

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
Rebecca Barrett (Tel. 01443 864245; Email: barrerm@caerphilly.gov.uk)

Date: 30th October 2013

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at **Penallta House (Sirhowy Room), Tredomen Park, Ystrad Mynach** on **Friday, 8th November 2013 at 11.00 a.m.** to consider the matters contained in the following agenda.

A G E N D A

1. Declarations of Interest.
2. Apologies for Absence.
3. To approve and note the minutes of the meeting held on 27th September 2013 (copy attached).
4. Proposed Appointment of the Chief Constable for Gwent Police (report attached).

MEMBERSHIP:

Blaenau Gwent County Borough Council - Councillors Mrs. K. Bender and Mrs. D. Rowberry

Caerphilly County Borough Council - Councillors C.P. Mann and Mrs. C. Forehead

Torfaen County Borough Council - Councillors L. Jones and P. Seabourne

Monmouthshire County Council - Councillors P. Clarke and Mrs. F. Taylor

Newport City Council - Councillors J. Guy and I. Hayat

Co-opted Members – Mrs. V. Cox-Wall and Mr. P. Nuttall

By invitation:

Gwent Police and Crime Commissioner - Mr. I. Johnston

Deputy Gwent Police and Crime Commissioner - Mr. P. Harris

Chief Executive of the Office of the Police and Crime Commissioner for Gwent – Mrs. S. Bosson

Temporary Chief Constable - Mr. J. Farrar

Gwent Police
and Crime Panel

Panel Heddlu
Gwent a Throseddu

GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH ON FRIDAY 27TH SEPTEMBER 2013 AT 10.00 AM

Present:

Councillor J. Guy - Newport City Council - Chairman

Councillors Mrs K. Bender and Mrs D. Rowberry - Blaenau Gwent County Borough Council
Councillor C.P. Mann - Caerphilly County Borough Council
Councillor P. Seabourne - Torfaen County Borough Council
Councillors P. Clarke and Mrs F. Taylor - Monmouthshire County Council

By invitation:

Mr I. Johnston - Gwent Police and Crime Commissioner
Mrs L. Bottomley - Assistant Chief Constable, Gwent Police
Ms S. Bosson - Chief Executive, Office of the Gwent Police and Crime Commissioner
Mr P. Harris - Deputy Gwent Police and Crime Commissioner
Mr D. Garwood-Pask - Chief Finance Officer/Deputy Chief Executive, Office of the Gwent Police and Crime Commissioner

Together with:

J. Jones (Democratic Services Manager), R. Barrett (Clerk to the Panel).

1. ELECTION OF CHAIRMAN FOR 2013-14

Councillor J. Guy was appointed Chair of the Gwent Police and Crime Panel.

2. ELECTION OF VICE CHAIRMAN FOR 2013-14

Councillor F. Taylor was appointed Vice Chair of the Gwent Police and Crime Panel.

3. DECLARATIONS OF INTEREST

Councillor J. Guy wished it be noted that he is the Treasurer of both Newport and Gwent Neighbourhood Watch Associations and the Deputy Chair of Gwent NARPO Association.

Councillor P. Seabourne wished it be noted that he is the Chair of the South Torfaen Community Action Team.

Councillors K. Bender and D. Rowberry wished it be noted that they sit on the Blaenau Gwent Domestic Abuse Management Board.

Councillor F. Taylor wished it be noted that she sits on the local Domestic Abuse Forum.

4. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs C. Forehead (Caerphilly County Borough Council), Councillor L. Jones (Torfaen County Borough Council), and Councillor I. Hayat (Newport City Council), together with Mrs V. Cox-Wall and Mr P. Nutall (Co-opted Members).

The Panel welcomed Lorraine Bottomley, Assistant Chief Constable for Gwent Police, who was attending the meeting in the place of Jeff Farrar, Acting Chief Constable for Gwent Police.

5. MINUTES – 26TH JULY 2013

The minutes of the meeting held on 26th July 2013 were received and confirmed as a correct record. There were no matters arising.

6. VERBAL REPORT – UPDATE ON THE CHIEF CONSTABLE RECRUITMENT PROCESS

Prior to his verbal report, the Gwent Police and Crime Commissioner, Mr Ian Johnston, sought clarification regarding the requirements for additional Gwent Police and Crime Panel membership for co-opted elected councillors from Caerphilly and Newport. Mr Jonathan Jones, Democratic Services Manager, clarified that political balance requirements required a Labour Party member and a Conservative Party member to join the Panel. Caerphilly County Borough Council would shortly nominate a Labour member to sit on the Panel and Newport City Council would be invited to nominate a Conservative Party member. Additional members would not be permitted to sit on the Panel until the Home Secretary confirmed membership.

Mrs Shelley Bosson, Chief Executive, Office of the Gwent Police and Crime Commissioner explained the recruitment process relating to the appointment of the Chief Constable for Gwent. Mr Johnston confirmed that the applications received would be communicated to the Panel Chair at 5pm that afternoon and that a confirmation hearing by the Panel was planned for 8th November 2013.

7. MEDIUM TERM FINANCIAL PLAN

Mr Darren Garwood-Pask, Chief Finance Officer, Office of the Gwent Police and Crime Commissioner, presented the Medium Term Financial Plan to the Panel. It outlined the medium term financial revenue projections for the Office of the Police and Crime Commissioner from financial years 2014/15 through to 2017/18.

The report detailed the current Medium Term Financial Plan, together with the detailed assumptions, service pressures, developments and efficiency initiatives that support this plan. Mr Garwood-Pask clarified a number of factors that influence and interact with each other to produce the Medium Term Financial Plan - funding, expenditure, efficiencies, risks, external influences and the economy. These were explained in more detail in the accompanying Medium Term Financial Plan report and appendices.

Mr Garwood-Pask highlighted a number of areas in the report for consideration by the Panel and informed the Members that funding bases and assumptions for Central Government Funding would reduce significantly over the next four years, which would subsequently have a significant impact across the budget. It was explained that there are a number of assumptions built into the Plan, which are based around the existing police precept, and as the precept changes, the assumptions for the Medium Term Financial Plan may also change.

Following the presentation of the report, Panel members were invited to ask questions. Members referred to the busy night-time economy in certain areas within Gwent and the subsequent burden on police resources, and queried whether there were plans to introduce a charge to establishments that placed frequent strain on police resources. It was confirmed that whilst there were provisions for this in the Police Act 1996 under Provision of Special Services, public engagement had been undertaken regarding this issue, and there were currently no plans to introduce such a charge in Gwent.

The Domestic Abuse Investigation Unit was an area identified as a high budget pressure for the coming year, and Mrs Lorraine Bottomley, Assistant Chief Constable, Gwent Police, together with Mr Johnston, discussed this area with the Panel members. The closure of several police stations in Gwent was also discussed, and Mr Johnston stated that an update would be provided at a future Panel meeting.

The Panel thanked Mr Garwood-Pask and Mr Johnston for providing an overview of the medium term financial plan. The Panel discussed several of the issues identified in the report, and Mr Johnston confirmed that he would welcome advice from the Panel in relation to determining future police precept levels.

8. PERFORMANCE REPORT – AUGUST 2013

Mrs Bottomley presented a summary of the Performance Report for Gwent Police to August 2013. The report identified a current need for Gwent Police to improve public confidence and user satisfaction, and several initiatives have been implemented to improve these areas, including the redesigning of Gwent Police's victim satisfaction survey, work to redesign initial response to general enquiries, and the introduction of an Anti-Social Behaviour Forum.

Mrs Bottomley referenced the success of recent community engagement work within Gwent, with feedback from the public proving an important contribution towards the improvement of performance. It was confirmed that Police Community Support Officers (PCSOs) are currently undergoing training to improve public engagement skills.

A slight increase in crime figures was noted over the summer period, with an increase in anti-social behaviour attributed to a period of hot weather. Mrs Bottomley drew the Panel's attention to the fact that there appears to be some increases in figures due to the way that certain offences are categorised and recorded. The Panel were informed that approximately 70 wheelie bins are being reported as stolen in Caerphilly County Borough on a weekly basis, and this is significantly increasing recorded crime figures.

Panel members discussed several items within the Performance Report and were pleased to note the overall positive tone of the report, including improved levels of community engagement. It was clarified that community engagement training would be extended to police officers in the near future and it was hoped this would have a positive impact in local communities. Panel members also discussed the potential dangers posed by publishing certain personal information on social media, which could increase the likelihood of house burglaries and thefts. Mrs Bottomley confirmed that the police are continuing to educate people to be aware about the information they post on social media sites.

9. CRIME RECORDING REPORT

Mr Paul Harris, Deputy Gwent Police and Crime Commissioner, presented the report to the Panel. An internal review of crime recording has been conducted over the summer, with the aim of producing a number of recommendations for the future. Mr Harris confirmed that the findings have been completed and are currently out for final consultation. The full report and findings are due to be presented to the Chief Officer Team meeting on 1st October 2013, with the Gwent Police and Crime Commissioner then being updated on the findings and

recommendations of the review, and a way forward being agreed. The Panel would be updated on the Crime Recording Report at a future meeting.

10. VICTIMS CHARTER

Members were pleased to note the Victim's Charter, which was launched by the Police and Crime Commissioner at a public event on 6th September 2013. Mr Johnston outlined the report regarding the Victims Charter, which was compiled after consultation between victims of crime and service providers. The Charter sets out 10 minimum standards that the Commissioner will endeavour to provide to the people of Gwent. The standards relate to partners operating within the criminal justice system.

The Commissioner will work with partner organisations to ensure that the standards within the Charter are delivered effectively across Gwent, and a tendering process will follow in due course for the provision of a victims' service.

The Chairman of the Panel thanked all those in attendance for their contributions at the meeting and praised the positive exchange of information that had been received.

The meeting closed at 12.06 p.m.

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Proposed Appointment of Chief Constable

DATE: 21st October 2013

TIMING: **Routine.** The Commissioner is not able to formally appoint the proposed candidate until the Police and Crime Panel have held a confirmation hearing. The date of this hearing is 8th November 2013.

PURPOSE: For Decision

This paper describes the steps that have been taken by the Commissioner to recruit a new Chief Constable for Gwent, as well as providing details for consideration by the Police and Crime Panel to support the Commissioner's proposed candidate for appointment.

1.	<p><u>RECOMMENDATION</u></p> <p>It is recommended that:</p> <p>(1) The Police and Crime Panel be notified of the proposed appointment by the Police and Crime Commissioner of Jeffrey John Farrar as Chief Constable for Gwent This decision paper be submitted to the Police and Crime Panel for consideration at a Confirmation Hearing on 8th November 2013.</p>
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>On 7th June 2013 it was announced that the former Chief Constable had retired. This paper describes the steps that have been taken by the Commissioner (PCC) for Gwent to recruit a new Chief Constable including the assessment of the suitability of the proposed appointee.</p> <p>The PCC must, under the Police Reform and Social Responsibility Act 2011 (the Act), notify the Police and Crime Panel (PCP) of the proposed appointment of a Chief Constable by the PCC. This paper sets out the PCCs proposed appointment and goes to provide the information required by paragraph 3 (2) of Schedule 8 to the Act namely:</p> <p>(a) The name of the person whom the Commissioner is proposing to appoint;</p> <p>(b) The criteria used to assess the suitability of the candidate for the appointment;</p> <p>(c) Why the candidate satisfies those criteria; and</p> <p>(d) The terms and conditions on which the candidate is to be appointed.</p> <p>The PCP is required to review the proposed appointment and hold a confirmation hearing. This hearing is set for 8th November 2013. The</p>

	<p>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 2011.</p>
<p>3.</p>	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>Advert – The advert for the role of Chief Constable was placed on the web sites of the PCC for Gwent, Gwent Police, the College of Policing, the Association of Police and Crime Commissioners and the Association of Chief Police Officers. In addition, in the week preceding the advert, the PCC wrote to all eligible Assistant and Deputy Chief Constables in England and Wales advising of the appointment and encouraging them to consider making an application. The advert was placed on the web sites on 2nd September 2013 with a closing date of 27th September 2013. The shortlisting was due to take place on 7th October 2013 with the selection and assessment to take place on 28th October 2013.</p> <p>Recruitment Pack – The recruitment pack was available upon request from the Chief Executive of the Office of the Police and Crime Commissioner or via the PCC website (www.gwent.pcc.police.uk). This comprised a number of documents:</p> <ul style="list-style-type: none"> • Overview of the role • Particular challenges in Gwent • Person specification • Terms and conditions • Application form • Equal opportunities monitoring form • Information about the Gwent force area <p>A copy of the recruitment pack is attached at appendix 1. The overview of the role and person specification are key documents in the appointment process and includes the eligibility criteria required, in particular satisfactory completion of the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course.</p> <p>The Person specification sets out the key personal competencies required to perform the role of Chief Constable for Gwent. The competencies are</p>

assessed in line with the Policing Professional Framework. The 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 four year period at a salary of £133,068 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.

Application form – The Application form required completion to show eligibility criteria and the competencies were met.

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 members 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. Amongst other things, they are required to produce a written report on the appointment process for submission to the PCP.

The PCC selected an appointment panel as follows:

- Mr Ian Johnston, QPM (PCC)
- Sir Hugh Orde, QPM, (President of ACPO)
- Ms Sarah Payne, Chief Executive, Wales Probation Trust
- Dr Andrew Goodall, Chief Executive of Aneurin Bevan Health Board
- Mr Paul Matthews, Chief Executive of Monmouthshire County Council
- Mrs Gill Parker, Independent Panel Member.

The panel members all of whom have previous experience of selection processes, received a copy of the College of Policing Guidance for the Appointment of Chief Officers. The Independent Member has previously provided independent advice to the Police Authority on the appointment of independent members and to the PCC and Chief Constable on the recruitment of members of the Joint Audit Committee. The Panel were supported by:

- Mrs Shelley Bosson (Chief Executive)
- Mr Mark Milton (Joint Strategic HR Director for South Wales and Gwent Police)

- Mr Darren Garwood–Pask (Chief Finance Officer PCC)

Both the Chief Executive and the Strategic HR Director have been trained in and have been involved in numerous Chief Officer appointments. The College of Policing Guidance at paragraph 8.2, suggests that the PCC should consider using a stakeholder panel in an advisory role. Due to the extensive stakeholder involvement on the appointment panel, which was there to provide advice and guidance to the PCC on the suitability of the candidate, a separate group was not considered necessary. This approach was discussed with the College of Policing and they agreed that this would meet the advice in the guidance.

In addition, Councillor Mrs Frances Taylor, Vice Chair of the PCP observed the whole interview process.

Applications – Immediately prior to the closing date for applications on 27th September 2013, it became apparent to the Chief Executive that only one application was likely to be received from an internal candidate. Advice was therefore sought from Mr Mark Milton on behalf of the PCC on whether a re-advertisement should be considered, or whether it would be appropriate to proceed to shortlist with one candidate. Advice received was that due to the extensive advertising; having written to every eligible candidate; written responses from some of those approached; his own conversations with potential candidates; and the large number of Chief Constable appointments in the last year, a re-advertisement would be highly unlikely to yield additional applications. This advice was discussed with the PCC, who agreed to progress with one candidate and truncate the appointment process by bringing the interview forward to the 7th October 2013. This approach was shared with the College of Policing who confirmed as follows, *'I think the comments made by Mark Milton provide a strong rationale for progressing with a single applicant especially given the steps that you have taken so far to encourage a greater number of applicants'*.

As there have been a large number of Chief Constable recruitment campaigns in the last year (16 plus), with some having attracted on average three/four candidates, three other police areas had the same response as Gwent with one application in each case. Those police areas proceeded to run their selection process with one candidate. It should also be noted that when the outgoing Chief Constable was appointed in 2010, she was the only applicant at the time of interview. The pool of candidates is not large and the basic eligibility criteria are set nationally.

The Applicant – The candidate whose application proceeded to the selection process on 7th October 2013 is Jeffrey John Farrar, currently Temporary Chief Constable at Gwent, and substantive Deputy Chief Constable.

Mr Farrar joined the police service from school. He graduated (BSc Hons.)

from the University of Portsmouth in 1998 and was awarded an MSc in Public Administration in 2008 from Cardiff University. He was appointed Assistant Chief Constable in Gwent in June 2009 when he was responsible for all aspects of operational policing and service delivery. In September 2010 he was appointed as Deputy Chief Constable in Gwent where he was responsible for leading the Force Efficiency Programme (Staying Ahead) Performance Management, Continuous Improvement, liaison with the OPCC, equality and diversity and engagement with staff associations and staff networks. From June 2013 Mr Farrar has been Temporary Chief Constable. Mr Farrar has held a number of regional and national policing portfolios including, Chair of the All Wales Police Collaboration Board, lead for All Wales Public Protection and ACPO lead for Crime Statistics.

Selection and Assessment - On the 7th October 2013 the appointment panel met to consider the appointment of Mr Farrar.

Prior to the formal assessment process, the panel held a pre meeting which agreed that the applicant had, through his application form, shown that he met the competencies as set out in appendix 1. The aim of the day was therefore to assess the single candidate against the competencies for the role using a process that was both realistic and proportionate. Recognising that the candidate was familiar to the Commissioner and some assessors, there was less need to cover basic competencies. The aim was to therefore assess more complex competencies specific to the rank.

The candidate was provided with the candidate brief on 1st October 2013 to ensure he had sufficient time to prepare for an verbal examination by the assessment panel.

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

The candidate was asked to present for a maximum of 20 minutes. This was then followed by probing questions from assessors to test the proposals made by the candidate. This then formed the evidence gathering upon which assessors formed their conclusion.

The Commissioner asked each assessor to take a lead in one particular competency as their focus (confirmed in the assessor's pre meeting). At the end of the process the Commissioner then asked each Assessor to lead with their conclusion and findings on their particular competency. The Commissioner then sought contrasting opinion from others on that competency before proposing a score which all could agree upon. There was valuable debate on each score before a final conclusion was reached but in every case

	<p>assessors were happy to support the final mark.</p> <p>The panel concluded its assessment of the candidate against the competencies set out in the role profile. The Panel's conclusions on how the candidate met the Eligibility Criteria are set out appendix 2. In view of the assessment, the panel concluded unanimously that the candidate should be appointed as the Chief Constable of Gwent.</p> <p>Accordingly, the PCC would formally propose to the PCP that Jeffrey John Farrar be so appointed with a view to his commencement immediately the decision of the PCP is made.</p> <p>The report of the Independent Panel Member is attached at appendix 3.</p> <p>Following the assessment process, the PCC held discussions with the candidate on the details of the terms of appointment. The PCC proposes to appoint the candidate upon these published, subject to the following amendment in relation to the payment of Professional Indemnity Cover:</p> <p>The Police and Crime Commissioner pay the Chief Police officer Staff Association (CPOSA) subscription and insurance for a period of 12 months. Thereafter the position will be reviewed based on any national guidance which may emerge.</p>
4.	<p><u>NEXT STEPS</u></p> <p>This Report will be forwarded to the PCP for consideration as part of the Confirmation hearing to be held on 8th November.</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 equality guidance.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>The PCC is required to appoint a Chief Constable; this process has been undertaken in line with the relevant legislation.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>The appointment process has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group. Consideration has been given to the requirements of the Articles contained in the European</p>

	Convention on Human Rights and the Human Rights Act 1998 in preparing this report.
9.	<u>RISK</u> Failure to proceed to appoint the candidate would require further advertisement which would not necessarily result in more applications from suitable candidates and could lead to instability in the Force and a reduction on public confidence in policing in the area.
10.	<u>PUBLIC INTEREST</u> This report and appendices will be made available to the public.
11.	<u>CONTACT OFFICER</u> Mrs Shelley Bosson, Chief Executive to the PCC
12.	<u>ANNEXES</u> Appendix 1 – Recruitment Information pack Appendix 2 – Assessment document Appendix 3 – Report of Independent member

Consultation:	Tick to confirm (if applicable)
Financial The Treasurer has been consulted on this proposal.	√
OPCC (<i>insert name</i>) SAB has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	√
Legal The legal team have been consulted on this proposal.	Not applicable
Equalities The Equalities Officer has been consulted on this proposal.	√

Chief Executive/ Deputy Chief Executive:

I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report.

I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.

Signature:



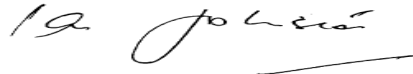
Date: 22nd October 2013

Police and Crime Commissioner for Gwent

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

Signature:



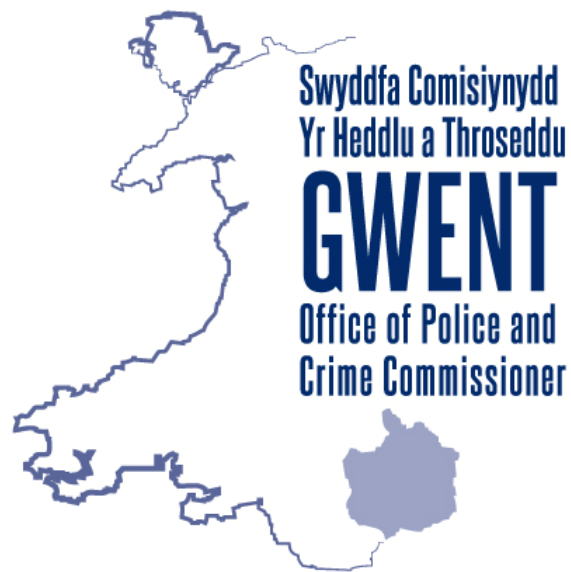
Date: 22nd October 2013

Public Access to Information

Information in this submission is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. This submission will be made available on the OPCC website following consideration by the Police and Crime Commissioner.

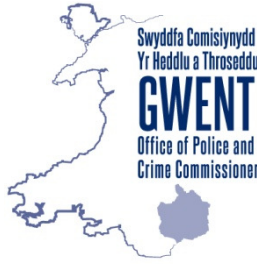
Are you satisfied that the contents and observations made are necessary and suitable for the public domain?	Yes
In producing this submission, has consideration been given to 'public confidence'?	Yes
If you consider that this submission should be exempt from the public domain, please state the reasons.	No

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

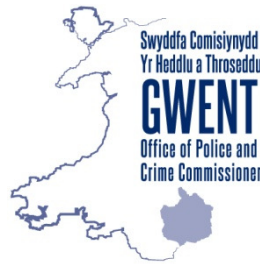


Overview of the Role

We are looking for an enthusiastic, innovative energetic, focused Chief Officer 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.

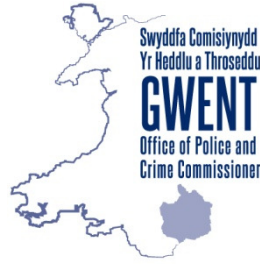
The Chief Constable will be responsible for fulfilling all professional and legal obligations of the office of Chief Constable, and must account to the Police and Crime Commissioner for the policing in Gwent. In particular the Chief Constable will be expected:

- to develop and communicate **a clear, effective and deliverable strategy for the Force**, which will enable the Force 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 force, where the **workforce is enthused, inspired and held to account, is highly productive** yet flexible to respond to changing environment and delivers 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, regional (Welsh Government) and national 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.
- Key partners and stakeholders looking potentially inward due to reducing resources and moving away from prevention and back to core services/survival. 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 ongoing spending review and the need to constantly revisit productivity and business transformation – i.e. more for less.
- The potential for workforce dissatisfaction, upheaval and reducing morale (local and national changes e.g. Winsor, pay and pensions etc.)
- The need for a revised long term vision for the force, including organisational shape in 4 years and the need to balance national and local issues, collaboration, frontline, workforce mix, balance of neighbourhood, investigation and response and potential increases in certain crime types e.g. domestic violence.
- Need to be sensitive to the dynamics of new governance model (Police and Crime Commissioner), where operational and political influences exist within five very different local authorities – how to make this a real opportunity.
- The national landscape which is uncertain and changing, e.g. Police reform; transformation of rehabilitation; the Strategic Policing requirement and the National Policing requirement.
- The need to ensure there is a stable Chief Officer team where a broad range of skills, styles and experience will be beneficial.
- A new leadership approach to deal with increased collaboration.



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; and
- Innovation and broad-thinking, with experience of overseeing change and organisational development.

It would be desirable for the successful candidate to demonstrate an understanding and appreciation of the Welsh Language. However, Welsh is not essential but a successful candidate should demonstrate sensitivity and understanding to 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 a local and national level; 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 Force;

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 Force;

Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required; and

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

Leading the Workforce

Inspires people to meet challenging organisational goals, creating and maintaining 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 Force by rewarding good performance, and giving recognition and praise; and

Promotes learning and development within the Force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it;

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;

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 and national 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 Force 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;

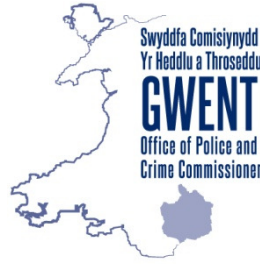
Treats people as individuals, showing tact, empathy and compassion;

Negotiates effectively with local and national 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 in line with the Police Negotiating Board Circular 2010/11 with the salary of £133,068.

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.

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

1.6 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.

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

2. RELOCATION

- 2.1** 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 relocation package will be based upon Police Regulation 35 as amended by Home Office Circular 010/2012.
- 2.2** 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. Reimbursement of telephone rental paid through expenses and taxed through payroll.
- b. 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 £5698.92 for external candidates only) paid and taxed through payroll (if entitled under regulations).
- c. The Police and Crime Commissioner will meet the CPOSA fees (excluding the legal protection cover) and ACPO fees or any successor bodies.
- d. Fixed Mileage Allowance – Chief Constable £5,279 per annum, of which £1,319.75 is taxable, paid through payroll and declared on P11D or the opportunity to apply to be included in the Chief Officer Car Leasing Scheme.
- e. Reimbursement of all reasonable expenses incurred in the execution of duty (reimbursed through expenses).

4. TERM

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

5. PERFORMANCE AND DEVELOPMENT REVIEW (PDR)

The post will be subject to performance and development reviews (PDR's) 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

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

8. MEDICAL EXAMINATION

Applicants who are shortlisted will be required to complete a medical questionnaire and the successful candidate and reserve 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 (and reserve candidate) 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.

The Police and Crime Commissioner for Gwent is an equal opportunities employer and welcomes applications from candidates regardless of ethnic origin, religious belief, gender, sexual orientation, disability or any other irrelevant factor.

APPENDIX 2

Suitability of candidate for appointment

The PCC must, amongst other things, provide to 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 criteria and evidence which demonstrates how the criteria are met.

Experience

The panel considered the requirements of the person specification from an assessment of the candidate's application form and the interview process. The candidate has extensive operational experience at a senior level, from the position he held in South Wales Police as a Divisional Commander through to his role as Assistant Chief Constable in Gwent Police where he was responsible for all aspects of the operational direction and control of the Force.

Through the process, the panel were able to assess that the candidate had a strong commitment to community and service delivery with a clear emphasis on outcomes. The candidate showed drive and ambition and acknowledged the importance of developing a performance culture based on organisational values.

There were a number of practical examples of the strong leadership ethos of the candidate both internal to the Force and externally with partners and stakeholders. There was evidence and understanding of the importance and challenges of working in partnership/collaboration with others. The candidate demonstrated that he is a clear thinker and had innovative ideas that had been translated through the Staying Ahead programme into successfully tackling the £27m of the £44m budget deficit.

Eligibility Criteria

1. Satisfactory completion of the Senior Police National Assessment Course.
Completed in 2007 – confirmed by College of Policing.
2. Satisfactory completion of the Strategic Command Course.
Completed in 2008 – confirmed by College of Policing.
3. Evidence of personal commitment to continuous professional development.
Continuous attendance at role appropriate training courses from 2001.

Policing professional framework competencies

The panel considered the candidate's experience as outlined in the application form and through further probing as part of the interview process. The assessment focused on the following areas:

Serving the public

The Candidate demonstrated clear evidence of his own actions to meet this competency. He was strong on accountability and transparency to the public. He saw great value in developing and managing relationships both in relation to stakeholders and with the public. He demonstrated an understanding of the different communities he was serving and also a clear understanding of the context in which the police service worked in Gwent and wider in Wales. He was keen to pursue a 'one public service' approach to service delivery and demonstrated that he was a vocational public servant. The panel was impressed with the candidate's response to this competency.

Leading Strategic Change

The Candidate showed a clear awareness of the success factors in leading change. In particular he recognised the impacts of collaboration upon the organisation and of the need to present a specific and clear position to partners. He was able to provide evidence of extensive experience in leading and managing collaborative arrangements (Firearms (Police partners), SRS (local authorities)). He demonstrated that his approach was values driven and linked to public service transformation. He had a clear vision for future collaborations linked to identifying efficiencies and process re-engineering in relation to operational support, using his past experience to drive forward new arrangements.

Leading the Workforce

The panel found evidence of the candidate being a strong and inclusive leader, who was keen to celebrate good performance and excellence. His goal was that the organisation became an 'Employer of Choice' and that it was his responsibility to lead that cultural change. He evidenced that he had a values driven approach to leading the workforce and a mature consultation process. He evidenced through examples his position regarding his approach to performance which related to service outcomes rather than being target driven.

Managing Performance

The candidate focussed on the need to get the right values in place to deliver good performance. He explained his 'Team Gwent' approach which he had initiated but would wish to develop further. He explained some of the steps he would take to manage performance including taking an inclusive approach, introducing staff surveys and the importance of driving the right behaviours. The value of communication and 'taking people with you' was demonstrated in achieving the required goals to improve performance.

Professionalism

The panel noted the drive to take on the challenges to bring improvements whilst also setting and securing the highest standards of conduct and integrity amongst the force. He showed a commitment to the delivery of a high standard of public service and a willingness to adapt to feedback to both the force and himself. The candidate has a track record for making tough decisions and not being shy to implement actions necessary to improve the confidence of the public.

Working with others

The panel noted the candidate's knowledge and experience in this area. He was able to demonstrate a strong commitment to working with others linking with the need for public reassurance and more emphasis on prevention. The candidate gave examples of working with partners to achieve solutions to problems (breaking the cycle) to achieve solutions to problems.

Decision Making

The candidate demonstrated that he had an understanding of the importance of clear and effective decision making. He set out his proposals to develop a strong leadership team with a blend of skills to take forward the police service in Gwent, which would deliver the PCCs priorities. He was able to evidence events in which his leadership in making effective decisions was critical to an effective outcome.

Conclusions

The panel concluded that the candidate comfortably met the competencies required for the role. The panel was unanimously of the view that the candidate should be appointed to the role of Chief Constable.

S A Bosson

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Shelley Bosson, (Mrs)
Chief Executive, Office of Police & Crime Commissioner for Gwent

ASSESSMENT 3

OCTOBER 2013

**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) Ian Johnston.

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 three or four 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. In addition to these four websites, the PCC also wrote to every eligible role holder in England and Wales inviting them to consider applying.

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.

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 (Ian Johnston), the Chief Executive of Aneurin Bevan Health Board, the President of the Association of Chief Police Officers, Monmouthshire County Council Chief Executive, the Chief Executive of Wales Probation 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 PCC also wrote to every eligible role holder in England and Wales inviting them to consider applying. I am confident therefore that all those who were eligible to apply would have been likely to see the advert.

I have reviewed the Recruitment Information Pack which contained an Overview of the Role, Particular Challenges in Gwent, Person Specification and Terms and Conditions. Prospective candidates had every opportunity to access the information and to visit Gwent to talk to the CEO 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 of Policing Guidelines for the appointment of Chief Officers.

Advice Note from the Director of Human Resources

Application Form completed by the Candidate

Recruitment and Information Pack

Candidate Brief

Interview Assessment form

Note on approach to the Assessment process.

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 Jeffrey John Farrar 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

9 October 2013

GILLIAN PARKER

MBA, B.Ed (Hons), PGCE, Chartered Fellow CIPD

Currently a freelance Human Resources, Management and Training Consultant having worked in both the private and public sector. Over 20 years experience in the Further Education sector leading to a senior management position. Followed by over 10 years as a Senior Lecturer and Centre Manager for CIPD Professional Assessment of Competence (PAC) scheme at the University of South Wales. Previously employed as an Accredited Independent Assessor for OCPA (Office of Commissioner of Public Appointments) and the Welsh Assembly.

NATURE OF OTHER SERVICES/CONSULTANCY PROVIDED:

- Part time additional Inspector for Her Majesty's Inspectorate (HMI) involved in carrying out inspections of FE colleges and independent training providers.
- External Verifier for CIPD monitoring the performance of PAC centres.
- Internal Verifier at University of Glamorgan providing assessment and internal verification of the CIPD PAC scheme.
- Business Adviser for Welsh Assembly Government's SME Equality Project.
- Non-executive Board member of Gwent Probation Board, chairing the Human Resources & Diversity Committee and also the Joint Negotiating Committee.
- HRD Adviser on Workforce Development Programme – Welsh Assembly Government
- IIP accredited Adviser and Assessor
- Independent Assessor for the National Assembly of Wales, scrutinising the recruitment and selection processes and procedures for appointments to public bodies. I have chaired Selection panels for the appointment of members to Community Health Councils and have acted as Independent Assessor in the appointment of Chair to an NHS Trust.

VOLUNTARY WORK UNDERTAKEN:

Justice of the Peace – Newport Bench

SE Wales Branch CIPD – Chair, Membership Adviser

CIPD Assessor for Membership Assessment/Upgrading