of diversity, equality of opportunity and fair treatment.
- Demonstrate a commitment to working in collaboration with other Forces, other blue light services and public / private sector partners.

Policing Professional Framework

The applicant should also fulfil the following personal qualities from the Policing Professional Framework. These qualities will be assessed using the information provided in the Application Form and during the Assessment and Selection process:

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 strives 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.

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 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 a 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 gains 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 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.



CHIEF CONSTABLE OF WARWICKSHIRE POLICE

TERMS AND CONDITIONS OF APPOINTMENT

1. The Officer appointed will be required to carry out all the duties applicable to the post of Chief Constable of Warwickshire, and be accountable to the Police and Crime Commissioner for Warwickshire (the Commissioner).
2. The appointment will be subject to the Job Description (which will be part of the contract), and the Police Acts and Regulations (including those relating to pensions) and such other statutory provisions for the time being in force.
3. The Chief Constable will be required to devote the whole of his/her time to the duties of the office.
4. The post will be a fixed term appointment of five years from 1st April 2015 to 31st March 2020. Any extension of appointment will be subject to the prevailing regulations. *N.B. [An appointment for a fixed term may be extended, by agreement of the person who made the appointment and the person appointed, for a further term of a maximum of three years and for subsequent terms each of a maximum of one year, provided that any extension or subsequent extension which is due to expire more than one year after the expiry of the original fixed term shall require the consent of the Secretary of State.]*
5. The appointment will include a regular performance/development appraisal by the Commissioner. A programme of professional development for the Chief Constable will be agreed by the Commissioner, informed by the outcomes of development appraisal and in the light of emerging developments in the nature of policing.
6. The primary focus of the postholder will be to lead and develop Warwickshire Police and strengthen and deepen the Strategic Alliance with West Mercia Police. ACPO and other representational work may be undertaken with the agreement of the Commissioner.
7. The salary, payable monthly, is £132,657 as at 1st April, 2015. The salary will be increased in line with national pay settlements.

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- 2 -

8. The Chief Constable will be provided with a role-equipped vehicle available for official and private use, and he/she will repay the costs of his/her private mileage. The principles underlying the Commissioner's current vehicle scheme include:
 - The selection of a suitable vehicle for dual use, maintained as a staff car but available for private purposes.
 - Appropriate insurance cover for the Chief Constable, and any third parties authorised under the terms of that insurance cover, paid for and provided by the Commissioner. The Commissioner shall have the right to approve any changes to the insurance cover due to the nature of the vehicle use or identity of the driver.
 - In appropriate circumstances a driver will be provided for official purposes.
 - Home-to-duty mileage will be regarded as an official journey.

9. The Chief Constable will be entitled to second class rail travel for official business journeys within the United Kingdom. In appropriate circumstances the Chief Constable will be entitled to first class rail travel on occasions where work is planned to be undertaken during the rail journey and the use of second class rail travel will not facilitate this. Subsistence allowances may be claimed subject to the following provisions:
 - (a) In the case of an absence overnight, accommodation as booked through the Force's approved agency. Meals may be claimed either from the menu of the accommodation venue, or taken elsewhere. The Warwickshire and West Mercia approach to subsistence payments is reasonable expenses supported by a receipt, rather than a fixed allowance for each meal.
 - (b) In the case of no absence overnight, subsistence allowances for meals (in the terms set out above) may be claimed in appropriate circumstances, for example, when the performance of duties causes an exceptional disturbance to domestic arrangements or when entertaining visitors on behalf of the Force or the Commissioner.
 - (c) No expenditure for alcohol may be claimed.

10. The Chief Constable will be entitled to economy class air travel when undertaking international duties and the Commissioner will undertake to provide insurance cover for overseas journeys.

11. In the event of specific travel and/or subsistence arrangements not being sufficiently covered by points 9 and 10 above, the Chief Constable will discuss the issues involved with the Chief Executive.

12. A uniform will be provided.

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13. The Commissioner shall pay all professional subscriptions and indemnity insurance reasonably required for the post (for example, ACPO membership).
14. The appointment is terminable by the Commissioner, or by the Chief Constable, giving six months' notice in writing or such shorter notice as may be agreed by the parties.
15. Where allowances and expenses are payable within the Commissioner's discretion (as opposed to those prescribed by Regulations) the Commissioner reserves the right to review vary or withdraw those allowances and expenses on reasonable notice.
16. Removal expenses – *[Removal expenses are paid where the successful candidate moves his home on joining the Force in the rank of Assistant Chief Constable or a higher rank.]* To qualify for reimbursement, an item of removal expenditure must be necessary, reasonable and backed by a receipt. Further details are available on request.

Signed

**Police and Crime Commissioner for
Warwickshire**

Date

Signed

Chief Constable for Warwickshire

Date



Warwickshire Office of the PCC
3 Northgate Street
Warwick
CV34 4SP

Ron Ball
Police and Crime Commissioner

Tel: 01926 412322
E-mail: OPCC@warwickshire.gov.uk

OFFICE OF THE POLICE AND CRIME COMMISSIONER APPOINTMENT OF CHIEF CONSTABLE

Programme of Key Dates

| | |
|----------------------------|---|
| Wednesday 29 October | Advertisement 'Live' on www.warwickshire-pcc.gov.uk |
| Monday 24 November | Closing date for receipt of completed applications |
| Thursday 27 November | Short listing by Appointment Panel |
| Tuesday 2 December | Force Familiarisation Day at Warwickshire Justice Centre, Leamington Spa |
| Monday 8 December | 2 Stakeholder Panel Interviews Lunch Overnight Accommodation available for candidates at Woodside Hotel, Kenilworth, if required |
| Tuesday 9 December | Presentation and Interview with the Appointment Panel at Woodside Hotel, Kenilworth |
| Friday 19 December | Confirmation Hearing – Police and Crime Panel Venue: Committee Room 2, Shire Hall, Warwick |



CHIEF CONSTABLE

APPLICATION FORM

**RESTRICTED
PRIVATE & CONFIDENTIAL
(when completed)**

INSTRUCTIONS FOR COMPLETION

Applicants are strongly advised to read the Role Profile and the additional supporting information available on the Police and Crime Commissioner's website (www.warwickshire-pcc.gov.uk) before completing and submitting their application.

1. The form should be completed in black ink or type-face. No attempt should be made to redesign the form.
2. We have made it possible to complete the form electronically; if completing electronically, please use a font size of 11 point and where more space is required attach separate sheets with a clear reference to the correct section.
3. Applicants are required to complete all sections of the form.
4. It is imperative that you are open and honest with your responses. Evidence must be specific and focused **on your personal involvement, experience and actions**. As far as possible, the evidence you present should be from within **the last three years**. However, the Police and Crime Commissioner is prepared to consider significant and relevant achievements prior to that. The appropriateness of your application will be determined by the extent to which your evidence relates to the key personal qualities you are being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Warwickshire Police.
5. It is the applicant's responsibility to ensure the application form, equal opportunities monitoring form and other documents requested are completed and returned to the appropriate address specified in the final page of this form.
6. Additional information requested as part of your application includes:
 - **Covering letter:** a letter addressing the 'why me' question, which outlines your motivation and suitability for the role. No more than two sides of A4 please.
 - **Chief Constable's Reference:** a reference form, from your current Chief Constable (equivalent MPS roles apply). If a Serving Chief Constable, then a reference from your Police & Crime Commissioner will suffice.
 - **Strategic Command Course (SCC) Report:** a copy of your SCC (or equivalent) Report.
 - **Performance Development Review:** a copy of your most recent Performance Development Review report.

The completed application form
and the additional documents requested must be returned by:

12:00 noon on Monday 24th November, 2014.

All applicants will receive an acknowledgement email confirming receipt of their application and supporting documents.

SECTION ONE – PERSONAL DETAILS

Please complete this Job Application form in **black ink or typescript**, so that, if necessary, it can be photocopied clearly.

Post Applied for:

Last Name:

First Name:

Second Name:

Current Job Title:

Current Constabulary & Dept/Unit/Division:

Current security clearance level (Vetting):

Date clearance obtained:

Work Address:

Correspondence Address:

**Mob:
Telephone:**

**Mob:
Telephone:**

Email:

Email:

Please provide details of any special arrangements you would require at an interview (e.g. building access):

Please provide any dates on which you would not be able to attend for interview:

| | |
|------------------------------|-------------------------------|
| Previous Role Title: | Force: |
| Start Date (mm/yyyy): | Finish Date (mm/yyyy): |

Brief description of role and responsibilities and major achievements in this role:

| | |
|------------------------------|-------------------------------|
| Previous Role Title: | Force: |
| Start Date (mm/yyyy): | Finish Date (mm/yyyy): |

Brief description of role and responsibilities and major achievements in this role:

SECTION THREE – DETAILS OF RELEVANT EDUCATION AND TRAINING

Please list any educational qualifications you consider are relevant to the role for which you are applying. You should include here details relating to the Senior Police National Assessment Centre and the Strategic Command Course.

You should also evidence your personal commitment to continuing professional development.

| Colleges, University attended or correspondence courses taken | From | To | Qualification(s) and grade attained |
|---|------|----|-------------------------------------|
| | | | |

Please list any training courses attended that you consider are relevant to the role for which you are applying.

| Course Title | From | To | Summary of course attended |
|--------------|------|----|----------------------------|
| | | | |

Please provide details of any Equal Opportunities and Community and Race Relations training you have received.

| Course Title | From | To | Summary of course attended |
|--------------|------|----|----------------------------|
| | | | |

SECTION FOUR – EVIDENCE

KEY PERSONAL QUALITIES

The key personal qualities for the post are set out below. For each quality please briefly describe how you meet the quality and provide evidence.

Evidence needs to be specific and focussed on your personal involvement/experience and actions. Please confine your answers to 250 words for each personal quality.

* * * *

1. **Serving the Public**

Demonstrate your ability to drive and develop effective working relationships and partnerships with key stakeholders, the community, a wide range of partner agencies and organisations in order to deliver a more effective and responsive policing service.

2. **Leading Strategic Change**

Describe when you have led innovative change ensuring that the organisation meets the financial efficiencies required, whilst maintaining high levels of performance and public satisfaction.

3. Leading the Workforce

Describe how you have engendered in your Force a culture that enables officers and staff to fulfil their potential on an individual and collective basis, thereby inspiring individuals and teams to achieve organisational goals.

4. Managing Performance

Describe when you have delivered a step change improvement in Force performance and efficiency during a period of fiscal constraint.

5. Professionalism

Outline your ability to promote and implement high standards of professional conduct and integrity in your Force.

6. Decision Making

Demonstrate your ability to consider complex issues and reach confident, proportionate and sound decisions in times of uncertainty.

7. Working with Others

Describe how you have promoted and implemented in your Force a philosophy of one workforce and a culture of diversity, equality of opportunity and fair treatment.

SECTION FIVE – ANY PREVIOUS DISCIPLINARY / INVESTIGATION(S) if applicable

Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct and any previous disciplinary offences which have not been expunged.

SECTION SIX – REFEREES

Please give names, addresses and occupations of two persons willing to provide a reference, one of which should be your current Chief Constable. Referees may be contacted before shortlisting.

1. NAME:

POSITION:

ADDRESS:

EMAIL:

TELEPHONE:

2. NAME:

POSITION:

ADDRESS:

EMAIL:

TELEPHONE:

Canvassing, either directly or indirectly, will disqualify a candidate from appointment.

SECTION SEVEN – ADDITIONAL INFORMATION

Please provide details of any existing registered business interests:

SECTION EIGHT – CANDIDATE DECLARATION

I declare that to the best of my knowledge and belief, all statements contained in this form are correct and I understand that should I conceal any material fact, I will, if engaged, be liable to the termination of my appointment.

I agree that the information contained herein should be treated with the strictest confidence.

Signed: _____

Date: _____

Please return your completed application and requested documents
not later than **12:00 noon on Monday 24 November 2014** to:

**Neil Hewison
Chief Executive
Office of the Police and Crime Commissioner for Warwickshire
3 Northgate Street
WARWICK
Warwickshire
CV34 4SP**

Or Email to neilhewison@warwickshire.gcsx.gov.uk



EQUAL OPPORTUNITIES MONITORING FORM

We are an Equal Opportunities Employer and operate a policy that aims to ensure that unfair discrimination does not take place. The information requested below can help us monitor the effectiveness of our recruitment policy. The ethnic groupings are those agreed by the Commission for Racial Equality.

**The details supplied are confidential and will not be made available to the officers making the appointment.
Thank you for your co-operation.**

Please complete this form and return it with your application form, to the Chief Executive, Neil Hewison, via email to neilhewison@warwickshire.gcsx.gov.uk

| | |
|---|--|
| Post applied for | Salary grade |
| Surname | First name |
| | Second name |
| Date of Birth & Age | Gender Male <input type="checkbox"/> Female <input type="checkbox"/> |
| Are you disabled? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, have you applied under the Job Interview Guarantee Scheme? Yes <input type="checkbox"/> No <input type="checkbox"/> | Marital Status <input type="checkbox"/> Single <input type="checkbox"/> Separated/Divorced <input type="checkbox"/> Widowed <input type="checkbox"/> Other <input type="checkbox"/> Married <input type="checkbox"/> Civil partnership |
| To which of these groups do you consider you belong (tick one box only) | |

| | |
|---|--|
| <p>A White</p> <p><input type="checkbox"/> A1 British</p> <p><input type="checkbox"/> A2 Irish</p> <p><input type="checkbox"/> A3 Any other White background</p> | <p>B Mixed</p> <p><input type="checkbox"/> B1 White and Black Caribbean</p> <p><input type="checkbox"/> B2 White and Black African</p> <p><input type="checkbox"/> B3 White and Asian</p> <p><input type="checkbox"/> B4 Any other mixed background</p> |
| <p>C Asian or Asian British</p> <p><input type="checkbox"/> C1 Indian</p> <p><input type="checkbox"/> C2 Pakistani</p> <p><input type="checkbox"/> C3 Bangladeshi</p> <p><input type="checkbox"/> C4 Any other Asian background within C</p> | <p>D Black or Black British</p> <p><input type="checkbox"/> D1 Caribbean</p> <p><input type="checkbox"/> D2 African</p> <p><input type="checkbox"/> D3 Any other Black background within D</p> |
| <p>E Other ethnic groups</p> <p><input type="checkbox"/> E1 Chinese</p> <p><input type="checkbox"/> E2 Any other ethnic group</p> <p><input type="checkbox"/> E3 Not stated</p> | |



CHIEF CONSTABLE, WARWICKSHIRE

CHIEF OFFICER ASSESSMENT OF CANDIDATE'S SUITABILITY FOR THE POST

For each of the personal qualities from the Policing Professional Framework please give a short written comment in the space available. The size of the individual boxes is not pre-determined and can be expanded according to need.

For each of the qualities please also tick one box to indicate the grading given. Gradings should be given against the **standard required in the rank and role for which the application is being made**. Applicants should be graded on a scale of A to E, according to the guidance below:

- A. The applicant has provided **convincing evidence** which you can support of an **outstanding** ability to perform this quality in the rank and role being applied for and across the range of activities set out in the job profile.
- B. The applicant has provided **convincing evidence** which you can support of an ability to perform this quality to a **high standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- C. The applicant has provided **convincing evidence** which you can support of an ability to perform this quality to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- D. The applicant has provided **some evidence** which you can support of an ability to perform some of this quality area to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- E. The applicant has provided **some evidence** that relates to this quality area but **it does not show that they could perform this quality to the required standard** in the rank and role being applied for and across the range of activities set out in the job profile.

It is impractical to lay down the proportion of applicants who will be found within each of the different gradings. However, it is expected that across all candidates there will be a spread of grades and that different competencies may warrant different gradings.

| | |
|--------------------------|---|
| Name: | |
| Total Service: | |
| Post Held: | |
| Post Applied For: | Chief Constable, Warwickshire Police |

Executive Level 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 strives 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.

Grading for Serving the Public

| | | | | | |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| A | B | C | D | E | N/A |
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Comment:

Executive Level Personal Qualities: 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.

Grading for Leading Strategic Change

| A | B | C | D | E | N/A |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

Executive Level Personal Qualities: Leading the Workforce

- Inspires people to meet challenging organisational goals, creating and maintaining 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.

Grading for Leading the Workforce

| A | B | C | D | E | N/A |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

Executive Level Personal Qualities: 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.

Grading for Managing Performance

| A | B | C | D | E | N/A |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

Executive Level Personal Qualities: 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 a 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.

Grading for Professionalism

| A | B | C | D | E | N/A |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Comment:

Executive Level Personal Qualities: 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 gains 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.

Grading for Decision Making

| A | B | C | D | E | N/A |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Comment:

Executive Level Personal Qualities: 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 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.

Grading for Working with Others

| | | | | | |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| A | B | C | D | E | N/A |
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Comment:

Contribution to Performance

Based upon the applicant's PDR and your own knowledge of the applicant, please comment on their contribution to the overall performance of the organisation. Where the applicant is either a DCC or an ACC it may be more appropriate to focus on their contribution to their business area or unit.

Comment:

Overview

Please add any other comments on the applicant's capacity to perform the role being applied for. In particular, do they have sufficient professional expertise / relevant career history? Please identify any development needs that the applicant may have.

Signature:

Name:

Position Held:

Date Completed:

PLEASE RETURN THIS FORM TO THE WARWICKSHIRE OFFICE OF THE POLICE AND CRIME COMMISSIONER, **BY 12.00 NOON ON MONDAY 24 NOVEMBER, 2014,**
VIA EMAIL TO neilhewison@warwickshire.gcsx.gov.uk

FIVE POINT RATING SCALE EXAMPLE

| Rating | Definition |
|-----------------------|---|
| 5. Exceptional | The candidate has provided evidence that directly relates to the quality / competency area being measured. This evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The example/examples used have direct relevance to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role. |
| 4. Very High | The candidate has provided evidence that directly relates to the quality / competency area being measured. This evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The example/examples used have some relevant links to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role. |
| 3. High | The candidate has provided evidence that relates to some of the quality / competency area being measured. In the main the evidence explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example/examples used have some relevant links to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role. |
| 2. Medium | The candidate has provided some evidence that relates to some of the quality / competency area being measured. In the main evidence clearly explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example/examples used have some links indirectly to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role. |
| 1. Low | The candidate has provided some evidence that relates to the quality / competency area being measured. The evidence does not clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The example/examples used have no direct relevance to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role. |

Warwickshire Chief Constable Recruitment
Force Familiarisation Day Programme, Tuesday 2nd December 2014

Venue: The Justice Centre, Newbold Terrace, Leamington Spa, Warwickshire CV32 4EL

| Time | Task | Delivered by |
|-------|---|--|
| 08:00 | Welcome & Introduction (Tea/Coffee) – 15 mins – Room 8 | Neil Hewison |
| 08:15 | Tour of the justice centre – 45 mins | Richard Lyttle |
| 09:00 | Each candidate will have a one-to-one session - 30 mins (see separate schedule) | Ron Ball (RB) Andy Parker (AP) Staff Associations (SA) ¹ |
| 10:30 | BREAK – refreshments (Tea/Coffee) – Room 8 | |
| 11:00 | Thematic briefing – Local Policing – 45 mins – Room 6 | Ch. Supt Martin McNevin |
| 11:45 | BREAK – lunch 60 mins Room 8 | To be attended by candidates, all those involved in delivering the activities during the day and invited guests ² |
| 12:45 | Thematic briefing – Protective Services – 45 mins – Room 6 | Supt Lee Davenport |
| 13:30 | Thematic briefing – Enabling Services – 45 mins – Room 6 | Richard Elkin |
| 14:15 | Thematic briefing – Finance – 45 mins – Room 6 | Jeff Carruthers |
| 15:00 | Close of session - Room 8 | Neil Hewison |

Schedule for one-to-ones 9am – 10.30 am

| Room | 9.00 | 9.30 | 10.00 |
|------------------|------|------|-------|
| 5 – Ron Ball | LB | MC | MJ |
| 6 – Staff Assoc. | MC | MJ | LB |
| 7 – Andy Parker | MJ | LB | MC |

¹ Police Federation, Unison and the Superintendents Association

² Representatives from CPS, Youth Justice, Probation, Victim Support, Policing and the Justice Centre.

Deputy Chief Constable Martin Jelley

Martin Jelley

Deputy Chief Constable

Martin Jelley, joined Northamptonshire Police from Suffolk Constabulary in October 2009.

Martin began his policing career with Norfolk Constabulary in 1988, having gained a BA (Hons) degree from Birmingham University.

He served 16 years with Norfolk, both in CID and operational roles, which included in 2003 a secondment to the Foreign Office, working in Malawi to help set up their Police service's intelligence and crime management systems.

On his return, he headed Norfolk's anti-corruption unit in Professional Standards, before being promoted on transfer to Suffolk, where he headed up Suffolk's Professional Standards Department.

In 2006, as Chief Superintendent and Basic Command Unit (BCU) Commander, he led the amalgamation of the Eastern and Southern policing areas in Suffolk, which encompassed the towns of Ipswich and Lowestoft. Martin was a BCU Commander in Suffolk at the time of the Suffolk strangler murders, and was heavily involved in the Force's response.

Before successfully completing the 2008 Strategic Command Course at Bramshill College, Martin gained an advanced Diploma in Police Leadership from University College, Dublin, while attending the Garda Executive Leadership programme.

During the first two years as ACC in Northamptonshire, Martin was responsible for Territorial Policing. During this period Martin was heavily involved with the Force restructure leading the migration of Territorial Policing to a no BCU model.

Martin initiated and led for the Force on the first two years of Operation Guardian, a large scale, countrywide initiative that has reduced significantly crimes of Robbery, Burglary and Vehicle crime in Northamptonshire.

In 2011 Martin took on the ACC portfolio for Crime and Justice in the County, whilst in this role he oversaw the Force investigation and subsequent worldwide manhunt for the murderer of a Chinese family of four in Northampton.

Since February 2013 Martin has been the Deputy Chief Constable in Northamptonshire. In this role he has led the Force transformation Programme "Aspire" which seeks to transform Policing services within tight financial restrictions. Key aspects of the programme include the significant increase in Specials and Volunteering within the County, the extensive Blue Light interoperability work with Northants Fire and Rescue Service and investment into new technology to support the Frontline.

Operationally Martin has led the Policing operation for the Formula 1 British Grand Prix in 2009, 2010 and 2013. Additionally, in 2011 he led the Force response around the local and national disorder seen during the August of that year. In 2012 Martin was responsible for leading the team that planned and delivered the successful event that saw 300,000 people enjoy the Olympic torch pass through the County. Martin has been the National Policing lead for Vetting since 2010.



December 2014

Warwickshire Police Chief Constable Appointment Process

Independent Member Report

Carolyn Dhanraj MBE JP

Introduction

Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process to contribute and guide such aspects as the job specification, shortlisting and assessment of candidates.

This report is the Independent Members Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Warwickshire Police, which was the responsibility of the Police and Crime Commissioner (PCC) Mr Ron Ball.

Aim

The aim of this report is to provide a review of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements for the Chief Constable role.

Independent Member Role

The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the Guidance on Chief Officer Appointment produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups. These include within policing her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioner, Association of Chief Officers, Association of Police Authorities Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.

I am currently an Independent Member from the approved list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes.

Further details of my background as an Independent Member are set out in *Appendix One*.

Independent Member involvement in the Chief Constable Appointment Process for Warwickshire Police

I was invited to join the process by the College of Policing after the Chief Constable post had been advertised. The advertisement, job description, person specification and Candidate Additional Information pack had already been written and approved by the PCC with support from the College of Policing.

On being appointed as the Independent Member, I contacted the Police and Crime Commissioner's Office to introduce myself to Cheryl Hayward and advised that I had downloaded the Candidate Pack and commented that the pack was exemplary. I confirmed the key dates set out in the pack and my role and level of involvement throughout the process. We discussed briefly the timing of involving an Independent Member in the process and the College of Policing Guidance on Chief Officer Appointments that recommends that all panel members should be involved in reviewing and agreeing the job description, advertisement and related matters such as assessment process. I was informed that the College of Policing were acting in this capacity, so I suggested she should clarify with the College the role their adviser and I should be taking during the rest of the process, especially on the day of the two Stakeholder Panels to be held the day before the final Appointments Panel.

Due to staff sickness in the Warwickshire OPCC two weeks later I was contacted by Mr Hewison. At this stage we were then able to clarify the process thereafter, specifying my involvement in the process from managing the shortlisting process and making suggestions for the questions to be asked by the Appointments Panel.

Appointments panel

The Appointments Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2). This outlines that the Appointments Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place, for example the sifting of application forms and that consideration may be given to having Panel members involved in helping to define the requirements of the role.

In addition, it states the purpose of the Appointments Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the PCC should select a panel capable of discharging this responsibility. The PCC should also ensure that Panel members are diverse and suitably experienced and competent in selection practices and that they must adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). In addition, it is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Panel members. It is suggested that a Panel of approximately five members is convened but this is at the discretion of the PCC.

The Panel were appointed by the Police and Crime Commissioner and included along with myself as the Independent member the Panel members brought a broad range of skills, experience to the process, and were able to test potential candidates at a policing executive level.

Within this appointments process the four panel members comprised of from observation, three male white members and myself the Independent Member, a woman from a minority ethnic group.

RECRUITMENT PANEL:

Ron Ball - Warwickshire Police and Crime Commissioner

Eric Wood - Warwickshire Deputy Police and Crime Commissioner

David Shaw - Chief Constable, West Mercia

Carolyn Dhanraj - Independent Member College of Policing

Job description and attraction strategy

The job description and person specification were analysed and agreed by the Police and Crime Commissioner with guidance and quality assurance from the College of Policing. This profile reflected the Police Reform changes, with the introduction of Police and Crime Commissioners and the ambition and priorities of the PCC as set out in his Police & Crime Plan.

The advertisement for the Chief Constable was drafted by the Chief Executive, Mr Neil Hewison. The advertisement was approved by the Police and Crime Commissioner. The vacancy was advertised on the Police and Crime Commissioner for Warwickshire website, the College of Policing website, the Association of Police and Crime Commissioners website and on the ACPO intranet site.

The post was advertised for three weeks and two days. College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.

The Office of the PCC was able to monitor the interest in the Chief Constable vacancy, as the Chief Executive's details were advertised for potential candidates to contact for more information. Two weeks prior to the closing date, the Office was aware of five potential candidates.

Please note to ensure absolute fairness, I checked that no direct approaches were made to eligible potential candidates, to encourage or highlight the Chief Constable vacancy by any of the Appointment Panel members.

I am fully satisfied that the PCC advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.

Panel briefing/training

I, Carolyn Dhanraj, prior to the shortlisting ensured that the Panel members were provided with comprehensive guidance on the process in line with the College of Policing Guidance 5.5 prior to and on Thursday 7th November. We discussed and confirmed our understanding of:

- the criteria and competencies associated with the Chief Constable post;
- how the assessing model of Observe, Record, Classify and Evaluate (ORCE) provides an auditable, open and transparent decision at each stage of a selection process;
- the barriers to effective and objective assessment, for example hearing the scores before assessing and scoring for oneself;
- the process, considerations and role in the shortlisting stage of the selection process;
- the process and purpose in the assessment of the two Stakeholder Panels;
- the process and purpose of the presentation.

After the short listing process, the Panel explored:

- potential presentation topics;
- questions for the interview which match the criteria and competencies for the Chief Constable post;
- the process when making the final recommendations to the PCP and
- the process for providing constructive candidate feedback to those not successful at each stage of the appointment process.

Shortlisting

The short listing meeting was scheduled for Thursday 27th November; four application forms had been received by the closing date and were sent securely to the Panel members to sift for short list, with strong guidance to only consider the written evidence provided by each applicant.

The Panel members individually assessed the application forms against the set criteria on the College of Policing approved rating scale. We confirmed the understanding of what each scale descriptor represented in terms of evidence observed and recorded, and referred to this to ensure a fair, merit based and transparent assessment of the candidate.

As one of the candidates was an internal application, I emphasised that the shortlisting process and any further assessment should be based on the evidence provided and not on previous knowledge. This was to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment.

Three of the candidates demonstrated in their application form and associated documents clear evidence to enable them to be selected for the rest of the process, scheduled for Monday 8th December and Tuesday 9th December 2014. The associated documents consisted of:

- **Covering Letter:** addressing a 'Why Me' question which outlined their motivation and suitability for the role;
- **Chief Constable's Reference:** a reference from the current Chief Constable or equivalent;

- **Senior Police National Assessment Centre (Senior PNAC) Report**
- **Strategic Command Course (SCC) Report**
- **Performance Development Review:** a copy of the most recent Performance Development Review report.

Assessment design

Warwickshire's PCC and OPCC Chief Executive, based on previous discussions with the College of Policing, agreed that two stakeholder meetings, presentation and interview would be the component parts of the Assessment process. We established that the Executive competencies and the qualities pertaining to Warwickshire Police could be measured fairly and with face validity through this assessment process; we also agreed that weighting of the competency areas was not necessary.

Familiarisation/Awareness Day

The candidates were asked to participate in the Force Familiarisation Day which was to be facilitated by the Chief Executive, Mr Neil Hewison, on Tuesday 2nd December 2014. The day was designed for candidates potentially new to Warwickshire to meet the Police and Crime Commissioner, the current Chief Constable of Warwickshire, other key criminal justice agencies and union representatives. All three candidates participated in this day and gained invaluable information to prepare for the rest of the process.

Stakeholder Panels

The Stakeholder Panels were briefed by Karen Lister from the College of Policing and I observed to ensure it was clear and appropriate. The core purpose of the two Stakeholder meetings was to provide an opportunity for the stakeholders (listed below) to ask the candidate key questions with a particular reference to their community and issues; it also allowed the candidate to gain an insight and understanding into these communities to enable effective policing and promote trust and confidence.

The overall purpose of the Stakeholder Panels was not to score the candidates, but to provide the Appointment Panel with useful information about the relative strengths and weaknesses of each candidate, which we could consider during the formal interview stage the following day.

The Stakeholder Panel day was held on Monday 8th December and the representation on the two Panels were as follows and I observed one Partnership Panel and two Political Panels:

Partnership Stakeholder Group

Andy Hickmott (Chair) – Chief Fire Officer, Warwickshire Fire and Rescue
Junaid Hussain – Chief Executive, Race Equality Partnership
Jerry Hutchinson – Chief Executive, North Warwickshire Borough Council
Monica Fogarty – Strategic Director for Communities, Warwickshire County Council
Alan Franks - Managing Director, Nuneaton and Bedworth Borough Council
Bill Longmore - Police and Crime Commissioner, West Mercia
Phil Robson – Former Chair of the Police Authority
Liz Stafford – Chief Executive, Warwickshire and West Mercia CRC

Political Stakeholder Group

Councillor Sara Boad – Liberal Democrat Group
Councillor Chris Cade – Chair Warwickshire Neighbourhood Watch
Councillor Les Caborn (Chair) – Conservative, Portfolio Holder for Community Safety
Councillor Richard Chattaway – Deputy Leader Labour Group
Councillor Bob Hicks – Labour Group and Chair of Nuneaton and Bedworth CSP
Councillor Dave Parsons – Labour Group

Councillor Jerry Roodhouse – Leader of Liberal Democrat Group

Presentation and Interview

The members of the Appointments Panel suggested a variety of questions designed to robustly test the Policing Professional Framework Qualities (PPF) and following the Stakeholder Panels two questions were added and two were re-worked to test the PPF areas of Managing Performance, Managing Change and Leadership style. At the commencement of the Appointment Panel day, I reinforced the use of the ORCE approach – (observe, record, classify, evaluate) adhering strictly to College of Police guidance when assessing candidates.

The Panel also confirmed they understood the scoring system of a scale 1-5 based on the evidence provided by the candidate. We also confirmed the use of probing questions to gather the evidence required, especially in areas where the Stakeholder Panels felt needed probing further.

The candidates were assessed through the following process:

30 minutes Presentation preparation

15 minutes Panel – delivery of presentation plus follow up questions (30 minutes)

1hr 30 minutes Competency based interview with the Appointments Panel

Please note that the competency based interview was initially scheduled for 40 minutes, however by feeding in questions from the Stakeholder Panels this was extended.

The **Presentation** subject was regarding the Alliance and was designed to provide evidence for the competency areas of:

- Leading Strategic Change
- Decision Making and
- Managing Performance

The **Interview** measured the following competency areas:

- Serving the Public
- Leading Strategic Change
- Leading the Workforce
- Managing Performance
- Professionalism
- Decision Making
- Working with Others
- Effective Communication

Assessment Decision Making

Each Panel member was provided a template to mark the presentation and the interview independently; a reminder of the PPF and the competencies was provided to highlight the aspects we were looking for to enable a merit based judgement.

After the candidate had been assessed on the presentation and the competency based interview, the Independent Member verbally gathered each Panel Members' individual scores and the evidence gathered to substantiate the rating awarded for each competency area the grade.

To demonstrate a fair and transparent process, based on merit, the Independent Member requested that the Chief Executive of the OPCC also totalled the scores; the addition of the individual scores were confirmed to be correct. The overall score was agreed by the whole Panel and endorsed by the Police and Crime Commissioner.

Recommendation

The successful candidate was Martin Jelley, currently DCC of Northamptonshire Police Service and it was agreed that the Police and Crime Commissioner would, with the full endorsement of the Panel, recommend to the Police Crime Panel Confirmation Hearing to take place on the 19th December 2014, to appoint him as the new Chief Constable of Warwickshire Police.

I am completely satisfied that the Police and Crime Commissioner fulfilled his responsibility to ensure the assessment process put in place, was in accordance with the responsibilities listed in the College of Policing Guidance.

I am therefore wholly confident that the Panel appointed by the Police and Crime Commissioner performed their duty to rigorously and robustly challenge and assess the candidate in a manner that was fair, transparent and merit based.

Carolyn Dhanraj MBE JP BPS
Independent Member

Guide to Appendices

Appendix One

Independent Member profile

APPENDIX ONE
COLLEGE OF POLICING – INDEPENDENT MEMBER



CAROLYN DHANRAJ MBE JP

Carolyn brings a breadth of experience, skills and enthusiasm to make a successful contribution in delivering transparent, fair and robust recruitment processes. She has won and managed several successful Executive Search and Selection recruitment campaigns and Assessment Centres for the appointment of central and local Government roles with OCPA and central government/sponsor department scrutiny. She is British Psychological Society (BPS) qualified and has worked in the private sector, specialising as a Client Partner for Government and Public Services (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, and Metropolitan Police Authority, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has five years experience as a NPIA/COP Non Service Member, assessing for Senior Police National Assessment Centre (SPNAC), High Potential Development Scheme (HPDS) and the Metropolitan Police Graduate Entry process. Carolyn has also had a varied career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); Member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity – Standing Together and as a Magistrate.

Carolyn will offer you credible advice and guidance, she will support you in a practical way which will ensure the delivery of a bespoke recruitment campaign, reviewing with you the job description and personnel specification, discussing the best attraction strategy; she will train and guide the appointments panel members throughout the process, ensuring they are aware of their responsibilities to allow the recruitment process to be managed in an accountable, fair and transparent manner. Her firm but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability.