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Avon and Somerset Police and Crime Panel

Hosted by Somerset County Council Democratic Services



This meeting will be conducted in a manner that will comply with the relevant statutory regulations relating to the conduct of “remote meetings”. In this respect, the meeting will be conducted virtually between Panel Members, officers from the Host Authority and staff from the Office of the Police and Crime Commissioner. A facility will be put in place to allow members of the public and press to observe the meeting, details of which will be made available online prior to the commencement of the meeting.

If you wish to observe proceedings, please email JAJackson@somerset.gov.uk or ARandell@somerset.gov.uk to register your interest in advance. Details on how to join the “remote meeting” for observation purposes will be circulated to those who have registered prior to the meeting commencing.

Thursday 24 June 2021

10.30 am 1875 Room, Somerset County Cricket Club – St James Street, Taunton, Somerset, TA1 1JT

Membership:-

Bath & North East Somerset	Alastair Singleton
Bath & North East Somerset	Andy Wait
Bristol City Council	Asher Craig
Bristol City Council	Jonathan Hucker
Bristol City Council	Lisa Stone
Mendip District Council	Heather Shearer
North Somerset Council	Richard Westwood
North Somerset Council	Peter Crew
Sedgemoor District Council	Janet Keen
Somerset County Council	Josh Williams
South Gloucestershire Council	Pat Trull
South Gloucestershire Council	Franklin Owusu-Antwi
South Somerset District Council	Nicola Clark
Somerset West and Taunton Council	Chris Booth
Independent Member	Julie Knight
Independent Member	Gary Davies
Independent Member	Richard Brown

Contact Officer: Jamie Jackson

Governance Service Manager

JAJackson@somerset.gov.uk

Agenda published: 16th June 2021

Somerset County Council

County Hall, Taunton

TA1 4DY

Are you considering how your conversation today and the actions you propose to take contribute towards making Somerset Carbon Neutral by 2030?



RNID typetalk

Agenda Public Information Sheet

Guidance about procedures at the meeting follows the agenda. This meeting will be open to the public and press, subject to the passing of any resolution under Section 100A (4) of the Local Government Act 1972. This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages.

They can also be accessed via the council's website on
www.somerset.gov.uk/agendasandpapers

**** Public Guidance notes contained in agenda annexe ****

1 **Apologies for Absence**

2 **Appointment of Chair**

A nomination process was undertaken in advance of the meeting in accordance with the Panel's rules of Procedure and the Panel is invited to note the appointment of Councillor Heather Shearer as Chair for the Municipal Year 2021/22.

3 **Appointment of Vice-Chair**

A nomination process was undertaken in advance of the meeting in accordance with the Panel's rules of Procedure and the Panel is invited to note the appointment of the Vice-Chair for the Municipal Year 2021/22.

4 **Panel Membership**

The Panel is invited to note the membership as set out on the agenda frontsheet.

5 **Independent Members - ratification of appointments**

The Panel is invited to ratify the appointments of Julie Knight and Gary Davies following a selection process held by the Panel on 25th May 2021.

6 **Declarations of Interest**

The Statutory Register of Member's Interests can be inspected by contacting Andrew Randell in the Democratic Services Team on Tel: 07855 284506 or ARandell@Somerset.gov.uk or Jamie Jackson JAJackson@somerset.gov.uk

7 **Confirmatory Hearing - Temporary Chief Constable** (Pages 9 - 18)

8 **Date of Next Meeting**

The date of the next meeting was scheduled for 24th June 2021 at 11.00am.

Guidance notes for the meeting

1. Council Public Meetings

The former regulations that enabled virtual committee meetings ended on 7 May 2021. Since then, all committee meetings need to return to face-to-face meetings. The requirement is for members of the committee and key supporting officers to attend in person, along with some provision for any public speakers. However due to the current COVID restrictions and social distancing measures only a small number of people can attend as meeting room capacities are limited. Provision will be made wherever possible for those who do not need to attend in person including the public and press who wish to view the meeting to be able to do so virtually.

Anybody attending the meeting in person will be asked to adhere to the current Government guidance and Council procedures in place to safely work during COVID 19. These include limiting numbers in a venue, maintaining social distancing, using hand sanitisers, wiping down areas that you have used, wearing face coverings when not sitting at a table (unless exempt from doing so) and following one-way signs in the venue/building. You will also be asked to sign in via the NHS Test and Trace app or to sign an attendance record and will be asked relevant questions before admittance to the meeting. Everyone attending the meeting will be asked to undertake a lateral flow test up to 72 hours prior to the meeting.

Please contact the Committee Administrator or Democratic Services on 01823 357628 or email democraticservices@somerset.gov.uk if you have any questions or concerns.

2. Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at democraticservices@somerset.gov.uk or telephone 01823 357628.

They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers.

Printed agendas can also be viewed in reception at the Council offices at County Hall, Taunton TA1 4DY.

3. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: [Code of Conduct](#)

4. **Minutes of the Meeting**

Details of the issues discussed, and recommendations made at the meeting will be set out in the minutes, which the Committee will be asked to approve as a correct record at its next meeting.

5. **Public Question Time**

If you wish to speak, please contact Democratic Services by 5pm 3 clear working days before the meeting. Email democraticservices@somerset.gov.uk or telephone 01823 357628.

Members of public wishing to speak or ask a question will need to attend in person or if unable can submit their question or statement in writing for an officer to read out.

In order to keep everyone safe, we respectfully request that all visitors to the building follow all aspects of the Covid-Secure guidance. Failure to do so may result in you being asked to leave the building for safety reasons.

After entering the Council building you may be taken to a waiting room before being taken to the meeting for the relevant agenda item to ask your question. After the agenda item has finished you will be asked to leave the meeting for other members of the public to attend to speak on other items.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been agreed. However, questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered.

At the Chair's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total (20 minutes for meetings other than County Council meetings).

You must direct your questions and comments through the Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish.

If an item on the agenda is contentious, with many people wishing to attend the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, to three minutes only.

In line with the council's procedural rules, if any member of the public interrupts a meeting the Chair will warn them accordingly.

If that person continues to interrupt or disrupt proceedings the Chair can ask the Democratic Services Officer to remove them as a participant from the meeting.

Provision will be made for anybody who wishes to listen in on the meeting only to follow the meeting online.

6. **Meeting Etiquette for participants**

- Only speak when invited to do so by the Chair.
- Mute your microphone when you are not talking.
- Switch off video if you are not speaking.
- Speak clearly (if you are not using video then please state your name)
- If you're referring to a specific page, mention the page number.
- Switch off your video and microphone after you have spoken.
- There is a facility in Microsoft Teams under the ellipsis button called turn on live captions which provides subtitles on the screen.

7. **Exclusion of Press & Public**

If when considering an item on the agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, ask Participants to leave the meeting when any exempt or confidential information is about to be discussed.

8. **Recording of meetings**

The Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the

public may use Facebook and Twitter or other forms of social media to report on proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

A copy of the Council's Recording of Meetings Protocol is available from the Committee Administrator for the meeting.



15 June 2021

Richard Brown
Chair
Avon and Somerset Police and Crime Panel

Dear Richard

APPOINTMENT OF TEMPORARY CHIEF CONSTABLE

Further to our recent email communication, you are aware and supportive of my proposal to appoint DCC Sarah Crew as Temporary Chief Constable until a substantive appointment is recruited later this year. On the basis of the advice received requiring a confirmation hearing, please find attached:

- Report to the Panel on appointing Temporary Chief Constable
- Appendix A - Chief Constable role profile

I trust this is acceptable, please let me know if you require anything further.

Fare Thee Well

Mark Shelford
Police and Crime Commissioner
for Avon & Somerset

cc. Pat Jones

Enc.



Proposed Appointment of Temporary Chief Constable

Summary

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC's) proposed appointment of a Temporary Chief Constable and to report back to the Commissioner.

The report provides an overview of the decision process that was undertaken by the Commissioner in response to the departure of the current Chief Constable scheduled for 1st July 2021.

Background

By virtue of Schedule 1, paragraphs 6 to 8 of the Police Reform and Social Responsibility Act 2011, the PCC must appoint a Chief Constable. A recruitment process will begin imminently and the PCC is seeking to appoint independent consultancy to ensure transparency and secure a highly talented candidate pool. It is anticipated that there will be a gap of at least 6 months before a preferred candidate for Chief Constable can be confirmed by the Police and Crime Panel.

By operation of Section 41 of the Police Reform & Social Responsibility Act 2011, the Deputy Chief Constable can assume the responsibilities of Temporary Chief Constable until such time as the role is filled substantively. Under this provision, the PCC has proposed that Deputy Chief Constable Sarah Crew assumes the responsibilities of Chief Constable until such a time as the role is filled substantively.

This decision enables the continuation of strategic leadership, operational stability and business continuity for Avon and Somerset Police in the interim between the departure of Chief Constable Marsh and the appointment of a substantive Chief Constable.

The Appointment process

Whilst there is no requirement to hold an appointment process, it is considered best practice that the PCC seek the views of the Police and Crime Panel as part of the appointment. The PCC wrote to the Chair of the Police and Crime Panel on the 4th June 2021 to advise that his intention was to appoint DCC Crew as Temporary Chief Constable and seeking the view of the Panel.

Confirmation Hearing

On the 6th June 2021 the Panel Chair confirmed support of the proposal however the

question of whether a confirmatory hearing was required arose as there were inconsistent approaches nationally.

To ensure that the appointment was in line with the legislation, the PCC sought legal advice who recommended that having considered the legislation and based on the duration of the appointment as well as public confidence and legitimacy, it would be advisable to conduct a confirmatory hearing.

As a result, a confirmation hearing has been scheduled for Thursday 24th June 2021 at 10.30am.

Role Profile

The role profile defines what experience, skills and behavioural qualities or competencies are required to meet the demands of the role and for effective performance.

The role profile is attached as Appendix A.

A handwritten signature in black ink, appearing to read 'MSH', enclosed within a hand-drawn oval shape.

MARK SHELFORD
Avon and Somerset Police and Crime Commissioner

Attached:

Appendix A – Role profile

Chief Constable Role Profile

Role Overview

Post:	Chief Constable
Accountable to:	Avon & Somerset Police & Crime Commissioner
Location:	Police Headquarters, Portishead, Bristol

We need a Chief Constable with a far sighted strategic vision and inspirational leadership skills with the ability to manage, motivate and innovate in equal measure. We are looking for a high achiever to deliver the best outcomes and service for the public whilst working within significantly reduced budgets to make the most of opportunities to engage partners and build public confidence.

Priorities

- Putting the public first
- Delivering significant savings while maintaining a passionate commitment to performance improvement
- Ability to motivate officers and staff and boost and maintain morale through change
- A truly collaborative approach both internally and externally
- Delivering significant improvements in criminal justice services with partners and putting victims at the heart of this work
- The highest possible personal standards of integrity and the ability to inspire this in others

Responsibilities

The successful candidate will be responsible for:

- the direction and control of the Avon & Somerset Constabulary, in order to provide an effective, efficient and ethical police service;
- delivery in line with the mission, vision, values and priorities as defined in the Police & Crime Commissioner's Police and Crime Plan and in accordance with the Code of Ethics;
- the fulfilment of all statutory and legal obligations of the Office of Chief Constable;
- leading the organisation successfully through the strategic alliance with Wiltshire Constabulary, the regional collaboration programme and other potential collaborations as they arise;
- representing the best interests of Avon & Somerset in addressing national policing issues.

The Chief Constable will also be responsible for:

1. Managing the Organisation

- Develop and implement Force policy;
- Monitor, review and improve Force performance;
- Promote and develop quality within the Force;
- Lead organisational change;
- Formulate organisational objectives and standards of performance;
- Promote equality, diversity and human rights in working practices and service delivery;
- Create effective working relationship with the Police & Crime Commissioner and their office.

2. Public Accountability

Account to the Police & Crime Commissioner for:

- the efficient, effective and economic management of the Force;
- key areas of performance, financial strategy and allocation of resources;
- leading and inspiring integrity in the organisation.

3. Community Safety

- Develop, implement and review Force community safety strategies consistent with the Commissioner's Commissioning Strategy;
- Lead the development of operational policing strategies;
- Promote and manage partnership policing.

4. Police Operations

- Ensure the effective handling of major and critical incidents;
- Develop Force operational strategies and contingency plans for major incidents and public disorder;
- Set strategy for policing operations;
- Deliver effective and responsive local policing; and
- Put victims at the heart of the criminal justice system and encourage restorative approaches.

5. Marketing & Communications

- Lead the development of the Force marketing and communications strategy in accordance with the agreed Communications Protocol;
- Promote and manage Force relations with the media;
- Communicate effectively with a range of audiences.

6. Intelligence

- Lead the development and delivery of intelligence driven policing.

7. Custody and Prosecution

- Lead the development and streamlining of Criminal Justice strategies;
- Develop, implement and review Criminal Justice strategies and procedures to improve outcomes;

- Work constructively and strategically with partner agencies on the LCJB in support of the PCC's duty to deliver an effective and efficient local criminal justice system.

8. Managing and Developing People

- Coach and mentor senior staff;
- Set and live by high standards of professional conduct and integrity;
- Develop individuals and teams to enhance performance;
- Ensure rigour, value and motivation in performance review process and practice across the Force and engage in those processes with the PCC and Chief Officers as appropriate;
- Hold individuals and teams to account for performance against outcomes.

9. Investigation/Manage

Improve effectiveness of investigations by:

- Developing, implementing and reviewing volume crime related strategies;
- Promoting and developing the effectiveness of major crime investigation;
- Effective working with criminal justice partners to ensure that relevant investigations lead to successful prosecutions;
- Deliver effective strategies in key operational policing areas including Public Protection, Reducing Harm, Multi Agency Public Protection and Counter Terrorism/Prevent.

10. Health, Safety and Welfare

- Develop, implement and review welfare support processes;
- Provide for the safety, welfare and security of specialist role officers;
- Determine policy on Health and Safety.

11. Finance and Resources

- Ensure the effective and efficient management of resources and finances within agreed budgets and in accordance with plans and strategies agreed from time to time with the PCC;
- Manage business risk across the Force;
- Be innovative in achieving the necessary savings as part of the latest Comprehensive Spending Review process whilst maintaining and where possible improving performance, visibility, public confidence and staff satisfaction.

12. Information Management and Technology

- Develop and deliver the ICT strategy to ensure technology is used effectively to underpin performance improvement and efficiency;
- Lead the development of Force information management;
- Develop the use of IT infrastructure across all aspects of the service to drive efficiencies and improve service delivery;
- Develop the use of Force data and exchange of data with partners in order to improve effectiveness and efficiency.

13. Personal Responsibility

- Lead by example;

- Integrity, honesty and a deep sense of what constitutes ethical practice;
- Authenticity, sincerity and the ability to be an effective role model;
- Takes responsibility for tough or unpopular decisions and is willing and able to explain their rationale and decision-making process.

14. Threat, Harm and Risk

- Develop and understand evidence base for threat, harm and risk facing local communities and prioritise resources accordingly;
- Manage risk effectively, holistically and dynamically across the Force.

Person Specification

All round strategic leadership and management skills, abilities and experience are required in accordance with the Policing Professional Framework – Personal Qualities and the Police Service Leadership Strategy. The Police & Crime Commissioner is particularly looking for a person who can evidence that they have the following qualities:

(a) Professionalism and Integrity

To act with integrity, in line with the values and ethical standards of the Police Service and the Code of Ethics:

- Delivers on promises, demonstrating personal commitment, energy and drive to get things done;
- Defines and reinforces standards, demonstrating personally and fostering a culture of personal responsibility within the operational unit;
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances;
- Takes responsibility for making tough or unpopular decisions.

(b) Putting People First

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests:

- Ensures that all staff understand the expectations, changing needs and concerns of different communities and strive to address them;
- Builds public confidence by actively engaging with different communities, agencies and strategic local stakeholders, developing partnerships and ensuring people can engage with the police at all levels;
- Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.

(c) Strategic Perspective, Managing Change and Innovation

Looks at issues with a broad view to achieve the organisation's goals. Looks ahead and prepares for the future. Has the ability to match medium and long term strategic operational planning with financial planning and provide a clear direction for the Force.

Understands outside expectations and influences on the organisation. Identifies common goals and interests by seeking and recognising views and priorities of other agencies. Creates a vision for the future and a strategy for how it can be achieved.

- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working and is prepared to make radical changes when required;
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations;
- Understands broad political, social, economic and legislative trends and predicts what effect they will have on the demand for police services;
- Understands and manages complex political agendas;
- Sets and agrees clear aims and objectives for the Constabulary that support delivery of the Police & Crime Plan.

(d) Inspirational Leadership

Inspires officers and staff to meet challenging organisational goals, creating and maintaining the momentum for change.

- Communicates effectively with the organisation, including setting out clear objectives and stated expectations for the Constabulary;
- Develops a high performing, motivated chief officer team;
- Establishes a positive, can-do culture by setting the example and encouraging achievement of maximum potential;
- Exhibits core values of integrity, honesty, impartiality, exclusivity in all aspects of how the role is performed;
- Sets a clear vision for the Constabulary consistent with the vision of the PCC;
- Creates enthusiasm and commitment throughout the force by rewarding good performance and giving genuine recognition and praise;
- Demonstrates a commitment to improving the response to public complaints, continuous improvement and embedding organisational learning.

(e) Working Relationships

Debate and agree policing strategy with the Police & Crime Commissioner in an open constructive manner, proactively offering solutions to PCC priorities.

- Consults widely and involves a range of people in decision-making policies, speaking in a way they understand and can engage with;
- Establishes and develops effective and collaborative working relationships;
- Early engagement with PCC to consider options for strategic and sensitive projects, changes, investments, announcements in a way which is consistent with commissioning strategies;
- Treats people with respect and fairness, regardless of their background or circumstances, promoting equality and elimination of discrimination;
- Negotiates effectively with local and national bodies, representing the interests of the Police Service;
- Balances effectively and appropriately the internal and external aspects of the role;
- Communicates in a way that is understandable and meaningful to everyone;

- Presents ideas convincingly, setting out the benefits of a particular approach, and striving for mutually beneficial solutions;
- Listens to and considers seriously the ideas and views of others.

(f) Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.

- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met;
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money;
- Defines what good performance looks like, highlighting good practice;
- Confronts underperformance and ensures it is addressed;
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account to deliver.

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