

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
4 NOVEMBER 2015	Public Report

Report of the Cambridgeshire Police and Crime Commissioner

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PROCEDURE FOR THE APPOINTMENT OF THE CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY

1. PURPOSE

- 1.1 The purpose of this report is to provide further information regarding the appointment process for the position of Chief Constable.

2. RECOMMENDATIONS

- 2.1 To note the report.
- 2.2 The Police and Crime Panel (“the Panel”) is asked to make reference to the report that was submitted to them for the Chief Constable’s Confirmation Hearing on the 16th September 2015. The report set out, amongst other things, the process the Police and Crime Commissioner (“the Commissioner”) followed to recruit to the role of Chief Constable and assess the suitability of the candidate. The report of the Independent Panel Member, Carolyn Dhanraj, which accompanied the Confirmation Hearing report should also be referred to (attached at Appendix 1).
- 2.3 The Panel are also asked to refer to their report ‘Determination of Appointment of Senior Staff following a Confirmation Hearing’, 18th September 2015, which gave their formal recommendation that the Commissioner appoint Alec Wood as Chief Constable of Cambridgeshire Constabulary. The Panel gave their reasons for their decision, those being that the candidate met the assessment criteria, had the relevant professional competence and personal independence required to carry out the role, and that the candidate’s background and experience clearly demonstrated that he could meet the requirements of the role.

3. TERMS OF REFERENCE

- 3.1 Item 6 – To review or scrutinise decisions made, or other action taken, by the Commissioner in connection with the discharge of the Commissioner’s functions.

4. BACKGROUND

- 4.1 The recruitment process for Chief Constables is set down in legislation: The Police Reform and Social Responsibility Act 2011 (“the Act”); The Police Regulations 2003; The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012; Home Office Circular 20/2012 (as amended) (“the Circular”). The Home Secretary has also made a number of determinations relating to the recruitment process.

- 4.2 Section 38 of the Act provides that it is for a Police and Crime Commissioner to appoint a Chief Constable. The Circular states that it is for a Commissioner to decide how they wish to run their recruitment process and which candidate they wish to appoint.
- 4.3 The Commissioner's recruitment process adhered to the legislative requirements under the Act, the Circular and was developed in accordance with the College of Policing's 'Guidance for the Appointment of Chief Officers', November 2012 ("the Guidance"), and the College of Policing's 'Toolkit for the Selection of Chief Officers', April 2015 ("the Toolkit").
- 4.4 The support services of the College of Policing and the use of the Guidance and Toolkit is discretionary. The Toolkit is intended to be used at the discretion of those responsible for designing and managing the Chief Constable selection processes; it is not exhaustive in terms of its content, examples or templates.
- 4.5 The report of the Independent Panel Member stated that she was *'wholly satisfied that Cambridgeshire Police and Crime Commissioner, Sir Graham Bright, fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance'*.

5. FORMER CHIEF CONSTABLE

- 5.1 The previous Chief Constable, Mr Parr, retired on the 31st July 2015 nearly five years after joining Cambridgeshire Constabulary and after 32 years' police service. It was Mr Parr's decision to retire. Upon announcing his retirement, Mr Parr publicly stated that in his judgement it was *'the right time for him to hand over the stewardship of the organisation to someone who will lead the Constabulary through the next five years'*.
- 5.2 The experience of the Constabulary's existing Senior Management Team meant that the Commissioner felt that Mr Parr's retirement date was agreeable, and one which also took account of the Chief Constable's leave commitments.

6. CANDIDATE ELIGIBILITY

- 6.1 There are certain eligibility requirements for the role of Chief Constable that are set down in legislation. The Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003 specifies that the Senior Police National Assessment Centre and the Strategic Command Course must be satisfactorily completed before a person may be substantively appointed to a rank higher than that of Chief Superintendent. Additionally, there is also a legislative requirement that a person has to have held certain approved ranks within the police service. Consequently this means that there is a limited number of officers who meet the criteria for the post of Chief Constable.
- 6.2 The eligibility criteria for the role of Chief Constable of Cambridgeshire Constabulary, as set out previously in the Panel paper for the Confirmation Hearing, was:
- Experience at Deputy Chief Constable rank or equivalent or above;
 - Passed the Senior Police National Assessment Centre;
 - Completed the Strategic Command Course;
 - Met Regulation 11 Requirements for the Police Regulations 2003.
- 6.3 The College of Policing holds records of officers who have passed these courses which should be requested by those responsible for appointing Chief Constables in order to verify policing qualifications and experience. Current information from the College of Policing indicates a potential pool of 48 Deputy Chief Constables. There has also been a considerable number of

recent Chief Constable recruitment processes conducted nationally. It is also not uncommon, even in larger forces, for there to be only one or two applications.

7. COLLEGE OF POLICING INVOLVEMENT

7.1 The College of Policing were engaged from the start of the recruitment process through to attendance on the assessment day. A Senior Psychologist from the College of Policing led the design and delivery of the agreed materials and services and as such provided support on:

- Design of role profile;
- Review of information pack and application form;
- Review of advertisement and placement on College's website and direct distribution;
- Shortlisting;
- Advising on interview questions;
- Personality profiling of candidate;
- Provision of Independent Panel Member;
- Provision of Panel Briefing;
- Support in facilitating the assessment day.

8. ADVERTISEMENT OF THE ROLE

8.1 The role of Chief Constable was advertised for the period from 29th June 2015 to the 21st July 2015 as follows:

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

8.2 The advertisement complied with requirements of 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. Consequently, this reached the pool of eligible candidates.

8.3 The College of Policing confirmed that the advertising was compliant in respect of the requirements of the Circular. In addition, the Independent Panel Member confirmed that she was *'fully satisfied that the PCC [Commissioner] advertised the vacancy openly to attract the best possible eligible candidate pool'*.

9. RECRUITMENT OF OTHER CHIEF CONSTABLES

- 9.1 As stated above, Police and Crime Commissioners have the legal power to appoint Chief Constables. However, the use of the College of Policing services and their Guidance is discretionary and consequently Commissioners may or may not wish to work with the College of Policing. Therefore each Police and Crime Commissioner may choose their own approach to recruitment where the legislation allows for this.
- 9.2 The College of Policing do not hold information regarding the recruitment practices or processes followed by other Commissioners.
- 9.3 Other recruitment exercises and reports to respective Police and Crime Panels are publicly available. Recent Chief Constable recruitment exercises include those below which show the number of candidates and the respective Confirmation Hearing dates:

Thames Valley – one candidate (March 2015)
Wiltshire – one candidate (May 2015)
Staffordshire – one candidate (June 2015)
Northamptonshire – four candidates (July 2015)
Bedfordshire – two candidates (September 2015)

10. STAKEHOLDER ENGAGEMENT

- 10.1 The Guidance outlines a number of selection techniques, such as a stakeholder questionnaire, presentation, interview and psychometric testing, to influence the role profile and selection process.
- 10.2 The Commissioner engaged individually with Council Leaders and sent a questionnaire based on the Guidance to Panel members, the purpose of which was to ascertain their views as to what they felt were the qualities and competencies needed by a Chief Constable.
- 10.3 Seven responses to the questionnaire were directly received by the Commissioner. The feedback influenced the role profile. A summary of the stakeholder feedback was provided to the Assessment Panel. This included comments made and the scores given against each of the personal qualities and competencies.
- 10.4 The Assessment Panel also questioned and tested the candidate on his competency against the Policing Professional Framework of 'Serving the Public', which covers, amongst other competency elements, how the candidate would reflect the needs of neighbourhood policing, local community safety partners, criminal justice bodies, stakeholders and partners.
- 10.5 Taken together, the selection techniques adopted by the Commissioner were chosen appropriately to inform what needed to be measured and assessed. The report of the Independent Panel Member noted '*The Stakeholder consultation also directly influenced the role profile, as it was amended to include 'use of innovation' as suggested by a PCP member*'.
- 10.6 Any selection technique, including stakeholder engagement, needs to be appropriate, beneficial and fit for purpose depending on the role, taking into account legislative requirements and any advisory Guidance.

11. APPOINTMENT OF DEPUTY CHIEF CONSTABLE

- 11.1 Under the Act, the recruitment of a Deputy Chief Constable is the responsibility of the Chief Constable. There is a legal requirement in the Act that the Chief Constable must consult the relevant Commissioner before appointing a person to be a Deputy Chief Constable of the force.
- 11.2 The Chief Constable has advertised for the role of Deputy Chief Constable, with interviews planned for early November 2015.

13. BACKGROUND PAPERS

'Appointment of the Chief Constable of Cambridgeshire Constabulary', Police and Crime Commissioner report, 16th September 2015

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3600&Ver=4>

'Determination of Appointment of Senior Staff following a Confirmation Hearing', Cambridgeshire Police and Crime Commissioner, 18th September 2015

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3600&Ver=4>

Police Reform and Social Responsibility Act 2011

The Police Regulations 2003

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

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

Home Office Circular 20/2012

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

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

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

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

14. APPENDICES

- 14.1 Appendix 1 – Report of the Independent Panel Member

REPORT OF THE INDEPENDENT PANEL MEMBER



August 2015

**Chief Constable
Cambridgeshire Constabulary Appointment Process**

**Independent Member Report
Carolyn Dhanraj MBE JP**

1. Introduction

- 1.1 This report provides information for the Cambridgeshire Police and Crime Panel (PCP), scheduled to take place on Wednesday 16th September 2015 on the appointment process for the role of Chief Constable of Cambridgeshire Constabulary and in particular comment on:
- how the process met the principles of merit, fairness and openness and
 - the extent to which the Interview Panel were able to fulfil their purpose i.e. to challenge and test the candidate against the criteria.
- 1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.
- 1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Cambridgeshire Constabulary, which was the responsibility of the Cambridgeshire Police and Crime Commissioner, Sir Graham Bright.

2. Aim

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

3. Independent Member Role

- 3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in November 2012 and is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.
- 3.2 I am currently an Independent Member from the list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my background are set out in the role profile in Appendix A.

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

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

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

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

5. Interview panel

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

6. Role profile and attraction strategy

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

7. Shortlisting and Panel briefing

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

scores, when a reminder of the strengths outlined at the beginning of the process can prove helpful.

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

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

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

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

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

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

8. Assessment design

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

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

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

- Leading Strategic Change

The Interview measured the following competency areas:

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

9. Psychometric / Personality questionnaire

9.1 The College of Policing had undertaken psychometric and personality profiling throughout the assessment process, which involved four key stages, all of which were conducted and concluded before the Interview:

9.2 Stage One, prior to the Interview Panel first meeting on the 23 July 2015, the College of Policing undertook an analysis of the role profile for the role to determine the facets of personality, which may be pertinent for the post of a Chief Constable.

9.3 Stage Two, after short listing the candidate was requested to complete an on line personality questionnaire, which was a self-report – a reflection of how they perceived themselves. The results of the candidate's report was analysed by the College and an initial 'generic' report was produced to facilitate a feedback interview session with the candidate.

9.4 Stage Three involved Helen Slimmon providing a telephone feedback interview to verify how the candidate's preferences affect the way they operate within the workplace. In addition, the feedback explored any counterbalancing strategies the candidate had in place to manage the less desirable impact of their preferred approach.

9.5 Stage Four was the production of a bespoke report on the candidate, which contained the candidates' personality profile, coupled by information gained from their feedback session, this was reported back to the Interview Panel on the 12 August 2015.

10. Assessment delivery and Panel briefing

10.1 On Wednesday 12th August, the full Interview Panel met two hours before the presentation and the interview to review the SCC reports, references and to confirm the questions and the process.

10.2 The SPNAC and SCC reports were read and it was noted that they were written six years previously, and the recommendations and areas for development had been embraced and actioned by the candidate. Three different references were made available to the Interview Panel for the candidate, these were from the current Chief Constable, a previous Chief Constable and a Deputy Chief Constable. Each reference was very impressive and there were no areas of concern raised that required further exploration or clarification at Interview.

10.3 Please note, that the insight to the candidate's preference and style were used to explore and ask supplementary and focussed questions only, and not used in a more direct or biased way.

10.4 The Interview Panel were briefed on the documentation contained in each Interview Panel member's folder, which clearly outlined the PPF competencies being tested. The Interview Panel was chaired by the Police and Crime Commissioner and the questions were evenly asked by the three Interview Panel members, with through probing which at times was very challenging. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Assessment Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-5. This was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

10.5 The candidate was to follow the process of:

- | | |
|------------|---|
| 30 minutes | Presentation preparation on the day |
| 10 minutes | Presentation delivery |
| 10 minutes | Questions from the Interview Panel with a focus on Leading Strategic Change |
| 45 minutes | Competency based interview, with flexibility to probe |

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

10.6 The **Presentation** subject was:

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

11.0 Assessment Decision Making

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

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

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

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

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

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

Carolyn Dhanraj MBE JP BPS
College of Policing Independent Member

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



CAROLYN DHANRAJ MBE JP

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

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

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