

Public Document Pack

Penallta House
Tredomen Park
Ystrad Mynach
Hengoed
CF82 7PG

Tŷ Penallta
Parc Tredomen
Ystrad Mynach
Hengoed
CF82 7PG

**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

For all enquiries relating to this agenda please contact Charlotte Evans
(Tel: 01443 864210 Email: evansca1@caerphilly.gov.uk)

Date: 25th July 2017

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **The Chamber, County Hall, The Rhadyr, Usk, NP15 1GA** on **Tuesday, 1st August, 2017** at **10.00 am** (Panel Pre-Meeting at 9.30am) to consider the matters contained in the following agenda.

A G E N D A

	Pages
1 To Appoint a Chair and Vice-Chair for the Ensuing Year.	
2 Declarations of Interest.	
3 Apologies for Absence.	
4 Proposed Appointment of Chief Constable.	1 - 24

MEMBERSHIP:

Councillor Stewart Healy, Blaenau Gwent County Borough Council
Councillor Mrs Lisa Winnett, Blaenau Gwent County Borough Council
Councillor Mrs Christine Forehead, Caerphilly County Borough Council
Councillor Gez Kirby, Caerphilly County Borough Council
Councillor Colin Peter Mann, Caerphilly County Borough Council
Councillor Matthew Ford, Torfaen County Borough Council
Councillor Mike Jeremiah, Torfaen County Borough Council
Councillor Peter Clarke, Monmouthshire County Borough Council
Councillor Tony Easson, Monmouthshire County Council
Councillor John Guy, Newport City Council
Councillor William Routley, Newport City Council
Councillor Jason Jordan, Newport City Council

Co-opted Members- Mrs G. Howells and Mr P. Nuttall

By Invitation

Mrs S. Curley, Office of the Gwent Police and Crime Commissioner

Mr D. Garwood-Pask, Office of the Gwent Police and Crime Commissioner
Mr J. Cuthbert, Office of the Gwent Police and Crime Commissioner
Ms E. Thomas, Office of the Gwent Police and Crime Commissioner

And Appropriate Officers.

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Proposed Appointment of Chief Constable

DATE: 1st August 2017

PURPOSE: For Decision

1.	<p><u>RECOMMENDATION</u></p> <p>In accordance with the Police Reform and Social Responsibility Act 2011 (the ‘Act’) the Police and Crime Panel (the PCP) are invited to:</p> <ul style="list-style-type: none">a. Review the proposed appointment of Mr Julian Gwynne Williams as Chief Constable of Gwent Police.b. Make a recommendation to the Police and Crime Commissioner (PCC) as to whether or not the candidate should be appointed.
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>On 30th March 2017 the former Chief Constable wrote to the PCC informing of his intention to retire on 30th June 2017. This paper describes the steps that have been taken by the PCC for Gwent to recruit a new Chief Constable.</p> <p>The PCC must, under the Police Reform and Social Responsibility Act 2011(the Act), notify the PCP of the proposed appointment of a Chief Constable. Paragraph 3(2) of Schedule 8 of the Act requires the PCC to provide the following information:</p> <ul style="list-style-type: none">(a) The name of the person whom the Commissioner is proposing to appoint (“the candidate”);(b) The criteria used to assess the suitability of the candidate for the appointment;(c) Why the candidate satisfies those criteria; and(d) The terms and conditions on which the candidate is to be appointed. <p>The PCP is required to review the proposed appointment and hold a confirmation hearing. This hearing is set for 1st August 2017. The procedural steps that must be followed are set out in Schedule 8 to the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.</p> <p>In progressing the recruitment of a new Chief Constable the PCC has had regard to the legislation referred to above and the College of Policing Guidance for the Appointment of Chief Officers published in November 2012 and the amendment published in December 2014.</p>

3.

ISSUES FOR CONSIDERATION

Advertisement - the advertisement for the role of Chief Constable was placed on the websites of the PCC for Gwent and Gwent Police. It was also disseminated by the College of Policing, the Association of Police and Crime Commissioners and the National Police Chiefs Council. The advert was placed on the websites on 27th April 2017 with a closing date of 18th May 2017. The shortlisting process took place on 22nd May 2017 with the interview process taking place on 6th June 2017.

Recruitment Pack - the recruitment pack was available upon request from the Chief of Staff of the Office of the Police and Crime Commissioner (OPCC). This comprised a number of documents:

- Recruitment Information Pack containing:
 - Overview of the Role
 - Overview of Gwent
 - Person Specification
 - Terms and Conditions
- Application Form and Guidance Notes
- Police and Crime Plan 2017-2021
- Equal Opportunities Monitoring Form
- Welsh Language Monitoring Form

A copy of the Recruitment Information Pack is attached at Appendix 1.

The Person Specification sets out the key personal competencies required to perform the role of Chief Constable for Gwent. The competencies are assessed in line with the Policing Professional Framework. Any candidates were required to address these competencies in their application form and were tested as part of the selection and assessment process.

Terms and Conditions - The published particulars of employment provided that the term of appointment will be for a five year period at a salary of £138,504 p.a. This level of salary is the nationally set 'spot' salary for Gwent. The PCC did not consider it appropriate to vary the spot point plus/minus 10% as he is entitled to do under the determination of the Home Secretary. The role also attracts a number of benefits in accordance with Police Regulations and Determinations.

Appointment Panel – Whilst the Act provides that it is the PCC’s responsibility to appoint the Chief Constable, the College of Policing Guidance suggests that the PCC should convene an appointment panel (to include at least one independent panel member). The role of the independent member is to ensure the appointment process is conducted in line with the principles of merit, fairness and openness. The independent member is also required to produce a written report on the appointment process for submission to the PCP. This is attached at appendix 3.

The PCC selected an appointment panel as follows:

- Jeff Cuthbert (PCC)
- Sian Curley, Chief of Staff (OPCC)
- Alex Marshall (Chief Executive Officer, College of Policing)
- Judith Paget, Chief Executive, Aneurin Bevan University Health Board
- Gill Parker, Independent Panel Member.

The panel members received a copy of the College of Policing Guidance for the Appointment of Chief Officers. The Panel was supported and advised by:

- Darren Garwood –Pask (Chief Finance Officer, OPCC)

Applications – When publicising the recruitment process we ensured communication encouraging all eligible potential applicants was disseminated widely throughout England and Wales with the advert shared through internal and external channels of the College of Policing, the National Police Chiefs Council (NPCC) and the Association of Police and Crime Commissioners (APCC). All eligible candidates received direct communication informing them of the job vacancy.

The announcement that the PCC was searching for a new Chief Constable for Gwent Police was issued to all national, regional and local media as well as trade press and media. Our media monitoring system captured 18 cuttings ranging from print, broadcast and online coverage. This included the trade publication ‘Emergency Services Times’ magazine. The coverage equated to an advertising value of £4,654.02 and reached 156,680 people.

Seven tweets were issued in both Welsh and English, tagging multiple organisations and authorities with substantial reach each time. They were also encouraged to re-tweet the information to their followers. This generated a total of 12,784 impressions (number of times a user saw the tweet on twitter). Our tweets were retweeted 39 times and received 11 likes. There were a total of 80 clicks to the job vacancy advert web link through Twitter. Three Facebook

posts were also issued in Welsh and English, amounting to 596 impressions. There were a total of 12 clicks to the vacancy advert link on Facebook.

Despite these efforts, only one application was received.

The Applicant – The candidate whose application proceeded to the interview process on 6th June 2017 following shortlisting on 22nd May 2017 is Julian Gwynne Williams, currently Acting Chief Constable of Gwent, and substantive Deputy Chief Constable.

Julian Williams joined Gwent Police on a secondment from South Wales Police in 2014 as Temporary Assistant Chief Constable and was permanently appointed to the role in 2015. In January 2017, he was promoted to Deputy Chief Constable.

He is the regional policing lead for the National Police Air Service (NPAS), Modern Slavery and the Joint Firearms Unit which operates across Dyfed Powys, South Wales and Gwent.

Interview Process - The aim of the interview process was to assess the candidate against the competencies for the role using a process that was both appropriate and rigorous.

The candidate was provided with the candidate brief on 25th May 2017 to ensure he had sufficient time to prepare for an oral examination by the appointment panel.

The exercise was designed to enable the candidate to demonstrate relevant competencies and to be probed to ensure that a quality assessment could be made. The panel as a group then assessed his competency and values in order that the PCC could make a final decision, ahead of the PCP confirmation hearing.

The candidate was asked to provide a presentation on the following question for a maximum of 15 minutes:

'What is your vision for Gwent Police for the next 5 years and how would you go about implementing it?'

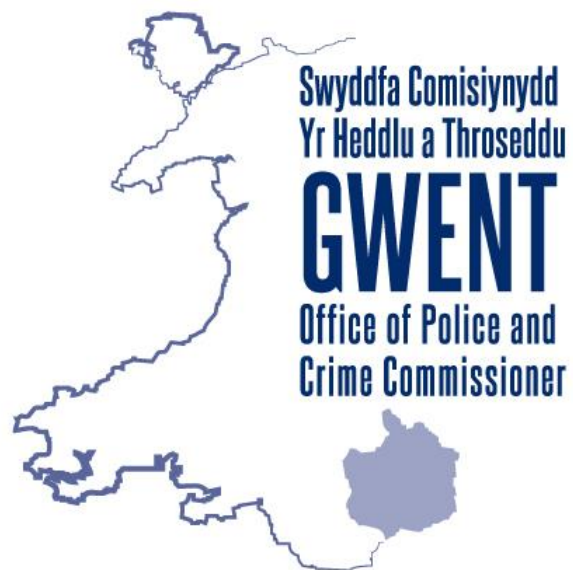
This was then followed by questions from panel members to test the proposals made by the candidate. This formed the evidence gathering upon which panel members formed their conclusion.

The panel concluded its assessment of the candidate against the competencies set out in the role profile. Five set questions were asked of the candidate with a number of supplementary questions also posed. All questions were successfully answered with the candidate achieving 8 marks above the pre-determined minimum score. In view of the assessment, the panel concluded unanimously that the candidate should be appointed as the Chief

	<p>Constable of Gwent.</p> <p>Accordingly, the PCC formally proposes to the PCP that Julian Gwynne Williams be so appointed.</p> <p>Further information on how the candidate met the required criteria is attached at appendix 2.</p>
4.	<p><u>NEXT STEPS</u></p> <p>Next steps will be dependent on the decision of the PCP and are laid out in legislation.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>The financial aspects of the post of Chief Constable are outlined in this report.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>The appointment process was carried out in accordance with the guidance issued by the College of Policing.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>The appointment process was carried out in accordance with the Police Reform and Social Responsibility Act 2011.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>In carrying out his role, the Chief Constable will need to have due regard to the provisions of the Equality Act 2010 and, in particular, to the general equality duty, the broad purpose of which is to integrate consideration of equality and good relations into day to day business and for consideration to be given to how public bodies can positively contribute to the advancement of equality and good community relations.</p>
9.	<p><u>RISK</u></p> <p>Failure to proceed to appoint the candidate would require further advertisement which would not necessarily result in more applications from suitable candidates.</p> <p>It could also result in the loss of an excellent quality candidate and extend a period of instability for the force and a loss of public confidence.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>This report and appendices will be made available to the public.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Mrs Sian Curley, Chief of Staff</p>

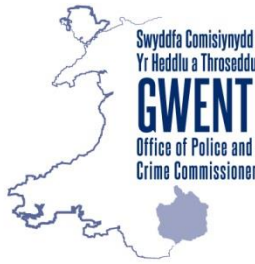
12.	<u>ANNEXES</u> Appendix 1 – Recruitment Information Pack (including Terms and Conditions of Appointment) Appendix 2 – Assessment document Appendix 3 – report of independent member.
------------	--

APPENDIX 1



RECRUITMENT INFORMATION PACK

Overview of the role	P.2
Particular Challenges in Gwent	P.3
Person Specification	P.4
Terms and Conditions	P.8

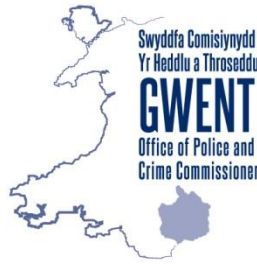


Overview of the Role

We are looking for an enthusiastic, innovative energetic, focused Chief Constable to lead the delivery of policing services for the communities within the Gwent area. The individual should have strong communication skills, focus, drive and energy.

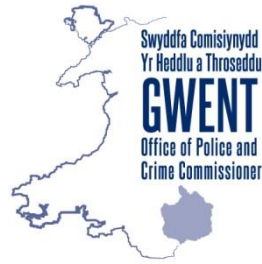
The Chief Constable will be responsible for fulfilling all professional and legal obligations of the office of Chief Constable, and must account to the Police and Crime Commissioner for the policing in Gwent. In particular the Chief Constable will be expected:

- to develop and communicate **a clear, effective and deliverable strategy for Gwent Police**, which will enable it to deliver its part in the Police and Crime Plan and ensure policing across Gwent best serves the needs of local people, increases public confidence and makes the area safer.
- to **review, determine and lead changes** to the future shape and culture of the organisation to enable delivery of the strategy within financial and resource constraints, responding to both national and local demands and improving productivity and performance.
- to develop a cohesive and well led chief officer team and organisation, where the **workforce is enthused, inspired, held to account, is highly productive** yet flexible enough to respond to a changing environment whilst delivering a first class policing service, which responds to the needs of local people.
- to develop **strong, effective relationships** through influence, negotiation, trust and respect, where key partners and stakeholders at local and UK levels want to engage in working together to achieve improved outcomes for local people.
- To be a role model for upholding high standards of professional and ethical behaviour.



Particular challenges in Gwent

- Tackling the issues of public confidence and satisfaction for both victims and the wider public.
- Working in an increasingly diverse and challenging environment both socially, geographically and economically.
- The potential for key partners and stakeholders moving away from prevention and back to core services/survival due to reducing resources. Added dimension of working in a non-devolved service alongside devolved public services in Wales.
- Organisational change due to further reductions in resources following the on-going spending review and the need to constantly revisit productivity and business transformation – i.e. more for less.
- Implementing our People Plan to ensure a high performing team addressing any workforce challenges impacted by local and national changes from Government, Inspectorates and terms and conditions.
- The need for a clear understanding of the role of the Police and Crime Commissioner and where operational and political influences exist within five very different local authorities.
- The national landscape which is uncertain and changing, e.g. Policing and Crime Act and the Strategic Policing Requirement.
- The Welsh legislative and policy context working effectively with Welsh Government and key devolved partners and stakeholders.
- The need to ensure there is a dynamic and effective Chief Officer team where a broad range of skills, styles and experience will be beneficial.
- A leadership approach to deal with increased levels of collaboration and innovation.
- Ensuring the organisation is equipped to deliver an accessible and adaptive policing service in the digital era.



PERSON SPECIFICATION

Experience:

The successful candidate will be able to demonstrate:

- Relevant chief officer experience, including the operational command of police officers at a senior level;
- A commitment to community and customer focus at a senior leadership level;
- Drive and ambition, with the ability to deliver high standards and levels of performance;
- Strong internal and external leadership, in particular effective communication and successful engagement in partnerships in the public, private and voluntary sectors;
- Innovation and broad-thinking, with experience of overseeing change and organisational development; and
- Understanding and commitment to the delivery of policing services in the context of public services in Wales.

It would be desirable for the successful candidate to demonstrate an understanding and appreciation of the Welsh Language. Welsh is not essential but a successful candidate should demonstrate sensitivity and understanding of the Welsh context, including language and culture.

Legal requirements:

Applicants must have been a serving constable with a UK police force or policing organisation.

The courses or assessment centres that must be satisfactorily completed are:

- a) The Senior Police National Assessment Centre; and
- b) The Strategic Command Course.

Personal qualities:

The post holder will be able to demonstrate the following personal qualities in line with the Policing Professional Framework (PPF):

Serving the public

Promotes the ethos and values of public service, based on an understanding of the public in Gwent and sensitivity to their interests;

Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them;

Builds public confidence by actively engaging with communities, agencies and strategic stakeholders, developing effective partnerships at local, Welsh and UK levels; and

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 of Gwent.

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 organisation;

Listens well, asks for and acts on feedback, continuing to learn and adapt to new circumstances;

Takes responsibility for making tough or unpopular decisions, demonstrating moral courage and resilience in difficult situations; and

Remains calm and professional under pressure and in conditions of uncertainty; openly acknowledges shortcomings in service and commits to putting them right.

Leading strategic change

Thinks in the long term, establishing a clear and simple vision based on the values of the Police Service, and a clear direction for the organisation;

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; and

Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within our organisation and partner organisations.

Leading the workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change;

Gives direction and states expectations clearly;

Effectively communicates; talks positively about policing and what it can achieve, building pride and self-esteem;

Creates enthusiasm and commitment throughout the organisation by rewarding good performance, and giving recognition and praise; and

Promotes learning and development within the organisation 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;

Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery;

Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met;

Promotes positive action and identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money and

Recognises and highlights good practice yet confronts and addresses underperformance.

Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions;

Gathers and considers all relevant available information, seeking out and listening to advice from specialists;

Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation;

Identifies key issues clearly, and the relationship between different options at a local, Welsh and UK level, assessing the costs, risks and benefits of each; and

Makes clear, proportionate and justifiable decisions and is prepared to make the ultimate decision, even in times of ambiguity and uncertainty.

Working with others

Builds effective collaborative working relationships through clear communication;

Maintains visibility and ensures communication processes work effectively throughout the organisation and with external bodies;

Consults widely and involves people in decision-making, speaking in a way they understand and can engage with;

Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination;

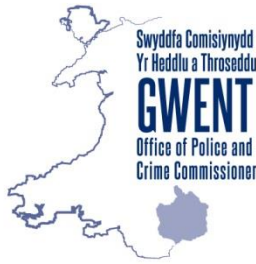
Treats people as individuals, showing tact, empathy and compassion;

Negotiates effectively with local, Welsh and UK bodies, representing the interests of the police service;

Influences the development of social policy in Wales through the establishment of good working relations with the Welsh Government;

Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions; and

Expresses own views positively and constructively, fully committing to team decisions.



TERMS & CONDITIONS OF APPOINTMENT

The post will be subject to the following terms and conditions:

1.1 QUALIFICATIONS

Candidates must be police officers, with suitable qualifications.

1.2 SALARY

Remuneration will be £138,504 per annum.

1.3 WORKING LOCATION

The majority of work will be carried out from Gwent Police Headquarters based in Croesyceiliog, Cwmbran. However, the nature of the work will also require travel throughout Gwent and nationally. This may on occasions include extensive periods of time spent working at other locations around the country.

1.4 WORKING HOURS/ WHOLE TIME SERVICE

The post holder will be contracted to work 40 hours per week and paid on a monthly basis. However, as the post holder will have responsibility relating to heading the service they will be required to be contactable 24 hours per day. The role may require the post holder to attend major incidents or other operational events at short notice.

This role will require evening and weekend working including attending meetings and events during these times.

The successful candidate will be required to devote his/her whole time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment or undertake a business interest without the prior written consent of the Police and Crime Commissioner.

The post holder is entitled to leave in accordance with Police Regulations.

2. RELOCATION

To facilitate the recruitment of high quality Officers to the rank of Chief Constable, a relocation package is available to successful candidates who relocate their home upon appointment.

The Office of Police and Crime Commissioner's relocation policy is available on request.

3. REMUNERATION PACKAGE

Excluding salary, the following elements are provided for in the remuneration package for the Chief Constable:

- a. Dependent on individual circumstances either Housing Allowance at £4,692.86 per annum or Red Circled Rent Allowance including tax deducted refunded as a payment of compensatory grant (maximum £5,698.92 for external candidates only) paid and taxed through payroll (if entitled under regulations).
- b. Payment of the CPOSA subscription is currently under review.
- c. Chief Officer Car Leasing Scheme.
- d. Reimbursement of all reasonable expenses incurred in the execution of duty (reimbursed through expenses). Mileage expenses will be paid in line with standard HMRC rates.

4. TERM

The successful candidate will take up the appointment for a five year period. The commencement date will be subject to negotiation.

5. PERFORMANCE AND DEVELOPMENT REVIEW (PDR)

The post will be subject to performance and development reviews (PDRs) in accordance with national guidance and will be undertaken by the Police and Crime Commissioner.

6. NOTICE PERIOD

The appointment may be terminated by three months' notice on either side.

7. EQUAL OPPORTUNITIES

The Police and Crime Commissioner for Gwent is committed to equal opportunities for existing and potential members of staff.

The Police and Crime Commissioner welcomes applications from candidates regardless of ethnic origin, religious belief, gender, sexual orientation, disability or any other irrelevant factor.

8. MEDICAL EXAMINATION

Applicants who are shortlisted will be required to complete a medical questionnaire and the successful candidate will be required to undertake a medical examination.

9. SECURITY CLEARANCE

The successful applicant will be appointed subject to obtaining security clearance at DV (Developed Vetting) level.

10. REFERENCES

Two references will be obtained once the assessment process is complete and the successful applicant is identified.

11. OTHER CONDITIONS

This post will be offered in accordance with the Police Regulations and any other Laws, Regulations or requirements in force.

APPENDIX 2

Suitability of Candidate for Appointment

The PCC must, amongst other things, provide the PCP with information on the criteria used to assess the suitability of the candidate for the appointment and further explanation of why the candidate satisfies these criteria. This document sets out the evidence which demonstrates how the criteria are met.

Experience

The panel considered the requirements of the person specification against the candidate's application form and via the interview process. The candidate has extensive operational experience at a senior level, from holding the position of Chief Superintendent in South Wales Police and Assistant Chief Constable in Gwent Police where he was responsible for all aspects of the operational direction and control of the Force. He also currently holds the Deputy Chief Constable role within Gwent Police and is the regional policing lead for the National Police Air Service, Modern Slavery and the Joint Firearms Unit which operates across Dyfed Powys, South Wales and Gwent.

Throughout the process, the panel were able to determine that the candidate had a clear public service ethos with a commitment to communications and engagement. The candidate showed self-motivation and ambition and was confident that he could ensure Gwent met all future challenges as well as continuing the drive for improvement and efficiency in line with the identified savings plan.

The candidate demonstrated a clear understanding of the importance and challenges of partnership working. The needs of the workforce were also evidenced with examples given in relation to investing in people and their well-being as well as placing a strong focus on the building of relationships, both internally and externally.

Eligibility Criteria

1. Satisfactory completion of the Senior Police National Assessment Course.
2. Satisfactory completion of the Strategic Command Course.
3. Evidence of personal commitment to continuous professional development.

Interview Competency

The panel considered the candidate's responses to the interview questions utilising the College of Policing 'Competency and Values Framework for Policing' document. A high level summary of the focus of the interview is provided:

Partnership Working

The panel noted the candidate's experience and commitment to this area of work. He was able to demonstrate a clear understanding of working with others to build strong relationships and encourage collaborative working locally, nationally and regionally. The candidate showed enthusiasm for a one public service approach and described

his intentions to work as a trusted partner with the five Public Service Boards to improve wellbeing and safety across Gwent.

Vision for the Future of Organisation

The candidate presented a robust and inclusive vision for the future of Gwent Police with an emphasis on excellent communication and engagement both internally and externally. The vision linked well to the national Policing Vision 2025 and the PCC's priorities. The candidate intended to build on the work of his predecessor in further improving the inspection results given by HMIC. The panel felt that the candidate evidenced his ability as a strong leader who wanted to empower officers and staff.

The panel was confident that the candidate understood the balance between community policing and providing assistance to major incidents on a national basis when required although it was acknowledged that this proved a challenge.

The candidate clearly described the governance process that he would like to initiate in order to ensure that the PCC had the information required to ensure proper scrutiny and decision making that could be evidenced publically.

Digital Leadership

The candidate noted that this was a challenge but clearly demonstrated his understanding of the importance of Digital Leadership within policing. He discussed the emerging requirements regarding the changing nature of policing such as the increase in cybercrime as well as improving accessibility to the public via digital means such as online reporting and tracking of crime. The candidate's vision for digital leadership included greater use of effective and appropriate technology by officers and staff in order to improve and professionalise services to the public. The panel was confident that the candidate would have strong strategic oversight in this area.

Financial Management

The candidate demonstrated that he had an understanding of the current issues affecting police funding such as the plans for a revised funding formula. He set out his proposals regarding the savings required to set a balanced budget in future years while continuing to invest in new and emerging areas of policing. The candidate had responsibility for the change management programme which had delivered efficiency savings, considered future demand and the flexibility required in order to be fit for purpose in the future. The candidate clearly understood Gwent Police's financial situation and the requirement to balance pressures with the PCC's priorities and the need to preserve public confidence in the service.

Public Confidence

The panel was reassured by the candidate's drive to set the highest standards of conduct and integrity amongst employees of Gwent Police. The candidate also described his vision for the service to be a learning organisation and his intention to focus on the health and wellbeing of staff and officers. The candidate demonstrated his intention to meet with members of the public and partners in order to improve public confidence. The candidate understood the need for accessibility and visibility of policing within communities as well as the need for reassurance and community cohesion at times of national unrest.

Conclusions

The Appointments Panel concluded that the candidate more than met the competencies and values required for the role. The panel was unanimously of the view that the candidate should be appointed to the role of Chief Constable.

A handwritten signature in black ink, reading "Siân Curley", enclosed in a thin black rectangular border.

Siân Curley

Chief of Staff, Office of Police and Crime Commissioner for Gwent

APPENDIX 3

JUNE 2017

**CHIEF CONSTABLE
GWENT POLICE APPOINTMENT PROCESS**

INDEPENDENT MEMBER REPORT

Gill Parker, MBA, B.Ed(Hons), Chartered Fellow CIPD

INTRODUCTION

Home Office Circular 20/2012 outlines that it is for the Police & 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.

This report is the independent Member's report (Gill Parker) relating to the appointment process for the role of Chief Constable for Gwent Police, which was the responsibility of the Police and Crime Commission (PCC) Jeff Cuthbert. In particular my report will comment on:

- How the process met the principles of merit, fairness and openness,
- The extent to which the panel were able to fulfil their purpose i.e. to challenge and test the candidate against the criteria.

BACKGROUND

Appointments to the role of Chief Constable (CC) are governed by Schedule 8 of the Police Reform and Social Responsibility Act 2011. In making appointments, Police and Crime Commissioners (PCCs) must comply with legal requirements and should ensure that the processes follow best practice and are underpinned by the principles that apply to public appointments:

- Merit
- Fairness
- Openness

Full guidance on chief officer appointments has been published by the National Policing College.

The key purpose of the panel is to challenge and test that the candidate meets the necessary requirements to perform the role. Under these arrangements, the interview panel should include an independent member who is responsible for providing a report to the Police and Crime Panel (PCP) on the process and how it complied with the key principles and guidance. The assessor should be competent in recruitment practices. Information about my background is set out in Annex 1.

OVERALL PROCESS

The report by the PCC on the proposed appointment sets out full details of the steps taken at each stage of the process, including how the key documentation such as the role profile and person specification were developed and the detailed assessment process. This report, therefore, focuses on the key principles and how these were met.

MERIT

To meet this principle the appointment process should demonstrate *that “the appointee must be the candidate who best meets the agreed and published requirements of the role. It is also desirable that the successful candidate is chosen from a sufficiently strong and diverse pool of candidates”*.

The recruitment campaign attracted only one candidate. This is not unusual in the context of senior police appointments where two or three is probably the norm. However, I am confident that the PCC made extensive efforts to publicise the role and seek a range of candidates. The role was published on the PCC’s website, the College of Policing website, the Association of Chief Police Officers’ website and the website for the Association of Police and Crime Commissioners. Also, In addition to these four websites, at the PCC’s request, the National Police Chiefs Council (NPCC) sent the advertisement via email to every eligible Chief Officer on behalf of Gwent PCC.

I have reviewed the College of Policing Guidance for the appointment of Chief Officers in terms of eligibility/legal requirements and the Gwent Person Specification in the published Recruitment Information Pack and I consider that the single applicant met the agreed and published requirements of the role. In terms of the College of Policing Guidance for the appointment of Chief Officers, I understand that these terms of eligibility/legal requirements are currently being reviewed.

Given the above and the fact that the single candidate fully met the eligibility/legal criteria, it was considered appropriate that we should proceed to the interview stage in order to further assess the candidate against the role competencies.

FAIRNESS

This principle requires that *“the process of assessing candidates’ skills and qualities against the agreed and published requirements of the role must be objective, impartial and applied consistently to all candidates”*.

The interview panel selected for the formal and challenging interview comprised of a very experienced group, including the PCC (Jeff Cuthbert), Chief of Staff (Siân Curley), the Chief Executive of Aneurin Bevan Health Board (Judith Paget), the Chief Executive of the College of Policing (Alex Marshall) and myself as Independent Member.

At the presentation and interview stage all panel members fully participated and completed individual assessments of each element using the Police Assessment rating scale. Scores were then shared and discussed before agreeing a common rating.

In my view the assessment process fully met the fairness requirement and that the candidate was assessed objectively and impartially.

OPENNESS

The specific requirement for this principle is that *“information about the requirements of the role and the appointment process must be available to all prospective candidates. The role should be advertised in a way which ensures that all those who are eligible are likely to see the advert”*.

Chief Officer vacancies are normally advertised on several websites – the Association of Police and Crime Commissioners, the Association of Chief Police Officers (ACPO), the home police force website and the local PCC website. The Office of the PCC followed this approach and in addition, as mentioned earlier, the NPCC sent an email to every eligible role holder in England and Wales bringing the advertisement to their attention. I am confident therefore that all those who were eligible to apply would have been likely to see the advertisement.

I have reviewed the Recruitment Information Pack which contained an Overview of the Role, Particular Challenges in Gwent, Person Specification, Terms and Conditions of Appointment and Candidate briefing outlined information about the Interview Panel and the Presentation Topic. Prospective candidates had every opportunity to access the information and, if desired, to visit Gwent to talk to the Chief of Staff of the Office of the PCC and to current senior officers and staff.

I consider that the principle of Openness has been fully met.

PURPOSE OF THE APPOINTMENT PANEL

The aim of the Panel was to assess the single candidate against the competences for the role using a process which was realistic and proportionate. As the candidate was known to the Commissioner and some of the Assessors, there was less need to cover the basic competencies and the aim was to assess the more complex competencies specific to the role.

The candidate had been provided with the Candidate Brief prior to the interview. This brief outlined the requirement that he should make a presentation to the panel on the presentation topic for up to 20 minutes and that following his presentation he should expect significant questions from the panel.

The panel were well briefed and prepared. Prior to the day of the interview I had received:

A copy of the College Policing Guidelines for the appointment of Chief Officers

Application Form completed by the Candidate

Recruitment and Information Pack

Candidate Brief

Interview Assessment form

Note on approach to the Assessment process, and
Competency and Values Framework for Policing

At the pre-meeting for Assessors on the day of the interview, the Panel discussed and agreed the format of the interview. The Commissioner asked each assessor to take one particular competency as their focus, to lead with their conclusions and findings on that competency before the remainder of the panel outlined their conclusions. Based on this discussion, the Commissioner then proposed an appropriate score.

The candidate was fully tested and assessed on all the required areas and all panel members were in agreement that Julian Williams demonstrated that he met the criteria for the role.

CONCLUSION

I am pleased to confirm that having been fully involved in the appointment process that it:

Met the principles of appointment in terms of merit, fairness and openness,
and

The panel fully achieved its purpose of challenging and testing the candidate against the role requirements.

Gill Parker

Independent Member

June 2017