

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.