

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

Present:

Members of the Panel

Councillors:

Michael Coker	Warwick District Council
Nicola Davies	Warwickshire County Council
Peter Fowler	Warwickshire County Council
Dennis Harvey (Chair)	Nuneaton and Bedworth Borough Council
Phillip Morris-Jones	Warwickshire County Council
Derek Poole	Rugby Borough Council
Gillian Roache	Stratford-upon-Avon District Council
June Tandy	Warwickshire County Council

Co-opted Independent members

Bob Malloy
Robin Verso (Vice-Chair)

Office of the Police and Crime Commissioner

Ron Ball	Police and Crime Commissioner
Neil Hewison	Chief Executive
Rebecca Parsons	Performance and Scrutiny Officer
Caroline Ryder	Policy and Research Officer
Ben Twomey	Policy and Research Assistant
Eric Wood	Deputy Police and Crime Commissioner

Warwickshire County Council Officers

Georgina Atkinson	Democratic Services Team Leader
Sarah Duxbury	Head of Law and Governance
Andy Hickmott	Chief Fire Officer

Invitee:

Martin Jelley

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

1. General

(1) Apologies for absence

Apologies for absence were submitted on behalf of Councillor Jenny Fradgley (Warwickshire County Council) and Councillor Peter Morson (North Warwickshire Borough Council).

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

There were no declarations of interest on this occasion.

2. Procedure for Confirmation Hearing

Sarah Duxbury, Head of Law and Governance, provided an outline of the statutory procedure for Chief Constable Confirmation Hearings. She explained that the role of the Police and Crime Panel was to assess the suitability of the Police and Crime Commissioner's preferred candidate for the post of Chief Constable, focusing on the candidate's professional competency and personal independence. At the end of the Hearing, the Panel had three options: 1) to recommend the appointment of the candidate; 2) to recommend refusal of the appointment if the Panel has particular concerns; or 3) to veto the appointment, which would require a two-thirds majority of the total membership of the Panel in favour. The Panel would be required to formally notify the Commissioner of its decision the next working day.

The Warwickshire Police and Crime Panel agreed to:

- 1) Undertake a Confirmation Hearing for the appointment of a Chief Constable for Warwickshire Constabulary, in accordance with legislative requirements;
- 2) Make a report and recommendation to the Police and Crime Commissioner on the outcome of the confirmation hearing; and
- 3) Authorise the Panel's support officer to draft and submit the report and recommendations in accordance with the findings of the Panel.

3. Confirmation Hearing for the Chief Constable of Warwickshire Constabulary

For the first part of this item, the Panel received a summary of the appointment process that had been undertaken by the Police and Crime Commissioner to select the Chief Constable for Warwickshire Police. He reported that in accordance with guidance from the College of Policing, Carolyn Dhanraj MBE JP had been appointed as the independent member to support the recruitment process and sit on the Appointment Panel. A copy of

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

the independent member's report had been circulated to the Police and Crime Panel.

The Commissioner expressed his gratitude to the current Chief Constable of Warwickshire Police, Andy Parker, who would be retiring at the end of March 2015. He described Mr Parker as both popular and effective.

With regard to essential characteristics, the Commissioner explained that the Chief Constable would need to be a clear leader, with the skills and expertise to effectively lead an organisation. As well as an appreciation of the importance of partnership working, the individual would need to demonstrate political awareness. With a high level of professional competency in policing, the candidate would also need to understand the importance and implications of Warwickshire's position within the Strategic Alliance with West Mercia.

The Panel was informed that following the initial shortlisting exercise, three candidates had been selected for interview. The Commissioner considered all three candidates to be of a high calibre and appointable. Following a Force Familiarisation day, the interview stage included three panels, each with a specific focus: partnerships, political and policing (final selection panel). At the final panel, candidates had been required to deliver a presentation, followed by a thorough and intensive interview session. The Commissioner explained that the structure of the recruitment process had enabled him to gather a broad spectrum of opinions and feedback regarding the candidates.

The Commissioner reported that Martin Jelley, currently employed as the Deputy Chief Constable at Northamptonshire Police, had been selected as the preferred candidate, which had been unanimously agreed by the selection panel. He explained that Mr Jelley had demonstrated skills and expertise in leadership and had valuable experience of working as a chief officer at Northamptonshire Police. Mr Jelley had a proven track record of working effectively with partners and had also demonstrated an understanding of the Strategic Alliance. Furthermore, Mr Jelley's key achievements included an increase in Special Constables, which was a key priority of Warwickshire Police.

The Commissioner explained that the local media had been informed that Mr Jelley had been selected as the preferred candidate, following the initial notification to the Police and Crime Panel. It had been made clear to the media that the appointment was subject to the Panel's Confirmation Hearing.

The Commissioner expressed his gratitude to all the panel members who took part in the selection process and to Neil Hewison and Cheryl Hayward for the management of the recruitment process.

The Vice Chair of the Police and Crime Panel commented that more specific detail regarding how the candidate had met each of the individual personal qualities and competencies would have been useful in advance; however, he was satisfied that the information provided, together with the overview provided by the Commissioner at the meeting, had provided that. The Deputy

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

Police and Crime Commissioner gave assurances that Mr Jelley had scored highly against each of the competencies.

The Chair thanked the Commissioner for his summary of the recruitment process.

The Police and Crime Commissioner, OPCC staff and Andy Hickmott left the room.

The second part of this item was undertaken as a question and answer session with the preferred Chief Constable candidate, Martin Jelley. Members of the Panel asked Mr Jelley eight questions which focused on the criteria relating to professional competence and to personal independence. A summary of Mr Jelley's responses is provided below.

Question 1 – What attracted you to the role of Chief Constable in Warwickshire?

Mr Jelley explained that it had always been his ambition to become a Chief Constable since he commenced working with the police force 26 years ago. As a resident of a neighbouring county, Mr Jelley had an awareness and appreciation of Warwickshire Police as a proud and effective force, and had a range of experience and expertise working for county forces which included Norfolk, Suffolk and Northamptonshire.

As a Chief Constable, Mr Jelley believed that he would have more opportunity to influence and achieve success and work effectively within the Strategic Alliance to deliver the best services for Warwickshire residents.

Question 2 – Serving the Public: Warwickshire is varied both in terms of its geographical spread and the diversity of communities across the county, all with their own policing needs. Can you provide an example of how, in your previous roles, you have understood and successfully addressed the policing needs of such a diverse area?

Mr Jelley explained that the visibility of the police was a key issue, particularly in rural areas. In Northamptonshire, he had doubled the cohort of Special Constables, which had enabled greater visibility of the police force across the county. Furthermore, his experience of working within a county force had given him the ability to recognise the different needs of diverse areas and prioritise policing accordingly.

In response to a supplementary question regarding Safer Neighbourhood Teams, Mr Jelley advised that he was committed to community policing as a valuable and important interaction between the police and residents. He acknowledged that protecting resources for community policing would be challenging and considered that an increase in Special Constables could be one solution to achieving continued community engagement.

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

Question 3 – Leading Strategic Change: What have you identified, at this stage, as the biggest challenge you would face as Chief Constable of Warwickshire, and what experience will you draw on to address this strategically in a way that delivers success on the ground?

Mr Jelley explained that one of the biggest challenges would be responding to austerity measures and significant budget cuts. He had experience of delivering £18 million savings over a three year period in Northamptonshire and believed that he could transfer the skills and expertise to Warwickshire. Mr Jelley referred to his experience of working within a collaboration of five police forces and explained that he was accustomed to the challenges of collaborative working. He considered it essential that the identity of Warwickshire be retained within the flourishing Strategic Alliance, while expanding partnership working opportunities.

Question 4 – Leading the Workforce: In what ways do you feel a Chief Constable can work to secure the commitment and enthusiasm of all staff within the Force, ensuring that the highest standards of behaviour and performance are maintained even in challenging circumstances?

Mr Jelley responded that he was naturally people-orientated and considered that visible leadership was essential; therefore, he preferred to work directly with people as often as possible and ensure that the decisions taken at a strategic level were being delivered at an operational level. He acknowledged that Warwickshire's identity within the Alliance was sacrosanct and would deliver a clear message to staff and residents that Warwickshire's Chief Constable position would be retained.

Question 5 – Managing Performance: It looks as if the police may have to find a further 20% savings during the five years of the next Parliament. What would be your approach to this? And how would you seek to maintain public confidence in the light of such savings?

Mr Jelley explained that the 'salami-slicing' of budgets was not an effective long-term strategy for savings; alternatively, services had to be re-engineered to become more efficient. Mr Jelley referred to his decision in Northamptonshire to issue mobile data units so that information could be inputted by police staff while on patrol. He explained that the police force had to exploit modern technology for efficiency purposes. He also considered that back office functions should be robustly reviewed in order to protect frontline resources.

In response to a supplementary question, Mr Jelley explained that when taking unpopular decisions it was important to articulate the decision and explain the rationale. He added that consultation should be undertaken when appropriate and meaningful and that contact with the public should be honest and transparent.

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

Question 6 – Working with Others: Thinking about the ability of stakeholders, local communities and partners to be engaged in and influence policing, what contribution do you think you and the Police will make to the priorities of other partners?

Mr Jelley responded that there was value in identifying and understanding service crossover with statutory partners, in order to identify joint working opportunities and achieve successful partnership working; for example, in areas such as estates, safeguarding and Child Sexual Exploitation. Mr Jelley confirmed that he was willing to have those conversations with partners, as well as focusing on the contribution of Community Safety Partnerships.

Question 7 – Working with Others: What thoughts have you given to the challenges of your role, as a Chief Constable, within the Strategic Alliance and working with West Mercia?

Mr Jelley responded that Warwickshire needed strong representation within the Strategic Alliance in order to retain its independence. His experience in Northamptonshire of leading a collaboration of policing services across five police forces had given him exposure of the challenges of collaborative working; he stressed that he did not feel intimidated by working at that level. He believed that Warwickshire was in a stronger position as part of the Alliance but acknowledged that there would be times when it would need to assert itself. When faced with these challenges, Mr Jelley explained that he would look for common ground to identify solutions that were the best for Warwickshire residents.

Question 8 – Operational Independence: What do you think are the best ways for the Commissioner to hold the Chief Constable to account? Do you think the Chief Constable should generally attend the Police and Crime Panel and why?

Mr Jelley referred to the public scrutiny meetings that the Commissioner held with the current Chief Executive and considered these to be an open and accountable way of holding the Chief Constable to account. With regard to attendance at meetings of the Police and Crime Panel, Mr Jelley acknowledged the different lines of accountability between the Chief Constable, the Commissioner and the Police and Crime Panel and considered that, whilst on occasion, it might be necessary for the Chief Constable to attend Panel meetings to provide technical support to the Commissioner, it is the Commissioner who holds the Chief Constable to account.

Mr Jelley considered that the current arrangements between the Commissioner and the Panel worked well and seemed both appropriately challenging and supportive. He added that ultimately everyone had the same aim to deliver the best services for Warwickshire residents.

In response to a supplementary question, Mr Jelley explained that he considered 'personal independence' to be asserting your independent view and having a 'backbone' to stand your own ground and that 'operational

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

independence' was being able to exercise professional judgement and advice in relation to policing matters which is the role of the Chief Constable. He added that he is naturally collegiate in his approach, but would be prepared to raise his concern if he felt the Commissioner was becoming inappropriately involved in operational matters. Mr Jelley reassured that Panel that he had experience of tackling similar challenges at Northamptonshire.

To conclude, Mr Jelley thanked the Police and Crime Panel for the opportunity to appear before members and answer the questions. He considered that the Commissioner's recruitment process had been vigorous.

The Chair thanked Mr Jelley on behalf of the Panel for his attendance and advised that the Panel's conclusion would be forwarded in writing to the Police and Crime Commissioner.

Martin Jelley left the room.

4. Exclusion of Press and Public

The Warwickshire Police and Crime Panel agreed to pass the following resolution:

"That the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information within Paragraphs 1 and 3 of Part I Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person (including the authority holding the information)."

5. Closed Session to discuss proposed appointment to the role of Chief Constable of Warwickshire Constabulary

The Panel considered the proposed appointment of Martin Jelley. Members considered that Mr Jelley answered the questions extremely well and demonstrated a significant range of policing knowledge and expertise.

The Panel agreed that the Commissioner's appointment process had evidently been robust and rigorous; however, it would be recommended to the Commissioner that greater clarification regarding how a preferred candidate had met each individual criteria relating to personal qualities and competencies should be provided for future Confirmation Hearings.

The Warwickshire Police and Crime Panel unanimously agreed:

- 1) To recommend the appointment of Martin Jelley to the post of Chief Constable of Warwickshire Constabulary; and

**Minutes of the Warwickshire Police and Crime Panel
held on 19th December 2014**

- 2) That a confirmation letter be sent to the Police and Crime Commissioner, including the points minuted above (the letter is appended to these minutes), the next working day.

The meeting rose at 2.50 p.m.

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Chairman

**Democratic Services, Law & Governance,
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22nd December 2014

Dear Mr Ball,

Confirmatory Hearing: Proposed Appointment of Mr Martin Jelley to the position of Chief Constable of Warwickshire Constabulary

In accordance with Schedule 8 to the Police Reform and Social Responsibility Act 2011, I write to inform you of the Warwickshire Police and Crime Panel's recommendation with regard to your proposed appointment of Mr Jelley as Chief Constable of Warwickshire Constabulary.

At the Panel's Confirmatory Hearing held on 19th December 2014, members questioned Mr Jelley in relation to his professional competency and personal independence in respect of the role profile for the position of Chief Constable.

The Panel considered that Mr Jelley answered the questions extremely well and demonstrated a significant range of policing knowledge and expertise. The Panel unanimously agreed to recommend that you should proceed with the appointment of Mr Jelley.

The Panel would also like to comment that the appointment process had evidently been robust and rigorous. For future Confirmation Hearings, the Panel would like greater clarification, in advance of the meeting, regarding how the preferred candidate had met each individual criteria relating to personal qualities and competencies.

On behalf of the Panel I would like to wish Mr Jelley every success in carrying out his role for Warwickshire Police.

We shall publish this letter on the Panel's website on Monday 22nd December.

Yours sincerely,

Councillor Dennis Harvey
Chair of the Warwickshire Police and Crime Panel