



## CAMBRIDGESHIRE POLICE AND CRIME PANEL

**MONDAY 30 JULY 2018, 2.30 PM**

**Noel Cantwell Room - ABAX Stadium, London Road, Peterborough PE2 8AL**

**Contact – jane.webb@peterborough.gov.uk, 01733 452281**

### AGENDA

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1. **Apologies for Absence**
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*\*Members of the public wishing to submit questions or a statement to the Panel can do so by contacting the secretariat no later than 12 noon on the third working day following the publication of the meeting agenda. Further details can be found within paragraph 7, Public Participation within the rules of procedure: [Rules of Procedure](#)*

#### Membership

Councillors: A Ali, D Baigent, R Brown, D Connor, K Cuffley, C Daunton, C Hogg, D Oliver, J Palmer, A Sharp, M Shellens,

#### Independent Co-opted Members

Edward Leigh (Chairperson)  
Claire George

#### Substitutes

Councillors: A Bond, S Bywater, J Huffer, A Sinnott, A Miscandlon, N Sandford, H Smith, L Ayres, M Howell, L Nethsingha, E Murphy

#### Officer Support

Jane Webb, Peterborough City Council



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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	AGENDA ITEM No. 3
<b>30 JULY 2018</b>	PUBLIC REPORT

Report of: Mandy Pullen, Peterborough City Council, Assistant Director HR & Development  
Contact Officer(s) – John Mear  
Contact Details – [john.mear@peterborough.gov.uk](mailto:john.mear@peterborough.gov.uk) 07534 739293

## **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 18 July 2018.
- 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 Nick Dean 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 Nick Dean 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 18 July 2018.

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 Nick Dean 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)

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## **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.

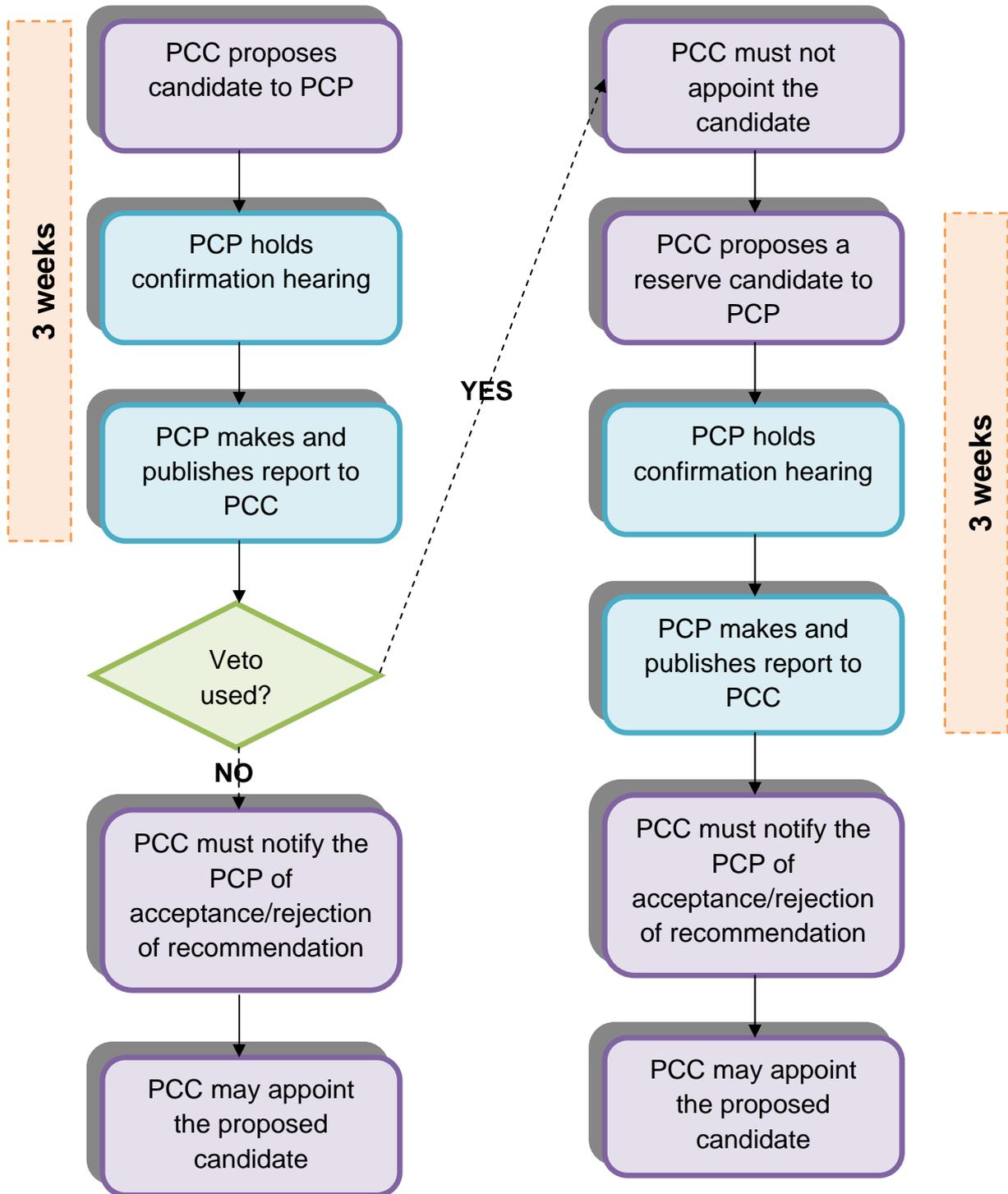
The report made by the PCP must be published; it is for the PCP to decide the manner in which this is done.

### **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



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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 3</b>
<b>30<sup>th</sup> July 2018</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 Nick Dean 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 Nick Dean as Chief Constable of Cambridgeshire Constabulary and makes a recommendation to the Commissioner that he appoint Nick Dean.

#### **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 in May 2018 that Alec Wood, 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 013/2018 (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’, 2018 (the “Guidance”). The use of the Guidance is discretionary but does equip and support the process for those appointing chief officers, whilst recognising that they have ultimate responsibility for managing their appointment processes in accordance with the law. Page 12 of the Guidance outlines the Commissioner’s roles and responsibilities in appointing Chief Constables.
- 5.6 As such, the Commissioner led a fair and open selection and assessment process. The Commissioner and his 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. COLLEGE OF POLICING INVOLVEMENT**

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6.1 The College of Policing were engaged from the start of the recruitment process through to attendance at the assessment days on the 10<sup>th</sup> and 11<sup>th</sup> July 2018. A Senior Psychologist from the College of Policing supported the Commissioner's office, the Office of the Police and Crime Commissioner (OPCC), on the design and delivery of the recruitment process, including the:

- development of the Job Description and Role Requirements
- review of the advert and candidate Information Pack
- provision of briefing to the Appointment Panel
- personality profiling of candidates
- facilitating the Stakeholder Panel and summarising feedback
- designing interview questions
- provision of briefing and support to the Appointment Panel

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

7.1 The Job Description and Role Requirements were drawn up in accordance with the national role profile for Chief Constables and tailored to capture the Commissioner's vision for the role to meet the priorities and challenges within his Police and Crime Plan. The Commissioner consulted over 40 stakeholders, including the Panel, Council leaders and their Chief Executives, and the current Chief Constable, on the attributes, competencies and values that the new Chief Constable would need to meet the challenges within Cambridgeshire. Five responses were received, including one from a Panel member. A copy of the Job Description and Role Requirements is given at Appendix 2.

7.2 In line with the 2003 Regulations, all UK applicants for Chief Constable must have held the rank of Assistant Chief Constable, commander or a more senior rank in a UK police force. All applicants must have successfully completed the Senior Police National Assessment Centre and the Strategic Command Course.

7.3 The College of Policing have developed a Competency and Values Framework (CVF). The CVF states that it *'aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service'*. Chief Constables are expected to be operating at Level 3.

7.5 The CVF Competencies are:

- We are emotionally aware
- We take ownership
- We are collaborative
- We deliver, support and inspire
- We analyse critically
- We are innovative and open-minded

The CVF Values are:

- Transparency
- Impartiality
- Integrity
- Public Service

## 8. Advertising

## Annex 2

- 8.1 The post was advertised from the 31<sup>st</sup> May 2018 with a deadline for applications to be submitted by the 25<sup>th</sup> June 2018.
- 8.2 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. A copy of the advert is given at Appendix 3.
- 8.3 The position was advertised as follows:
- Commissioner's website
  - Cambridgeshire Constabulary's website
  - College of Policing's website
  - Chiefs Net
  - Police Professional
  - Press releases:
    - Police Oracle
    - Local media
  - Twitter and Facebook
- 8.4 The advertisement complied with requirements of the Circular and reached the pool of eligible candidates.
- 8.5 The OPCC also directly emailed an open letter from the Commissioner to over 220 Chief Officers (Assistant Chief Constables, Deputy Chief Constables, and Chief Constables and equivalents). A copy of the letter is given at Appendix 4.
- 8.6 In addition, the Independent Panel Member has confirmed that she was '*fully satisfied that the Police and Crime Commissioner advertised the vacancy openly to attract the best possible eligible candidate pool*' (paragraph 6.4 of report given at Appendix 1).
- 8.7 It is worth noting that recent Chief Constable recruitment exercises have resulted in the following number of candidates:
- Cleveland – three applicants
  - Cumbria – two applicants
  - Essex – one applicant
  - Northamptonshire – four applicants
  - Northumbria – one applicant

All reports relating to these recruitment exercises are available on the respective Police and Crime Panel websites.

## 9. Application process

- 9.1 An Information Pack and Application Form were available on request from the OPCC. A copy of the Information Pack is given at Appendix 5. By the closing date of the advert, four requests were received.
- 9.2 Applicants were asked to complete an Application Form, Diversity Monitoring Form and provide details of referees that could be contacted. The Application Form also sought evidence that they met the eligibility criteria.

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- 9.3 The Application Form sought specific and focussed details of applicants' current and recent posts, their responsibilities and key achievements. Applicants were also asked to provide specific and focussed evidence of their personal involvement/experience and actions in response to five questions based on the CVF competencies of 'We take ownership', 'We are collaborative' (two questions) and the values of Integrity and Public Service.
- 9.4 In addition, applicants were asked to provide a Personal Statement that highlighted their motivation for applying for the role of Chief Constable and what it meant to them in making a difference for Cambridgeshire.

### **10. Familiarisation Day**

- 10.1 Potential candidates were given the opportunity to attend an Open Day on the 11<sup>th</sup> June 2018. The purpose of the day was to ensure all candidates entering the assessment process received the same information to assist them in their preparation. Two potential candidates met with the Commissioner, the Chief Constable, and two staff associations: the Superintendents' Association and the Police Federation.

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

- 11.1 Two applications for the post of Chief Constable were received by the closing date. Both candidates met the legislative eligibility requirements as given in paragraph 7.2 above.
- 11.2 Shortlisting took place on the 27<sup>th</sup> June 2018. A representative from the College of Policing provided the Appointment Panel with a comprehensive briefing on the shortlisting process, the selection principles against the CVF and a rating scale. The OPCC Monitoring Officer, was present during the briefing to advise and support the Appointment Panel if required.
- 11.3 The appropriateness of the applications were determined by how thoroughly each candidate had responded to the questions asked and how they related to the competencies and values. The Appointment Panel separately made an assessment of the applications against the questions asked and the selected competencies and values from the CVF. The Appointment Panel also considered the Personal Statements. Each member of the Appointment Panel separately assessed and scored (in line with the rating scale) the information provided by the candidates and then collectively discussed.
- 11.4 The Appointment Panel agreed that both candidates passed all of the pre-agreed assessment criteria and therefore they should be put forward for the next stage of the assessment process.
- 11.5 The candidates were then invited to attend the assessment process on the 10<sup>th</sup> and 11<sup>th</sup> July 2018.

#### **Personality profiling**

- 11.6 The candidates were subject to personality profiling, which was conducted by the College of Policing. The personality profiling work included several stages.
- 11.7 Firstly, a standard psychometric testing package was used which asked questions about attitude and typical style of behaving. Candidates were asked to complete an on-line personality questionnaire. Based upon their responses and results, the candidates 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 candidates 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.
- 11.8 The College of Policing produced a report taking account of each of the candidate's personality

## Annex 2

questionnaire and interview outputs.

### References

- 11.9 References were sought from two referees (per candidate) who could substantiate their personal attributes such as general character, integrity and attitude.

### Stakeholder Panel

- 11.10 The 'golden thread' that has run through all of this recruitment process was the importance of leading and influencing collaborative partnerships. To achieve this most effectively, the Commissioner sought involvement from local partners who are representative of the sectors a Chief Constable would be working with. An assessment by these representatives would give an insight of both candidate's competency and values in respect of how they work collaboratively with partners. Direct approaches were made by the OPCC to the individuals seeking their involvement in a Stakeholder Panel, all of whom welcomed being involved.
- 11.11 The Stakeholder Panel was held on the 10<sup>th</sup> July 2018. Membership was:
- Jo Lancaster, Chief Executive, Huntingdonshire District Council - Chair of Stakeholder Panel and local authority and a county partnership board representative
  - Mark Turner, Chief Executive, Road Victims Trust - Voluntary Sector representative
  - Bishop David Thomson, Bishop of Huntingdon - Faith representative
  - Paul Medd, Chief Executive, Fenland District Council - Local authority representative
  - Abdul Choudhuri, Leader of the Joint Mosques Group and the Fazina Mosque Peterborough – Community Sector representative
  - Jenny Hopkins, Chief Crown Prosecutor, Crown Prosecution Service – Criminal Justice representative
- 11.12 The purpose of the Stakeholder Panel was to look at the value the candidate would place upon partnership working in a non-hierarchical way to create an environment to enable, support, challenge, overcome barriers, and manage conflicts to deliver shared outcomes in the Commissioner's Police and Crime Plan. The Stakeholder Panel therefore assessed candidates against the 'We are Collaborative' competency from the CVF.
- 11.13 The Stakeholder Panel received a one hour briefing from the College of Policing regarding the structure and purpose of the assessment process. Stakeholder Panel members were also given an information pack which included College of Policing assessor guidance, the Job Description and Role Requirements, candidate Information Pack and the CVF.
- 11.14 Candidates were given 20 minutes to prepare a presentation as to how their personal approach to having facilitated and led innovative partnerships and or collaborative arrangements with other partners had delivered shared outcome(s) and why this was important to them. Candidates then gave a five minute presentation to the Stakeholder Panel. Following their response to this initial question the Stakeholder Panel had the opportunity to question the candidates for 40 minutes.
- 11.15 Following the conclusion of the exercise the Stakeholder Panel were required to complete a short questionnaire to elicit individual views about the performance of the candidates. The College of Policing then summarised the contents of the assessment questionnaires to be able to present these to the Appointment Panel the following day.

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- 11.16 The Independent Panel Member and the OPCC Monitoring Officer were present as observers through both the briefing session and the assessment of both candidates.

### Media Exercise

- 11.17 The media exercise was held on the 10th July 2018. The purpose of the media exercise was to test the candidates on their media presence, political awareness, how they recognise the need for a Commissioner and Chief Constable to operate in a mutually respectful strategic landscape, and their recognition of partnership working. Candidates were assessed against the CVF values of Integrity and Public Service.
- 11.18 The media exercise was based on a partnership 'breaking news' scenario. Candidates were given 15 minutes to prepare based on information provided to them. They were then interviewed by a journalist and filmed.

### Interview

- 11.19 The interviews took place on the 11<sup>th</sup> July 2018. The Appointment Panel members were the same as those who undertook the shortlisting. The OPCC Monitoring Officer was present throughout the process for the purpose of providing advice or support to the Appointment Panel as required.
- 11.20 The College of Policing gave a 90 minute briefing to the Appointment Panel. This briefing reiterated the CVF competencies and values and the principles of the selection process, ran through the personality profiles, and summarised the feedback from the Stakeholder Panel. Supported by the College of Policing, and informed by outputs of the media exercise, Stakeholder Panel, and the personality profile, the Appointment Panel then agreed a set of competency and value based questions.
- 11.21 Candidates were advised prior to their interview that they would be required to give a presentation to the Appointment Panel based on their Personal Statement (which accompanied their Application Form). Candidates gave a 10 minute presentation to the Appointment Panel on '*Bring to life your Personal Statement and why officers and staff will follow up*', which they were then questioned on. This presentation was assessing the CVF competency of 'Deliver, support and inspire' and the values of Integrity and Transparency.
- 11.22 A competency based interview then followed which assessed the following:
- Competencies:
    - We take ownership
    - We are innovative and open-minded
    - We are emotionally aware
  - Values:
    - Transparency
    - Public service
- 11.23 The Appointment Panel questioned the candidates on how their competencies and values would enable them, as a Chief Constable, to deal with specific issues both current and future. The interview lasted about 1 hour 20 minutes for each candidate.
- 11.24 Each Appointment Panel member then independently assessed and scored the candidates presentation and answers for each competency and value being assessed against the CVF. Once the interviews had closed, the Appointment Panel viewed the media exercise film and received the written feedback from the journalist and the OPCC observer. The Appointment Panel then assessed and scored both candidates on the media exercise.

## Annex 2

11.25 Appointment Panel members came together to reveal and discuss their assessment and scores for each candidate. This process was overseen by the OPCC Monitoring Officer, with an OPCC representative capturing the discussions.

11.26 The total scores for both candidates were calculated. Nick Dean scored higher in more questions than the other candidate, with a maximum score of five in three of the value areas.

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

12.1 The outcome of the assessment process was that the Appointment Panel unanimously supported the Commissioner in his decision to notify the Panel that DCC Nick Dean would be the person that he is proposing to appoint as the Chief Constable of Cambridgeshire Constabulary.

12.2 Nick Dean proved himself to be well qualified and experienced for the role of Chief Constable. His drive will be key to meeting the challenges the future brings for policing in Cambridgeshire. In particular, Nick demonstrated to the Appointment Panel that during his time with Norfolk Constabulary, through his leadership he had shown an understanding and inclusive approach to working with the public, communities and partners, and genuine desire to make a difference to the county.

12.3 Nick Dean also met the eligibility selection criteria, along with the vetting and the medical requirements for the role.

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

13.1 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 Appointment Panel were able to fulfil their purpose.

13.2 The report concluded that:

*'I am wholly satisfied that the Police and Crime Commissioner for Cambridgeshire and Peterborough, Jason Ablewhite, fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance' (para 10.7 of the Independent Member Report)*

*'I am confident that the Appointment Panel appointed by the PCC, 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 in a satisfactory manner' (para 10.8 of the Independent Member Report).*

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

14.1 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.

14.2 It is proposed that Nick Dean will be appointed on a salary of £143,400. This comprises of a

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salary of £139,890 in line with the Determination (as referred to above) and a rent allowance of £3,510 (paid in accordance with Police Regulations 1987). It is proposed that the period of contract is for five years.

- 14.3 The post holder will be entitled to join the Police Pensions Scheme. The post holder will be provided with a suitable vehicle in line with Cambridgeshire Constabulary's policy.

## 15. LIST OF APPENDICES

- 15.1 Appendix 1 – Report of the Independent Member  
Appendix 2 – Job Description and Role Requirements  
Appendix 3 – Advert  
Appendix 4 – Commissioner's letter to Chief Officers  
Appendix 5 – Candidate Information Pack

## 16. 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 013/2018

<https://www.gov.uk/government/publications/circular-0132018-selection-and-appointment-of-chief-officers/selection-and-appointment-of-chief-officers>

'Guidance for the Appointment of Chief Officers', College of Policing, 2018

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**July 2018**

**Chief Constable  
Cambridgeshire Constabulary  
Appointment Process**

**Independent Member Report**  
Carolyn Dhanraj MBE JP

## **1. Introduction**

- 1.1 This report provides information on the appointment process for the role of Chief Constable of Cambridgeshire Constabulary and in particular, it will 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, to challenge and test the candidate against the stated 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 Jason Ablewhite the Police and Crime Commissioner for Cambridgeshire and Peterborough.

## **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 and HO 013/18. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was issued in November 2012, and after a review a more practical guide was produced in April 2018. The guidance 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 and a qualified Assessor appointed by the College of Policing, for which I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment and capable of quality assuring assessment processes; I 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 Aly Flowers (Senior Policy Officer, Office of the Police and Crime Commissioner - Cambridgeshire and Peterborough) in May 2018 to seek my participation and I was able at this early stage, to offer my advice and suggestions for the process. I advised on the steps that could be taken and recommended an early engagement and consultation with a range of statutory,

community and voluntary stakeholders, and further participation by way of Stakeholder Panel, to which I sent a briefing note with examples that had been used successfully in the past with other OPCCs in selecting a new Chief Constable.

- 4.2 We discussed that due to the limited number of eligible potential applicants, and the PCC's desire that the process be seen and indeed be open to all that were eligible to apply, they could be encouraged to apply in a fair and transparent manner via a letter or email from the Police and Crime Commissioner. Aly Flowers welcomed my input and this demonstrated an openness and transparency to the process.
- 4.3 At my request, a telephone conference was arranged as soon as practicable with Mr Ablewhite and this was an opportunity for me to discuss his approach and process; he confirmed and demonstrated a thorough understanding of the good practice guidance, and I was satisfied at this early stage that the process was fair and transparent as he had already consulted a range of stakeholders (45 in total), about the attributes, competencies and values that the new Chief Constable would need to possess to meet the challenges within Cambridgeshire and Peterborough.

## **5. Appointments Panel**

- 5.1 The Appointments Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the aforementioned Home Office Guidance and 1.3.1 of the 2018 College of Policing guidelines). This outlines that the Appointments 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 Appointments Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Appointments 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 Appointments' Panel capable of discharging this responsibility.
- 5.3 The Police and Crime Commissioner should ensure that Appointments 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 Appointments Panel members. It is suggested that an Appointments Panel of between three-five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.4 The Appointments Panel appointed by the Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at a policing executive level. I confirmed that all Panel members had read the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process, and each had previously been involved in senior recruitment and panel participation.
- 5.5 There were four Appointments Panel members comprising of three male and one female member; three white men and one minority ethnic women, who was also the Independent Member.

5.6 **APPOINTMENT PANEL:**

- Jason Ablewhite, Police and Crime Commissioner for Cambridgeshire and Peterborough;
- Ray Bisby, Deputy Police and Crime Commissioner,
- Chris Strickland, Chief Fire Officer, Cambridgeshire Fire and Rescue Service, and
- Carolyn Dhanraj, Independent Member approved by the College of Policing.

**6. Role profile and attraction strategy**

- 6.1 The role profile was based on the College of Policing's national profile for Chief Constable and bespoke for Cambridgeshire to further reflect the PCC's vision and comments received from stakeholders, to ensure that the Candidate pack fully acknowledged the challenges that would face the new Chief Constable in relation to the PCC's Police and Crime Plan.
- 6.2 The advertisement was placed on the Police and Crime Commissioner's website, Cambridgeshire Constabulary website, twitter, Facebook and the College of Policing's website. It was also marketed to Chief Police Officer members by way of press releases in Police Professional and, Police Oracle. The OPCC also directly emailed a letter from the PCC to over 220 Chief Officers (Assistant Chief Constables, Deputy Chief Constables, and Chief Constables and equivalents). This approach demonstrated an openness and created further opportunity for those suitable, to apply for the post.
- 6.3 The post was advertised from Thursday 31<sup>st</sup> May 2018 to Monday 25<sup>th</sup> June 2018 inclusive which was three weeks and four days; the Home Office Circular and 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 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.
- 6.5 Please note to ensure absolute fairness, I checked that no direct approaches were made to eligible potential candidates by the Appointment Panel members, to encourage or highlight the Chief Constable vacancy.

**7. Shortlisting and Panel briefing**

- 7.1 By the closing date, two application forms had been received for the role of Chief Constable; there had been two additional requests for information throughout the process which did not result in an application. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. It is worth noting, that this role attracted a similar number of candidates that other Chief Constable roles that have been advertised.
- 7.2 The shortlisting meeting was scheduled initially for July but this was rearranged for Wednesday 27<sup>th</sup> June 2018; however due my pre-booked commitment to assess for

the College of Policing I was unable to attend the meeting; therefore, the application forms were securely emailed by the OPCC to me along with the shortlisting criteria template.

- 7.3 The day before the shortlisting meeting, I undertook the shortlisting process and telephoned Aly Flowers with my scores and comments on both application forms to be shared with the Appointment Panel; I confirmed that I used the agreed criteria and rating scale and further emailed to confirm the scores I had provided to Aly Flowers.
- 7.4 On the shortlisting day, Helen Slimmon College of Policing delivered a thorough briefing session to all the Appointment Panel members and oversaw the shortlisting process itself; it was emphasised that the shortlisting process and any further assessment should be based on the evidence provided in the application forms and not on previous knowledge.
- 7.5 The Appointments Panel members individually assessed the application forms against the College of Policing's set Competency and Values Framework (CVF) criteria using the agreed rating scale. The Panel then agreed an overall score per competency area for each of the candidates. My scores were provided by Ms Flowers and to ensure fairness, my commentary was also provided to evidence the reasons for the score. To ensure a fair, merit based and transparent assessment of the candidates, the scores were recorded by all the Appointments Panel members by Aly Flowers; both candidates provided evidence that gained identical scores at this stage of the process.
- 7.6 The two candidates each demonstrated in their application form clear evidence to enable them both to be selected for assessment on 10-11<sup>th</sup> July 2018. A Familiarisation day had already taken place on the 11<sup>th</sup> June 2018 and both candidates participated which included a one to one interview with the Police and Crime Commissioner. Mr Ablewhite was consistent in his message about what he was looking for and the challenges for the new Chief Constable for Cambridgeshire Constabulary. Both candidates also attended meetings with the Superintendents' Association, Police Federation and met with Alec Wood the current Chief Constable.
- 7.7 In preparation for the next stage, the PCC sought the candidate's reference from two referees per candidate, one of which was their current Chief Constable, to potentially highlight any areas that the Appointments Panel would need to probe through the assessment process.
- 7.8 I am confident at this stage, that the shortlisting process was fair, transparent and without bias. (Guidance 3.3.1)

## **8. Assessment design**

- 8.1 I had previously discussed with the OPCC the merits of assessment through methods such as interview, presentation, media scenario, stakeholder panels. I had previously provided the OPCC guidance on the use of stakeholder panels with an internal and external focus and the different assessment methods that could be deployed after the formal shortlisting meeting. I further advised on the questions, composition of the Stakeholder Panel and the following was agreed to ensure a fair and challenging process:
  - one external Stakeholder Panel (see Appendix B for list of participants);
  - media scenario with a professional journalist based on a partnership issue;
  - a presentation to the Assessment Panel where the topic was provided in advance and
  - a competency based interview.

8.2 It was confirmed that the competencies and the values pertaining to a Chief Officer could be measured fairly and with face and content validity through this assessment process.

8.3 The Stakeholder Panel (see Appendix B) comprised a presentation, which candidates were given 20 minutes to prepare for, and questions designed to explore the competency area of:

- We are Collaborative

The Media Scenario, for which candidates were given 15 minutes to prepare for, was designed to provide evidence for CVF values of:

- Integrity and Public Service

The Presentation (the title was provided with a week to prepare) delivered to the Appointments Panel was designed to provide evidence for the competency area of:

- Deliver, Support and Inspire and
- Values of Integrity and Transparency

The Interview measured the following areas:

Competencies:

- We take ownership
- We are innovative and open-minded
- We are emotionally aware

Values:

- Transparency
- Public Service

8.4 The remaining Competencies and Values had already been tested at the application form stage, and the PCC wished to test further the above areas, this was endorsed by the Appointments Panel.

## **9 Assessment delivery and Appointments Panel briefing**

9.1 The candidates followed the process of:

### **Day One**

#### **Stakeholder Assessment Panel**

20 minutes	Candidate preparation time
45 minutes	External Stakeholder Panel

#### **Media Exercise**

15 minutes	Candidate preparation
15 minutes	Media interview

## Day Two

### Interview

10 minutes

Candidate presentation to Appointments Panel

10 minutes

Questions on the presentation

60 minutes

Competency and values based Interview

- 9.2 The Stakeholder Panel and Media exercise activity took place on 10<sup>th</sup> July 2018. Helen Slimmon briefed the Stakeholder Panel members on their role, the process and to emphasise that they were not the decision makers, but to provide valuable assistance to the PCC. I assured the Stakeholder Panel members that their views and any areas of concern would be used to probe the candidates through the rest of the process. I observed the Stakeholder Panels for each candidate, to ensure that it was fair and unbiased, especially as one candidate was known to some of the stakeholders. At the end of the Stakeholders Panels, on behalf of the Appointments Panel and the Police and Crime Commissioner I thanked them for their time and their vital contribution to the process.
- 9.3 On 11<sup>th</sup> July, the Appointments Panel convened 90 minutes before the presentation and the interview to review and to confirm the questions and the process. I invited Jason Ablewhite (PCC) to remind the Appointments Panel what he was looking for in the new Chief Constable and the challenges facing Cambridgeshire Constabulary.
- 9.4 I advised that the viewing of the Media exercise should be rescheduled to be viewed after the main presentation and interview, to ensure that no unconscious bias be introduced at this stage.
- 9.5 The Appointments Panel were briefed on the documentation contained in each Appointments member's folder, which clearly outlined the CVF competencies being tested. The College of Policing also provided feedback from the personality profile exercise each candidate undertook and also a summary of the feedback from the Stakeholder Panel. The Stakeholder Panel feedback enabled the Appointments Panel to shape some of their interview questions.
- 9.6 The Appointments Panel was chaired by the PCC and the questions were evenly asked by the Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the 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, once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

## 10.0 Assessment Decision Making

- 10.1 To demonstrate a fair and transparent process, based on merit, the Appointments Panel agreed to set a benchmark of at least 30 points out of 50 with no scores under three (satisfactory) for any competency area, for which a candidate would be considered for appointment.
- 10.2 Each Assessment Panel member's folder contained the documentation to enable them to record, assess and mark the presentation, interview and media exercise independently. The Appointments Panel went into different rooms for this task and did not share their scores until the end of the day, when all the evaluations had been completed.
- 10.3 To reinforce openness and transparency, I asked the OPCC to draw up a large grid with the candidate names and score grid for the Appointments Panel to view together, as we verbally gave our individual scores. The Chief Executive of the OPCC wrote down our individual scores and we openly challenged and confirmed from each Panel member the evidence they had gathered to justify the grades for both the Presentation, Interview and

Media exercise. Collectively we ensured the consistency and justification of each score given and agreed an overall score per competency and value being assessed, this was noted on the score grid.

- 10.4 The total scores for both candidates were calculated and Nick Dean scored higher in more questions than the other candidate, with a maximum score of five in three of the Value areas.
- 10.6 The Appointments Panel unanimously supported Jason Ablewhite (PCC) in his recommendation to the Police and Crime Panel (PCP) scheduled for Monday 30<sup>th</sup> July 2018 that Nick Dean currently Deputy Chief Constable for Norfolk Constabulary, be the preferred Chief Constable for Cambridgeshire Constabulary.
- 10.7 I am wholly satisfied that the Police and Crime Commissioner for Cambridgeshire and Peterborough, Jason Ablewhite, fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance.
- 10.8 I am confident that the Appointments Panel appointed by the PCC, 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 a satisfactory manner.

Carolyn Dhanraj MBE JP BPS

**Independent Member, approved by the College of Policing**

**APPENDIX A  
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 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 designing and running Assessment Centres and personality testing for senior local and central Government officers. Key clients have included the Home Office, Parole Board, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has over eight years experience as a College of Policing Non Service Member, assessing for a range of appointments from Senior Police National Assessment Centre (SPNAC) to Direct Entry. She has been a College of Policing Independent Member for eleven Chief Constables and Deputy Chief Constables and collaboration ACC appointments over the last six years.

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 and as a Magistrate for fifteen years.

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.

## **APPENDIX B**

### **EXTERNAL STAKEHOLDER PANEL MEMBERS**

Jo Lancaster - Chief Executive, Huntingdonshire District Council  
Chair of Stakeholder Panel and Local authority and a County Partnership Board representative

Abdul Choudhuri - Leader of the Joint Mosques Group and the Fazina Mosque  
Peterborough  
Community Sector representative

Jenny Hopkins - Chief Crown Prosecutor, Crown Prosecution Service  
Criminal Justice representative

Paul Medd - Chief Executive, Fenland District Council  
Local authority representative

Bishop David Thomson - Bishop of Huntingdon  
Faith representative

Mark Turner - Chief Executive, Road Victims Trust  
Voluntary Sector representative



## **POST OVERVIEW**

Post:	Chief Constable
Accountable to:	The Police and Crime Commissioner for Cambridgeshire and Peterborough
Location:	Cambridgeshire Constabulary Headquarters Hinchingbrooke 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:	£139,890 The Police and Crime Commissioner may, on appointing the Chief Constable, set the salary at 10% above this salary rate.

## **Chief Constable of Cambridgeshire Constabulary - Job Description and Role Requirements**

### **Role Purpose**

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

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

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

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

The Chief Constable will work across collaborative strategic partnerships and organisational boundaries to lead and influence change.

### **Key responsibilities**

- Set and ensure the implementation of organisational and operational strategy for the Constabulary, having due regard to the Police and Crime Commissioner's Police and Crime Plan for Cambridgeshire and Peterborough and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Develop and maintain governance arrangements and processes within the Constabulary, and as relevant lead officer for the collaborated Organisational Support across Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Police, to ensure effective decision making, appropriate action at all levels, and successful outcomes.
- Lead the Constabulary, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Constabulary's officers and staff; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Constabulary's vision and goals.

**Chief Constable of Cambridgeshire Constabulary - Job Description and Role Requirements**

- Hold accountability for the Constabulary's financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Constabulary's operational strategies.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- Advise national bodies, such as COBR, on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Develop and maintain excellent strategic relationships with local, regional and national partners and key stakeholders, such as HMICFRS and IOPC.
- Effectively influencing and collaborating with partners, contributing to improvements and change in the broader operating context and enable the achievement of the Constabulary's objectives.
- Represent the Constabulary at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

**Chief Constable of Cambridgeshire Constabulary - Job Description and Role Requirements**

**Skills**

As Chief Constable you will need the ability to:

- Be highly skilled in the delivery of vision, strategy and policy, aligned to the Police and Crime Commissioner's Police and Crime Plan, operational realities and wider plans/goals.
- Be highly skilled in motivating officers and staff, engaging the organisation with strategic priorities, values and behaviours.
- Operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively, and recognising the need for the Police and Crime Commissioner and the Chief Constable to have a mutually respectful strategic relationship.
- Lead strategic collaborative change in policing, through identifying, commissioning and informing strategic planning to implement new reforms in response to emerging trends and issues that have transformational impact on the Constabulary or wider policing, partners, communities and the public.
- Influence and lead across organisational boundaries building and maintaining relationships to work in a non-hierarchical way with partners to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders, resulting in inclusive ways of working to benefit all, whilst being able to resolve issues and to reconcile conflicts of interest.
- Use a wide range of highly effective communication techniques and methods to engage communities and the public to instil trust and confidence in how the Constabulary responds to their needs.
- Operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.

Chief Constables are expected to know, understand and act within the ethics and values of the Police Service.

**Chief Constable of Cambridgeshire Constabulary - Job Description and Role Requirements**

**Behaviours**

The College of Policing's Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

Chief Constables operate at CVF Level 3.

**Prior Education, Development and Experience**

- Applicants must have held the rank equivalent to Assistant Chief Constable, Commander or a more senior. Details of approved ranks are given in the College of Policing's 'Guidance for appointing Chief Officers'.
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course.
- Authorising Officer Training.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.

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

It's an exciting time to join Cambridgeshire Constabulary. Do you want to be part of this?

- Are you an exemplary inspirational Chief Officer who has vision, determination and resilience to lead Cambridgeshire Constabulary and implement the Police and Crime Commissioner's Police and Crime Plan?
- Do you have attributes to be at the forefront of leading and influencing strategic collaborative change both in policing and across partnership boundaries?
- Can you seek out new ways of delivering policing services, whether this is workforce reform or to be at the forefront of the digital policing revolution?

The Police and Crime Plan, which sets the strategic direction for community safety and criminal justice, is half-way through its four year journey. The Constabulary's new local policing model is in its infancy.

As Chief Constable of Cambridgeshire Constabulary you will be a leader and a role model. You will bring your strong personal values of integrity, transparency, impartiality, and commitment to public service. You will have the passion and purpose to inspire officers and staff of today and tomorrow.

All this is needed to ensure the Constabulary is a force that is trusted - one that we can all be proud of.

This is a first class opportunity for existing Chief Constables, Deputy Chief Constables and Assistant Chief Constables (and equivalent ranks) to make a difference to the communities of Cambridgeshire. Applicants must have held the rank equivalent to Assistant Chief Constable, Commander or a more senior rank.

An Information Pack and Application Form can be obtained by contacting my office by either emailing Aly Flowers ([aly.flowers@cambs.pnn.police.uk](mailto:aly.flowers@cambs.pnn.police.uk)) or Claire George ([claire.george@cambs.pnn.police.uk](mailto:claire.george@cambs.pnn.police.uk)). The closing date for applications is 09:00 on Monday 25<sup>th</sup> June 2018.

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Office of the Police and Crime Commissioner  
PO Box 688  
PE29 9LA  
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Email: [Cambs-pcc@cambs.pnn.police.uk](mailto:Cambs-pcc@cambs.pnn.police.uk)  
Twitter: @PCCCambs

Chief Officers

By email

June 2018

Dear Chief Officer

As you may be aware, Alec Wood, Chief Constable of Cambridgeshire Constabulary, has recently announced that he will be retiring from policing. As a consequence of Alec's retirement I am now advertising for a new Chief Constable.

Both Alec and I continually emphasise our vision that Cambridgeshire Constabulary creates a safer Cambridgeshire, one with values of respect, openness, integrity, trust and innovation. These values underpin my recruitment exercise to enable me to find the right person to lead the Constabulary. This is a first class opportunity for existing Chief Constables, Deputy Chief Constables and Assistant Chief Constables (and equivalent ranks) to make a difference to the communities of Cambridgeshire.

I am immensely proud and have the utmost admiration of the hardworking, dedicated and professional individuals within the Constabulary who constantly strive to respond to the needs of all those who live, work and visit Cambridgeshire. Their views helped shape the Constabulary's new policing model, one which has been designed to ensure it is victim-focused and demand led, providing significant support to the frontline and providing the best service we can to the public. However, there is still work to be done to meet the challenges we face over the next few years.

In the face of complex economic and social pressures we must think and act differently and continue to transform the way we work. Consequently, it is important to remind others that improving community safety cannot be done in isolation and need to ensure our work locally, regionally and nationally is joined up and considers the "big picture" rather than just the work of individual organisations. Both my Police and Crime Plan and the Policing Vision 2025 are at the heart of embracing challenges and turning these into opportunities for the communities we serve. We must continually seek out new ways of delivering our services, whether this is workforce reform or to be at the forefront of the digital policing revolution. I am a realist and I will not pretend that this will be easy.

That is why I am seeking an exemplary inspirational Chief Officer who has vision, determination and resilience to lead the Constabulary. These attributes will ensure that they can lead strategic collaborative change both in policing and across partnerships to meet my vision; one that provides a local policing service that keeps people safe and protects the vulnerable in the most effective and efficient manner. To do this the Chief Constable needs to have the passion and purpose to bring inspiration to the people they lead in this, whether

this is the Constabulary's existing officers and staff, our partners, or our new officers who are our police force of the future.

I consider myself very fortunate to be in a leadership position that allows me to influence others, to test new ways of working, to listen to people's needs and find local solutions. I want the new Chief Constable to join me in being part of this to meet and embrace the challenges ahead, so together we can make a difference to policing in Cambridgeshire.

An Information Pack and Application Form can be obtained by contacting my office by either emailing Aly Flowers ([aly.flowers@cambs.pnn.police.uk](mailto:aly.flowers@cambs.pnn.police.uk)). The closing date for applications is 09:00 on Monday 25th June 2018.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jason Ablewhite', written in a cursive style.

Jason Ablewhite  
Police and Crime Commissioner for Cambridgeshire and Peterborough



# CAMBRIDGESHIRE CONSTABULARY CHIEF CONSTABLE

## CANDIDATE INFORMATION PACK





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# Welcome Message

## *Jason Ablewhite, Police & Crime Commissioner*

Dear Candidate,

Thank you for your interest in the post of Chief Constable.

Both I and the current Chief Constable continually emphasise our vision that Cambridgeshire Constabulary creates a safer Cambridgeshire, one with values of respect, openness, integrity, trust and innovation. These values underpin my recruitment exercise to enable me to find the right person to lead the Constabulary. This is a first class opportunity for existing Chief Constables, Deputy Chief Constables and Assistant Chief Constables (and equivalent ranks) to make a difference to the communities of Cambridgeshire.

I am immensely proud and have the utmost admiration of the hardworking, dedicated and professional individuals within the Constabulary who constantly strive to respond to the needs of all those who live, work and visit Cambridgeshire. Their views helped shaped the Constabulary's new policing model, one which has been designed to ensure it is victim-focused and demand led, providing significant support to the frontline and providing the best service we can to the public. However, there is still work to be done to meet the challenges we face over the next few years.

In the face of complex economic and social pressures we must think and act differently and continue to transform the way we work. Consequently, it is important to remind others that improving community safety cannot be done in isolation and need to ensure our work locally, regionally and nationally is joined up and considers the "big picture" rather than just the work of individual organisations. Both my Police and Crime Plan and the Policing Vision 2025 are at the heart of embracing challenges and turning these into opportunities for the communities we serve. We must continually seek out new ways of delivering our services, whether this is workforce reform or to be at the forefront of the digital policing revolution. I am a realist and I will not pretend that this will be easy.

That is why I am seeking an exemplary inspirational Chief Officer who has vision, determination and resilience to lead the Constabulary over the next few years. These attributes will ensure that they can lead strategic collaborative change both in policing and across partnerships to meet my vision; one that provides a local policing service that keeps people safe and protects the vulnerable in the most effective and efficient manner. To do this the Chief Constable needs to have the passion and purpose to bring inspiration to the people they lead in this, whether this is the Constabulary's existing officers and staff, our partners, or our new officers who are our police force of the future.

I consider myself very fortunate to be in a leadership position that allows me to influence others, to test new ways of working, to listen to people's needs and find local solutions. I want the new Chief Constable to join me in being part of this to meet and embrace the challenges ahead, so together we can make a difference to policing in Cambridgeshire.

I look forward to your application.




# About the Role

It's an exciting time to be joining Cambridgeshire Constabulary. Do you want to be part of this and make a difference?

The Police and Crime Commissioner's Police and Crime Plan, which sets the strategic direction for community safety and criminal justice, is half-way through its four year journey.

The Constabulary's new local policing model is in its infancy. Cambridgeshire is also one of the fastest growing areas in the country. The nature of crime is changing requiring police forces to be flexible and forward thinking.

As Chief Constable of Cambridgeshire Constabulary you will be a leader and a role model. You will bring your strong personal values of integrity, transparency, impartiality and commitment to public service. You will lead and inspire officers and staff of today and tomorrow.

All this is needed to ensure the Constabulary is a force that is trusted - one that we can all be proud of.



Not only will you be at the forefront of leading the strategic direction of the Constabulary, you will bring your inspirational leadership to influence and lead across organisational boundaries.

This means demonstrating your drive and determination to set a culture that enables change, one with a shared purpose of keeping the county safe. To do this, whether this is within the Constabulary, with our collaborative policing partners, or our local partners, you will bring your personal resilience and skills to manage relationships.

You will be ready to listen, have a preference for outcomes over processes. We cannot work in isolation, nor can our partners if we want to keep our communities safe.

Take all these together, and they bring both opportunities and challenges. You will therefore need to work in a non-hierarchical way with our partners to change mind-sets to lead new more inclusive ways of working to benefit all.

# Police and Crime Plan

## Community Safety & Criminal Justice

The Police and Crime Commissioner’s Police and Crime Plan focusses on four key themes: Victims, Offenders, Communities, and Transformation.

The Plan puts people at the heart of what we do. It aims to meet the needs of our many and diverse communities and ensure we have a police service that we can all trust and be proud of. To achieve this and continue to keep our communities safe we need to understand and manage our demand and look for new, effective and efficient ways to deliver policing.

The Plan focuses on the most vulnerable members of society, putting victims at the centre of our work, bringing offenders to justice and deterring them from re-offending. This means the Plan looks beyond the work of the Cambridgeshire Constabulary. It seeks to drive changes to the way public services work together in the county, aligning activity, improving efficiency and reducing cost. At the same time it looks to increase public participation in creating stronger, safer communities. In the face of complex economic and social pressures, we must think and act differently and continue to transform the way we work through collaboration and new technology. In order to achieve this, we will support our staff to develop and care for our people so they can reach their full potential and feel proud of what they do.

It is important that we remember our duty to the taxpayer to deliver a police service in the most efficient and effective way, providing the best value for money. This means exploring new and innovative approaches, investing in technology and working with others, be that in our strategic alliance with Bedfordshire Police and Hertfordshire Constabulary or with our partners in the local authority, fire, health and the voluntary sector. Through working together we are all able to deliver a more coherent response to communities needs whilst providing resilience for now and in the future.

### WORKING TOGETHER TO KEEP CAMBRIDGESHIRE SAFE

#### VICTIMS

Safeguarding the vulnerable

Deliver a victim first approach

Victims and witnesses are placed at the heart of our criminal justice system and have access to clear pathways of support

#### OFFENDERS

Attacking Criminality

Reduce re-offending

Offenders are brought to justice and are less likely to reoffend

#### COMMUNITIES

Preventing Crime  
Reassuring the Public

Support safer and stronger communities

Communities have confidence in how we respond to their needs

#### TRANSFORMATION

Achieving best use of resources

Ensure value for money for tax payers now and in the future

We deliver improved outcomes and savings through innovation and collaboration

# Cambridgeshire & Peterborough

## *at a glance*

Cambridgeshire Constabulary polices the five Cambridgeshire districts and Peterborough Unitary Authority. The county is one of the safest in the country – but we cannot become complacent as there are real and emerging challenges. It is also one of the fastest growing areas in the country seeing a 13% increase in population over a ten year period and an expected future growth of 25% by 2031.

The county has a varied geography including sparsely populated rural communities, market towns and the cities of Ely, Peterborough and Cambridge. The two main conurbations of Cambridge and Peterborough, together with market towns and rural farming areas, present the Constabulary with a wide range of policing challenges.

Each area has its own individual policing needs. In particular Peterborough, Huntingdon and Cambridge, which is home to a large number of London commuters. Conversely, 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 resident population is diverse, with the number of languages spoken within the county now exceeding a hundred, and is further increased by university students and those visiting or travelling through the county.

Despite its rapid growth, Cambridgeshire Constabulary remains one of the lowest funded forces in the country. The result of high population and low funding means that the Constabulary is one of the most efficient forces in country, costing 43p per person per day compared to the national average of 55p per person per day. With over 170,000 incidents recorded in a year, victim satisfaction remains high. As a result of the Constabulary’s new policing model, there are more officers on the front line which will improve the Constabulary’s capacity to manage the increasing demand.



46

**830,000**  
population



**82.5%**  
Average victim  
satisfaction rate



**£** per head,  
per day  
**0.43**

# A Typical Day in Cambridgeshire



**349**

daily 999 calls

**448**

Incidents recorded



**133**

crimes reported



**3**

uses of stop and search

**28**



Incidents flagged as associated with mental health

**886**

daily 101 calls



**32**  
arrests made



**55**

ASB incidents



# Selection Process & How to Apply

**Application Period - 31st May to 09:00 25th June 2018**

## Application Form

Candidates are advised to download the Application Form to complete. Please ensure evidence contained within the Application Form is specific and focused on your personal involvement, experience and actions. The appropriateness of your application will be determined by the extent that your evidence relates to the Job Description and Role Requirements. Reference should also be made to the College of Policing's 'Competency and Values Framework for policing'. All sections of the Form need to be completed in a concise manner and not exceed 500 words per question.

## Personal Statement

Candidates are required to provide a Personal Statement that highlights their motivation for applying for the role of Chief Constable and what it means to them in making a difference for Cambridgeshire. The Personal Statement should be no more than two sides of A4.

## Equal Opportunities Form

An Equal Opportunities Form will also need to be completed. The information you provide in this form is for monitoring purposes only and will be treated in confidence. The information contained with the Form will not be considered as part of the recruitment process and will be detached from your application form on receipt.

**Please return your completed Application Form, Equal Opportunities Form, and Personal Statement to Aly Flowers, Senior Policy Officer, Cambridgeshire Office of the Police and Crime Commissioner ([aly.flowers@cambs.pnn.police.uk](mailto:aly.flowers@cambs.pnn.police.uk)) no later than 09:00 hours on Monday 25th June 2018.**

## Terms and Conditions

### Salary

The Police and Crime Commissioner is able to offer £139,890 per annum. The Commissioner may, on appointing the Chief Constable, set the salary at 10% above this rate.

### Location

The Chief Constable will be based at Cambridgeshire Constabulary Headquarters, located in Hinchingsbrooke, Huntingdon.

**Open Day – 11th June 2018**

Potential candidates are welcome to meet on a one-to-one basis with the Police and Crime Commissioner and the current Chief Constable at Cambridgeshire Constabulary Headquarters.

**Shortlisting – 27th June 2018**

Candidates will be notified of the outcome of the shortlisting by the 29th June 2018.

# Selection Process & How to Apply

## *Personality profiling – week beginning 2nd July 2018*

Personality profiling will be undertaken by the College of Policing. The College of Policing will contact shortlisted candidates directly with further information regarding this process. The College of Policing will produce a report for the Interview Panel on their findings.

## *Stakeholder Assessment Panel and Media Exercise – 10th July 2018*

As part of the selection process, candidates will be required to undertake both a structured exercise with a Stakeholder Panel and a media exercise. Further details regarding the structure of the exercises will be provided to candidates. Feedback from both exercises will be made available to the Interview Panel.

## *Interview – 11th July 2018*

The Commissioner will Chair the Interview Panel. Details of the other Panel Members and arrangements for the interview will be provided to candidates. Candidates will be informed of the outcome of the interview by the 13th July 2018.

The Commissioner may need to consider an applicant's disciplinary and/or career record. Any enquiries relating to this will be carried out with the applicant's consent.

The appointment is conditional on appropriate medical clearance and vetting in accordance with Cambridgeshire Constabulary's policy and national vetting policy.

## *Confirmation Hearing – 30th July 2018*

The Police and Crime Panel Confirmation Hearing is scheduled to take place on the 30th July 2018. However, should the preferred candidate not be available due to a prior commitment (i.e annual leave) then the Commissioner's Office and the Panel Secretariat will endeavour to arrange another date. Subject to the Panel's endorsement the successful candidate will be expected to commence their role in September 2018 subject to vetting and medical clearance.

### **Eligibility**

Applicants must meet the following requirements:

- Have successfully completed the Senior Police National Assessment Centre and the Strategic Command Course
- Held the rank of Assistant Chief Constable, Commander or more senior rank in a UK police force
- Applicants from overseas must have served in an approved overseas police force at an approved rank, details of which are given in the College of Policing's 'Guidance for appointing chief officers'.



Police and Crime Commissioner  
**CAMBRIDGESHIRE AND PETERBOROUGH**

## CV

### **Deputy Chief Constable Nick Dean**

**Background** – Nick joined Norfolk Constabulary in September 1992 and served his entire career in Norfolk having previously served with the Royal Air Force.

#### **Current Position**

**(Temporary and Substantive) Deputy Chief Constable (DCC) – September 2016 - current**  
*(Temporary DCC, September 2016 – substantively promoted in February 2017)*

Responsibilities include line management of Joint Human Resources, Professional Standards, Media, Royalty Protection Corporate Development, Joint Performance and Analysis Dept. and Estates. Nick has also chaired the Norfolk 2020 Programme Board overseeing the transition to Norfolk's new policing model. He is the Athena Senior Information Security Officer and represents both Norfolk and Suffolk Constabularies at the Athena Management Board. Nick has continued to lead on Norfolk's response to Rural Crime and has successfully implemented the force's drone capability as an initiative to assist tackling such rural concerns.

One of Nick's main successes has been to develop and implement Norfolk's Ethics and Integrity Board which has received praise from Her Majesty's Inspectorate in their recent inspection programme.

Nick is the lead Chief Officer for Diversity and Equality and plays an active part in the Independent Advisory Group activities. In addition Nick has chaired the Norfolk Constabulary Sports and Social Club for the past five years, overseeing its transformation into one single Club.

#### **Previous Roles**

**Assistant Chief Constable – Local Policing Norfolk – June 2013 – September 2016**

Responsible for Local Policing which included the County Policing Command and Safeguarding and Investigations Commands. Nick was an active member in a number of partnership boards: vice chair of the County Community Safety Partnership, Chair of the Multi-agency Public Protection Arrangements, member of both the Adult and Children's Safeguarding Boards and led regionally on the Children's and Young People's agenda. Nick also chaired the regional Vulnerability Board.

**Chief Superintendent County Policing Command – December 2011 – June 2013**

Leading the County Policing Command of some 1000 personnel covering six geographic Policing Districts, Contact and Control Room, Community Safety and Diversity. Nick also developed the county's response to rural crime under Operation Randall, an operation and

initiative still in place today. Prior to taking up this position, Nick had previously led two geographic policing districts of King's Lynn and West Norfolk and Norwich District, and in addition was Head of Norfolk's Criminal Investigation Department just before being promoted to Chief Superintendent.

### **Brief Career History prior to Chief Superintendent**

Served initially at King's Lynn as both Police Constable and Sergeant completing various attachment programmes including Criminal Investigation Department. Nick completed postings within the Force Control Room and Headquarters and Corporate Support before being promoted to Inspector, serving as the local Sector Inspector at Downham Market covering a large geographic area bordering Cambridgeshire.

Nick returned to Norwich briefly as a Detective Inspector and then in 2001 he was promoted to Chief Inspector. Responsibilities included three policing sectors, Roads Policing, Custody and the Special Constabulary. Nick was promoted to Superintendent in 2004 where he was the Operational Lead for King's Lynn and West Norfolk before being posted to Norwich as District Lead in 2008.

### **Education**

Nick was educated in the West Midlands gaining 9 'O' Levels and 3 'A' Levels (Chemistry, Biology and Physics). In April 2015 Nick graduated from Cambridge University with a Master's Degree in Applied Criminology from the Police Executive Programme.

### **Operational Qualifications**

Nick obtained an 'Exceptional Pass' at the Senior Police National Assessment Centre in December 2015 and went on to complete and graduate from the Strategic Command Course in March 2016. Nick is an experienced Firearms Commander having performed the role of both Tactical Firearms Commander from 2003 to 2013, and Strategic Firearms Commander from 2013 to the present day. In addition Nick is a Specialist Firearms Commander having successfully passed the highly demanding course run by the Police Service of Northern Ireland in 2015.

In 2017 Nick was accredited as a Gold Public Order Commander and has overseen a number of high profile public order events including numerous Norwich City Football Club matches.

Nick is also an Authorising Officer and has attended the Senior Leadership Development Programme whilst serving as a superintendent, covering executive, business, diversity and finance skills.