

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 3
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Report of the Cambridgeshire Police and Crime Commissioner

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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 10th and 11th 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

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- 8.1 The post was advertised from the 31st May 2018 with a deadline for applications to be submitted by the 25th 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 11th 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 27th 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 10th and 11th 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

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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 10th 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 11th 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.

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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

http://www.college.police.uk/News/College-news/Documents/6.3716_Guidance_for_appointment_v17.pdf

'Competency and Values Framework for policing – Overview of framework', College of Policing, 2018

http://www.college.police.uk/What-we-do/Development/competency-and-values-framework/Documents/Competency-and-Values-Framework-for-Policing_4.11.16.pdf

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