



## CAMBRIDGESHIRE POLICE AND CRIME PANEL

**WEDNESDAY 16 SEPTEMBER 2015, 10.00 AM**  
**Council Chamber - Town Hall, Peterborough City Council**  
**Contact – paulina.ford@peterborough.gov.uk, 01733 452508**

### AGENDA

Page No

1. Apologies for Absence
2. Declarations of Interest
3. Proposed Appointment of the Chief Constable of Cambridgeshire Constabulary 3 - 84

Membership:

Councillors: J D Ablewhite (Chairman), P Bullen, M McGuire, L Herbert, D Oliver, S Lane, A Shaheed, A Pearson, A Coles, , M Shellens, B Shelton

Independent Co-optees:

Edward Leigh  
Vacant

Officer Support:

Ian Phillips, Peterborough City Council  
Paulina Ford, Peterborough City Council





<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>AGENDA ITEM No. 3</b>
<b>16 SEPTEMBER 2015</b>	<b>PUBLIC REPORT</b>

**Report of: Mandy Pullen, Peterborough City Council, Assistant Director HR & Development**  
**Contact Officer(s) – Paul Smith**  
**Contact Details – [paul.smith2@peterborough.gov.uk](mailto:paul.smith2@peterborough.gov.uk) 01733 863629**

## **Proposed Appointment of the Chief Constable – Confirmation Hearing**

### **1. PURPOSE**

- 1.1 This report is submitted to the Panel following a notification from the Police and Crime Commissioner of his proposed appointment to the post of Chief Constable on 27<sup>th</sup> August 2015.
- 1.2 The purpose of this report is to provide information to Panel Members on the process to be undertaken to hold a confirmation hearing for the post of Chief Constable and to consider a report from the Police and Crime Commissioner for the proposed candidate for the post.

### **2. RECOMMENDATIONS**

- 2.1 That the Panel notes the process to be followed to undertake the Confirmation hearing for the post of Chief Constable as identified below.
- 2.2 That the Panel considers the Police and Crime Commissioner's report (**Annex 2**) and reviews the proposed appointment of Alec Wood as the Chief Constable for the Cambridgeshire Constabulary.
- 2.3 That the Panel considers the information provided by the Police and Crime Commissioner at **Annex 2** and, following questioning of the candidate at the hearing, agrees a recommendation to the Commissioner on whether or not to appoint Alec Wood to the post of Chief Constable in accordance with the Police Reform and Social Responsibility Act 2011.

### **3. TERMS OF REFERENCE**

- 3.1 This report is for the Panel to consider under its Terms of Reference No 4 - To review and make a report on the proposed appointment of the Chief Constable.

### **4. BACKGROUND**

- 4.1 Chapter 1, Section 2 of the Police Reform and Social Responsibility Act 2011 ("The Act") requires every Police Force to have a Chief Constable.
- 4.2 Chapter 5 Section 38 of the Act places the responsibility to appoint a Chief Constable with the Police and Crime Commissioner subject to the confirmation process to be undertaken by the Police and Crime Panel. The Cambridgeshire Police and Crime

Commissioner formally notified the Chair of the Police and Crime Panel of his proposed appointment to the post of Chief Constable on 27<sup>th</sup> August 2015.

- 4.3 Under Schedule 8 Part 1 of the Act, this Panel is required to:
- review the proposed appointment within three weeks of the notification
  - hold a public confirmation hearing to question the candidate;
  - write a report to the PCC on the proposed appointment, this must include a recommendation as to whether the individual should be appointed and may include exercising the power of veto and;
  - publish its report.
- 4.4 **Annex 1** to this report provides Panel Members with a briefing note to outline the process to be followed by the Police and Crime Panel to undertake a confirmation hearing in accordance with the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.
- 4.5 **Annex 2** to this report includes a report from the Police and Crime Commissioner that proposes Alec Wood for the post of Chief Constable and details the criteria that was used to assess the suitability of the candidate; how the candidate has satisfied the criteria and the terms and conditions on which the candidate is to be appointed.
- 4.6 The Panel is therefore invited to question the candidate in order to confirm he has the necessary professional competence to carry out the role.
- 4.7 The Panel will arrive at a conclusion on the proposed candidate during a closed session following the hearing, and then publish a report on the proposed appointment to the Commissioner, with a recommendation as to whether or not the candidate should be appointed.
- 4.8 The Police and Crime Commissioner may accept or reject the Panel's recommendation as to whether or not the candidate should be appointed. He must notify the panel of his decision in this regard.

## 5. VETO

- 5.1 Under Schedule 8 Part 1 Paragraph 5 of the Act, the Panel has a veto over the proposed appointment of the Chief Constable. The veto must be approved by at least two thirds of all members of the Police and Crime Panel.
- 5.2 The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 set out a process to be followed in the event of a veto.
- 5.3 Should there be a veto the PCC cannot confirm the appointment.
- 5.4 The briefing note attached as **Annex 1** sets out the process should the Panel exercise a veto.

## 6. CONSULTATION

- 6.1 None

## **7. REASONS FOR RECOMMENDATIONS**

7.1 This report is required in accordance with the Police Reform and Social Responsibility Act 2011.

## **8. KEY ISSUES**

8.1 To assess whether the proposed candidate is suitable for the post and make a recommendation to the Commissioner.

## **9. IMPLICATIONS**

### **Legal**

9.1 The Legal implications are summarised in the main body of the report.

### **Human Resources**

9.2 The hearing must be conducted within the bounds of employment law, and must not stray into unwarranted intrusion, or lines of questioning that might be unfair or unreasonable.

### **Equality**

9.3 Equality and diversity principles will apply to the appointment process, in order to ensure compliance with the public sector equality duty.

## **10. BACKGROUND DOCUMENTS**

10.1 LGA Guidance – Police and Crime Panels – Guidance for Confirmation Hearings  
Police Reform and Social Responsibility Act 2011  
Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (SI 2012/2271)

This page is intentionally left blank

## **Police and Crime Panels – Scrutiny of Chief Constable Appointments**

This guidance note explains the process for the police and crime panel's (PCP) scrutiny of the police and crime commissioner's (PCC) proposed chief constable appointment; and should be read alongside:

- Schedule 8 of the [Police Reform and Social Responsibility Act 2011](#) (“the Act”)
- Part 3 of the [Police and Crime Panels \(Precepts and Chief Constable Appointments\) Regulations 2012](#) (“the Regulations”)

A separate guidance note setting out the precept setting process has been published alongside this guidance note.

This guidance does not cover the PCC's appointment process for chief constables but will focus on the role of the PCP in scrutinising the appointment.

### **Background**

Section 38 of the Act provides that the police and crime commissioner is responsible for appointing the chief constable for their police force area.

Schedule 8 of the Act sets out the confirmation process which must be completed before the chief constable can be appointed. The Regulations explain the process to be followed if the police and crime panel (PCP) exercises its power to veto the proposed appointment.

**Schedule 8** requires:

- the PCC to notify the PCP of the proposed chief constable appointment;
- the PCC to provide the PCP with specific information in relation to the individual and the appointment;
- the PCP to review the proposed appointment within three weeks
- the PCP to hold a public confirmation hearing to question the candidate;
- the PCP to write a report to the PCC on the proposed appointment, this must include a recommendation as to whether the individual should be appointed and may include exercising the power of veto;
- a decision to veto to be agreed by two-thirds of the PCP members; and
- the PCP's report to be published.

Following a veto **the Regulations** require:

- the PCC to propose another individual for appointment as chief constable;
- the PCC to provide the PCP with specific information in relation to the individual and the appointment;
- the PCP to review the proposed appointment within three weeks
- the PCP to hold a public confirmation hearing to question the candidate;
- the PCP to write a report to the PCC on the proposed appointment, this must including a recommendation as to whether the individual should be appointed; and
- the PCP's report to be published.

### **PCC to propose a candidate to the PCP**

The Act and the Regulations require that when notifying the PCP of a candidate for appointment as chief constable, a PCC must provide the PCP with the following information:

- the name of the proposed candidate;
- the criteria that were used to assess the suitability of the candidate;
- how the candidate has satisfied those criteria; and
- the terms and conditions on which the candidate is to be appointed.

### **PCP to consider the proposed appointment**

The PCP must, within three weeks of receiving a notification, review the proposed appointment. This must include holding a public confirmation hearing and making a report to the PCC on the proposed appointment. The process is the same for an initial candidate and any reserve candidates following a veto, however the PCP's power of veto only applies to the first candidate.

### **Confirmation hearings**

Before making a report to the PCC, the PCP must hold a confirmation hearing.

For the purposes of the Act and the Regulations, a 'confirmation hearing' is a meeting of the PCP, held in public, where the proposed candidate is requested to appear to answer questions from the PCP.

The candidate may appear at the meeting in person or by any means that would enable them to participate (they must be able to hear and be heard) in the proceedings as they happen, e.g. video conference or teleconference.

### **PCP report to the PCC**

The PCP must make a report to the PCC regarding the proposed appointment; this must include a recommendation as to whether the candidate should be appointed, and be completed within three weeks of receiving notification from the PCC.

For the **first candidate** only, the PCP may veto the proposed appointment. Such a veto must be agreed by two-thirds of PCP members (the full membership rather than those present). Where a veto occurs, the report to the PCC must include a statement to that effect.

The report made by the PCP must be published; it is for the PCP to decide the manner in which this is done.

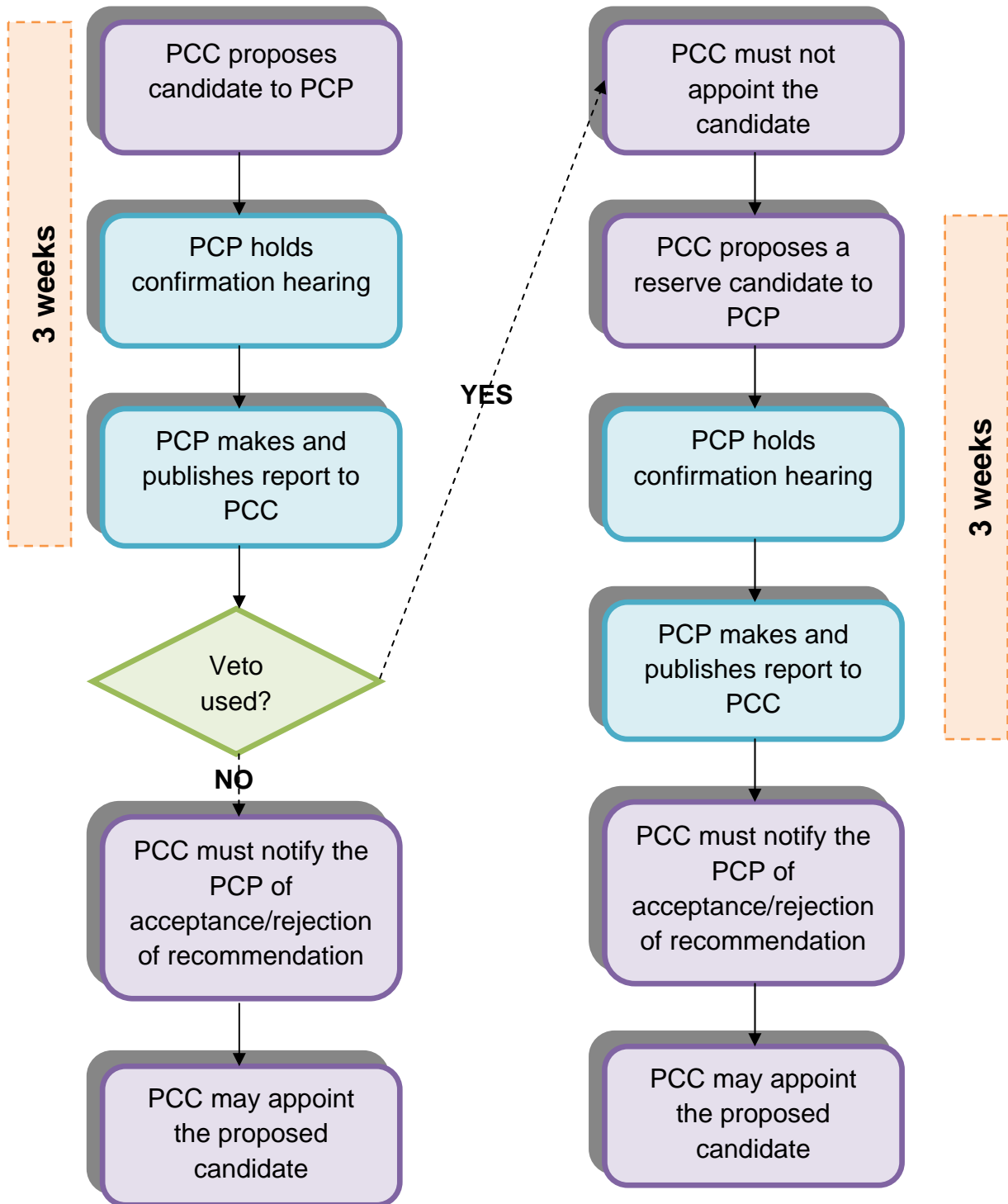
### **PCC to consider the PCCs report**

Where the PCP does not veto the proposed appointment the PCC may accept or reject the PCP's recommendation as to whether the individual should be appointed; in either case the PCC must notify the PCP of their decision.

If the PCP has vetoed the proposed appointment (only to be used for the first candidate), the PCC must not appoint the individual as chief constable. The PCC must then propose another candidate for appointment as chief constable; the PCP must follow the same scrutiny process for this subsequent candidate but will not have the power to veto the appointment.



Process for PCP scrutiny of chief constable appointments



This page is intentionally left blank

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 3</b>
<b>16 SEPTEMBER 2015</b>	<b>Public Report</b>

## Report of the Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

Contact Details – [cambs-pcc@cambs.pnn.police.uk](mailto:cambs-pcc@cambs.pnn.police.uk) 0300 333 3456

### APPOINTMENT OF THE CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY

#### 1. PURPOSE

- 1.1 The purpose of this report is for the Cambridgeshire Police and Crime Commissioner (“the Commissioner”) to formally notify the Cambridgeshire Police and Crime Panel (“the Panel”) under Schedule 8 to the Police Reform and Social Responsibility Act 2011 (“the Act”) of the Commissioner’s proposal to appoint Alec Wood (“the candidate”) as the Chief Constable of Cambridgeshire Constabulary.
- 1.2 In accordance with the legislation this report provides the Panel with:
- the name of the person whom the Commissioner is proposing to appoint;
  - the criteria used to assess the suitability of the candidate for appointment;
  - why the candidate satisfies those criteria; and
  - the terms and conditions on which the candidate is to be appointed.

#### 2. RECOMMENDATIONS

- 2.1 The Panel reviews the proposed appointment of Alec Wood as Chief Constable of Cambridgeshire Constabulary and makes a recommendation to the Commissioner that he appoints Alec Wood.

#### 3. TERMS OF REFERENCE

- 3.1 Item 3 – To hold a Confirmation Hearing and review, make a report, and recommendation (as necessary) in respect of the proposed senior appointments made by the Police and Crime Commissioner.

Item 4 – To review and make a report on the proposed appointment of the Chief Constable.

#### 4. BACKGROUND

- 4.1 Following the announcement on 16<sup>th</sup> June 2015 that Simon Parr, then Chief Constable of Cambridgeshire Constabulary, was to retire the Commissioner has completed a recruitment exercise for the appointment of a new Chief Constable.

## **5. LEGISLATIVE REQUIREMENTS**

- 5.1 The recruitment process for Chief Constables is set down in legislation. In addition to those requirements set out above relating to the Act, further requirements are prescribed in Regulation 11 of The Police Regulations 2003 (“the 2003 Regulations”), The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (“the 2012 Regulations”) and in Home Office Circular 20/2012 (as amended) (“the Circular”). The Home Secretary also made a number of determinations relating to the recruitment process.
- 5.2 Section 38 of the Act provides that it is for the Commissioner to appoint a Chief Constable. The Circular states that it is for Commissioners to decide how they wish to run their recruitment process and which candidate they wish to appoint.
- 5.3 Under the Act, the Panel must:
- review the proposed appointment;
  - hold a public confirmation hearing;
  - make a report to the Commissioner on the proposed appointment, which must include a recommendation to the Commissioner as to whether or not the candidate should be appointed, and must publish their report.
- 5.4 Under the Act, the Panel may, having reviewed the proposed appointment, make a recommendation to the Commissioner as to whether or not the candidate should be appointed.
- 5.5 The Commissioner’s recruitment process adhered to the legislative requirements under the Act, the Circular and was developed in accordance with the College of Policing’s ‘Guidance for the Appointment of Chief Officers’, November 2012 (“the Guidance”), and the College of Policing’s ‘Toolkit for the Selection of Chief Officers’, April 2015 (“the Toolkit”). The use of the Guidance and Toolkit is discretionary.
- 5.6 As such, the Commissioner led a fair and open selection and assessment process. The Commissioner, the Deputy Commissioner and the Monitoring Officer have been fully engaged with the process, with technical and expert support throughout from the College of Policing. The Circular is clear that the Commissioner should involve an Independent Member during assessment, shortlisting and interview for the Chief Constable position. In addition, the Circular is clear that those responsible for the selection and appointment of the Chief Constable must observe the three principles of merit, fairness and openness.
- 5.7 In accordance with the Guidance and the Circular, the Commissioner actively involved an Independent Panel member in the recruitment process. The Independent Member, Carolyn Dhanraj MBE, has produced her report of the assessment process which is given at Appendix 1.

## **6. CRITERIA USED TO ASSESS THE SUITABILITY OF THE CANDIDATE FOR APPOINTMENT**

### **Role Profile**

- 6.1 The role profile and person specification was drawn up in accordance with the Guidance and the Toolkit, specifically the Policing Professional Framework (PPF), the qualities identified by the Commissioner, and the priorities and challenges of the role in line with the Commissioner’s Police and Crime Plan.
- 6.2 The PPF is a national competency framework designed to help police officers and staff determine competency. The personal qualities within the PPF provide defined behaviours for police officers and staff roles and are as follows:

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

6.3 Stakeholder engagement also enabled the role profile to be drawn up. The Commissioner engaged individually with Council Leaders and sent a questionnaire to Panel members, the purpose of which was to ascertain their views as to what they felt are the qualities and competencies needed by a Chief Constable. The engagement influenced the role profile. A summary of stakeholder feedback was presented to the Assessment Panel.

6.4 As part of the personality profiling exercise, the College of Policing undertook an analysis of the role profile to determine the facets of personality which may be relevant for the post of Chief Constable of Cambridgeshire Constabulary. A proposed preferred profile relevant to each individual dimension of personality was produced. This cross-referencing was undertaken prior to any assessment of the candidate to ensure there was no possibility that this could be influenced by the results of the candidate's personality profile.

6.5 The College of Policing gave advice and support throughout. A copy of the Role Profile is given within the Information Pack referred to in paragraph 7.1.

### **Advertising**

6.6 The post was advertised from the 29<sup>th</sup> June 2015 with a deadline for applications to be submitted by the 21<sup>st</sup> July 2015.

6.7 The position was advertised in accordance with the Circular, this being that the vacancy must be advertised on a public website or some other form of publication which deals with police matters, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.

6.8 The position was advertised as follows:

- Distributed twice directly to senior police chiefs (Assistant Chief Constables and above) by the College of Policing;
- Commissioner's website;
- Cambridgeshire Constabulary's website;
- College of Policing's website.
- Press releases were issued to the following publications which deals with police matters:
  - Police Professional
  - Police Beat
  - Police Magazine
  - The Job
  - Police Life
  - Metropolitan Life
  - Grapevine
  - Police Oracle

6.9 A copy of the advert is given at Appendix 2.

6.10 The advertisement complied with requirements of the Circular and reached the pool of eligible candidates. The College of Policing confirmed that the advertising was compliant in respect of the requirements of the Circular.

6.11 In addition, the Independent Panel Member has confirmed that she was '*fully satisfied that the PCC [Commissioner] advertised the vacancy openly to attract the best possible eligible candidate pool*' (paragraph 6.5 of report given at Appendix 1).

## **7. Application**

7.1 Information Packs and Application Forms were available on request from the Commissioner's office. A copy of the Information Pack and Application Form are given at Appendix 3 and Appendix 4 respectively. By the closing date of the advert, two requests were received for an Information Pack and Application Form.

7.2 Candidates were given the opportunity to contact the then incumbent Chief Constable to discuss aspects of the role. The Information Pack also indicated that successful candidates at the shortlisting stage would be invited to attend a Familiarisation Day prior to their interview. The purpose of the Familiarisation Day was to ensure all candidates entering the assessment process received the same information to assist them in their preparation. The event would include opportunities to meet the then incumbent Chief Constable as well as senior managers in the Constabulary to present on their areas of work, and representatives from the Police Federation and Unison.

7.3 Applicants were asked to complete an Application Form, Diversity Monitoring Form and provide details of referees that could be contacted. Applicants were asked to provide specific and focussed evidence of their personal involvement/experience and actions from within the last three years against the PPF, role profile and the issues facing Cambridgeshire Constabulary. The appropriateness of their application was determined by the extent to which their evidence related to the personal quality being asked about, how thoroughly they responded to the questions asked and how appropriate examples were in relation to the issues facing Cambridgeshire Constabulary.

7.4 In addition, applicants were asked to provide a covering letter highlighting their motivation for the role and how their experience matched the role profile.

## **8. WHY THE CANDIDATE SATISFIES THE SELECTION CRITERIA**

### **Shortlisting**

8.1. One application for the post of Chief Constable was received.

8.2 The Assessment Panel convened on the 23<sup>rd</sup> July 2015 to shortlist. The Assessment Panel consisted of:

- Sir Graham Bright, Commissioner – Chair
- Brian Ashton, Deputy Commissioner
- Carolyn Dhanraj, Independent Member

8.3 A representative from the College of Policing provided the Assessment Panel with a comprehensive briefing of the shortlisting process and selection principles.

8.4 Dr Dorothy Gregson, Chief Executive and Monitoring Officer for the Office of the Police and Crime Commissioner, was present throughout to advise and support the Assessment Panel if required.

8.5 The Assessment Panel made an assessment of the application against the seven PPF competencies (as listed at paragraph 6.2) using an assessment and scoring methodology based on the Toolkit. The Assessment Panel also considered the candidate's covering letter. Each member of the Assessment panel separately assessed and scored the information provided by candidate in their application form against each of the seven competencies.

- 8.6 The Assessment Panel agreed that the candidate passed all of the pre-agreed assessment criteria and therefore the candidate to be put forward for interview.
- 8.7 The candidate was invited to attend the Assessment Panel on the 12<sup>th</sup> August 2015.

### **Personality profiling**

- 8.8 The candidate was subject to personality profiling, which was conducted by the College of Policing. The personality profiling work included several stages.
- 8.9 After the shortlisting stage the candidate was asked to complete an on-line personality questionnaire which measured 30 individual facets of personality; one which is widely used in occupational contexts to support selection and development processes. Once completed, the College of Policing analysed the responses and produced a report to assist the subsequent stages in the recruitment process.
- 8.10 Based upon the candidate's responses, results and report the candidate undertook a feedback interview facilitated by an occupational psychologist from the College of Policing. The purpose of the interview was to obtain evidence from the candidate to help validate the findings of the personality questionnaire results in respect of their preferences and tendencies affecting the way they operate in the workplace.
- 8.11 The College of Policing produced a report taking account of the candidate's personality questionnaire and interview outputs. Supported by the College of Policing the report was used by the Assessment Panel to focus the competency based questioning.

### **References**

- 8.12 References were sought from two Chief Constables and a Deputy Chief Constable whom the candidate had given as referees.

### **Familiarisation Day**

- 8.13 Given that the selection process resulted in one candidate being shortlisted for interview and this candidate was already a serving officer with Cambridgeshire Constabulary, the Commissioner felt it was not necessary to hold the Familiarisation Day. However, the Commissioner wrote to the Chairman of Cambridgeshire Police Federation and the Unison representative to inform them that the event would not be taking place but should they wish to take the opportunity to meet with the candidate before his interview then they should arrange this directly with him.

### **Interview**

- 8.14 The Assessment Panel were provided with information ahead of the interview. This information included: assessor guidance (behavioural descriptions for the competencies); rating scale; references; the candidate's personality profile; candidate's Senior Police National Assessment Centre and Strategic Command Course reports; and summary of stakeholder feedback.
- 8.15 The interview took place on the 12<sup>th</sup> August 2015. Prior to the interview, the Panel collective reviewed the assessment folder which contained the candidate's application form, letter, reports, references, personality profile, and rating scale. The Assessment Panel also received a briefing from the College of Policing on the interview process.
- 8.16 The Assessment Panel members were the same as those who did the shortlisting. Dorothy Gregson was present throughout the process for the purpose of providing advice or support to the Assessment Panel as required.

8.17 Prior to the commencement of the interview, the candidate was given 30 minutes to prepare a presentation for the Assessment Panel to enable them to assess the competency area of Leading Strategic Change. The topic of the presentation was:

*'What is your vision for policing in Cambridgeshire?'*

*'How would your leadership style help you deliver this vision?'*

8.18 The candidate then gave a ten minute presentation to the Assessment Panel, which they then questioned him on to probe his competency in Leading Strategic Change.

8.19 A competency based interview then followed which assessed the PPF competency areas of: Decision Making, Leading the Workforce; Managing Performance; Professionalism; Serving the Public; and Working with Others. This gave the Assessment Panel the opportunity to question the candidate in respect of his experience of being able to demonstrate his competency. The Assessment Panel also questioned the candidate on how his competency would enable him to deal with specific issues both current and future. The interview lasted about 1 hour 40 minutes in total.

8.20 Each Assessment Panel member independently assessed and scored the candidates presentation and answers for each competency. The candidate scored very highly against each competency and scored 31 points out of 35 thus demonstrating that he met the selection criteria. A copy of the interview assessment form and rating scale are given at Appendix 5 and 6 respectively.

8.21 Once the interview had closed and each member had completed their independent scoring, the Assessment Panel members discussed their assessment of the candidate and the scores they had given.

## **9. THE NAME OF THE PERSON WHOM THE COMMISSIONER IS PROPOSING TO APPOINT**

9.1 The outcome of the assessment process was that the Assessment Panel unanimously recommended that the candidate the Commissioner notifies to the Panel as the person he is proposing to appoint as the Chief Constable of Cambridgeshire Constabulary was Alec Wood.

9.2 Alec Wood proved himself to be well qualified and experienced for the role of Chief Constable, whose drive will be key to meeting the challenges the future brings for policing in Cambridgeshire.

9.3 Alec Wood has also met both the vetting requirements and the medical requirements for the role.

## **10. INDEPENDENT MEMBER'S REPORT**

10.1 Following the outcome of the interview the Independent Panel Member prepared a report on how the recruitment process met the principles of merit, fairness and openness, and the extent to which the Assessment Panel were able to fulfil their purpose.

10.2 The report concluded that:

*'I am wholly satisfied that Cambridgeshire Police and Crime Commissioner, Sir Graham Bright, fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance'.*

*'I am confident that the Interview Panel preformed their duty to challenge and assess the candidate in a manner that was fair, transparent and merit based, following the College of Policing Guidance'*

A copy of this report is included at Appendix 1.



## **11. TERMS AND CONDITIONS OF APPOINTMENT ON WHICH THE CANDIDATE IS TO BE APPOINTED**

- 11.1 The salary of any Chief Constable is prescribed by the requirements of the 2003 Regulations and Secretary of State determinations made under regulation 24 of these Regulations. Part of the determination confers a power on the Commissioner, on appointing a Chief Constable, to set the Chief Constable's salary at a rate up to ten per cent above or below the rate for the post, as set out in Home Office Circulars that determine pay.
- 11.2 It is worth noting that the Home Secretary has recently made a determination under the 2003 Regulations which brings into effect pay scale changes for Chief Constables from the 1<sup>st</sup> September 2015. Consequently, the salary range given in the advert for the post has risen.
- 11.3 It is proposed to appoint Alec Wood for a period of five years at an annual salary of £154,037.94 (with any increases subject to any future determinations by the Home Secretary). Therefore, the salary breakdown is £150,846.30 and a rent allowance of £3,191.64. The rent allowance is paid in accordance with Police Regulations 1987 and Cambridgeshire Constabulary's policy.
- 11.4 The post holder will be entitled to join the Police Pensions Scheme. A car user allowance is provided in line with Cambridgeshire Constabulary's policy.

## **12. LIST OF APPENDICES**

- 12.1 Appendix 1 – Report of the Independent Panel Member  
Appendix 2 – Advert  
Appendix 3 – Information Pack  
Appendix 4 – Application Form (blank)  
Appendix 5 – Interview Assessment Form (blank)  
Appendix 6 – Rating scale

## **13. BACKGROUND PAPERS**

Police Reform and Social Responsibility Act 2011

The Police Regulations 2003

The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

<http://www.legislation.gov.uk/>

Home Office Circular 20/2012

<https://www.gov.uk/government/publications/selection-and-appointment-of-chief-officers-from-22-november-2012>

'Guidance for the Appointment of Chief Officers', College of Policing, 2012

'Toolkit for the Selection of Chief Officers', College of Policing, 2015

<http://www.college.police.uk/What-we-do/Support/Recruitment/chief-officers/Pages/default.aspx>

**APPOINTMENT OF THE  
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

**REPORT OF THE INDEPENDENT PANEL MEMBER**

**PAGE LEFT BLANK INTENTIONALLY**



**August 2015**

**Chief Constable  
Cambridgeshire Constabulary Appointment Process**

**Independent Member Report  
Carolyn Dhanraj MBE JP**

## **1. Introduction**

1.1 This report provides information for the Cambridgeshire Police and Crime Panel (PCP), scheduled to take place on Wednesday 16<sup>th</sup> September 2015 on the appointment process for the role of Chief Constable of Cambridgeshire Constabulary and in particular comment on:

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

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

1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Cambridgeshire Constabulary, which was the responsibility of the Cambridgeshire Police and Crime Commissioner, Sir Graham Bright.

## **2. Aim**

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

## **3. Independent Member Role**

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

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

## **4. Independent Member initial involvement in the Chief Constable Appointment Process for Cambridgeshire Constabulary**

4.1 I was invited to join the process by the Commissioner following the Office of the Police and Crime Commissioner (OPCC) contacting the College of Policing to seek advice and after receipt of a list of approved Independent Members. By this time, the Chief Constable's post had been advertised and the job description and person specification were being agreed by the Cambridgeshire Police and Crime Commissioner. Following confirmation via the College of Policing that I was able to assist with the selection process, I telephoned Aly Flowers (Senior Policy and Performance Officer, (OPCC) to

introduce myself and confirm the role they wished me to play. We discussed the Interview Panel and the agreed format for the shortlisting and interview days, the dates of which had been provisionally set. I advised that it was good practice to have all Interview Panel Members involved in all aspects for the process, as far as practicable and I sought assurance that the College of Policing guidance had been sent to all the Interview Panel members in advance of the assessment day. A planning meeting had already been scheduled the day before the interview to discuss the questions and plan the final assessment day.

- 4.2 I asked about the involvement of the PCP member in the process. I suggested a format used in other Police Forces of holding stakeholder panels for community groups and partners, plus political and PCP stakeholders to gain their views prior to the formal interview. I was advised that the Police and Crime Commissioner had already sought the views of key stakeholders, namely local Council Leaders and PCP members through personal conversations and also by means of a questionnaire, to rank the importance of certain competencies and responsibilities for the new Chief Constable, leaving space for the stakeholder's additional comments and views. This process was informed by the COP guidance.

## **5. Interview panel**

- 5.1 The Interview Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the guidance). This outlines that the Interview Panel should be convened by the Police and Crime Commissioner before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility. The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. Training was received from the College of Policing prior to shortlisting and prior to interview. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.3 The Interview Panel appointed by the Cambridgeshire Police and Crime Commissioner Sir Graham Bright, were selected to provide an expertise and experience to test potential candidates at a policing executive level. All Interview Panel members had read the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process. I confirmed that the Interview Panel had previously been involved in senior recruitment and panel participation at the beginning of the process.
- 5.4 There were three Interview Panel members comprising of two male and one female member; two white men and one minority ethnic women, who was also the Independent Member. The OPCC's Chief Executive was present to offer advice and support to the Interview Panel and to take thorough notes to assist the Interview Panel if required.
- 5.5 Interview Panel:
- Sir Graham Bright, Cambridgeshire Police and Crime Commissioner
  - Brian Ashton, Deputy Police and Crime Commissioner
  - Carolyn Dhanraj, Independent Member (College of Policing)

## **6. Role profile and attraction strategy**

- 6.1 The role profile was based on the College of Policing's 'Toolkit for the Selection of Chief Officers', and outlined the Policing Professional Framework (PPF) competencies. The College also worked with the Police and Crime Commissioner in writing the role profile and in checking the other documents in the Candidate Information Pack. The College also ensured that the job description reflected the qualities identified by the Commissioner and the challenges that would face the new Chief Constable in relation to his Police and Crime Plan. The Stakeholder consultation also directly influenced the role profile, as it was amended to include 'use of innovation' as suggested by a PCP member.
- 6.2 The advertisement was placed on the Cambridgeshire Police and Crime Commissioner's website, Cambridgeshire Constabulary's website and the College of Policing's website. It was also marketed to ACPO members twice by email and press releases were shared with Police Professional, Police Beat (Northern Ireland), Police Magazine, The Job, Police Life, Metropolitan Life, Grapevine and Police Oracle. Email alerts were made at the commencement of the advertisement and two weeks into the process, which demonstrated an openness and created further opportunity for those suitable, to apply for the post.
- 6.3 The post was advertised from 29<sup>th</sup> June – 21<sup>st</sup> July 2015 inclusive which was exactly three weeks; in line with the Home Office Circular. The College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.
- 6.4 Please note to ensure absolute fairness, I checked and it was confirmed that no direct approaches were made to eligible potential candidates, to encourage or highlight the Chief Constable vacancy by any of the Interview Panel members. For information the PCC had asked the Deputy Chief Constable to act temporarily in the role of Chief Constable and was kept up to date on the recruitment process in this capacity – I am satisfied that this did not lead to bias, but was in keeping with transparency of process.
- 6.5 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.

## **7. Shortlisting and Panel briefing**

- 7.1 By the closing date, one application form had been received for the role of Chief Constable – Cambridgeshire Constabulary, there had been two requests for the Candidate Information Pack throughout the process. The Interview Panel discussed the merits in continuing the process at this point. We agreed to continue shortlisting as it was felt that the role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. We also agreed that if the one candidate did not fulfil the shortlisting criteria, we would not interview and re-advertise, although it was noted that there are fewer candidates eligible to apply and other Chief Constable roles were currently being advertised, which may have impacted on the number of candidates.
- 7.2 The short listing meeting was scheduled for Thursday 23<sup>rd</sup> July 2015. On arrival for the shortlisting meeting, I asked the Police and Crime Commissioner to advise the Interview Panel what he was looking for in the new Chief Constable role, and especially in context of what Cambridgeshire Constabulary and its communities required. This discussion provides an opportunity for the Interview Panel to understand the style, behaviours and skill of the future Chief Constable. It is also useful when there are candidates' who score similar scores, when a reminder of the strengths outlined at the beginning of the process can prove helpful.

7.3 Helen Slimmon, Senior Psychologist for the College of Policing, provided a comprehensive overview and training session to ensure a 'robust, systematic and thorough process', in line with the Guidance 5.5, for the whole Interview Panel. The briefing and through discussion provided the Panel an understanding of:

- the respective roles of the Interview Panel and the PCP in the selection process;
- how the assessing model of Observe, Record, Classify and Evaluate (ORCE) provides an auditable, open and transparent decision at each stage of a selection process;
- the barriers to effective and objective assessment;
- the process, considerations and role in the shortlisting stage of the selection process;
- the rating scale of 1-5 and the definition of each;
- the benchmark of 21 that had to be achieved out of a possible 35 marks with no scores of 1 and
- the purpose of the covering letter, references and Strategic Command Course (SCC) and Senior Police National Assessment Centre (SPNAC) reports in the process – to inform the presentation and questions if selected for interview.

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

7.5 As the candidate was known well to the majority of the Interview Panel as he was an internal candidate, I emphasised that the shortlisting process and any further assessment should be based on the evidence provided in the application form and not on previous knowledge. This was to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment. I am confident at this stage that there was nothing that would make the process unfair in terms of bias.

7.6 The candidate demonstrated in their application form and covering letter clear evidence to enable them to be selected for interview on Wednesday 12 August 2015. It was felt that the Familiarisation day would not be necessary as he was an internal candidate.

7.7 In preparation for the next stage, I asked the Chief Executive of the OPCC to seek a reference from the current Chief Constable and the candidate's SPNAC and SCC reports to highlight any areas that the Interview Panel would need to probe through the assessment process.

## **8. Assessment design**

8.1 The Interview Panel discussed the merits of assessment through methods such as interview, presentation, media interview, and agreed that an interview and a presentation, where the topic was provided on the day with limited time to prepare would be the preferred process.

8.2 We discussed the merits of providing the presentation topic in advance, but felt we may miss an opportunity to see how the potential candidate would respond to having a limited amount of time to prepare. We agreed that the Policing Professional Framework (PPF) competencies and the qualities pertaining to Cambridgeshire Constabulary could be measured fairly and with face and content validity through this assessment process.

8.3 The Presentation subject was designed to provide evidence for the competency area of:

- Leading Strategic Change



The Interview measured the following competency areas:

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

## **9. Psychometric / Personality questionnaire**

- 9.1 The College of Policing had undertaken psychometric and personality profiling throughout the assessment process, which involved four key stages, all of which were conducted and concluded before the Interview:
- 9.2 Stage One, prior to the Interview Panel first meeting on the 23 July 2015, the College of Policing undertook an analysis of the role profile for the role to determine the facets of personality, which may be pertinent for the post of a Chief Constable.
- 9.3 Stage Two, after short listing the candidate was requested to complete an on line personality questionnaire, which was a self-report – a reflection of how they perceived themselves. The results of the candidate's report was analysed by the College and an initial 'generic' report was produced to facilitate a feedback interview session with the candidate.
- 9.4 Stage Three involved Helen Slimmon providing a telephone feedback interview to verify how the candidate's preferences affect the way they operate within the workplace. In addition, the feedback explored any counterbalancing strategies the candidate had in place to manage the less desirable impact of their preferred approach.
- 9.5 Stage Four was the production of a bespoke report on the candidate, which contained the candidates' personality profile, coupled by information gained from their feedback session, this was reported back to the Interview Panel on the 12 August 2015.

## **10. Assessment delivery and Panel briefing**

- 10.1 On Wednesday 12<sup>th</sup> August, the full Interview Panel met two hours before the presentation and the interview to review the SCC reports, references and to confirm the questions and the process.
- 10.2 The SPNAC and SCC reports were read and it was noted that they were written six years previously, and the recommendations and areas for development had been embraced and actioned by the candidate. Three different references were made available to the Interview Panel for the candidate, these were from the current Chief Constable, a previous Chief Constable and a Deputy Chief Constable. Each reference was very impressive and there were no areas of concern raised that required further exploration or clarification at Interview.
- 10.3 Please note, that the insight to the candidate's preference and style were used to explore and ask supplementary and focussed questions only, and not used in a more direct or biased way.
- 10.4 The Interview Panel were briefed on the documentation contained in each Interview Panel member's folder, which clearly outlined the PPF competencies being tested. The Interview Panel was chaired by the Police and Crime Commissioner and the questions were evenly asked by the three Interview Panel members, with through probing which at times was very challenging. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Assessment Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence

observed and the resultant score between 1-5. This was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

10.5 The candidate was to follow the process of:

30 minutes Presentation preparation on the day  
10 minutes Presentation delivery

10 minutes Questions from the Interview Panel with a focus on Leading Strategic Change

45 minutes Competency based interview, with flexibility to probe

*Please note the main interview took 1 hour 40 minutes to complete as the Interview Panel probed and ensured the candidate was robustly assessed.*

10.6 The **Presentation** subject was:

*'What is your vision for policing in Cambridgeshire?  
How will your leadership style help you deliver this vision?'*

## **11.0 Assessment Decision Making**

11.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.

11.2 After the candidate had been assessed I verbally gathered each Interview Panel Members' individual scores and the evidence gathered to justify the grades for both the presentation and the interview. I ensured the consistency and justification of each score given; referring back to the grade descriptors and the Interview Panel agreed overall scores. The Interview Panel's individual scores were in fact, were identified and on others very close.

11.3 To demonstrate a fair and transparent process, based on merit, I added up the final scores and advised the Interview Panel that the candidate had scored 31 points out of 35.

11.4 The Interview Panel unanimously supported Sir Graham Bright (PCC) in his recommendation to the PCP scheduled for the 16<sup>th</sup> September 2015, that **Alec Wood** be the preferred Chief Constable for Cambridgeshire Constabulary.

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

11.6 I am confident that the Interview Panel performed their duty to challenge and assess the candidate in manner that was fair, transparent and merit based, following the College of Policing Guidance in an exemplary manner.

Carolyn Dhanraj MBE JP BPS  
**College of Policing Independent Member**

**APPENDIX A  
COLLEGE OF POLICING – INDEPENDENT MEMBER**



**CAROLYN DHANRAJ MBE JP**

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

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

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

**APPOINTMENT OF THE  
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

**ADVERT**

**PAGE LEFT BLANK INTENTIONALLY**



### **Chief Constable – Cambridgeshire Constabulary**

Police forces in England are facing unprecedented challenges as financial pressures place increasing demand on the modern police service to do more with less. At the same time we know there is lots of hidden demand and that areas such as child sexual exploitation, sexual violence and cyber-crime are all under reported.

As a force we continually punch above our weight and have come a long way in the last few years. We are collaborating with other police forces, local authorities and partner agencies to meet demand in the most efficient manner. The culture of the organisation has evolved to fully embrace new technology, to empower local policing teams to make decisions and to take action, moving away from the traditional command and control structure. We have put protecting the vulnerable and supporting the victims of crime at the centre of policing policy, prioritising these areas of business.

We are seeking a new Chief Constable to build on these achievements. We need someone who will seize opportunities and take on future challenges, providing strong, clear and confident leadership for both the Constabulary and the partners we work with.

You will have a vision for how to improve effectiveness and efficiency and deliver a police service that the public trust and have confidence in. All this against a backdrop of reducing resources.

If you believe you have the qualities we are looking for then we would like to hear from you.

Salary Range - £135,774 to £149,350 per annum

Application closing date – 21st July 2015

Familiarisation Day – week beginning 3<sup>rd</sup> August 2015

Interview date – 12<sup>th</sup> August 2015

**To obtain an application pack please contact Claire George on 01954 713935 or email [claire.george@cambs.pnn.police.uk](mailto:claire.george@cambs.pnn.police.uk)**

**PAGE LEFT BLANK INTENTIONALLY**

**APPOINTMENT OF THE  
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

**INFORMATION PACK**  
*(Can be found at the end of this document pack)*



**PAGE LEFT BLANK INTENTIONALLY**

**APPOINTMENT OF THE  
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY  
COVERING LETTER AND APPLICATION FORM PACK (BLANK)**

**PAGE LEFT BLANK INTENTIONALLY**



## Cambridgeshire Police & Crime Commissioner

«Name1»  
«Title»  
«Address1»  
«Address2»  
«Address3»  
«Address4»  
«Address5»  
«Address6»

By email: «Email»

July 2015

Dear «Name2»,

Thank you for interest in the post of Chief Constable of Cambridgeshire Constabulary. I attach a job pack for your consideration and completion.

The Constabulary is a police force that punches above its weight; one which has the needs and support of victims and the vulnerable high on its agenda. Cambridgeshire has a vibrant and diverse population ranging from communities in the market towns, cities and rural areas, to those who work in specialist service sectors and academia, and tourists who visit. Couple this with the impact of national and international criminality, such as computer enabled crime or modern day slavery, then this gives a picture of Cambridgeshire's daily policing challenges.

At a time when further demand continues to be placed on the police service, collaborations with both police forces, local authorities and other partners plays a key and important part in responding to and meeting demand. At the same time, the Constabulary's officers and staff must continue to develop and be trusted to do the right thing and make the right decisions. This culture of empowerment must continue, with staff being supported by, but not burdened by, technology.

I want the new Chief Constable to build on the Constabulary's achievements. At the same time they will need to have the vision to lead the Constabulary to meet new and challenging policing demands in an efficient and effective way and one which the public can trust.

I look forward to receiving your application by 5pm on the 21<sup>st</sup> July 2015. Those shortlisted will be invited to a familiarisation day with the representatives of the Constabulary and my Office during the week beginning 3<sup>rd</sup> August 2015. Interviews will be held on the 12<sup>th</sup> August 2015. The successful candidate will be required to attend a public confirmation hearing which I hope will be on the 16<sup>th</sup> September 2015 but the date may be subject to change.

Completed applications should be marked 'Private and Confidential' and sent by recorded delivery to Claire George at the address below or emailed to: [claire.george@cambs.pnn.police.uk](mailto:claire.george@cambs.pnn.police.uk)

Yours sincerely,

Sir Graham Bright  
**Cambridgeshire Police and Crime Commissioner**



**Cambridgeshire  
Police & Crime  
Commissioner**

**PRIVATE AND CONFIDENTIAL**

**Application for the post of**

**CHIEF CONSTABLE**

**Cambridgeshire Constabulary**

NAME OF APPLICANT: .....

**FOR OFFICE USE ONLY**

APPLICATION NO:

.....

Date Received:

.....

## INSTRUCTIONS FOR COMPLETION

### Competency-Based Self Assessment Application Form

*Before completing this application form you are advised to read the instructions for completion (below).*

**Applicants are strongly advised to read the role profile and associated personal qualities, Cambridgeshire Constabulary's policing priorities, and the Police and Crime Commissioner's Police and Crime Plan.**

- The form should be completed using type face **Lucida Bright font size 14** and submitted electronically. No attempt should be made to redesign the form.
- Answers must be restricted to the space provided on the form. Additional pages are not permitted.
- Applicants are required to complete all sections of the form.
- It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/experience and actions. The evidence you present must be from within the **last three years**. The appropriateness of your application will be determined by the extent that your evidence relates to the personal quality being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Cambridgeshire Constabulary.
- At the end of each section in **Part Three**, where you have provided evidence relevant to the personal qualities you are required to provide a verifier who can vouch for the accuracy of the information you have provided. A current contact number for this person must also be provided. As part of the assessment process this person may be contacted to verify the accuracy of the information you have provided about your actions and subsequent outcomes.
- In addition to the completion of the application form you should provide a covering letter that highlights your motivation for the role and how your experience matches the role profile. A maximum of two pages of A4 is required and should be typed in **Lucida Bright font size 14**.
- It is the applicant's responsibility to ensure the application form, the referees form and the Equal Opportunities Monitoring form are completed and are returned to Claire George at the Office of the Police and Crime Commissioner by 5pm on the 21<sup>st</sup> July 2015.
- The offer to the successful applicant will be subject to a medical and security vetting.

**PART ONE**

<b>Post Applied For:</b>
--------------------------

<b>Last Name:</b>
-------------------

<b>First Name:</b>
--------------------

<b>Current Job Title:</b>
---------------------------

<b>Current Force &amp; Dept/Unit:</b>
---------------------------------------

<b>Work Address:</b>
----------------------

<b>Correspondence Address:</b>
--------------------------------

<b>Telephone:</b>
-------------------

<b>Telephone:</b>
-------------------

<b>Email:</b>
---------------

<b>Email:</b>
---------------

**Please provide the dates for:**

Birth

--	--	--	--	--	--

Force

--	--	--	--	--	--

Joining the Police

Promotion to ACC

--	--	--	--	--	--	--	--

Promotion to DCC

--	--	--	--	--	--	--	--



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

**PART TWO**

**Details of previous three posts**

Details of previous three posts	
<b>Current Role Title:</b>	<b>Force:</b>
<b>Start Date:</b>	<b>Finish Date:</b>
<b>Brief description of role and responsibilities:</b>	

<b>Current Role Title:</b>	<b>Force:</b>
<b>Start Date:</b>	<b>Finish Date:</b>
<b>Brief description of role and responsibilities:</b>	

<b>Current Role Title:</b>	<b>Force:</b>
<b>Start Date:</b>	<b>Finish Date:</b>
<b>Brief description of role and responsibilities:</b>	

### Details of relevant training attended

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

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

**Please provide your evidence of achievement against a Chief Constable’s personal qualities detailed below**

**Decision Making**

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decisions, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

(Max 500 words)

**Approx. Date of example provided:**

**Referee:**

**Contact Number:**

**Leading Strategic Change**

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation with collaborative police forces and partner organisations.

(Max 500 words)

**Approx. Date of example provided:**

**Referee:**

**Contact Number:**

**Leading the Workforce**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

(Max 500 words)

**Approx. Date of example provided:**

**Referee:**

**Contact Number:**



**Managing Performance**

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good practice looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

(Max 500 words)

**Approx. Date of example provided:**

**Referee:**

**Contact Number:**

**Professionalism**

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

(Max 500 words)

**Approx. Date of example provided:**

**Referee:**

**Contact Number:**

**Serving the Public**

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

(Max 500 words)

**Approx. Date of example provided:**

**Referee:**

**Contact Number:**

**Working with Others**

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force 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. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.  
(Max 500 words)

**Approx. Date of example provided:**

**Referee:**

**Contact Number:**

**PART FOUR**

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

Please give details of any relationships to Members / Officers of the Cambridgeshire Constabulary or Police and Crime Commissioner. (Answer 'none' if no relationship exists).

Please provide details of any existing registered business interests.

**DECLARATION**

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

**Signature:**.....

**Date:**.....

## DIVERSITY MONITORING QUESTIONNAIRE

Cambridgeshire’s Police and Crime Commissioner is committed to equality and diversity and welcomes applications from all suitably qualified candidates irrespective of gender, sexual orientations, age, marital status, disability, race, colour, ethnic or nation origin, religion or creed. All aspects of recruitment are monitored to ensure that policies and procedures are not discriminatory. In order that we can identify any possible needs of our future employees please fill in the form below and return with your application. (The information will be treated as strictly confidential. It does not form any part of the recruitment process and is not seen by the interview panel).

Surname:	Forename(s):
Preferred Name:	
Title (for correspondence):	National Insurance:

### 1. Personal Status

I am:

Male                       Female

Have you been through a gender transition or gender reassignment?

Yes                       No

I am:

Married       Single       Divorced       Widowed   
 Living with Partner

Date of Birth:

My Citizenship is:

British                       Foreign National   
 British Dual                       Irish   
 Commonwealth Citizen                       Liechtenstein Citizen   
 EEA Citizen

Do you have a disability?

Yes                       No

If yes please specify.

Learning disability/difficulty   
 Mental Health   
 Physical disability   
 Sensory impairment   
 Other (Please specify) .....

Do you require any reasonable adjustments?

Please specify .....

### 2. Sexual Orientation

Bisexual

- Gay/Lesbian
- Heterosexual
- Prefer not to say

**3. Religious belief/faith**

- |   |   |
|---|---|
| Agnostic <input type="checkbox"/>       | Church of England <input type="checkbox"/>  |
| Atheist <input type="checkbox"/>        | Church of Scotland <input type="checkbox"/> |
| Baptist <input type="checkbox"/>        | Hindu <input type="checkbox"/>              |
| Methodist <input type="checkbox"/>      | Please specify .....                        |
| Buddhist <input type="checkbox"/>       | Judaism <input type="checkbox"/>            |
| Roman Catholic <input type="checkbox"/> | Please specify .....                        |
| Sikh <input type="checkbox"/>           | Muslim <input type="checkbox"/>             |
|   | Please specify .....                        |
| Other <input type="checkbox"/>          | Prefer not to say <input type="checkbox"/>  |

**4. Ethnicity**

I would describe my ethnicity as (tick one box)

White	British	
	Irish	
	Any other white background	
Mixed	White and Black Caribbean	
	White and Black African	
	White and Asian	
	Any other mixed background	
Asian or Asian British	Indian	
	Pakistani	
	Bangladeshi	
	Any other Asian background	
Black or Black British	Caribbean	
	African	
	Any other Black background	
Chinese or Other Ethnic Group	Chinese	
	Any other Ethnic background	
	Irish Heritage	
	Romany Heritage	
	Other	
Not Stated		

## REFEREES

Please give full details of referees referred to in Part Three,  
Evidence of Personal Qualities section of the Application Form

**Name:**

**Position:**

**Telephone:**

**Email Address:**

**Name:**

**Position:**

**Telephone:**

**Email Address:**

**Name:**

**Position:**

**Telephone:**

**Email Address:**

**Name:**

**Position:**

**Telephone:**

**Email Address:**



**PAGE LEFT BLANK INTENTIONALLY**

**APPOINTMENT OF THE  
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

**INTERVIEW ASSESSMENT FORM (BLANK)**

**PAGE LEFT BLANK INTENTIONALLY**

## LEADING STRATEGIC CHANGE

### Descriptors

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working and is prepared to make radical change when required
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force, with collaborative police forces and partner organisations

### Assessed through the Presentation

LEADING STRATEGIC CHANGE				
Please describe a difficult decision you have made which has had far reaching consequences across external agencies?				
<ul style="list-style-type: none"><li>• What steps did you take to identify the wider impact and implications of each of the options you considered for each of the partners?</li></ul>				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

## DECISION MAKING

### Descriptors

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists
- Asks incisive questions to test facts and assumptions and gain a full understanding of the situation
- Identifies the key issues clearly and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each
- Prepared to make the ultimate decisions, even in conditions of ambiguity and uncertainty
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary

<b>DECISION MAKING</b>				
<p>Please describe a difficult decision you have made which has had far reaching consequences across external agencies?</p> <ul style="list-style-type: none"> <li>• What steps did you take to identify the wider impact and implications of each of the options you considered for each of the partners?</li> </ul>				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

## LEADING THE WORKFORCE

### Descriptors

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment by rewarding good performance, and giving genuine recognition and praise.
- Promotes learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invests time in coaching and mentoring staff.

LEADING THE WORKFORCE				
Please tell us how you will inspire staff within Cambridgeshire Constabulary to meet the challenges they will face whilst continuing to have pride and self-esteem in their work?				
1 - Low	2 - Medium	3 - High	4 - Very High	5 - Exceptional

## MANAGING PERFORMANCE

### Descriptors

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money
- Defines what good practice looks like, highlighting good practice
- Confronts underperformance and ensures it is addressed
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery

MANAGING PERFORMANCE				
Please give me an example of when you have confronted underperformance in your organisation?				
1 - Low	2 - Medium	3 - High	4 - Very High	5 - Exceptional

## PROFESSIONALISM

### Descriptors

- Acts with integrity in line with the values and ethical standards of the Police Service
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done
- Defines and reinforces standards demonstrating these personally and fostering a culture of personal responsibility throughout the force
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations
- Remains calm and professional under pressure and in conditions of uncertainty
- Openly acknowledges shortcomings in service and commits to putting them right

PROFESSIONALISM				
Please give me an example of when you have not been able to deliver on a public promise you had made? <ul style="list-style-type: none"><li>• How did you manage this and the associated risk to reputation?</li></ul>				
1 - Low	2 - Medium	3 - High	4 - Very High	5 - Exceptional



## SERVING THE PUBLIC

### Descriptors

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

<b>SERVING THE PUBLIC</b>				
Please give me an example of when you have worked with the community to identify and address what will best serve their needs?				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

## WORKING WITH OTHERS

### Descriptors

- Builds effective working relationships through clear communication and a collaborative approach
- 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
- Sells ideas convincingly, setting out benefits of a particular approach and striving to reach mutually beneficial solutions
- Expresses own views positively and constructively
- Fully commits to team decisions
- 

<b>WORKING WITH OTHERS</b>				
<p>How will you as Chief Constable ensure partners work with you to deliver improvements in areas relating to policing and crime?</p> <ul style="list-style-type: none"> <li>• How will you ensure that the priorities of Cambridgeshire Constabulary don't get overshadowed?</li> </ul>				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

**PAGE LEFT BLANK INTENTIONALLY**

**APPOINTMENT OF THE  
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

**RATING SCALE**

**PAGE LEFT BLANK INTENTIONALLY**

## Rating Scale

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



## Cambridgeshire Police and Crime Commissioner Appointment of Chief Constable

GET CLOSER AND SUPPORT THE FORCE!

## About us – Police and Crime Commissioners

**Sir Graham Bright was elected by the public as Cambridgeshire’s first Police and Crime Commissioner in November 2012 and will serve until May 2016. He is an experienced businessman and former Member of Parliament. He has twenty years of parliamentary experience working in the Home Office, Department of the Environment, the Treasury and Foreign Office.**



Brian Ashton, Deputy Police and Crime Commissioner, supports Sir Graham in his full range of duties and functions. He has a long history in local politics previously acting as leader of East Cambridgeshire District Council and twice as Mayor of Ely. Brian is a businessman and remains active within the local voluntary sector.

### ‘Voice of the people’

Sir Graham promised to be the ‘voice of the people’, not the police. He is already visibly delivering on that commitment; making effective engagement with the people who live and work in the county a personal priority. This ethos resonates throughout the small team who work hard to support Sir Graham and Brian to represent the views of the public in all that they do.

Sir Graham’s overarching role is to strengthen the link between Cambridgeshire Constabulary and the county’s communities. He does this through:

- Delivering an effective and efficient police force.
- Holding the Chief Constable to account for force performance and ensuring value for money.
- Regularly engaging with the Cambridgeshire public to obtain their views on policing.
- Working with partners including local authorities, health services and the criminal justice system to tackle crime and disorder and set the Police and Crime Objectives for Cambridgeshire and Peterborough through the Police and Crime Plan.
- Being responsible for the Cambridgeshire Constabulary budget and approving the policing element of the council tax.
- Awarding Police and Crime Reduction Grants to organisations’ which support the Police and Crime Objectives.
- Working with partners to ensure the efficiency and effectiveness of the criminal justice system in Cambridgeshire.
- Hiring, and if necessary dismissing, the Chief Constable.
- Holding the Chief Constable to account for “the exercise of duties in relation to the safeguarding of children and the promotion of child welfare”.
- Holding the Chief Constable to account for the “exercise of duties relating to equality and diversity”.
- Providing local support services for victims of crime.

Cambridgeshire’s Police and Crime Panel, which is made up of representatives from each of the city, county and district councils along with two independent members, scrutinises Sir Graham’s exercise of his statutory functions. The Panel does not scrutinise the Chief Constable.



## Delivering for the people

Sir Graham is required by law to issue a Police and Crime Plan. This plan sets the Police and Crime Objectives, the budget and details the Police and Crime Grants Sir Graham has awarded to other agencies in Cambridgeshire to contribute to reducing crime and disorder.

The objectives are:

- Maintain local police performance
- Deliver policing within the available budget
- Continue to tackle crime and disorder
- Keeping people safe
- Maintain the resilience of protective services

Delivery of these objectives for the people of Cambridgeshire is the responsibility of every member of Cambridgeshire Constabulary and Sir Graham's office, the Office of the Police and Crime Commissioner.

### Sir Graham Bright's Personal Pledges

In delivering his commitment to be the 'voice of the people' Sir Graham added a series of personal pledges throughout the plan as given below. These pledges were created in direct response to public feedback during his election campaign, subsequent correspondence and meetings with partner agencies. Since being in post Sir Graham has already demonstrated his commitment to delivering against each pledge.

- **Be the voice of the people**, not the police.
- **Work in partnership** with the public, partner agencies, the voluntary sector and Neighbourhood Watch.
- **Focus on localised policing** and meeting local needs. Policing cannot be one size fits all.
- **Visible policing**, giving priority to front line policing and as much visible policing as possible.
- **Increase the number of special constables.**
- **Improve call handling** to see a better and faster response to all telephone calls to the police.
- **Focus on tackling anti-social behaviour, burglary and drug misuse.**
- **Take a preventative approach** towards crime working with young people, persistent offenders and troubled families.
- **Increase collaborative working** with neighbouring police forces.
- **Hold the police to account** with a genuine public partnership.
- **Appoint an Engagement Outreach Worker** to learn more about what the public need and want.

## About us – Cambridgeshire

Cambridgeshire Constabulary polices the five Cambridgeshire districts and Peterborough unitary authority areas through six coterminous policing command units.

Cambridgeshire and Peterborough have a diverse and rapidly growing population of over an estimated 800,000 people. Cambridge's population is increased during term times by the transient student population.

The county, in particular Peterborough, Huntingdon and Cambridge, is home to a large number of London commuters who take advantage of lower house prices and the 50 minute train journey to the capital. On the flipside many of the county's workers live outside its boundaries and travel to work in the specialist industry, retail and service sectors – such as agricultural and food production businesses.

The two main conurbations of Cambridge and Peterborough together with market towns and rural farming areas present the police force with a wide range of policing challenges. Each area has its own individual policing needs.

In Cambridgeshire over 15 per cent of the population is of an origin other than white British, while in Peterborough that figure almost doubles; an increase of over 14 per cent since the 2001 Census. This is primarily made up of migrants from Central and Eastern Europe, Africa and the Middle East and Asia.

Analysis of data from National Insurance Registrations suggests Cambridgeshire has among the highest numbers of migrant workers in the East of England, while the East of England ranks third in the country after London and the South East. The number of languages spoken within Cambridgeshire and Peterborough now exceeds a hundred.

The county has long standing resident populations of Chinese, Polish, Italian, Indian, Pakistani, West African, African-Caribbean and Bangladeshi descent. It also attracts both transient and residential Gypsy and Traveller communities onto both private and public caravan parks.

## Could you be part of the future?

Cambridgeshire Constabulary is a police force that continually punches above its weight and has come a long way in the last few years. The current Chief Constable has made big savings while driving further improvements in areas such as call handling, and seeing victims and the vulnerable as a policing priority. These achievements should not be understated, especially when seen against the background of immense change. But there is still much more to be done to make Cambridgeshire a safe place to live, work and visit.

Collaboration with police forces and other agencies, continuing to support victims and the vulnerable, working with the providers of probation services, and of course balancing the budget, are on the ever growing agenda.

Sir Graham is looking for a Chief Constable to build on Cambridgeshire Constabulary's achievements. At the same time the Chief Constable will need to have the vision to lead the Constabulary to meet new and challenging policing demands in an efficient and effective way and in a way which the public can trust. This is at a time when further demand continues to be placed on the police service.

## Chief Constable Role Profile

Accountable to:	Cambridgeshire Police and Crime Commissioner
Location:	Cambridgeshire Constabulary Headquarters Hinchingsbrooke Park, Huntingdon, PE29 6NP
Responsible for:	The direction and control of Cambridgeshire Constabulary in accordance with the Police Act 1996, in order to provide Cambridgeshire with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.
Salary range:	£135,774 to £149,350 per annum

### Eligibility

- Experience at Deputy Chief Constable rank or equivalent or above
- Passed the Senior Police National Assessment Centre
- Completed the Strategic Command Course
- Met Regulation 11 Requirements for the Police Regulations 2003

**Please note:** The offer of post is contingent on gaining Developed Vetting clearance

## JOB PURPOSE/AIMS

- To work with the Police and Crime Commissioner and Cambridgeshire Constabulary to set the strategic direction and objectives for policing in Cambridgeshire, focusing on what is important making Cambridgeshire a safer place to live.
- Responding to, and influencing the changing external and internal environment, leading strategic change and driving collaboration to meet our vision of providing a local policing service that keeps people safe and protects the vulnerable in the most effective and efficient manner.
- To ensure the achievement of high performance against the Police and Crime Plan objectives: maintain local policing performance; deliver policing within the available budget; continue to tackle crime and disorder; keeping people safe (protecting the vulnerable from harm); and maintain the resilience of protective services.
- To ensure that the Constabulary delivers its services in the most efficient manner, has resilient plans to meet its savings targets going forward and in particular is at the forefront of innovation and use of digital technology to derive performance improvements and efficiencies.
- To ensure the Constabulary delivers its services to the highest professional and ethical standard, creating a positive open culture within the workplace and maintains the complete confidence of public and partners
- Harnessing the full potential of staff towards the aims of the Constabulary by creating an environment in which people are motivated and inspired to give their very best.
- To encourage, participate in and develop strong partnerships with the public and other agencies in order to fulfil the aims of the Police and Crime Plan and reduce crime in Cambridgeshire.
- To ensure the provision of professional advice to the Police and Crime Commissioner to support him in fulfilling his functions.
- To provide dynamic effective leadership to the Constabulary, ensuring it plays its part in Bedfordshire, Cambridgeshire and Hertfordshire collaboration, and at the regional and national level.

## PERSONAL QUALITIES

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

### Decision Making

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions.
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists.
- Asks incisive questions to test facts and assumptions and gain a full understanding of the situation.
- Identifies the key issues clearly and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each.
- Prepared to make the ultimate decisions, even in conditions of ambiguity and uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### Leading Strategic Change

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force.
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working and is prepared to make radical change when required.
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force, with collaborative police forces 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.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment throughout the force by rewarding good performance and giving genuine recognition and praise.
- Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

## Managing Performance

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money.
- Defines what good practice looks like, highlighting good practice.
- Confronts underperformance and ensures it is addressed.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

## Professionalism

- Acts with integrity in line with the values and ethical standards of the Police Service.
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done.
- Defines and reinforces standards demonstrating these personally and fostering a culture of personal responsibility throughout the force.
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances.
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty.
- Openly acknowledges shortcomings in service and commits to putting them right.

## Serving the Public

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working cooperatively with them to develop future public services within budget constraints and deliver the best possible overall service to the public.

## Working with others

- Builds effective working relationships through clear communication and a collaborative approach.
- Maintains visibility and ensures communication processes work effectively throughout the force 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.
- Sells ideas convincingly, setting out benefits of a particular approach and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively.
- Fully commits to team decisions.



## Appointment process and how to apply

### Application Form Guidance Notes

- All sections of the Application Form must be typed using **Lucida Bright font size 14**. The form must not be modified. Please also refer to the 'Instructions for Completion' notes within the Application Form.
- Please provide a covering letter that highlights your motivation for the role and how your experience matches the role profile. A maximum of two pages of A4 is required and should be typed in Lucida Bright font size 14.
- The following documents need to be completed and returned either by recorded delivery to Claire George at the Office of the Cambridgeshire Police and Crime Commissioner, PO Box 688, Huntingdon, PE29 9LA or emailed to: [claire.george@cambs.pnn.police.uk](mailto:claire.george@cambs.pnn.police.uk) by 5pm on Tuesday 21<sup>st</sup> July 2015.
  - Covering Letter
  - Application form
  - References
  - Diversity Monitoring Form
- No other supporting documents can be included, e.g CV, supporting evidence or other letters. These will not be considered and will be removed from the application prior to the shortlisting process.

### Shortlisting Panel

- The Shortlisting Panel will comprise of Sir Graham Bright (Police and Crime Commissioner for Cambridgeshire), Brian Ashton (Deputy Police and Crime Commissioner), and Carolyn Dhanraj (Independent Member). Dr Dorothy Gregson (Chief Executive of the Office of the Police and Crime Commissioner) and a member of the College of Policing will be present as Advisors to the Panel.
- Candidates will be shortlisted on the basis of their written applications, their covering letter outlining their motivation and experience, and any other accompanying documentation as specified.
- The Panel will be making their assessment against the seven policing professional framework competencies contained in the self-assessment template.
- Evidence will be drawn from your career profile, letter, the competency self-assessment application, Chief Constable's reference and PNAC and SCC reports.
- The Shortlisting Panel will take place on the 23<sup>rd</sup> July 2015.
- Successful candidates at the shortlisting stage will be invited to attend a Familiarisation Day week beginning 3<sup>rd</sup> August 2015 and thereafter a Selection Panel as detailed below.

## Personality Profiling

- Candidates selected for interview will be asked to complete an on-line personality profile questionnaire, the results of which will be subject to a telephone feedback interview with the College of Policing. A report will be produced for the Panel which will take account of the questionnaire and interview outputs.

## Selection Panel

- The Selection Panel will comprise of Sir Graham Bright (Police and Crime Commissioner for Cambridgeshire), Brian Ashton (Deputy Police and Crime Commissioner), and Carolyn Dhanraj (Independent Member). Dr Dorothy Gregson (Chief Executive of the Office of the Police and Crime Commissioner) and a member of the College of Policing will be present as Advisors to the Panel.
- Successful candidates will be notified of the format of the Selection Panel which may include additional assessment requirements.
- The Selection Panel will take place on the 12<sup>th</sup> August 2015.
- Following the Selection Panel a “preferred candidate” will be notified.

## Vetting and Medical

- The preferred candidate will be subject to Developed Vetting and a Medical.

## Confirmation Hearing

- The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing. It is anticipated that this will be on 16<sup>th</sup> September 2015 before the Cambridgeshire Police and Crime Panel but the date maybe subject to change.
- The purpose of attendance will be to answer any questions the Police and Crime Panel may have relating to the appointment.
- Please note that the Police and Crime Panel has a power to veto the appointment.
- Following the Confirmation Hearing on 16th September 2015 the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

## Appointment

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

## Further information

- Any questions in relation to this **selection process** please contact Claire George, Office of the Police and Crime Commissioner telephone 01954 713935 or email [claire.george@cambs.pnn.police.uk](mailto:claire.george@cambs.pnn.police.uk)
- If you wish to discuss the **role** please contact Chief Constable Simon Parr on 01480 452319 or email his Personal Assistant Kim Campbell on [kim.campbell@cambs.pnn.police.uk](mailto:kim.campbell@cambs.pnn.police.uk)

This page is intentionally left blank