

# Warwickshire Police and Crime Panel

Date: Friday 11 June 2021  
Time: 2.30 pm  
Venue: Shire Hall, Warwick - Shire Hall

## Membership

Councillor David Reilly  
Councillor Derek Poole  
Councillor Barbara Brown  
Councillor Ian Davison  
Councillor Clare Golby  
Councillor John Holland  
Councillor Dave Humphreys  
Councillor Christopher Kettle  
Councillor Bhagwant Singh Pandher  
Andy Davis  
Andrew Davies

The Chief Executive of Warwickshire County Council will agree the final appointments to the Police and Crime Panel in consultation with Group Leaders as she considers to be necessary to meet the requirements of geographical and political proportionality.

Items on the agenda: -

- 1. Appointment of Chair to the Warwickshire Police and Crime Panel**  
To appoint a Chair of the Police and Crime Panel for the 2021/22 municipal year.
- 2. Appointment of Vice Chair to the Warwickshire Police and Crime Panel**  
To appoint a Vice Chair of the Police and Crime Panel for the 2021/22 municipal year.
- 3. General**
  - (1) Apologies**  
To receive any apologies from Members of the Panel

## **(2) Disclosures of Pecuniary and Non-Pecuniary Interests**

### **4. Appointment of a Chief Constable**

5 - 54

To consider the appointment of the Chief Constable of Warwickshire Police in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.

**Monica Fogarty**  
Chief Executive  
Warwickshire County Council  
Shire Hall, Warwick

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### Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web <https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

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# Chief Constable Recruitment: Report for Confirmation Hearing

<b>Report Author</b>	Polly Reed, Chief Executive and Monitoring Officer
<b>Report Date</b>	2 <sup>nd</sup> June 2021 - vFinal
<b>Security Classification</b>	OFFICAL
<b>Disclosable under Freedom of Information Act?</b>	Yes

## **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, Philip Seccombe, 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 Commissioner's preferred candidate, Debbie Tedds for the role of Chief Constable, at the Confirmation Hearing on Friday 11 June 2021.

## 1. Introduction and background

- 1.1 Chief Constable Martin Jelley QPM wrote to the Commissioner on 10 February 2021 informing him of his intention to retire on 30 June 2021. The Commissioner advised the Police and Crime Panel and the Chief Constable made a public announcement on the same day.
- 1.2 Schedule 8 of the Police Reform and Social Responsibility Act 2011 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.
- 1.3 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 and the associated supplementary information is presented to assist Members in making their recommendation.

- 1.4 The Commissioner has ensured that the appointment process followed the relevant legislation such as the Police Reform and Social Responsibility Act, Home Office Circular 013/2018 and the Guidance on Appointing Chief Officers developed by the College of Policing.
- 1.5 The Office of the Police and Crime Commissioner (OPCC) has worked with the College of Policing in developing and delivering this appointment process.

## 2. Development of the job description, advertisement and applications

### Advertisement

- 2.1 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.
- 2.2 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.

2.3 The advertisement for the role of Chief Constable was placed on the Commissioner's website on 16 March 2021 and was also placed on the Association of Police and Crime Commissioners, the National Police Chief's Council and the College of Policing websites. The College of Policing wrote to all current Deputy Chief Constables and Assistant Chief Constables on our behalf. Paid advertisements were taken on the Police Professional and Police Oracle websites, both of which are leading police sector publications. Significant social media activity also took place. 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 Tuesday 11 May 2021.

## **Application pack**

2.4 The application pack was available on the Office of the Police and Crime Commissioner's website. It comprised:

- Foreword by the Police and Crime Commissioner
- Key Dates and the Appointment Process
- Information about Warwickshire
- Role Profile
- Person Specification
- Key Terms and Conditions of the Appointment

A copy of the Application Form is attached as Appendix 1, along with the Application Form (Appendix 2) and the Equal Opportunities Monitoring Form (Appendix 3). The applicant's latest Performance Development Review was also requested.

## **Role profile and person specification**

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

## **Application form**

2.6 The application form was designed to collect key information about the applicant's suitability for the role.



- 2.7 The College of Policing has produced a [Competency and Values Framework](#) (CVF), which in 2017 replaced the Policing Professional Framework. The CVF 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 against a number of these competencies in their application form and were tested against them during the appointment process.
- 2.8 The application form also detailed the eligibility criteria required pursuant to the determinations of the Home Secretary, this being the satisfactory completion of the Strategic Command Course (SCC). Each candidate was required to confirm when they had passed the course, and this was verified with the College of Policing.
- 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.

## **Terms and conditions**

- 2.10 The terms and conditions were compiled in accordance with Police Regulations and the Home Secretary's determination. Legal advice from Warwickshire County Council Legal Services was sought during the drafting of the terms and conditions.
- 2.11 The term of appointment will be for a fixed term of five years, together with any extension which may be approved by the Commissioner.
- 2.12 The spot salary for the Chief Constable of Warwickshire is £146,469 and the Commissioner has discretion to offer a salary range on appointment which varies no more than 10% (up or down) from the spot rate.

## **Familiarisation day**

- 2.13 As part of the process a familiarisation day took place at Police Headquarters, Leek Wootton on 14 April 2021 for potential candidates. 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.
- 2.14 The familiarisation day was also intended to provide an open, transparent and equal opportunity for all those interested in the role to have a common knowledge and understanding about the force, the Commissioner's priorities and the county. A copy of the timetable for the day is attached at Appendix 4.

## Expressions of interest and applications

2.15 Three potential candidates were in contact with the OPCC; two attended the familiarisation day and then completed and submitted applications.

## 3. Shortlisting and interviewing

### The Appointment Panel

- 3.1 Whilst the Police Reform and Social Responsibility Act 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 and this should include at least one Independent Advisor. The Home Office Circular states that the Independent Advisor should be chosen by the Commissioner and be someone independent of them and the force.
- 3.2 The role of the Independent Advisor 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 Commissioner asked John Anderson who chairs the PCC and Police's Joint Audit and Standards Committee, to undertake the role.
- 3.3 In addition to himself and the Independent Advisor, the Commissioner invited the senior stakeholders to be members of the Appointment Panel:
- Monica Fogarty, Warwickshire County Council Chief Executive
  - Kieran Amos, Warwickshire Fire and Rescue Service, Chief Fire Officer
- 3.4 The Commissioner also identified a Policing Advisor to provide information and support from a policing perspective. The Advisor was Stephen Watson, now Chief Constable of Greater Manchester Police (Chief Constable of South Yorkshire until 21 May).

### Shortlisting

- 3.5 The Appointment Panel supported the Commissioner in the shortlisting exercise. A shortlisting template (Appendix 5) was designed and shared with Panel members, along with the completed application forms. The Panel agreed unanimously that both candidates should be brought forward for interview.

### The Interview Process

- 3.6 An interview process was identified as follows:
- two advisory Stakeholder Panels – one with external stakeholders, the other with representatives of internal stakeholders.
  - An Appointment Panel as described above.

- 3.7 The interviews were planned for Thursday 27 and Friday 28 May, and took place at Chesford Grange Hotel, Kenilworth.

## **Assessment Day 1: Stakeholder Panels**

- 3.8 The objective of the Stakeholder Panels was to involve a range of critical and interested stakeholders in the process. 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.
- 3.9 Two Stakeholder Panels were convened on 27 May, one with external stakeholders and the other with stakeholders internal to Warwickshire Police and the OPCC. Participants were selected based upon the body, group or organisation they represented, as well as their background, experience and position held.
- 3.10 The Stakeholder Panels had an agreed set of questions to ask each candidate. They were not interviews with members formally assessing the candidate's response. They were a mechanism to provide an insight and understanding 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.
- 3.11 Membership of the two Stakeholder Panels is detailed below:

### **Partnership Stakeholder Group:**

- David Buckland – CEO Stratford District Council (Chair)
- George Bostock – NFU County Advisor
- Junaid Hussain – CEO Equip
- Melina Hancox – Victim Support Area Manager
- Rob Powell – WCC Strategic Director Resources
- David Patterson, OPCC (Facilitator)

### **Internal Stakeholder Group:**

- Jason Downes – T/Chief Supt - Chair Supts Association (Chair)
- Sara Ansell – OPCC Chief Finance Officer
- Simon Payne – Chair of Warwickshire Police Federation
- Paul Edwards – Secretary UNISON
- Sarah Adam – ROCU Intel Officer - Disability network

- Kim Perkin – Senior Public Contact Manager - WOW network
- Dave Valente – Sergeant – Christian Police Association
- Faz Chisty – Chief Inspector – B-ME Network
- Katie Hepworth – Student Officer
- Alison Hall – Head of HR

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

- 3.12 A set of questions were developed for each Panel in conjunction with Panel Members. The questions were reviewed by the Chief Executive to ensure that they questions were not repetitive and would explore different aspects of policing, community safety and issues pertinent to Warwickshire.
- 3.13 Both Panels were observed by the Independent Advisor, John Anderson, who rotated between each. 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.
- 3.14 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.
- 3.15 Following the conclusion of the meeting the Chair and 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.

## **Assessment Day 2: the Appointment Panel**

- 3.16 The proposed appointment process was that each candidate would be invited to give a presentation and then be asked a series of questions. The presentation would be advised on the day, with each candidate having 30 minutes to work on this before their interview.
- 3.17 The presentation topic and interview questions were devised by the OPCC Chief Executive with support from the Policing Advisor and the College of Policing. Panel members then had opportunity to shape the suggested questions.
- 3.18 The Appointment Panel received a briefing from Polly Reed, OPCC Chief Executive, before the interviews began. The briefing outlined the approach to the assessment process and each individual's role in it. Copies of the Presentation Topic and the Interview Questions were shared.

3.19 Next the Chairs of each Stakeholder Panel met with the Appointment Panel and gave an assessment of each candidate, which provided suggestions for further probing and questioning.

## **Presentation**

3.20 Candidates were given the presentation and 30 minutes to prepare. The candidates were then required to give a presentation in length, which was then followed by questions from the Appointment Panel.

3.21 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.

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

3.23 The presentation component of the assessment would mainly assess the competency cluster of Inclusive, Enabling and Visionary Leadership. The topic was developed to reflect key issues and themes identified in the Role Profile and Person Specification.

## **Interview**

3.24 The Appointment Panel assessed the performance of candidates against the Competency Values Framework. The formal interview followed on directly after the presentation part of the interview had been concluded.

3.25 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.

3.26 The Appointment Panel members individually made contemporaneous notes, assessed and rated each candidate's performance, on the recording sheets provided for the purpose.

3.27 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 four point rating scale.

3.28 Once they had awarded an independent rating for each question, the OPCC Chief Executive 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. 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.

## 4 The Preferred Candidate

- 4.1 The Appointment Panel unanimously agreed to the appointment of Debbie Tedds as Chief Constable of Warwickshire Police. She achieved the top overall score and was judged to meet all of the required personal qualities of the Competency and Values Framework and Commissioner and the Appointment Panel were totally satisfied that she was the best candidate and suitable as the next Chief Constable of Warwickshire Police.
- 4.3 Accordingly, the Commissioner formally proposes to the Police and Crime Panel that Debbie Tedds is the preferred candidate. Debbie is currently serving as Temporary Deputy Chief Constable with Warwickshire Police and a biography of her policing career is provided at Appendix 8.
- 4.4 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.
- 4.5 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.
- 4.6 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 1 July 2021.

## 5. Implications

- 5.1 **Financial** – The financial implications of the appointment of a Chief Constable are contained with the existing police budget.
- 5.2 **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 and the Home Office circular.
- 5.3 **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. As the Panel has previously noted, this is a key time in the development of Warwickshire Police as a standalone force, and continuity between the leadership is vital to ensure a smooth transition.
- 5.4 **Human Resources / Equality** – the appointment process has been open to all eligible candidates and has been conducted in accordance with the requirements of the Equality Act 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.

## **6. Supplementary Information**

- Appendix 1: Application Pack
- Appendix 2: Application Form
- Appendix 3: Equal Opportunities Monitoring Form
- Appendix 4: Familiarisation Day Timetable
- Appendix 5: Shortlisting Template
- Appendix 6: Blank Scoring Matrix
- Appendix 7: Biography of Preferred Candidate

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**Philip Seccombe**  
**Police and Crime**  
**Commissioner**  
for Warwickshire

# Chief Constable of Warwickshire Police Applicant Information Pack



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Police Headquarters at Leek Wootton

## Introduction from the PCC

Thank you for your interest in the post of Chief Constable of Warwickshire Police. I look forward to receiving your completed application if you feel you wish to take up this exciting opportunity.

After a period of change and redevelopment Warwickshire is now re-established as a standalone force, moving forward with full operational independence. Record-levels of officer numbers are in place to provide extra resilience and reassurance to communities.

As our Chief Constable retires after six years in the role, I am looking for a new individual who can lead the force into the new era. I have enjoyed an excellent working relationship with outgoing Chief Constable Martin Jelley QPM, his senior team and Warwickshire Police as a whole. This has ensured that the relationship between the force and my office has been open, transparent and effective. I am looking for the next Chief Constable to continue to maintain and enhance this relationship, while also working effectively with our many partners in the county.

As one of the smallest forces in the country you will find an opportunity to make your mark in Warwickshire, working with an engaged and committed workforce, implementing and embedding the improvements and new ways of working that are now in train. You will also have opportunity to form partnerships, both strategically and operationally within the county and further afield and take your place in shaping the delivery of public services to the benefit of communities.

As this advertisement goes live, the elections for the next Police and Crime Commissioner term of office are due to take place on May 6. I have therefore timed the application process to enable the new PCC (if I am not re-elected) to be able to decide on the appointment as one of the first major decisions of the new term of office.

I hope that you find the attached information pack helpful. There is also a wide amount of information on the OPCC and force websites but I appreciate you may wish to gain a closer view. If you would like to talk in more detail with either myself or my Chief Executive Polly Reed, then please do not hesitate to get in touch via email at [polly.reed@warwickshire.pnn.police.uk](mailto:polly.reed@warwickshire.pnn.police.uk) in the first instance.

I look forward to receiving your completed application.



**Philip Seccombe TD**

Police and Crime Commissioner  
for Warwickshire

## Key Dates and the Appointment Process

Activity	Date
Application process opens	16 March 2021
Familiarisation day	22 April 2021
Closing date for applications	11 May 2021
Shortlisting	18 May 2021
Stakeholder panels	27 May 2021
Appointment panel	28 May 2021
Police and Crime Panel confirmation hearing	TBC
Contract begins	1 July 2021 (subject to confirmation)

Shortlisted candidates will be contacted as soon as possible after shortlisting and are asked to ensure that they are available for the selection process. It is hoped that the selection process can take place face to face but if COVID-19 restrictions require, it may be carried out virtually.

In respect of the application process:

- Application Forms can be found on our website: [www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk). Should you require further information, an alternative format / language or any adjustments to be made throughout the application process or upon appointment, please contact the Chief Executive and we will make every effort to meet your specific requirements.
- Please only complete the application form; CVs will not be taken into consideration and therefore should not be submitted. Applications received after the deadline will not be considered.
- Please contact Chief Executive to find out more about the role, or for a discussion with the Police and Crime

Commissioner. Your interest will be kept confidential.

### Familiarisation Event

A familiarisation event will take place at Leek Wootton on 22 April 2021. This will allow those interested in applying for the position the opportunity to meet the senior command team of Warwickshire Police and gain further understanding of the Force.

Prospective applicants wishing to attend the familiarisation day should contact the Chief Executive, Polly Reed, by email to confirm their interest. Confirmed details, including an agenda, timing and location directions will then be provided as the event is finalised.

Please express your interest in attending no later than 16 April 2021.

### The Selection Process

Shortlisting of candidates will take place on 12 May 2021 and will be carried out by a panel comprising the Police and Crime Commissioner, Monica Fogarty (Chief Executive of Warwickshire County Council) and Kieran Amos (Chief Fire Officer for

Warwickshire). They will be supported by the Chief Executive of the OPCC, Polly Reed.

Shortlisted candidates will be notified following completion of the process and invited to attend for interview.

### Interview Process

The interview process will take place over two days on 27 and 28 May. A detailed schedule will be provided but candidates can expect it to comprise:

- Two stakeholder panels: a **Partnership Panel** comprising representatives from key partners and community groups and a **Force Panel** of representatives of the Warwickshire Police workforce. These panels will represent the diversity of Warwickshire, and will provide a level of scrutiny to the process, reporting their findings to the Appointment Panel.
- **The Appointment Panel.** This will consist of the Police and Crime Commissioner, Monica Fogarty (Chief Executive of Warwickshire County Council) and Kieran Amos (Chief Fire Officer for Warwickshire). They will be supported by Chief Constable Stephen Watson of South Yorkshire Police as the Policing Advisor and John Anderson (Chair of the Warwickshire Joint Audit and Standards Committee) as the Independent Advisor. You will be required to make a presentation to this Panel. This is the decision making panel.

Once the Police and Crime Commissioner has made the appointment decision, the preferred candidate will be notified.

Reasonable and necessary expenses of candidates invited for interview will be paid in accordance with Police Regulations.

### Confirmation Hearing

The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing before the Warwickshire Police and Crime Panel, at a date to be confirmed.

The purpose of attendance at the Hearing will be to answer any Police and Crime Panel questions relating to the proposed appointment.

Please note that the Police and Crime Panel has a power to veto the appointment.

Following the confirmation hearing the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

### Appointment

Subject to any Police and Crime Panel veto, following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks, e.g. conduct, medical, vetting, etc.).

**The Police and Crime Commissioner and Warwickshire Police are committed to equality and diversity and welcome applications from all suitably qualified candidates, particularly from under represented groups. We are happy to consider any reasonable adjustments that would assist you with your application or if you are selected for interview such as physical access to the interview venue, car parking, or adjustments for dyslexia and other learning difficulties. Please indicate on the application form and we will contact you to discuss arrangements.**

## About Warwickshire

Warwickshire is a rural county within the West Midlands region, with Worcestershire and the West Midlands metropolitan authorities to the west, Leicestershire and Northamptonshire to the east and Staffordshire to the north. Covering an area of 764 square miles it surrounds, but does not include, the city of Coventry.

The north of the county is more urban with its traditional industries such as coal mining, textiles, cement production and heavy engineering now giving way to a growth in the logistics and service sectors. The southern part of the county is predominantly agricultural with historic towns such as Warwick and Stratford-upon-Avon benefiting from the tourist industry.



Warwickshire has a mix of diverse and emerging communities, with the main towns across the area including Atherstone, Coleshill, Nuneaton, Bedworth, Rugby, Royal Leamington Spa, Stratford-upon-Avon and Warwick. There are opposite extremes of wealth and poverty across the districts. The highest levels of deprivation are experienced in Nuneaton & Bedworth, home to the county's largest town, while the least deprived areas are in Stratford-on-Avon.

The population of around 600,000 is predicted to grow further in the coming years, with large scale housing development across the area. Older members of the community make up a greater proportion than regional and national averages and as this group increases, the younger population is in decline, although the birth rate is increasing. The area does however house a sizeable student population, particularly in Leamington Spa, due to the number of universities nearby.

Warwickshire currently has a two tier system of local government. Warwickshire County Council is the upper tier authority and also has responsibility for the local fire and rescue service. At the second tier there are five Borough/District councils:-

- North Warwickshire Borough Council
- Nuneaton & Bedworth Borough Council
- Rugby Borough Council
- Stratford-on-Avon District Council
- Warwick District Council

Parish and town councils make up the remaining tier of local authorities in all areas except Nuneaton & Bedworth.

## Policing in Warwickshire

Warwickshire Police has a proud history of more than 160 years, retaining the strengths and characteristics that define a small county force, while also ensuring it establishes a bold and forward-thinking future.

At the heart of the force's plans is the commitment to ensuring Warwickshire Police continues to provide policing services which meet the needs of its communities and supports the aims of its partners within the county.

The force has over 1,000 officers alongside

around 80 PCSOs, over 700 members of police staff and just under 200 special constables and volunteers. It has five patrol bases from which officers provide 24/7 response policing, supported by a network of Safer Neighbourhood Teams providing visible policing and award-winning problem solving across our many towns and villages.

Teams of highly skilled detectives manage serious and complex crimes. At the heart of the policing model is an innovative Harm Hub which ensures a true multi-agency approach to tackling some of the highest threats and harms, providing appropriate safeguarding for some of the most vulnerable people in society.

The Operations and Communications Centre (OCC) plays a central role in supporting operational policing delivery and is set to move during 2021 to a new, state-of-the-art control room in Warwick. The introduction of a Resolution Centre will provide the right service first time for victims and communities as well as enabling the force to effectively manage demand.

Supporting local policing are Protective Services (Intelligence, Major Investigations, Serious and Organised Crime, Forensics) and Financial and Enabling Services. All of which provide valuable resources to protect people who live or work in, or visit Warwickshire.

The force also has resources within the Regional Organised Crime Unit working alongside colleagues from West Mercia Police, West Midlands Police and Staffordshire Police.

### **Life and Leisure in Warwickshire**

Warwickshire is an internationally-renowned home to historic towns, rich heritage and

hundreds of acres of rolling countryside alongside some of the UK's most established businesses and thousands of thriving small enterprises.

Nestling on the doorstep of major urban centres such as Birmingham and Coventry, the county boasts popular attractions such as Warwick Castle, the Royal Shakespeare Company and Shakespeare's Birthplace Museum alongside numerous country parks, National Trust estates and English Heritage sites. Neighbouring Coventry is the UK City of Culture for 2021, further cementing the area's cultural heritage.

On the sporting front there's a great mix on the doorstep, including top level cricket and football. Rugby is the birthplace of rugby football and is home to the World Rugby Hall of Fame and Visitor Centre, while Royal Leamington Spa will play host to events during the 2022 Commonwealth Games. There are a wide range of other venues across the whole county to enjoy sporting activity for all ages.

Schools in the area have an excellent reputation, with above average attainment levels and a wide range of primary and secondary schools in every part of the county, alongside provision for children with special needs. This is further complemented by private schools with excellent national reputations and the number of high quality universities close by.

Located at the heart of the UK, Warwickshire enjoys superb links to the rest of the country through its proximity to the national motorway network and growing local rail network. This means the hustle and bustle of big city life is only a short trip away from Warwickshire's peaceful and tranquil surrounds, offering the best of both worlds.

## Role Profile

**Accountable to:**  
**Police and Crime Commissioner**

### Main Purpose of the Role:

The Chief Constable has overall responsibility for leading the force, creating a vision and setting a direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.

The Chief Constable holds direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standards setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements.

### Main Responsibilities:

- Set and ensure the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop a mutually productive strategic

relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.

- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Lead the force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the force vision and goals.
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.



- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the force objectives.
- Represent the force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.
- To undertake other duties commensurate with the nature, level of responsibility and rank of this post, as required.

## Person Specification

### Knowledge:

- Up to date operational/technical policing knowledge.
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

### Experience:

- Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas) or have held a senior position in the Fire and Rescue Service in cases where a single employer model has been adopted.
- Authorising Officer Training.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of implementing an effective performance management framework.

- Experience of implementing successful organisational development, change and innovation.
- Experience of accountability for management of significant budgets.

**Key skills:**

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of

interest.

- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on force service delivery and/or cost.

**Behaviours:**

All post holders are expected to know, understand and act within the ethics and values of the Police Service. These nationally recognised behaviours and values are set out in the Competency and Values Framework (CVF).

The CVF has six competencies that are clustered into three groups.

Under each competency are three levels that show what behaviours will look like in practice.

This role requires the post holder to be operating at Level 3 of the CVF.

A description and a list of examples of the types of behaviours that are expected in each competency area can be found via the following link:

<https://profdev.college.police.uk>

## Main 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.

**2**

The appointment will be subject to the Job Description (which will form part of the contract), and will be subject to the Police Acts and Regulations (including those relating to pensions) and such other statutory provisions.

**3**

The Chief Constable will be required to devote the whole of their time to the duties of the office.

**4**

The officer will work across Warwickshire but be based at Police Headquarters, Leek Wootton.

**5**

The appointment will be subject to a fixed term of five years and will commence on 1 July 2021. Any further extension of appointment will be subject to the prevailing regulations.

**6**

The appointment will include regular performance / development appraisal by the Commissioner. A programme of professional

development 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.

**7**

The primary focus of the post holder is to lead Warwickshire Police and oversee its development. NPCC and other representational work may be undertaken with the agreement of the Police and Crime Commissioner.

**8**

The salary, payable monthly, is £146,469 per annum, subject to a 10% variation at the discretion of the Police and Crime Commissioner. The salary will be increased in line with national pay settlements.

**9**

The Chief Constable will be provided with a role-equipped vehicle available for official and private use and they will repay the cost of their private mileage. The principles of use are contained in the Commissioner's current vehicle scheme.

**10**

The Chief Constable will be entitled to standard 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 standard class rail travel will not facilitate this. Subsistence and overnight accommodation will be provided in line with terms and conditions.

**11**

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.

**12**

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

**13**

A uniform will be provided.

**14**

The Commissioner shall pay for all professional subscriptions and indemnity insurance reasonably required for the post.

**15**

The appointment is terminable by the Commissioner, or the Chief Constable, giving six months' notice in writing or such shorter notice as may be agreed by the parties.

**16**

Where allowances and expenses are payable within the Commissioner's discretion (as opposed to those prescribed by the Regulations) the Commissioner reserves the right to review, vary or withdraw those allowances and expenses on reasonable notice.

**17**

Two-yearly health-screening will be available.

**18**

A housing allowance or transitional housing allowance will be paid, if appropriate, in accordance with the Police Regulations. A relocation package in accordance with the Police Regulations and the Commissioner's published policy is available.

**19**

Entitlements to annual leave and sick pay are set out in the relevant Home Office Determinations made from time to time.



## Application for the post of CHIEF CONSTABLE

### INSTRUCTIONS FOR COMPLETION

- The form should be completed in Arial 12 point typeface.
- Evidence needs to be specific and focused on **your personal involvement, experience and actions**. The evidence you present must be from within the last three years. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area 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.
- At the end of each section in **Part Three**, you are required to provide the name of a verifier who can vouch for the accuracy of the information you have provided. As part of the assessment this person may be contacted to verify the information provided.
- **Applications must be submitted to OPCC Chief Executive [polly.reed@warwickshire.pnn.police.uk](mailto:polly.reed@warwickshire.pnn.police.uk) by midnight on Tuesday 11<sup>th</sup> May 2021 together with:**
  - A copy of your most recent Performance Development Review report (or equivalent).
- The successful applicant will be appointed subject to medical clearance, security vetting and a confirmation hearing convened by the Warwickshire Police and Crime Panel.

### FOR OFFICE USE ONLY

Application no:		Date received:	
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**PROTECT - PERSONAL (when completed)**

<b>PART ONE</b>			
Last name:		Forename(s):	
Date of birth:		NI number:	
Current job title:			
Current force:		Police Service start date:	
Work address:			
Telephone:			
Email:			
Correspondence address:			
Telephone:			
Email:			
Are there any reasonable adjustments we could make to assist you with your application or if you are selected for interview?			

Warwickshire Police and Police and Crime Commissioner is committed to equality and diversity and welcomes applications from all suitably qualified candidates.

<b>PART TWO - DETAILS OF PREVIOUS THREE POSTS (most recent first)</b>			
Current role title:			
Force:			
Start date:		Finish date:	
Brief description of role and responsibilities, including key achievements:			
Previous role title:			
Force:			
Start date:		Finish date:	
Brief description of role and responsibilities, including key achievements:			
Previous role title:			
Force:			
Start date:		Finish date:	
Brief description of role and responsibilities, including key achievements:			

**DETAILS OF RELEVANT TRAINING ATTENDED**

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Colleges, university attended or correspondence courses taken	From	To	Qualifications and grade attained

*Press TAB key at end of last row to insert extra rows*

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 contents

*Press TAB key at end of last row to insert extra rows*

Please provide details of any Equality, Diversity and Human Rights training you have received.

Course title	From	To	Summary of course contents

*Press TAB key at end of last row to insert extra rows*



**PART THREE: EVIDENCE IN SUPPORT OF YOUR APPLICATION**

**For each of the following competencies please provide evidence that demonstrates your ability to operate at the level of Chief Constable (please refer to the Competency and Values Framework on the College of Policing Professional Development Platform for details of the appropriate competency levels)**

**1. I work in the public interest (max 400 words)**

Verifier:		Contact no:	
Official use - Assessor Notes			
		Rating:	

**2. We are collaborative (max 400 words)**

Verifier:		Contact no:	
Official use - Assessor Notes			
		Rating:	

<b>3. We deliver, support and inspire (max 400 words)</b>			
Verifier:		Contact no:	
Official use - Assessor Notes			
		Rating:	

<b>4. We are innovative and open minded (max 400 words)</b>			
Verifier:		Contact no:	
Official use - Assessor Notes			
		Rating:	

**PART FOUR**

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

Please give details of any relationships to employees or officers of Warwickshire Police and the Police and Crime Commissioner (answer 'none' if no relationship exists):

**DECLARATION**

I apply for the appointment of Chief Constable in accordance with the terms of the selection process and I declare that, to the best of my knowledge and belief, all the statements contained in this form are correct.

Name:

Date:

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**PROTECT - PERSONAL (when completed)**



**Philip Secombe  
Police and Crime  
Commissioner  
for Warwickshire**

## **Equal Opportunities Form**

The police service is proud to be an equal opportunities organisation. We believe that every member of our policing community deserves to work in a fair and inclusive environment. We are determined to ensure that:

- Our workforce reflects the diverse society which it serves and that the working environment is free from any form of discrimination, victimisation or harassment;
- No job applicant or employee is treated more or less favourably on the grounds of age, disability, ethnicity, gender reassignment, marriage, sex, sexual orientation, pregnancy or religion or belief.

You can help us achieve this by sharing information about you. Completion of this section of the form is voluntary, but with your help, we can build data that accurately reflects recruitment diversity and shapes the future planning of our diversity, equality and inclusion work.

The information supplied will be treated in the strictest confidence and will not affect your job application in any way. It will be detached from your application on receipt.

### **Age**

What is your date of birth?

DD/MM/YY

### **Disability**

Disability is a physical or mental impairment, which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities. This includes progressive and long-term conditions from the point of diagnosis, such as HIV, multiple sclerosis, cancer, mental illness or mental health problems, learning disabilities, dyslexia, diabetes, and epilepsy. This also includes 'disabled' as per the definition set out in the Equality Act 2010, as well as wider conditions, including neurodiversity.

Do you consider yourself to have a disability according to the definition above?

Yes <input type="checkbox"/>	No <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
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The information in this form is for monitoring purposes only. If you believe you need a reasonable adjustment, please include information in the 'Disability' section in page 3 of this form or contact the recruitment team for assistance.

**Marriage and civil partnership**

Are you:

Married	<input type="checkbox"/>
In a civil partnership	<input type="checkbox"/>
Not married or in a civil partnership	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

**Pregnancy and maternity leave**

Are you pregnant, currently on or returning from maternity/paternity/adoption leave?

Yes <input type="checkbox"/>	No <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
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If you ticked 'Yes' to the above, please answer the following question:

Pregnant <input type="checkbox"/>	On maternity/paternity/adoption leave <input type="checkbox"/>	Returning from maternity/paternity/adoption leave <input type="checkbox"/>
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**Race**

Please choose one option that best describes your ethnic group or background.

White – English/Welsh/Scottish/Northern Irish/British	<input type="checkbox"/>
White – Irish	<input type="checkbox"/>
White – Gypsy or Irish Traveller	<input type="checkbox"/>
White – Any other White background	<input type="checkbox"/>
Mixed – Asian and White	<input type="checkbox"/>
Mixed – Black African and White	<input type="checkbox"/>
Mixed – Black Caribbean and White	<input type="checkbox"/>
Mixed – Any other mixed background	<input type="checkbox"/>
Asian or Asian British – Indian	<input type="checkbox"/>
Asian or Asian British – Pakistani	<input type="checkbox"/>
Asian or Asian British – Bangladeshi	<input type="checkbox"/>
Asian or Asian British – Chinese	<input type="checkbox"/>
Asian or Asian British – Any other ethnic background	<input type="checkbox"/>
Black or Black British – African	<input type="checkbox"/>
Black or Black British – Caribbean	<input type="checkbox"/>
Black or Black British – Any other black background	<input type="checkbox"/>
Other ethnic group – Arab	<input type="checkbox"/>
Other ethnic group – Any other ethnic background	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

**Religion or belief**

What is your religion or belief?

No religion	<input type="checkbox"/>
Buddhist	<input type="checkbox"/>

Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	<input type="checkbox"/>
Hindu	<input type="checkbox"/>
Jewish	<input type="checkbox"/>
Muslim	<input type="checkbox"/>
Sikh	<input type="checkbox"/>
Any other religion	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

**Sex**

Which of the following options best describes your sex?

Please tick one option.

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>
Intersex	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

**Gender identity**

What best describes your gender?

Female	<input type="checkbox"/>
Male	<input type="checkbox"/>
Prefer to self-describe	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>
If you selected Other and wish to provide further information please do so here:	

Is your gender identity the same as the sex you were assigned at birth?

Yes <input type="checkbox"/>	No <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
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**Sexual orientation**

What is your sexual orientation?

Bisexual	<input type="checkbox"/>
Gay/ Lesbian	<input type="checkbox"/>
Heterosexual	<input type="checkbox"/>
Prefer to self-describe	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

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- 09:00 – Arrival at Leek Wootton, meet and greet (Alison Hall)
- 09:15 - Welcome Introduction and an overview of the day by the Chief Executive of the OPCC (Polly Reed)
- 09:30 - Warwickshire Police and future vision (Chief Constable)
- 10:00 - Strategic Planning and Performance (Steve Russell)
- 10:30 - Evolve / Transformation (Chief Supt. Jason Downes)
- 11:00 - Break
- 11:15 - Local Policing in Warwickshire (Chief Supt. Ben Smith)
- 11:45 – Enabling Services (Tania Coppola)
- 12:15 - Lunch (PCC, Chief Constable, OPCC Chief Exec)
- 13:00 – Protective Services (Det Chief Supt John Denley)
- 13:30 - Budget for 2021/24 and the Medium Term Financial Plan (Jeff Carruthers)
- 14:00 - Final questions
- 14:30 - Close

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**Philip Secombe  
Police and Crime  
Commissioner  
for Warwickshire**

**Chief Constable Recruitment  
Shortlisting - May 2021**

Your name and role:

Score: 1. Poor, no evidence      2. Acceptable      3. Good      4. Outstanding

<b>Competency</b>	Candidate: Roper	Candidate: Tedds
<p><b>I work in the public interest</b></p> <ul style="list-style-type: none"> <li>• I act in the interest of the public, first and foremost.</li> <li>• I am motivated by serving the public, ensuring that I provide the best service possible at all times.</li> <li>• I seek to understand the needs of others to act in their best interests.</li> <li>• I adapt to address the needs and concerns of different communities.</li> <li>• I tailor my communication to be appropriate and respectful to my audience. I take into consideration how others want to be treated when interacting with them.</li> <li>• I treat people respectfully regardless of the circumstances.</li> <li>• I share credit with everyone involved in delivering services.</li> </ul>	Comments and score:	Comments and score:
<p><b>We are collaborative</b></p> <ul style="list-style-type: none"> <li>• I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.</li> </ul>	Comments and score:	Comments and score:

<ul style="list-style-type: none"> <li>• I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.</li> <li>• I ensure that everyone understands their role in helping the police service to achieve this vision.</li> <li>• I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.</li> <li>• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.</li> <li>• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.</li> <li>• I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.</li> <li>• I motivate and inspire others to deliver challenging goals.</li> </ul>		
<p><b>We support and inspire</b></p> <ul style="list-style-type: none"> <li>• I challenge myself and others to bear in mind the police service’s vision to provide the best possible service in every decision made.</li> <li>• I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.</li> <li>• I ensure that everyone understands their role in helping the police service to achieve this vision.</li> <li>• I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.</li> <li>• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.</li> </ul>	<p>Comments and score:</p>	<p>Comments and score:</p>

<ul style="list-style-type: none"> <li>• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.</li> <li>• I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.</li> <li>• I motivate and inspire others to deliver challenging goals.</li> </ul>		
<p><b>We are innovative and open and minded</b></p> <ul style="list-style-type: none"> <li>• I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.</li> <li>• I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.</li> <li>• I work to create an innovative learning culture, recognising and promoting innovative activities.</li> <li>• I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.</li> <li>• I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.</li> </ul>	<p>Comments and score:</p>	<p>Comments and score:</p>

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## Debbie Tedds biography

Debbie Tedds grew up in Leamington Spa and joined Warwickshire Police in March 1989. She served across Warwickshire in a variety of roles and departments as a Constable, predominantly within the Investigations departments and was promoted to Detective Sergeant in 2002.

Debbie progressed through the ranks, being the first female Warwickshire officer to achieve the rank of Detective Inspector working within Reactive CID, Proactive CID, Intelligence and setting up the Protecting Vulnerable Persons unit and introducing Multi-Agency Risk Assessment Conferences into Warwickshire before being promoted to Superintendent in 2009 to head up the then Judicial Services Department.

She was one of the founder members of Senior Women in Policing for Warwickshire and was nominated for a Continued Excellence in Performance Award presented by the British Association for Women in Policing.

Debbie was seconded to Her Majesty's Inspectorate for Constabulary in 2011 as a Specialist Staff Officer leading on Vulnerability and in particularly Child Protection. Following this role she returned to Warwickshire Police and was appointed as the Policing Area Commander for South Warwickshire. She was then promoted in 2015 as Chief Superintendent and performed roles across the former alliance with West Mercia Police, heading up the Assurance and Service Improvement function and then as Head of Crime and Operations.

She was successful at the Senior Police National Assessment Centre in November 2018 and graduated as the first Warwickshire female officer in March 2019. Earlier this year she was appointed as the force's Temporary Deputy Chief Constable.

She is incredibly proud and honoured to serve as a Warwickshire officer, in the county she was born and grew up in, which is most definitely her home.

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**Report to the Police and Crime Commissioner for Warwickshire and Police and Crime Panel (PCP) Meeting on 11 June 2021**

**Subject: Report from the Independent Advisor on the appointment of the Chief Constable on 28 May 2021**

**Report author and contact details: John Anderson, Chair Joint Audit and Standards Committee for Warwickshire**

**Purpose of the Report:**

1. To provide the Police and Crime Panel with a report on the merit, fairness and transparency of the process, documentation and conduct of the interview and assessment process for the appointment of the new Chief Constable.

**Background**

2. In early March 2021 I was approached by Polly Reid, the Chief Executive Officer (CEO) for the Police and Crime Commissioner (PCC) Philip Seccombe, about the Independent Advisor role required for the appointment of the new Chief Constable. After confirming I held no exempting roles, I was accepted by the PCC for the role.
3. During March, I briefed myself on the College of Policing Guidance for appointing Chief Officers, particularly on the requirements in fulfilling the role of Independent Advisor. The CEO, who holds the position of Chief Monitoring Officer of this interview process for the PCC to achieve merit, fairness and openness in the selection process, also provided me with a timetable of the process, a copy of the application pack, details of the extent and coverage for advertising the position widely and requesting responses from applicants and a virtual briefing on the whole process.
4. In April I received the applicants detailed responses together with a scoring system for rating them. I carefully reviewed the responses, assessed them against the criteria for scoring, rated them and advised the CEO that in my opinion both applicants achieved the standard to be taken forward for interview.

### **Interviews 27 and 28 May 2021**

5. The interviews of the two applicants were held over two days and were timed sessions. On the first day the applicants were each interviewed by a Partner Advisory Panel consisting of 5 members and an Internal Advisory Panel consisting of 10 members. The panels were provided with an Interview timetable, job profile, the candidates applications, 6 set questions with space to record notes taken and the Equality policy. The PCC and CEO gave each panel a briefing and chairpersons for each panel had been selected to provide a summary of the strengths and weaknesses of each applicant to the Interview Panel on the second day. The panels had been asked by the PCC not to rate or rank the applicants.
6. I attended the whole day of interviews but had to split my time between each panel as they were run concurrently. I attended each panel interview and heard the questioning and responses of each applicant by the Partner Advisory Panel and then the individual member's assessment and summarisation of the applicant's responses by the Internal Advisory Panel. Although I had to miss the reverse of this process (the questioning by the Internal Panel and then the assessment and summarisation by the Partner Advisory Panel), at least it enabled me to see that a consistent questioning approach (the same panel member asked the same question of each applicant) and assessment and summarisation (each panel member contributed fully and consistently) of the applicant's strengths and weaknesses by each panel was undertaken. These assessments and summarisations were drafted into a written report for delivery by the panel chairpersons at the first session of the Interview Panel on the second day. All the panel members contributed fully to these two parts of the interview process, were unbiased, objective and consistent.
7. On the second day, the Interview Panel of 5 members, including myself, and chaired by the PCC, were provided with the same set of documentation as the panels on the first day, subject to a different set of 6 pre-set questions and the interview process was timed. After a briefing by the PCC and CEO, the first session of the day consisted of the Interview Panel hearing a summary of the strengths and weaknesses of each applicant from the Chairpersons of the Stakeholder Panel and Internal Advisory Panel.
8. Then the two applicants were interviewed by the Interview Panel using the 6 pre-set questions. For the first question the applicants had been asked to prepare a timed presentation as a response and supplementary questions were asked with responses. All the members asked the same questions with the same supplementary questions asked of both candidates by the same panel member. All the panel members prepared notes of the responses to each question for the later discussion of their assessments of the applicants. This provided consistency and fairness.
9. At the end of the interviews the panel fully discussed the applicant's strengths and weaknesses and their responses to the 6 pre-set questions. Each member contributed fully to these discussions and then provided a

summary of their assessment of each candidate and a scoring. The scores were collated by the CEO, a total score for each candidate recorded and a result declared by the PCC on merit. The successful applicant will be put forward by the PCC to the PCP for ratification at their meeting on 11 June 2021.

**Conclusion and report**

10. I have briefly outlined in this report the interview process I was asked to report on and attended on the days of the interviews for the appointment of a new Chief Constable for Warwickshire. This covers the documentation prepared and used in the process, the means and criteria used for the applicant's assessment and scoring and the impartial and consistent conduct of the three interview panels to arrive at a result on merit.

11. I can confirm to the PCC and PCP that I was not aware of any bias, the selection process was robust, objective, fair and transparent.

**Recommendation:**

To review the contents of this report and comment as appropriate.

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