



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

Report of the Police and Crime Commissioner to the Thames Valley Police and Crime Panel Confirmation Hearing 1st February 2019

Title: Proposed Appointment - Chief Constable of Thames Valley Police

Executive Summary

The recruitment and selection process for the position of Chief Constable of Thames Valley Police has now been completed. This report provides formal notification under the Police Reform and Social Responsibility Act 2011 ('the 2011 Act') from the Police and Crime Commissioner (PCC) to the Police and Crime Panel ('PCP') of the following required information:

- a) the PCC's preferred candidate he proposes to appoint (i.e. Mr. John David Campbell);
- b) the criteria used to assess the suitability of the candidate;
- c) why the candidate satisfies those criteria, and
- d) the terms and conditions on which the candidate is to be appointed.

This report also includes background information to the recruitment and selection process, including the report of the 'Independent Member' of the appointment panel (a requirement of Home Office Circular 013/2018: 'Selection and Appointment of Chief Officers'), which demonstrates that it was an open and fair process, and that the preferred candidate was selected on merit.

Under the 2011 Act and The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 ('the 2012 Regulations'), the PCP must review and make a report to the PCC on the proposed appointment. The report must include a recommendation as to whether or not the candidate should be appointed. Before making such a report and recommendation, the PCP must hold a confirmation hearing in public at which the preferred candidate is requested to appear for the purpose of answering questions relating to the appointment.

The PCP does have a power to veto the proposed appointment if the required majority decide that the preferred candidate should not be appointed as Chief Constable. In such a case the 'required majority' is when at least two-thirds of the persons who are members of the PCP at the time when the decision is made (e.g. 14 members or more when all 20 PCP member places are filled) vote in favour of making that decision.

Recommendation:

The PCP is asked to consider the attached report and note, in particular, the following points:

1. This report acts as formal notification under the Police Reform and Social Responsibility Act 2011 that the PCC's preferred candidate to be appointed as Chief Constable of Thames Valley Police is Mr. John David Campbell.
2. A full open and fair selection process as detailed in this report has taken place, the preferred candidate fulfils the eligibility criteria and the proposed appointment has been made on merit.
3. The PCC can only make an appointment if a candidate fulfils the eligibility criteria and a confirmation process is satisfactorily completed.
4. If the PCP is unable to make a recommendation and/or an appointment is not made before 1st April 2019 (when the post of Chief Constable will fall vacant), the PCC will appoint a temporary Acting Chief Constable until this recruitment and selection process has been completed.

The PCP is asked to take the following action:

5. To review the proposed appointment and make a report to the PCC on the proposal, including a recommendation as to whether or not the candidate should be appointed.

Attachments:

<i>PCC Report</i>	<i>'Report on Chief Constable Recruitment Process and Outcome'</i>
<i>Appendix A</i>	<i>Report of the Independent Member</i>
	<i>Annex 1 Independent Member role profile</i>
	<i>Annex 2 Independent Member pen picture – Gill Lewis</i>
<i>Appendix B</i>	<i>Candidate Information and Application Pack</i>
	<i>- comprising following items:</i>
	<i>1. Job Advertisement</i>
	<i>2. Letter from PCC to Applicants</i>
	<i>3. Role Profile & Person Specification</i>
	<i>4. Application Guidance Notes</i>
	<i>5. Selection Process</i>
	<i>6. TVP – background info & documents for Candidates</i>
	<i>7. Application Form</i>
	<i>8. Reference Template</i>
	<i>9. Diversity Monitoring Questionnaire</i>
<i>Appendix C</i>	<i>5-Point Assessment Rating Scale</i>
<i>Appendix D</i>	<i>Presentation & Interview Assessment Forms (blank)</i>

PCC report on Chief Constable Recruitment Process and Outcome

1 Purpose of this report

- 1.1 This report, together with the report of the Independent Member (Appendix A), provides information and background on the recruitment process undertaken for the selection of a new Chief Constable of Thames Valley Police (TVP). It demonstrates that the process was open and fair and that the preferred candidate meets the eligibility criteria and was selected on merit.

2 Introduction and background

- 2.1 Following the announcement that the current Chief Constable will retire at the expiry of his contract on the 31st March 2019, the Police and Crime Commissioner ('PCC') has completed a recruitment process to allow the appointment of a new Chief Constable.
- 2.2 Following the completion of the recruitment process, the PCC has identified his preferred candidate to be appointed as Mr. John David Campbell, the current Deputy Chief Constable of TVP.

3 Recruitment process overview

- 3.1 Under section 38 of the Police Reform and Social Responsibility Act 2011 ('the 2011 Act'), the PCC is responsible for the appointment of the Chief Constable.
- 3.2 Requirements on eligibility and specific requirements for appointments are provided by schedule 8 of the 2011 Act, Regulation 11 of the Police Regulations 2003 ('the 2003 Regulations') and Home Officer Circular 013/2018 ('Selection and appointment of Chief Officers'). A number of determinations have been issued in accordance with the 2003 regulations.
- 3.3 The PCC must not make an appointment unless the candidate fulfils all of the eligibility criteria and a confirmation process has been completed. Furthermore, Home Office Circular 013/2018 makes it a requirement that "*Those responsible for the selection and appointment of chief officers must observe the three principles of merit, fairness and openness.*"
- 3.4 The above statutory requirements are supplemented and supported by recruitment and selection guidance issued by the College of Policing for the use of PCCs and chief constables (e.g. 'Guidance for appointing chief officers' and 'Competency and Values Framework Guidance').
- 3.5 Per Schedule 8 of the 2011 Act, the PCC must notify the Police and Crime Panel (PCP) of each proposed appointment of a Chief Constable. In so doing, the PCC must also notify the PCP of the following information:

- a) The name of the person whom the Commissioner is proposing to appoint ('the candidate');
- b) The criteria used to assess the suitability of the candidate for the appointment;
- c) Why the candidate satisfies those criteria, and
- d) The terms and conditions on which the candidate is to be appointed.

3.6 The PCP is required to consider the proposed appointment and to hold a public confirmation hearing to scrutinise the appointment process, and has a power of veto. Schedule 8 of the 2011 Act sets out the confirmation process which must be completed before any appointment is made by the PCC. The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 ('the 2012 Regulations') explain the process to be followed if the PCP exercises its power to veto the proposed appointment.

4 The selection process

4.1 The PCC, in conjunction with his Chief Executive and in liaison with his Appointment Panel members, designed a recruitment and selection process to ensure that the best proposed candidate for the position of Chief Constable for TVP was secured.

4.2 The process was developed primarily in accordance with College of Policing guidance and their recruitment and selection toolkit. The process was designed to ensure that the eventual appointment decision was based on the principles of merit, fairness and openness.

4.3 To date this process has included the following steps:

- Advertisement and application packs being made openly available.
- Applicants being required to submit applications demonstrating evidence of their abilities and attributes to undertake the role of Chief Constable as assessed against the Role Profile ('Aims of the Job') and Person Specification ('Qualifications', Experience and Knowledge' and "Skills').
- Shortlisting based on merit, undertaken by an experienced Appointment Panel.
- Assessment of the candidates by the Appointment Panel during the selection process against the relevant requirements of the College of Policing 'Competencies and Values Framework' as applicable to chief police officers.
- Identification of a preferred candidate following the above assessment and interview selection process.
- The appointment of an appropriately qualified independent panel member (the designated 'Independent Member') to the Appointment Panel who was actively included in the assessment and selection process.
- The provision of a report by the Independent Member on the recruitment, selection and appointment process (**Appendix A**).
- Overview of the process by the PCC's Chief Executive to ensure compliance with the legislative requirements

4.4 The following additional steps will be taken before any appointment is made:

- Scrutiny by the PCP (including the power of veto) at the confirmation hearing
- Subject to any veto, the PCC to make a final decision on the appointment, having regard to any recommendations made by the PCP.

Role requirement / specification and application form

4.5 A Role Profile and Person Specification was developed in accordance with TVP senior officer recruitment and College of Policing guidance. A copy of the Role Profile and Person Specification is provided at **Appendix B (Item 3)**.

4.6 In preparing their application forms, candidates were required to evidence their responsibilities and key achievements in their current and previous two roles over at least the last 3 years. The application form also required candidates to complete a summary of their job-related experience, knowledge and skills against the person specification. In addition to the application form, candidates were asked to complete a 'Why me?' statement explaining their motivation and suitability for the role, and why the PCC should appoint them as Chief Constable of TVP.

Advertising and communication strategy

4.7 An advertising and communication strategy was designed to ensure that the recruitment process was open and transparent. Details of the position were advertised in accordance with the Home Office Circular 013/2018. A copy of the advert is attached at **Appendix B (Item 1)**.

4.8 The Circular requirement was for the advert to be published on a public website dealing with police matters for a minimum period of three weeks (21 calendar days).

4.9 The vacancy was published and advertised as follows:

- *PCC's website*
- *Thames Valley Police recruitment website*
- *National Police Chiefs' Council (NPCC)*
- *Association of Police and Crime Commissioners (APCC)*
- *A copy of the advert was sent to all Chief Constables in England and Wales for circulation within their forces.*

4.10 The advert first went live on Friday 7th December 2018 with a deadline for applications to be submitted by 4pm, Monday 31st December 2018 (allowing 24 calendar days, in compliance with the minimum statutory requirement of 21 days). The advert included the shortlisting and interview dates.

[In addition, the 'Candidate Information and Application Pack' made available to potential applicants also informed them that the successful preferred candidate for proposed appointment would be required to attend a Police and Crime Panel confirmation hearing scheduled for 1st February 2019].

- 4.11 The 'Candidate Information and Applications Pack' was made available on request and also made available for electronic download from the PCC website to ensure any potential candidate could access a full application pack anonymously through the PCC website. This decision was taken to increase accessibility and openness to any potential candidates who wanted to consider applying and meant they could do so without any commitment or record of interest being made. A copy of the Candidate Information and Application Pack in full is available at **Appendix B**.
- 4.12 Paul Hammond, Chief Executive (CEO) of the Office of the PCC (OPCC) was named as a specific contact for any questions received from potential candidates regarding the selection process, and officers of the OPCC were advised to refer any questions to him. This was done to ensure consistency of approach and that any potential candidate would be provided with the same information. Five potential candidates requested, and were granted, meetings with the PCC to discuss the role and the PCC's expectations of whoever would be appointed to the position.
- 4.13 In the event, 4 applications for the vacancy were received, consisting of 1 internal candidate and 3 external candidates.

Shortlisting and Selection Appointment Panel

- 4.14 The same Appointment Panel ('the Panel') was used for both the shortlisting and selection processes. This was to ensure consistency of approach.
- 4.15 The Panel included the following members:
- Anthony Stansfeld (PCC) – Panel Chairman
 - Matthew Barber (Deputy PCC)
 - Alison Phillips OBE
 - Gill Lewis (the designated 'Independent Member')

- 4.16 The Panel was established to challenge and test candidates, to ensure they meet the necessary requirements to perform effectively if appointed as the Chief Constable for TVP. This included the designated 'independent member' who has submitted a report on the selection process (**Appendix A**).
- 4.17 Paul Hammond (CEO of the OPCC) was present at all stages as the adviser to the Panel.

Shortlisting

- 4.18 Shortlisting was undertaken on 4th January 2019.
- 4.19 As stated above, four applications for the vacancy were received. The applications received were assessed on the basis of:

- the candidate meeting the required statutory eligibility criteria to be appointed as a chief constable, including successful completion of the Senior Police National Assessment Centre and the Strategic Command Course;
- the written application, setting out evidence of how the candidates met the requirements of the Role Profile and Person Specification;
- the 'Why me?' statement, and
- the reference provided on behalf of the candidate by their current Chief Constable.

4.20 The Panel confirmed that all 4 candidates met the statutory eligibility criteria and that the applications, when assessed, also met the Person Specification assessment criteria required of candidates to be put forward for the selection day.

4.21 Accordingly, all 4 candidates were asked to attend a selection panel held on 10th / 11th January 2019.

Selection Panel

4.22 The candidates were asked to give a 10 minute presentation following a 40 minute preparation period. The presentation question was not made available before the selection panel day. The presentation was followed by an inter-active question and answer session which allowed the Panel to explore and address issues raised in the presentation.

4.23 Following the presentation question and answer session, the Panel proceeded to a formal 'semi-structured' interview stage during which the Panel were able to explore and challenge further the candidates' abilities against the competencies set out in the College of Policing 'Competency and Values Framework'. Candidates were also required to demonstrate considerable leadership, innovation and performance management skills that are considered necessary by the PCC to take TVP through a coming period of further significant challenges facing policing nationally, whilst maintaining Force performance locally.

[For information, the College of Policing 'Guidance for appointing chief officers' describes the features of a 'semi-structured' interview as ensuring that all candidates are asked the same questions in the same order while allowing for further exploration of a candidate's response by the interview panel].

4.24 Panel members were provided with an individual copy of the presentation and interview assessment forms for each candidate, and independently assessed and scored the candidates' presentation and answers. The '5-Point Assessment Rating Scale' and a copy of the 'Presentation and Interview Assessment Form' are attached at **Appendices C and D**, respectively.

4.25 Following the interview stage the independent views together with the individual assessment scores of all the Panel members were discussed. The outcome of this process was that the Panel was unanimous in its view that Mr John Campbell successfully met and exceeded the selection criteria and, based on merit, should be

notified to the PCP as the PCC's preferred candidate for appointment as the new Chief Constable for Thames Valley Police.

- 4.26 The candidate was subsequently notified by the PCC that he is the preferred candidate. The candidate was also invited to attend the PCP meeting on 1st February 2019 for the purposes of the PCP confirmation hearing.

Independent Member's report

- 4.27 Following the conclusion of the selection panel and successful identification of the preferred candidate, the independent member submitted her report to the PCC on 16th January. A copy of the report is available at **Appendix A**.

- 4.28 The Independent Member's report concludes:

"Thanks to the scrupulous preparation done by the PCC and his staff, and to the professional attention devoted to the process by the (appointment) panel, I can confirm that the selection of the preferred candidate to be Chief Constable of Thames Valley met the principles of fairness, openness and merit."

5 Terms and conditions on which the proposed candidate is to be appointed

- 5.1 Under Police Regulations 2003, Regulation 11 (Annex B – 'Appointment of Senior Officers'), an appointment to the rank of chief constable "...shall be for a term of not less than four years and not more than seven years".

- 5.2 The chief constable salary scale is prescribed nationally by the requirements of the Police Regulations 2003, Regulation 24 (Annex F – Pay) and the relevant Secretary of State determinations made under Regulation 24. The national chief constable pay scale is set out in a series of spot rates that are banded based on Force Weighting. However, Home Office Circular 025/2012 introduced the following flexibility for a PCC under Regulation 24:

"A Police and Crime Commissioner may, on appointing a Chief Constable, set the Chief Constable's salary at a rate of up to ten per cent above or below the rate for the post..."

- 5.3 The Secretary of State's determination of the spot salary rate for the Chief Constable for Thames Valley is £171,834 (based on 'Chief Officer' pay rates effective from 1 September 2018). Therefore, on appointment, the starting salary of the Chief Constable for Thames Valley may be set by the PCC within a range from £154,651 up to £189,017. However, there is no further flexibility available to a PCC to vary the salary of the chief constable other than on appointment.

- 5.4 Taking all of the above into account, and subject to the PCC considering the PCP report and recommendation(s) on the proposed appointment, the preferred candidate will be appointed for a fixed term period of 4 years with effect from 1st April 2019 at an annual starting salary of £171,834, set in line with the Secretary of State's determination of the spot salary rate for the Chief Constable for Thames Valley.

6 PCP Confirmation Hearing

- 6.1 The PCP must review the proposed appointment within three weeks beginning with the day on which the PCP receives formal notification from the PCC of his proposed appointment (i.e. on or before 13th February). This three week review period includes the requirement of the PCP to hold a confirmation hearing in public and making a report to the PCC which must include a recommendation to the PCC as to whether or not the candidate should be appointed.
- 6.2 At the scheduled PCP confirmation hearing on 1st February 2019 the PCP will need to consider the proposed appointment and may ask the PCC and the preferred candidate questions in order to satisfy itself that the PCC's recruitment and selection process was based on, and met, the principles of merit, fairness and openness.

PCP report

- 6.3 The PCP must make a report to the PCC regarding the proposed appointment; this must include a recommendation as to whether or not the candidate should be appointed. The report made must be published.

Power of Veto

- 6.4 For the preferred candidate only, the PCP may veto the proposed appointment but only if the 'required majority' decide that the preferred candidate should not be appointed as Chief Constable. Any such veto must be agreed by the required majority voting in favour of making that decision, calculated on the full membership of the PCP at the time when the decision is made rather than those present at the confirmation hearing (e.g. 14 members or more when all 20 PCP member places are filled). The power of veto only applies during the above-mentioned period of three weeks beginning with the day on which the PCP receives notification from the PCC of the proposed appointment.

PCC consideration of report and recommendation of the PCP concerning the proposed appointment

- 6.5 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 his decision.
- 6.6 If the PCP has vetoed the proposed appointment (only applicable to the preferred candidate), the PCC must not appoint the individual as Chief Constable. The PCC must then propose another 'reserve candidate' for appointment as Chief Constable. The PCP must follow the same scrutiny process for the reserve candidate (and any subsequent reserve candidates that may be proposed by the PCC) but will not have the same power to veto the appointment.

7 Legal comments

- 7.1 Home Office Circulars and guidance documents from the College of Policing have also been issued.
- 7.2 The recruitment process has been conducted in accordance with the relevant provisions and was devised with regard to the guidance issued by the College of Policing.
- 7.3 The PCC has ensured the candidates' personal data had been and will be handled in accordance with the Data Protection Act 1998

8 Equality comments

- 8.1 In making appointments the PCC and PCP must comply with the provisions of the Equality Act 2010.

9 Financial implications

- 9.1 The salary and employer on-costs of the proposed new appointment will be provided for within existing approved TVP budgetary provisions.

10 Background papers

- Section 38 and Schedule 8 of The Police Reform and Social Responsibility Act 2011 (as amended by the Anti-Social Behaviour, Crime and Policing Act 2014)
- The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012
- Police Regulations 2003
- Appointment of Chief Officers of Police (Overseas Police Forces) Regulations 2014
- Home Office Circular 013/2018: Selection and Appointment of Chief Officers (9th March 2018)
- Home Office Circular: Police and Crime Panels – Scrutiny of Chief Constable Appointments

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

23rd January 2019

**Assessment and selection for the post of
Chief Constable for Thames Valley**

**Independent Member's Report
January 2019**

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1. Introduction

Home Office Circular 20/2012, as updated by Circular 13/2018, outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable and which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel. However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates.

This is the Independent Member's report relating to the appointment process for the next Chief Constable for Thames Valley. The process is the responsibility of Police and Crime Commissioner Anthony Stansfeld.

The aim of this report is to provide an assessment of the extent to which the appointment process in Thames Valley has been conducted fairly, openly and based on merit. It also details the extent to which the panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

2. Independent Member's role

The role of the Independent Member was laid out in Home Office Circular 20/2012 and updated in Home Office Circular 13/2018. It is described more fully within the Guidance for Chief Officer Appointments produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing. Those consulted in its preparation have included Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, the Association of Police and Crime Commissioners, National Police Chiefs' Council, Association of Police and Crime Commissioners' Chief Executives, Police Superintendents' Association and the Home Office. It was produced under the direction of the Police Advisory Board for England and Wales Sub-group on Chief Officer Appointments.

I am an Independent Member from the list originally created by the College of Policing in 2012 and maintained by them until 2018. 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 and capable of quality assuring assessment processes. I have undergone an induction to this role from the College of Policing, for whom I also work as an External Assessor at national senior selection centres.

Further details of my role as Independent Member are set out in the role profile in Annex A and my background is provided in more detail in Annex B.

3. Independent Member remit in the Chief Constable appointment process

I was invited by the Office of the Police and Crime Commissioner (OPCC) for Thames Valley to become involved at an early stage of this appointment, prior to the advert being released. Arrangements were made sufficiently well in advance, with my appointment finalised in November 2018, advertising in December, and shortlisting and selection exercises arranged for January 2019. The application pack with the role requirements and person specification was assembled by the OPCC. It adhered closely to the Guidance for Chief Officer Appointments.

Staff of the OPCC were very open to including me from the outset. My independent advice was welcomed and respected. I had telephone and email contact to arrange the practical details and to discuss any queries as they arose. For example, we discussed how to improve the link between the draft presentation and interview questions and the competencies and values framework, to ensure the selection process was based on objective criteria. This evidenced an open attitude, with the OPCC being keen to design a process that was fair between all candidates.

The PCC and his staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of fairness, openness and merit.

4. Appointment panel

The appointment panel role is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened by the PCC before any stage of the appointment process takes place and that consideration may be given to involving panel members in helping to define the requirements of the role.

It states the purpose of the panel is to challenge and test if the candidates meet the necessary requirements to perform the role and that the PCC should select a panel capable of discharging this responsibility. The PCC should also ensure that panel members are diverse, suitably experienced and competent in selection practices, and that they must adhere to the principles of merit, fairness and openness. All members should be provided with a copy of this Guidance to ensure they are familiar with its content prior to the appointment process. In addition, it is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. It is suggested that a panel of approximately five members is convened, but this is at the discretion of the PCC.

Within this appointment process the panel had been agreed at the outset as consisting of four members:

- Anthony Stansfeld, the Police and Crime Commissioner for Thames Valley
- Matthew Barber, Deputy Police and Crime Commissioner for Thames Valley
- Alison Phillips OBE, member of Thames Valley PCC/Police Joint Audit Committee
- Myself, Gill Lewis, an Independent Member and Associate of the College of Policing

Also in attendance as Monitoring Officer was Paul Hammond, Chief Executive of the OPCC.

An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and design of the appointment process; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews; and supporting the PCC during decision making.

For this appointment, a named Policing Adviser was not considered necessary, as several panel members had extensive previous experience of policing, including through their previous Police Authority membership.

All panel members were identified to be part of the panel by the PCC. Their senior operational experience was sufficient to allow them to challenge and test others at executive level. All were given a copy of the Competency and Value Framework used in policing. The panel were also signposted to the Guidance for Chief Officer Appointments and given a summary of this, ensuring they were well informed on their duties. In addition, the PCC and Deputy PCC received copies of this Guidance and of the Values Based Recruitment Guidance as early as October, to inform their approach to recruitment and selection. Adherence to best practice and to merit-based, objective judgements was evident from the outset.

The four panel members were white (based on observation), consisting of two men and two women. There were no declared disabilities. The diversity of the local population served by Thames Valley Police varies significantly across the region, with the proportion of people who are from BAME backgrounds averaging 15.4%. Diversity in terms of BAME representation might be an area to consider in future, to further enhance the currently good selection process. However, there was no evidence that the panel mix adversely affected the outcome of the process on this occasion.

There was continuity in the composition of the panel for shortlisting, presentation and interview. Shortlisting was carried out via a teleconference linked to a face to face meeting. One member was unable to be present but was able to contribute his views in advance.

The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation, and that it meets the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.

This role in Thames Valley was fulfilled by Paul Hammond, Chief Executive. He worked consistently to maintain standards, collaborating openly and helpfully with the Independent Member and other panel members throughout the planning and administration of the appointment process. He is to be particularly commended for his steady focus on encouraging all to adhere to the College of Policing Guidance.

5. Panel briefing

The PCC followed College of Policing guidance in inviting all members of the selection panel to a briefing and discussion to assist in refining the design of the process. A summary of the guidance was circulated and used as the basis of decisions, to ensure these would be transparent, objective and based on merit. This pre-meeting also gave scope for the panel to complete the shortlisting and to assist in refining the presentation topic and interview questions. For example, the optional use of supplementary probing interview questions was discussed, to ensure that all competency areas would be fully tested. This illustrated a willingness to make sure that the selection would be made on a clear evidence base, again demonstrating openness and transparency in the process.

The summary guidance given to the panel covered the rating scale to be used and the ORCE method (observe, record, classify, evaluate), in line with College of Policing best practice. The panel discussed in advance what the minimum acceptable scores might be to permit an appointment, as well as agreeing the key qualities that would make a difference, should two candidates score equally. The PCC's approach in establishing agreed standards and

expectations in advance with all panel members was to ensure decisions would be based on evidence and merit, avoiding bias.

The panel was able to clarify that consensus decision was the preferred approach, but in the event of inability to achieve this, the PCC would be considered as first among equals on the panel and would make the final recommendation on the preferred candidate, subject to ratification by the Police and Crime Panel.

The panel members other than myself had met the internal candidate previously in a professional capacity; none had personally met the external candidates, other than the PCC and/or Deputy PCC through familiarisation visits / phone discussions between the advert and selection dates. I had previously interviewed one candidate elsewhere. In order to ensure fairness of the process, it was agreed that any previous contact with candidates would be noted at the outset, and that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.

Briefing of the panel well in advance of the presentation and interview was carefully planned, including allowing input from myself. This helped the panel equip themselves for their role in being able to challenge and test candidates fairly.

6. Role profile

The panel was provided with a copy of the role profile as advertised. This reflected the national guidance, including accountabilities, the skills, knowledge and competencies required and the terms and conditions offered. In discussion with the PCC prior to the selection exercises, it was emphasised that a leader with judgement and presence was sought, able to lead a large and complex force and to form robust partnerships with a myriad of local stakeholders from all sectors. The successful candidate would need to be a good communicator, able to think strategically, to bring partners with them, and to inspire the public with confidence.

7. Advert

The application pack had been drawn up by the Office of the PCC in line with the national guidance. The post had been advertised between 7 and 31 December 2018 via the websites for Thames Valley OPCC and Thames Valley Police, and via the respective websites and jobs boards of the Association of Police and Crime Commissioners, the Association of Police and Crime Commissioners' Chief Executives, the National Police Chiefs' Council and the College of Policing. As part of this process, information on the vacancy was circulated to all forces advising them of the vacancy and the recruitment process. In this way all eligible applicants in the UK pool were made aware of the opportunity. Every effort was made to be transparent about the vacancy and to encourage all potential applicants to consider it. The aim was to attract the strongest possible field of applicants, demonstrating openness.

The published application pack was comprehensive, with links offering more detail. The pack included terms of appointment and met legal requirements. There was a clear intention to be open and transparent with candidates from the earliest stages of the process being published.

8. Assessment design

The application form used was in line with the College of Policing guidance. It required details of the previous three postings held by the applicant; training, including successful completion of the Strategic Command Course; and evidence of skills, knowledge and experience within the last three postings related to the role profile. In being based on evidence of previous achievements, it was an appropriate tool to support merit-based judgements.

The choice of interview questions and presentation topic was also based on demonstration of evidence against the Competency and Values Framework for Policing, with a focus on six competency areas. The assessment was designed to allow the shortlisting, presentation and interview exercises to involve all panel members. A standard assessment sheet was provided, allowing each panel member to rate each candidate on a five point scale against each of the competencies. This was designed to give transparent evidence of a fair and equal process for all.

The interview questions produced by the OPCC were of good quality in that they were open questions relevant to the local situation. Following discussion between panel members, we were able to link them to the Competency and Values Framework as well as to local priorities. There was an appropriate mix of questions based on past experience and those based on hypothetical future scenarios.

In discussing the scoring system to be used, it was agreed that the panel would not use a simple arithmetic addition, also noting there was no clear evidence on which to base any weighting between different competencies. It was agreed in advance that the panel would compare the whole set of scores for each candidate and seek to come to a consensus decision.

Familiarisation visits by each candidate prior to the assessment day were included in the design of the process. The aim was to inform candidates about the local context rather than to gain additional information about them. This was once again to ensure transparency and fairness.

9. Assessment delivery

Four applications for the post were received, three external and one internal. A survey by the College of Policing has found that on average, adverts for Chief Constable posts attract two applicants. Evidence presented to the Select Committee in Parliament in 2018 found that over half Chief Constable processes only had one applicant for the job. The perceived barriers to applying have been found to be:

- Distance from home
- Whether an internal applicant was applying for the role
- Little financial incentive for promotion.
- The reputation and challenges associated with the PCC

It was evident that appropriate efforts had been made to make the process as open as possible and that the size of the response was a success, when seen in the national context.

Using the method outlined above at the design stage, it was agreed unanimously to shortlist all four applicants for interview, three men and one woman. There was insufficient evidence at this stage to rule any candidate out.

The timetable for the presentation and interview allowed adequate time for each element. The candidates were given a presentation topic 40 minutes in advance and were asked to deliver a ten minute presentation, followed by ten minutes for panel questions. After this, an hour was allowed for the semi-structured interview. The carefully planned timetable helped to ensure that the process would be objective, fair to all candidates who might have applied, and clearly based on merit. This included, for example, seeing candidates in alphabetical order by surname.

The Chief Executive and PCC undertook between them to deliver the final decision to candidates and to provide feedback as required to any unsuccessful applicants.

10. Assessment decision making

Each panel member first scored separately at the shortlisting, presentation and interview stages. Scores were collated and evidence discussed where differences of opinion emerged, in order to agree a moderated consensus score. This enabled the candidates to be carefully assessed on merit, with reference to evidence throughout.

Overall consensus scores were recorded by the Chief Executive and by myself, and were endorsed by the PCC. Consensus was reached throughout, and there was a unanimous recommendation regarding the preferred candidate, who achieved very high scores on all six selected areas of the Competency and Value Framework.

The panel made a unanimous recommendation that DCC John Campbell of Thames Valley Police was the preferred candidate. The PCC concurred with this in making his own decision to recommend DCC Campbell to the Police and Crime Panel Confirmatory Hearing for appointment as the next Chief Constable of Thames Valley.

11. Conclusions

Through the steps outlined above, the PCC fulfilled his responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the national guidance. Well planned use of the Competency and Values Framework throughout allowed clear evidence to be recorded and evaluated in order to make objective decisions. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. Robust and carefully considered discussion took place between panel members before coming to consensus scores.

As the Independent Member I found that the decision-making process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates. It was clearly based on merit, with decisions taken on careful analysis of evidence. Adherence to the highest standards throughout was taken seriously.

Thanks to the scrupulous preparation done by the PCC and his staff, and to the professional attention devoted to the process by the panel, I can confirm that the selection of the preferred candidate to be Chief Constable of Thames Valley met the principles of fairness, openness and merit.

Gill Lewis
Independent Member
January 2019

Annex 1: Independent Member role profile

1. To be familiar with the Guidance for the Appointment of Chief Officers, the appointment process procedures, and to adhere to the principles of merit, fairness and openness throughout the appointments process.
2. To work collaboratively with the PCC/CC or Commissioner and other appointments panel members to challenge and test whether the candidates meet the necessary requirements to perform the role effectively throughout the appointments process.
3. In providing independent advice during the appointments process, where requested to do so, their responsibilities are likely to include the following:
 - a. To provide independent advice in the shortlisting of applicants against the agreed appointment criteria.
 - b. To play an active role (where required) as part of the appointments panel and provide independent advice in assessing shortlisted candidates against the agreed appointment criteria (this might include through the use of interviews, presentations, assessment exercises, etc).
 - c. To provide independent advice on which candidate(s) most closely meets the appointment criteria in line with the principles of merit, fairness and openness.
4. To produce a written report on the appointment process which expressly and explicitly addresses the appointment principles of merit, fairness and openness, and the extent to which the panel were able to fulfill their purpose.

Annex 2: Independent Member pen picture - Gill Lewis

I have led or advised on senior Police recruitment at Chief Officer level since 2007, firstly to meet Police Authority requirements, and since 2013 under the revised guidance to meet PCC/Chief Constable needs. I have also worked as an independent assessor for the College of Policing and its predecessor at the national senior police recruitment and promotion centres, including at the Senior Police National Assessment Centre; for Fast Track assessment centres for serving Constables and for external graduates; and for the Direct Entry programme at Inspector and Superintendent level.

I have led and monitored numerous appointments at the equivalent of chief executive level in a range of other public sector arenas beyond Policing, including in Probation, the NHS, and in the housing and education sectors.

My earlier career spanned senior management roles in local government, in housing and social care, and in the NHS, where latterly I was Director of Service Improvement for Suffolk Primary Care Trust. In the last 15 years I have also held a range of public appointments as a Non-executive Director or Chair in a Police Authority, Probation Trust, NHS Trust, housing association and various charities. This has included at both local and national level, for example, as Chair of the National Housing Ombudsman Board and as Chair of Norfolk and Suffolk Probation Trust. I have had wide ranging leadership experience at Board level of managing major change programmes, collaborative arrangements and challenging savings plans, balancing a commitment to excellent public service with shrinking resources, all in a climate where public confidence and political accountability are key.

For the past six years I have also served as a volunteer with a project to support homeless and vulnerable young people.

**APPOINTMENT OF CHIEF CONSTABLE
THAMES VALLEY POLICE**

**CANDIDATE INFORMATION AND
APPLICATION PACK**

Information Pack:

- 1. Job Advertisement – Chief Constable of Thames Valley Police**
- 2. Letter from the Police and Crime Commissioner for Thames Valley**
- 3. Role Profile and Person Specification**
- 4. Application Guidance Notes**
- 5. Selection Process**
- 6. Thames Valley Police – background info & documents for Candidates**

Application Pack:

- 7. Application Form**
- 8. Reference**
- 9. Diversity Monitoring Questionnaire**

1. Job Advertisement

CHIEF CONSTABLE Thames Valley Police

The Police and Crime Commissioner (PCC) for Thames Valley invites applications for the post of Chief Constable of Thames Valley Police.

The successful candidate will be responsible for delivering the vision of the PCC to provide an efficient and effective customer focused style of policing based on:

- An improved management of risk and demand by focusing on vulnerability.
- Improved safeguarding through a greater emphasis on crime prevention and early intervention.
- Reducing re-offending.
- Improving the local response to serious organised crime and terrorism.
- Securing continuous improvement and innovation by increasing the pace of change of police reform and achieving improved public perception of the police by embedding the Code of Ethics.

The PCC is looking for a motivated, experienced and demonstrably successful senior officer to lead a team in the drive to maintain and improve performance by effective management, and to reduce service costs by improving productivity and working in collaboration with other forces and partner agencies. Applicants must meet the minimum eligibility criteria as outlined within the College of Policing 'Guidance for appointing Chief Officers'. Please note that the PCC's preferred appointment will be subject to a Confirmation Hearing of the Police and Crime Panel.

The appointment will be offered for a fixed term of 4 years. The salary and relevant benefits and allowances, including a car for duty travel and private use (subject to private mileage costs and tax liability being met by the post holder) will be offered in accordance with the provisions of relevant Police Acts, Regulations and Determinations,.

Interested individuals should request an application pack from **Ms. Charlie Roberts** by email to charlie.roberts@thamesvalley.pnn.police.uk or telephone 01865 541948.

Alternatively, you can download the full application pack and supporting information from the [PCC's website](#). **Electronic applications are welcome.**

Closing date for applications:	31st December 2018 (4pm)
Date for short listing of candidates:	No later than 4th January 2019
Dates for selection process:	10th & 11th January 2019

Any questions in relation to this selection process should be addressed to:

Paul Hammond, Chief Executive, Office of the Police and Crime Commissioner

Contact details: Tel. 01865 541960

Email: paul.hammond@thamesvalley.pnn.police.uk

The PCC is keen to recruit people with a wide range of skills and experiences and an understanding of cultural issue and, in particular, is encouraging people to join the Force from black, Asian and other minority ethnic communities. All applicants will be assessed on an equal basis designed to determine their suitability for the post applied for.

2. PCC Letter to Applicants

Anthony Stansfeld
Police and Crime Commissioner
for Thames Valley

Date: 7th December 2018

Dear

APPLICATION FOR CHIEF CONSTABLE, THAMES VALLEY POLICE

Thank you for requesting an application pack for the post of Chief Constable of Thames Valley Police.

As you will be aware, Thames Valley Police is the largest non-metropolitan police force in England and Wales, and covers a highly diverse area composed of both major towns and cities and large areas of countryside. In addition to its normal force roles, Thames Valley Police hosts both the South East Regional Organised Crime Unit and the Counter Terrorism Police South East unit.

Since 2010, the Force has not only managed to come through the Government's austerity programme of funding reductions without significant cuts in the front line, but has achieved this with improved performance. However, the coming years will be more difficult, and it will require considerable leadership, innovation and resource management skills to take Thames Valley Police through this further period of challenge without a drop in performance.

I am therefore looking for an officer who can lead Thames Valley Police through this turbulent period, both locally and regionally, and who will maintain the high reputation and esteem that Thames Valley Police is currently held in at a national level.

Thank you for your interest and I look forward to receiving your application by 31st December 2018.

Yours sincerely,

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

3. Role Profile and Person Specification

CHIEF CONSTABLE OF THAMES VALLEY POLICE

ROLE PROFILE

POST TITLE: CHIEF CONSTABLE

ACCOUNTABLE TO: The Police and Crime Commissioner for Thames Valley

RESPONSIBLE FOR: The direction and control of the Thames Valley Police Force, in accordance with the Police Act 1996, in order to provide Thames Valley with an effective and efficient police service, and the fulfilment of all statutory and legal obligations of the office of Chief Constable

AIMS OF THE JOB:

1. To work with the Police and Crime Commissioner (PCC) to set the direction and objectives for operational policing in Thames Valley in line with the strategic priorities set out within the PCC's Police and Crime Plan 2017-2021.
2. To provide dynamic and high profile leadership to the Force, and ensure it has a strong reputation and influence in policing and criminal justice affairs.
3. To ensure the achievement of high performance by the Force, in particular by driving down crime, being tenacious in bringing priority offenders to justice, ensuring enhanced productivity and value for money, and securing high service user satisfaction.
4. To ensure the Force delivers its services to the highest professional and ethical standards, creates the most positive cultures within the workplace and maintains the complete confidence and respect of the public and partners.
5. To ensure that the Force delivers its services in the most efficient manner, has resilient plans to meet its financial savings targets going forward and, in particular, is at the forefront of innovation and effective use of digital technology to drive performance improvements and efficiencies.
6. Responding to and influencing the changing external and internal environments affecting the Force with a particular emphasis on leading strategic change and driving collaboration.
7. Harnessing the full potential of staff towards the aims of the Force by creating an environment in which people are motivated and inspired to give their very best.
8. To encourage, participate in and develop strong partnerships with the public and other stakeholder agencies in order to fulfil the strategic priorities and key aims of the PCC's Police and Crime Plan and reduce crime in Thames Valley.
9. To ensure the provision of professional policing advice to the PCC to support him in fulfilling his functions.

CHIEF CONSTABLE OF THAMES VALLEY POLICE

PERSON SPECIFICATION

QUALIFICATIONS

- a) Successful completion of the Senior Police National Assessment Centre (SPNAC) and the Strategic Command Course (SCC).
- b) Held rank of Assistant Chief Constable / Commander or a more senior rank in a UK police force (or have held one of the designated eligible roles if appointed from overseas).

EXPERIENCE AND KNOWLEDGE

- a) Authorising Officer training.
- b) Wide-ranging law enforcement experience.
- c) Experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- d) Experience of successfully engaging with and influencing multi-agency partnerships.
- e) Experience of implementing an effective performance management framework.
- f) Experience of responsibility and accountability for effective management of significant service and project budgets.
- g) Experience of implementing successful organisational development, change and innovation.
- h) Knowledge of relevant local, regional and national policies, strategies and initiatives, and an understanding of their implications within the policing context.
- i) Knowledge of developing legal, political, economic, social, technological and environmental matters, and an understanding of their implications for strategic planning.

SKILLS

- a) Highly skilled in the development of ambitious vision, strategy and policy aligned to operational realities and wider plans / goals.
- b) Able to operate with high levels of commercial acumen and skilled in effective organisational financial management, which balances competing and conflicting resource demands and drives value for money.
- c) Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform innovative strategic planning.
- d) Able to create strategic organisational and cultural change to deliver appropriate responses to emerging trends and issues.
- e) Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.

- f) Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
- g) Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- h) Skilled in leading, developing and inspiring people, engaging the organisation and embedding it with strategic priorities, values and behaviours.
- i) Skilled in performance analysis and holding an organisation and individuals to account for performance and behaviours.

COMPETENCY AND VALUES FRAMEWORK

The Chief Constable is expected to understand and act in accordance with the principles and values inherent in the Police Code of Ethics. To that end, the PCC requires the post holder to be able to demonstrate the values, competencies and behaviours set out in the College of Policing 'Competency and Values Framework' (CVF).

'Values' are beliefs which guide and motivate particular behaviours and actions and, in the CVF, are expressed in behavioural terms. The four core Values applicable to all employed in the police service, including the role of Chief Constable, are:

- Impartiality
- Integrity
- Public service
- Transparency

'Competencies' are behaviours or technical attributes which are related to effective job performance. In the CVF, there are six competencies clustered into three groups. Each competency has three behavioural levels, with level three being the most complex. In particular, as Chief Constable, the PCC is seeking to appoint a person who can demonstrate the six competencies at the 'Level 3' (senior managers / executive) standard, as summarised below:

Resolute, compassionate and committed

- i. We are emotionally aware
- ii. We take ownership

Inclusive, enabling and visionary leadership

- iii. We are collaborative.
- iv. We deliver, support and inspire.

Intelligent, creative and informed policing

- v. We analyse critically.
- vi. We are innovative and open-minded.

December 2018

4. Application Guidance Notes

APPLICATION FOR POST OF CHIEF CONSTABLE THAMES VALLEY POLICE

APPLICATION FORM GUIDANCE NOTES

General Instructions

Please complete all sections of the application form using **Arial font size 12**. The form must not be modified. All evidence presented outside of the boxes or in the form of additional material (other than that specified) will be removed.

Section One: Candidate Personal Details

Personal Details: Please complete the personal details contained on page one of the application form.

Covering 'Why me?' letter: Please provide with your application a covering letter to the PCC, of no more than 1 side of A4 in length, addressing the 'Why me?' question, i.e. what is your motivation for applying and why should the PCC consider appointing you to this critical role.

Reference: Please note that a structured reference from your current Chief Constable / Commissioner or Police and Crime Commissioner (if you are a current Chief Constable) is required. A template for completion is included in the application pack. Please ensure that your Chief Constable/Commissioner or PCC has sight of your completed application pack before the Chief Constable/Commissioner or PCC completes this section.

SPNAC and SCC Reports: Please provide a copies of your Senior PNAC and SCC reports.

Diversity Monitoring Form: Please complete the diversity monitoring form included in the application pack.

Section Two: Summary of Career History and Qualifications

Please complete the 'Career History' and 'Qualifications' sections, to include a brief summary of your career history and professional and academic qualifications.

Section Three: Recent Employment History

‘Aims of the Job’

You should present a brief description of your current and previous two roles, including a summary of the responsibilities you fulfilled and your key achievements in each role. The Appointment Panel will review this evidence against the ‘Aims of the Job’, as set out in the Role Profile, to satisfy itself that you have the potential attributes to step up and meet the PCC’s requirements of this position.

Section Four: Candidate Self-Assessment

‘Experience and Knowledge’ and ‘Skills’

You should review your own performance to identify examples of evidence that best demonstrate how you meet the required Experience, Knowledge and Skills for the role, as set out in the Person Specification, which will enable the Appointment Panel to assess your potential and overall suitability to successfully discharge the functions of this position. The examples and evidence provided should be recent wherever possible.

‘Competency and Values Framework’

Please note that the Appointment Panel will be assessing you during the selection process against the College of Policing ‘Competency and Values Framework for Policing’ (CVF) on how well you meet the required values and competencies outlined in the Person Specification. As a potential Chief Constable, you should therefore be cognisant of the competencies required at CVF behavioural standard ‘Level 3’ (‘senior manager / executive’) and take the opportunity during the selection process to present examples of recent behaviours that best demonstrate to the Appointment Panel your overall suitability for this position.

Section Five: Additional Information

Please complete the respective boxes contained in this section of the application form.

Other Supporting Documents

Please note that no supporting documents other than those specifically requested in the above guidance may be included with your application. Any such non-specified supporting documentation (e.g. CVs, supporting evidence, other letters, etc.) will not be considered and will be removed from your application prior to the shortlisting process.

Section Six: Candidate Declaration

Please read and sign the Declaration at the end of the Application Form.

Submission of completed Application

The completed application should be forwarded to:

Paul Hammond, Chief Executive, Office of the Police and Crime Commissioner,
Thames Valley Police Headquarters, Oxford Road, Kidlington, Oxfordshire OX5 2NX

or by email to: Paul.Hammond@thamesvalley.pnn.police.uk

by the closing date of **31st December 2018 (4pm)**.

Please ensure that you keep a copy of all your application documentation and details for future reference.

5. Selection Process

APPLICATION FOR POST OF CHIEF CONSTABLE

Selection Process for Appointment of Chief Constable

Shortlisting

- The Appointment Panel will comprise Anthony Stansfeld (Police and Crime Commissioner for Thames Valley), Matthew Barber (Deputy Police and Crime Commissioner), Alison Phillips OBE and Gill Lewis (Independent Member). Paul Hammond (Chief Executive of the Office of the Police and Crime Commissioner) will be the advisor to the Panel.
- Candidates will be shortlisted by the Panel on the basis of their written application, their 'Why me?' statement and any other accompanying documentation as specified.
- The Panel will be making their initial assessment of candidates' Application Forms against the Role Profile ('Aims of the Job') and Person Specification ('Qualifications', 'Experience and Knowledge', 'Skills' and 'Competency and Values Framework') criteria.
- Supporting evidence will be drawn from your career profile, your 'Why me?' covering letter, the Chief Constable's reference and Senior PNAC and SCC reports.
- The Shortlisting process will take place no later than 4th January 2019
- Successful candidates at the shortlisting stage will be invited to attend a Selection Process as detailed below.

Selection Process

- Successful shortlisted candidates will be notified of the format of the selection process.
- The selection process (to involve an interview with the Appointment Panel and other assessment techniques to be confirmed) will take place on 10th & 11th January 2019.
- 'Competency and Values Framework'
Please note that you will be assessed by the Appointment Panel during the interview/selection process on how you meet the required values and competencies outlined in the College of Policing 'Competency and Values Framework for Policing' (CVF), as outlined in the Person Specification. As a potential Chief Constable, you should therefore be cognisant of the competencies required at CVF behavioural standard 'Level 3' ('senior manager / executive').
- Following the selection process, a "preferred candidate" will be notified.

Confirmation Hearing

- The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing before the Thames Valley Police and Crime Panel. This Hearing is currently scheduled for the 1st February 2019.
- The purpose of attendance at the Hearing will be to answer any Police and Crime Panel questions relating to the proposed appointment.
- Please note that the Police and Crime Panel has a power to veto the appointment.
- Following the confirmation hearing the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

Appointment

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

Any questions in relation to this selection process should be addressed to:

Paul Hammond
Chief Executive
Office of the Police and Crime Commissioner for Thames Valley

Contact details:

Telephone: 01865 541960
Email: paul.hammond@thamesvalley.pnn.police.uk

6. Thames Valley Police – Background Information and Documents

APPLICATION FOR THE POST OF CHIEF CONSTABLE

Information for Candidates

The Thames Valley

Situated between the North West of London and South East of Birmingham, the Thames Valley embraces the three counties of Buckinghamshire, Berkshire and Oxfordshire.



The area is diverse in every sense, from urban Reading and rural West Oxfordshire to the dreaming spires of Oxford or Bracknell's 'Silicon valley'. The largest industrial estate in Western Europe is situated in Slough.

There are a significant number of ethnic minority communities and large numbers of economic migrants from Eastern Europe. Thames Valley experiences the opposite extremes of wealth and poverty. Community engagement and cohesion is a key issue.

There is every variation of local government structure models in Thames Valley, with two tier structures (County and District Authorities) in place in Oxfordshire and Buckinghamshire, and Unitary councils in Berkshire and Milton Keynes.

Thames Valley is a rapidly growing area in terms of development and the increase in housing across the area.

Life and leisure in the Thames Valley

- **Leisure and tourism**

Home to glorious landscapes and many historical sites, the Thames Valley is a great 'all-year-round' place to visit and attracts over six million visitors annually. It is recognised as a major tourist destination both for domestic and international tourists.

It offers significant attractions from the Chilterns Area of Outstanding Natural Beauty and the River Thames at Henley, to historic Windsor Castle and the City of Oxford.

Thames Valley offers a varied and attractive environment with a wide range of sporting and cultural facilities, from championship football and top class rugby union to internationally renowned galleries and museums.

Each Thames Valley town has something special to offer, from canal festivals, museums, race courses and royal residences to city centre nightlife and the Bicester Village retail centre.

- **Transport**

Communications to London, the West of England, the Midlands and North are excellent. A number of mainline railway routes traverse Thames Valley and there are a number of local lines.

There is easy access to Heathrow, Birmingham, Luton and Stansted Airports.

The M4 and M40 motorways cross Thames Valley and the major A34 trunk road provides the link from the south coast to the midlands.

- **Housing**

There is a wide range of housing available, from village homes to modern urban apartments. The Thames Valley is one of the few regions in Britain where you can live in a picturesque setting and still work close by.

- **Education**

Schools in the area have an excellent reputation with pupils achieving above the national average in all key stages - attainment levels in the area are among the highest in the country.

For children aged 11-18, the region offers a wide range of secondary schools, which are well distributed throughout the Thames Valley. There is also a wide provision for children with special needs.

The region boasts internationally renowned Universities and is home to the Open University.

Policing in Thames Valley

- **Profile**

Thames Valley Police is the largest non-metropolitan police force in the country, covering an area of 2,200 square miles. The Police Headquarters is based in Kidlington, Oxfordshire.

The Force patrols 196 miles of motorway – the largest stretch of motorway to be policed by a force in Britain – and serves a resident population of some 2.3 million people in addition

to the 6 million or so visitors who come every year in search of history, royalty or a day at the races.

The work of the Force is delivered by around 3,860 officers, 420 PCSOs and 2,710 police staff, working within specialist departments and the 12 Local Police Areas.

The Thames Valley area plays host to a wide variety of events, including:

- Reading Festival
- Football matches in Milton Keynes, Oxford, Reading and Wycombe
- Rugby Union matches
- Slough Mela
- Henley Royal Regatta
- Newbury and Ascot races
- State visits at Windsor Castle

The Force's Protection Group officers deal with the largest protection commitment outside the Metropolitan Police area, including both the Prime Minister's private residence and official country residence at Chequers, and the private homes of a number of past and present MPs and ministers.

- **Force management structure**

The Chief Constable's Management Team (CCMT) is led by the Chief Constable. It provides strategic leadership and oversees all of the Force's activities. The team consists of the Chief Constable, the Deputy Chief Constable, three Assistant Chief Constables and three service Directors (known nationally as Assistant Chief Officers).

- **Finance**

The revenue budget for Thames Valley Police for 2018/19 is fully balanced, incorporating a £12 (7%) increase in council tax, and the annual net revenue budget stands at £406m. This budget protects frontline policing and supports the delivery of the Police and Crime Commissioner's Police and Crime Plan and the Force's annual Delivery Plan objectives.

Looking beyond 2018/19, at the time of writing the provisional medium term financial plan presents an annual funding shortfall rising from just over £5m in 2019/20 to around £15m by 2021/22, which is largely due to the unexpected increase in force contributions to the police pension fund. However, this position is subject to the announcement by the Home Secretary of Police Grant allocations to forces for 2019/20 and what level of increase in council tax the Police and Crime Commissioner will be allowed to consider. In any event, the Force will continue working on its Productivity Strategy to identify the necessary level of savings in order to balance the books in the latter years. It is recognised that this task is becoming increasingly more challenging and complex than in the past and may mean a continued reduction in police officer and police staff posts over coming years.

The ultimate goal is to ensure that the Force use their resources to do the important things well, focusing upon the priority services that make a real difference to the people of the Thames Valley.

- **Collaboration**

The need for collaboration across the police service is being driven by the need to realise operational efficiency, resilience and cost effectiveness.

Thames Valley Police is committed to exploring innovative ways of improving the service it provides and knows that collaboration across the police service is a way in which the sharing of services will provide not only value for money but also a better, more resilient and sustainable, service to the public.

The Force actively participates in a bi-lateral collaboration programme with Hampshire Constabulary and both forces are committed to working together to provide an efficient and effective police service to their respective communities.

Currently, there are four main business areas that are the focus of this bi-lateral collaboration:

- Operations
- Information and Communication Technology
- Information Management
- Contact Management

At a regional level, Thames Valley Police acts as the 'host force' for the South East Region Organised Crime Unit (SEROUCU) and the Counter Terrorism Policing South East (CTPSE) unit. These two units are operationally aligned and the combined unit is led by a Regional Assistant Chief Constable who reports to the Chief Constable of Thames Valley Police.



APPLICATION FOR THE POST OF CHIEF CONSTABLE OF THAMES VALLEY POLICE

Additional background documents

- Thames Valley Police 'Force Commitment' and 'Thames Valley Police Delivery Plan 2018/19'

link to: www.thamesvalley.police.uk (search 'About Thames Valley Police' and 'Our Commitment')

- Police and Crime Commissioner's Police and Crime Plan 2017-2021

link to: www.thamesvalley-pcc.gov.uk (under 'Police and Crime Plan' heading)

- Police and Crime Commissioner's Annual Report 2017-18

link to: www.thamesvalley-pcc.gov.uk (under 'Performance' heading)

December 2018

7. Application Form

APPLICATION FOR POST OF CHIEF CONSTABLE

Please refer to the 'Application Form Guidance Notes' before completing this application.
Please complete this form in **Arial Font 12**.

SECTION ONE: CANDIDATE PERSONAL DETAILS

Surname:	Forenames:	Force Number:
Home Address:	Current Role:	
	Chief Constable:	

Contact Details

Home Tel No:	Work E-mail:
Work Tel No:	Home E-mail:
Mobile Tel No:	Preferred Choice of Contact:

Date of Promotion to your current position:

Covering Letter: Please attach a letter addressing the 'Why me?' question which outlines your motivation and suitability for the role. (NB No more than one side of A4)

Reference: Please attach a reference from your Chief Constable/Commissioner or Police and Crime Commissioner if currently a Chief Constable. A template for completion is included in the pack.

Senior PNAC Report: Please attach a copy of your SPNAC Report.

SCC Report: Please attach a copy of your SCC Report.

APPLICATION FOR POST OF CHIEF CONSTABLE

SECTION THREE: RECENT EMPLOYMENT HISTORY

Previous Role Title (1):	
Force:	
Start Date:	
Brief description of role and responsibilities, including key achievements <i>(maximum 600 words):</i>	

APPLICATION FOR POST OF CHIEF CONSTABLE

SECTION THREE: RECENT EMPLOYMENT HISTORY

Previous Role Title (2):	
Force:	
Start Date:	
Brief description of role and responsibilities, including key achievements (<i>maximum 600 words</i>):	

APPLICATION FOR POST OF CHIEF CONSTABLE

SECTION FOUR: JOB-RELATED EXPERIENCE, KNOWLEDGE AND SKILLS

Experience and Knowledge

Developing upon your 'Recent Employment History and key achievements', please demonstrate with relevant examples how you satisfy the requirements of the 'Experience and Knowledge' section of the Person Specification.
(Maximum 600 words)

Examples of Evidence:

--

APPLICATION FOR POST OF CHIEF CONSTABLE

SECTION FOUR: JOB-RELATED EXPERIENCE, KNOWLEDGE AND SKILLS

Skills

Developing upon your 'Recent Employment History and key achievements, please demonstrate with relevant examples how you satisfy the requirements of the 'Skills' section of the Person Specification.

(Maximum 600 words)

Examples of Evidence:

--

APPLICATION FOR POST OF CHIEF CONSTABLE

SECTION FIVE: ADDITIONAL INFORMATION

REGISTERED BUSINESS INTERESTS

Please provide details of any existing registered business interests:

OUTSTANDING CRIMINAL INVESTIGATIONS OR DISCIPLINARY PROCEEDINGS

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

SICKNESS

Please give details of any sickness absence over the past 12 months:

RELATIONSHIPS

Please give details of any relationships to Thames Valley Police and/or Office of the Police and Crime Commissioner personnel (please state "None" if no relationship exists):

SECTION SIX: CANDIDATE DECLARATION

Data Protection Act

The information provided in this application form and supporting documents will be entered onto a computer system and as such its use is covered by the rules set out by the Data Protection Act 2018 and General Data Protection Regulations

DECLARATION

By signing in the box below, I declare that the information contained in this application is correct to the best of my knowledge and belief. I understand that providing false or misleading information may be considered grounds for refusing my application, withdrawing an offer of employment or, if engaged, I will be liable to have my appointment terminated by the Police and Crime Commissioner.

Signature:

Date:

Please return the completed form along with other requested documents to:

Paul Hammond
Chief Executive
Office of the Police and Crime Commissioner for Thames Valley
The Farmhouse
Thames Valley Police Headquarters South
Oxford Road
KIDLINGTON
Oxfordshire
OX5 2NX

or e-mail to: paul.hammond@thamesvalley.pnn.police.uk

The completed application form and requested documents should be returned no later than **4pm, 31st December 2018**

8. Reference Template

APPLICATION FOR POST OF CHIEF CONSTABLE

REFERENCE

Reference	
Name of Applicant:	Current Force:
Outline the contribution of the candidate to Force performance and success over the last 3 years	
Comment on the suitability of the candidate to perform as a Chief Constable	
Signature:	Print Name:
Date:	

9. Diversity Monitoring Form

Diversity Monitoring Form			
Surname:	Forenames:	Force Number:	Date of Birth:

The information provided on this part of the Application Form will only be used to monitor against Diversity and Race Equality Scheme requirements and will not be seen by the Appointment Panel. We will notify the Panel should any adjustments need to be made at interview.

<p>I consider my ETHNIC ORIGIN to be: (please mark 'X' in the relevant box)</p> <p>White:</p> <p>British <input type="checkbox"/></p> <p>Irish <input type="checkbox"/></p> <p>Any other White background <input type="checkbox"/></p> <p>Mixed:</p> <p>White and Black Caribbean <input type="checkbox"/></p> <p>White and Black African <input type="checkbox"/></p> <p>White Asian <input type="checkbox"/></p> <p>Any other mixed <input type="checkbox"/></p> <p>Asian or Asian British:</p> <p>Indian <input type="checkbox"/></p> <p>Pakistani <input type="checkbox"/></p> <p>Bangladeshi <input type="checkbox"/></p> <p>Any other Asian Background <input type="checkbox"/></p> <p>Black or Black British:</p> <p>Caribbean <input type="checkbox"/></p> <p>African <input type="checkbox"/></p> <p>Any other Black background <input type="checkbox"/></p> <p>Chinese <input type="checkbox"/></p> <p>Other Ethnic Group <input type="checkbox"/></p>	<p>AGE:</p> <p>18 – 24 <input type="checkbox"/></p> <p>25 – 35 <input type="checkbox"/></p> <p>36 – 60 <input type="checkbox"/></p> <p>GENDER:</p> <p>Male <input type="checkbox"/></p> <p>Female <input type="checkbox"/></p> <p>SEXUAL ORIENTATION:</p> <p>Bisexual <input type="checkbox"/></p> <p>Heterosexual <input type="checkbox"/></p> <p>Gay / Lesbian <input type="checkbox"/></p> <p>Prefer not to say <input type="checkbox"/></p> <p>RELIGIOUS BELIEF / FAITH:</p> <p>Buddhist <input type="checkbox"/></p> <p>Christian <input type="checkbox"/></p> <p>Hindu <input type="checkbox"/></p> <p>Jewish <input type="checkbox"/></p> <p>Muslim <input type="checkbox"/></p> <p>Sikh <input type="checkbox"/></p> <p>None <input type="checkbox"/></p> <p>Other <input type="checkbox"/></p> <p>Prefer not to say <input type="checkbox"/></p>
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<u>DISABILITY:</u> (please mark 'X' in the appropriate answer box)		
Do you have a disability?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Do you believe this disability impacts on your daily life within the terms of The Disability Discrimination Act	<input type="checkbox"/>	<input type="checkbox"/>
When were you last assessed by the Occupational Health Unit?:		
Please indicate if you will need any special help or assistance if you are invited to interview:		

APPENDIX C

APPOINTMENT OF CHIEF CONSTABLE THAMES VALLEY POLICE

5-POINT ASSESSMENT RATING SCALE



TVP CHIEF CONSTABLE APPOINTMENT 2019

5 POINT ASSESSMENT RATING SCALE

Rating (Ranking)	Score	Definition
1	5. Exceptional	<ul style="list-style-type: none"> The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and what they did in relation to the questions asked / the aims of the task.
2	4. Very High	<ul style="list-style-type: none"> The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and what they did in relation to the questions asked / the aims of the task.
3	3. High	<ul style="list-style-type: none"> The candidate has provided evidence that mostly relates to the criteria being assessed. In the main, the evidence explains their role and what they did in relation to some of the questions asked / some of the aims of the task.
4	2. Medium	<ul style="list-style-type: none"> The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and what they did in relation to some of the questions asked / some of the aims of the task, but this may not be clear.
5	1. Low	<ul style="list-style-type: none"> The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role and what they did in relation to the questions asked / aims of the task.

APPENDIX D

APPOINTMENT OF CHIEF CONSTABLE THAMES VALLEY POLICE

PRESENTATION AND INTERVIEW CANDIDATE ASSESSMENT FORMS

TVP CHIEF CONSTABLE APPOINTMENT

10th / 11th January 2019

CANDIDATE:

PRESENTATION TOPIC	
Competency Cluster: Competency being assessed:	Intelligent, creative and informed policing <ul style="list-style-type: none">• We analyse critically
<p>'Do you believe that maintaining 43 effective police forces in England and Wales in their current form is viable?</p> <p>If yes, what is your reasoning and how would you ensure a viable national police service is maintained?</p> <p>If not, how should it be changed, and what arguments could be used to convince others?'</p>	
Notes	
Candidate Assessment:	
Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	

INTERVIEW QUESTIONS

	<p>Candidate 'Warm up' question <i>(not included in formal assessment of evidence)</i></p>
1	<p>Looking back over your career, you've achieved a lot already. What are you most proud of, and what now motivates you to want to become CC here?</p>
<p>Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low</p>	
N/A	

2	<p>What do you believe are the most significant challenges facing TVP today and how would you prioritise your responses to them?</p>	
	<p>Competency being assessed:</p>	<p>We analyse critically</p>
<p>Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low</p>		

3	<p>Thames Valley covers a very diverse area, geographically, demographically and culturally.</p> <p>What experience do you bring to help officers deal with the mix of issues and crime we face?</p>		
	<table border="1" style="width: 100%;"> <tr> <td data-bbox="327 387 890 459">Competency being assessed:</td> <td data-bbox="890 387 1477 459">We are innovative and open-minded</td> </tr> </table>	Competency being assessed:	We are innovative and open-minded
Competency being assessed:	We are innovative and open-minded		
<p>Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low</p>			
4	<p>We are told the future is one of ‘Big Data’, ‘Artificial Intelligence’ (AI) and ‘the Cloud’ – what risks and opportunities do these advances provide for policing, and how equipped are you to lead the Force into this new and challenging world?</p>		
	<table border="1" style="width: 100%;"> <tr> <td data-bbox="327 1234 890 1305">Competency being assessed:</td> <td data-bbox="890 1234 1477 1305">We are innovative and open-minded</td> </tr> </table>	Competency being assessed:	We are innovative and open-minded
Competency being assessed:	We are innovative and open-minded		
<p>Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low</p>			

5	What would you say are the greatest weaknesses within your own force and, as a chief officer, what have you been able to do about them?	
	Competency being assessed:	We are emotionally aware
	Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	
6	Can you give an example of a policing operation that you were involved in that involved critical, high risk decision-making, where you had to balance the need to protect the public against the risks facing police officers, and how you reconciled those competing responsibilities to achieve a successful outcome?	
	Competency being assessed:	We take ownership
	Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	

7	<p>The Chair of the NPCC has said the police service is being diverted from its core role, and failing the public as a result. Do you agree with those comments?</p> <p>Given the public debate about the capacity & capability of the police, how would you advise me as to how I can maintain an efficient & effective Thames Valley Police force that retains the confidence of the public?</p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Competency being assessed:</td> <td style="width: 50%;">We deliver, support and inspire</td> </tr> </table>	Competency being assessed:	We deliver, support and inspire
Competency being assessed:	We deliver, support and inspire		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 80%;">Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low</td> <td style="width: 20%;"></td> </tr> </table>	Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low	
Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low			
8	<p>What have you done as a Chief Officer to improve morale and retention within your Force?</p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Competency being assessed:</td> <td style="width: 50%;">We deliver, support and inspire</td> </tr> </table>	Competency being assessed:	We deliver, support and inspire
Competency being assessed:	We deliver, support and inspire		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 80%;">Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low</td> <td style="width: 20%;"></td> </tr> </table>	Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	
Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low			

9	Tell us about the most complex, multi-agency partnership initiatives you have been engaged in - what difficulties did you encounter, how did you tackle them and what outcomes did they deliver?	
	Competency being assessed:	We are collaborative
	Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	
10	What would be your priorities in assessing our current bi-lateral and regional collaboration arrangements?	
	Competency being assessed:	We are collaborative
	Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	

End-of-Interview ‘House-keeping’ Questions <i>(not included in formal assessment of evidence)</i>	
11	If you were to become TVP CC, where would you primarily live and, if outside the Force area, how could you assure me and the communities of the Thames Valley that you would be able to provide visible leadership when required to respond promptly and effectively to any major incidents within the Force area?
Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	
N/A	
12	I have stated in the Information Pack that the successful candidate will be offered a 4 year contract. If selected to be the CC of TVP, is this acceptable to you? If not, what length of contract would you be looking for?
Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	
N/A	
13	Starting Salary – PCC to establish Candidate’s expectations v PCC’s proposed starting offer?
	The current Home Secretary approved TVP CC ‘spot salary’ is £171,834 NB PCCs have power to vary this starting spot salary by up to +/- 10%
Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	
N/A	

SUMMARY ASSESSMENT

CANDIDATE:

PRESENTATION	Score
Competency Assessed: We analyse critically Score: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low	

	ASSESSED INTERVIEW QUESTIONS	Score
Q	Competency Assessed	
2	We analyse critically	
3	We are innovative and open-minded	
4	We are innovative and open-minded	
5	We are emotionally aware	
6	We take ownership	
7	We deliver, support and inspire	
8	We deliver, support and inspire	
9	We are collaborative	
10	We are collaborative	

CANDIDATE RANKING (1 – 4)	
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RECOMMENDATION: CANDIDATE APPOINTABLE?	YES / NO
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PANEL MEMBER: **DATE:**



CANDIDATE NAME:

PRESENTATION & INTERVIEW - ASSESSMENT SCORE

	Presentation	Assessed Interview Questions									
		2	3	4	5	6	7	8	9	10	
	Analyse critically	Analyse critically	Innovative & open-minded	Innovative & open-minded	Emotionally aware	Take ownership	Deliver, support & inspire	Deliver, support & inspire	Collab-orative	Collab-orative	Total Score
AS											
MB											
AP											
GL											
Total Score											

Scoring: 5 Exceptional / 4 Very High / 3 High / 2 Medium / 1 Low