

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 Declarations of Interest

The Statutory Register of Member's Interests can be inspected by contacting Patricia Jones in the Democratic Services Team on Tel: 07855 284506 or PLjones@somerset.gov.uk.

3 Confirmatory Hearing - Chief of Staff in the Office of the Police and Crime Commissioner (Pages 5 - 20)

- (a) Report of the Police and Crime Commissioner
- (b) Advert
- (c) Role Profile
- (d) Terms of Appointment
- (e) Independent Consultant Report

4 Consideration of Panel recommendation on the appointment of Chief of Staff (Pages 21 - 40)

Exclusion of the Press and Public

Recommended – that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the consideration of Item 4 on the grounds that it involves the likely disclosure of Exempt information as defined in Part 1 of Schedule 12A to the Act.

Reason: Information relating to any individual.

5 Panel Decision

6 Date of Next Meeting

- 22nd September 2021 at 12 noon.

Avon & Somerset Police and Crime Panel

Public Information Sheet

Inspection of Papers/Register of Member Interests

You can find papers for all our meetings on our website at www.somerset.gov.uk

Please contact Patricia Jones, Governance Specialist on telephone: 07855 284506 if you wish to inspect the papers or the Statutory Register of Member's Interests.

Public Question Time

Members of the public may make a written statement to most meetings, provided that: the statement is received by the Democratic Services Team no later than **12.00 noon on the working day before the meeting**; and the statement is about a matter the Panel has responsibility for.

Statements should be e-mailed to PLJones@somerset.gov.uk or sent to Somerset County Council, Democratic Services Team, County Hall, Taunton, TA1 4DY.

Any statement submitted should be no longer than one side of A4 paper. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

Questions must be received no later than 3 clear working days before the meeting.

By participating in Public Question Time business, we will assume that you have consented to your name and the details of your submission being recorded in the papers circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record.

We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Statements will not be posted on the council's website.

- Public Question Time is normally one of the first items on the agenda. If a statement concerns a specific item on the agenda, it may be taken just before the item concerned.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- You may direct any questions or comments through the Chair. You may not take direct part in the debate.
- Your time allocation may have to be strictly limited if there are a lot of submissions before the meeting.
- You do not have to speak or even attend the meeting at which your submission is being taken. However, if you do not present it, then it will not be read out. It will nevertheless be noted by Members.

Emergency Evacuation Procedure

In the event of a fire alarm sounding, you are requested to leave the building via the nearest available signposted emergency exit and make your way to one of the assembly points around the building. Officers and councillors will be on hand to assist.

Excluding the Press and Public

Occasionally, there will be items on the agenda that cannot be debated in public for legal reasons and these will be highlighted on the agenda as appropriate. In these circumstances, the public and press will be asked to leave the room and the Panel will go into Private Session.

Recording of Meetings

Somerset County 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 it 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 and a designated area will be provided for anyone who wishing to film part or all of the proceedings. No filming or recording will 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 clerk so that the Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public are not 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.



Proposed Appointment of Police & Crime Commissioner's Chief of Staff (Chief Executive and Monitoring Officer)

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 (PCCs) proposed appointment of a Chief of Staff (Chief Executive Officer) and to report back to the Commissioner.

The report provides an overview of the appointment process that concluded on 1st September 2021 to select a preferred candidate.

Confirmation Hearing

The Police Reform and Social Responsibility Act 2011 requires Police & Crime Panels to scrutinise senior appointments proposed by the PCC. Schedule 1 paragraph 9 defines senior appointments as the PCCs Chief Executive & Monitoring Officer, Chief Finance Officer and the Deputy PCC (if appointed). These are referred to as Schedule 1 appointments.

Under the Act, the PCC must notify the Police & Crime Panel of their preferred candidate for appointment as Interim Chief Executive and Monitoring Officer. The Police & Crime Panel must hold a confirmation hearing and provide a report to the PCC regarding the proposed appointment.

Schedule 8 of the Act states that the PCC must provide the following information:

- a) The name of the person whom the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

Background

The last permanent OPCC Chief Executive and Monitoring Officer John Smith resigned in October 2019. The previous PCC, Sue Mountstevens then appointed Mark Simmonds, as an interim Chief Executive in January 2020. The appointment was made on an interim basis because of the impending PCC elections that were due to take place in May 2020 and Ms Mountstevens had announced that she was not going to run for election. She therefore felt it inappropriate to appoint a permanent post holder so close to a new PCC being elected.

The PCC election in May 2020 was postponed for one year because of the COVID pandemic. Mark Simmonds remained in post until 30th April 2021, Sally Fox was then appointed, and she remains the current interim post holder. Both of these interim appointments were subject to Police and Crime Panel scrutiny.

Schedule 1, paragraph 6, of the Police Reform and Social Responsibility Act 2011 (PR&SRA) states that "the Police & Crime Commissioner (PCC) must appoint a person to be the head of the commissioner's staff (referred to in this Part as the commissioner's chief executive)".

In addition, Schedule 1, paragraph 7 of the Act states that the PCC must appoint a person to act as Chief Executive, if and for as long as “that post is vacant”.

Following his election in May 2021, Mark Shelford commenced the process of making a permanent appointment. The PCC decided, following advice, to adapt the job title for the role to Chief of Staff (Chief Executive Officer) to reflect the reality of the role. A number of PCCs across the country, have made this change to emphasise the distinction between the executive and administrative functions of the role. The requirements of the Police Reform and Social Responsibility Act are still met as the post holder holds all of the statutory and Monitoring Officer responsibilities set out in the Act.

The appointment term proposed is a permanent full-time post.

The PCC decided to appoint a consultant to ensure the independence of the appointment process which was likely to attract candidates from within the OPCC and Avon and Somerset Constabulary. The PCC appointed Andrew White to assist him with the recruitment process. Andrew was appointed following a competitive tender process for recruitment support for this role and the Chief Constable process. Andrew has a wide range of experience of HR best practice as well as a strong background within the policing sector. His previous roles include Director of HR and Corporate Services for Ofsted, Chief Executive for Devon and Cornwall OPCC and Assistant Chief Officer (Resources) for Lincolnshire Police.

The Appointment process

The role was advertised on the Guardian website, the OPCC website and the Association of Police and Crime Commissioner’s (APCC) website. The OPCC also made several social media postings to promote the vacancy. The vacancy was also promoted via the PCP and SIAG networks and a range of diverse community contacts and stakeholders.

Candidates were required to submit applications via a role profile based Self-Assessment application form.

Role Profile

The role profile defines what experience activities, skills and behavioral qualities or competencies are required to meet the demands of the role and for effective performance. The role profile reflects the PCC’s priorities and local requirements.

The seven Principles of Standards in Public life and the OPCC mission, vision and values were included in the role profile.

Appointment Panel

The Appointment Panel was convened by the PCC before any stage of the selection process took place. The panel members were as detailed:

- PCC Mark Shelford
- Ashley Ayre, Previously Chief Executive for Bath and Northeast Somerset Council
- Alison Hernandez, PCC for Devon and Cornwall

The panel process, both shortlisting and interviews were also observed by two Police and Crime Panel members – Councilor Chris Booth and Councilor Nicola Clark

Applicants

The campaign attracted a high-quality field of 25 applications.

Shortlisting

The applicants were assessed against an agreed appointment criteria and scored against a rating scale.

Unfortunately, Alison Hernandez was unable to attend the shortlisting process as she was required at an urgent meeting at Downing Street, so the shortlisting was undertaken by Mr. Shelford and Mr. Ayre. The panel undertook a paper-sift, via Teams, of all candidates and a short list was agreed.

Selection

Five candidates were shortlisted for the final selection stage. Unfortunately, two candidates dropped out before final selection. One withdrew having been successful in being appointed to another role and the other because of a change in their personal circumstances.

The final selection process was run on a virtual basis due to continuing pandemic restrictions. The selection process comprised a presentation followed by a panel interview. Each element of the process related to a key element within the role profile.

Candidates were marked on a scale from 1-4 (excellent to unsatisfactory). Panel members discussed each candidate and then agreed a score for each element of the process.

Proposed Candidate

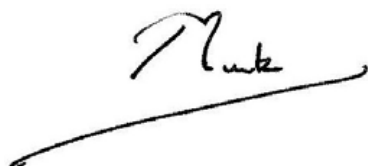
The Appointment Panel unanimously agreed that Alice Ripley be appointed as Chief of Staff.

Therefore, I propose that the Police and Crime Panel endorse the appointment of Alice Ripley.

Acknowledgement

I would wish to place on record my thanks for the support provided by Ashley Ayre and Alison Hernandez during this process. In addition, I would wish to thank Cllr Chris Booth and Cllr Nicola Clark for reviewing all of the application forms and observing the shortlisting and selection processes. I believe that it is very important I was able to undertake this selection process in the presence of representatives of the Police and Crime Panel. I intend to repeat this for the forthcoming Chief Constable's appointment process.

Fare Thee Well



Mark Shelford
Police and Crime Commissioner for Avon and Somerset
2nd September 2021

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Chief of Staff (CEO) Permanent, full-time £100,000 pa

It is a time for change in Avon and Somerset. Mark Shelford was elected as the new Police & Crime Commissioner (PCC) in May. A new Chief Constable will be recruited in the coming weeks. We are now looking for a new Chief Executive/Chief of Staff to be a key part of that change.

Working to the PCC you will lead the Office of the Police & Crime Commissioner (OPCC) delivering the Commissioner's developing Police and Crime Plan. You will maximise the impact of the committed team in the OPCC to enable the effective development, support and delivery of the functions and priorities of the PCC, ensuring effective engagement with the community, key partners and stakeholders.

You will work closely with the PCC to enable the effective delivery of the priorities identified in the Police & Crime Plan.

Adept at managing and maintaining essential relationships with key stakeholders across local, central government and the third sector. However, your work experience may also be in the commercial, not for profit or other relevant area. A good understanding of politics and aptitude to navigate this complex and challenging world will be important.

You will have a proven track record maximising the impact of teams alongside strong influencing and advocacy skills.

If you are committed to making the area a safer place to live, work and visit then you have the main qualification for the role. Come and join us and you could play a vital role in an organisation that provides a voice to people living and working in our area.

The PCC is keen to attract a diverse field of candidates representing different cultures, backgrounds and experiences. If you think that you might be suitable for this role then please download the post materials and apply. If you would like to talk further about the role then please contact Andrew White on 07590 805240 or pcc.recruit@avonandsomerset.police.uk Andrew has been retained by the PCC to manage this recruitment.

For details of how to apply for this post please visit our website. You can also e-mail pcc.recruit@avonandsomerset.police.uk to request an application form.

The closing date for applications is 16:00 hrs 20 July 2021.

The selection day will be held in the second half of August 2021.

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AVON & SOMERSET OFFICE OF POLICE & CRIME COMMISSIONER

Role Profile

JOB TITLE:	Chief of Staff (CEO)
REPORTS TO:	Mark Shelford, Police & Crime Commissioner (PCC)
TEAM:	Staff of the Office of the PCC (OPCC) – 26 FTE
LOCATION:	Office of the Police & Crime Commissioner (OPCC)
SALARY:	£100,000
TERM:	Permanent
HOURS:	Full time.

Due to the nature of the role, the applicants will be required to be flexible in terms of the total number of hours worked each week and their availability. It is expected that a small proportion of duties will take place during evenings and weekends, for which no additional recompense is provided.

JOB DESCRIPTION

Main Purpose of the role:

Responsible for the leadership of the Office of the Police and Crime Commissioner (OPCC), to enable the effective development, support and delivery of the functions and priorities of the Police and Crime Commissioner (PCC), ensuring effective engagement with the community, key partners and stakeholders.

The post holder is also the statutory monitoring officer to the PCC and is required to ensure effective corporate governance and to support and advise the PCC in carrying out his statutory duties and exercising their statutory powers and duties.

To work with the Police and Crime Commissioner to contribute to the effective delivery of the priorities identified in the Police & Crime Plan.

To facilitate the effective and appropriate scrutiny of the Police Force's activities.

The post-holder will carry out the duties of the Chief of Staff (CEO) as defined by legislation relevant to the PCC, and of Monitoring officer ("MO").

Key Working Relationships

- The Police & Crime Commissioner;
- Chief Finance Officers – OPCC and Police;
- All staff employed by the Police & Crime Commissioner;
- The Deputy Chief Constable, police senior officer team and other key police officers and staff;
- The Police & Crime Panel;
- The community leaders, local partners and stakeholders of Avon & Somerset;



- Senior leaders in the wider policing network of the Avon & Somerset and South West region;
- Relevant government institutions, external bodies, associations and public sector strategic partners such as the Association of Police and Crime Commissioners Chief Executives, Home Office, HMICFRS, Ministry of Justice, local authorities and other offices of PCCs.

Role Specific Duties and Responsibilities:

Leadership and Police & Crime Plan

- Under the direction of and in cooperation with the PCC to develop a Police & Crime Plan. This plan is developed in consultation with the Chief Constable to ensure the PCC holds the Chief accountable for all aspects of Force performance;
- To be the lead advisor for the PCC on policy, strategy and delivery;
- To lead the OPCC team to deliver objectives of the plan;
- To build and maintain strong and effective partner working with local partners and other police forces;
- To support the PCC in setting the budget for the Chief Constable in conjunction with the CFO;
- To lead the continued development and delivery of the OPCC team, activities and operations including commissioning services to support the delivery of the Police & Crime Plan and high quality support to the PCC in their oversight and scrutiny of the Police;
- To ensure that the OPCC performs its duties and responsibilities for equalities and diversity according to relevant legislation, and to promote the commitment to equality and diversity in all that the OPCC does;
- Oversight of any conduct management for PCC, DPCC and OPCC

Strategy and Resource Planning

- In conjunction with the Chief Finance Officer to lead the strategic development of the OPCC in the areas of strategic accounting, Information management, the management of strategic risk, the human resource and learning and development strategies, ensuring that the OPCC is compliant with current employment legislation;
- To ensure OPCC has lead officers in place to support effective partnership working including community safety partnerships and criminal justice partners;
- To ensure that effective governance arrangements are in place to enable the OPCC to monitor, review and improve its and the Constabulary's performance;
- Support the OPCC in scrutinising Force performance, and supporting continuous improvement in the OPCC and in the Force;
- To prepare the OPCC for inspection by relevant audit bodies;



- In appropriate consultation with the elected PCC develop the short, medium and long-term planning process for the future of the OPCC;
- Oversee the OPCC developing the needs assessment and the Police and Crime Plan and review and monitoring of the Police and Crime Plan;

Partnership Working, Commissioning & Service Delivery

- To support the PCC in maintaining and develop effective working relationships with key stakeholders, the Police and Crime Panel, local politicians and key external partners;
- To ensure effective and efficient engagement with both internal and external partners and stakeholders in relation to commissioning and service delivery at local, regional and national level;
- To assist the PCC in their appropriate contribution to the national consideration of issues concerning policing and reducing crime;
- To represent the PCC at relevant meetings with the Home Office, Her Majesty's Inspector of Constabulary, and other relevant bodies, Local Government Association and other outside bodies at regional and national level.

Engagement and Information

- To ensure OPCC deliver, review and improve performance against the Information Strategy in the areas of communication, consultation and engagement;
- To undertake effective strategic needs assessments which demonstrate the understanding of the communities served, enabling effective budget alignment and prioritisation;
- To ensure the PCC has an appropriate communications strategy that effectively communicates the PCC's: priorities; key initiatives; values; investments; consultations questions; strategies; achievements; and views and enables effective feedback from communities;
- To assist the PCC in developing and maintaining effective strategic partnerships with relevant public and private sector/voluntary organisations in the local community and at national and regional associations;
- To assist the PCC in developing and implementing effective two-way community engagement with wide sections of the community;
- Ensure OPCC operate in a transparent manner, compliant with legislation and best practice.

Scrutiny, contacts, complaints, Panels

- Ensure OPCC contribute to the efficient and effective delivery of the Police & Crime Plan, together with any associated delivery plans;



- Support the PCC in developing and maintaining a constructive working relationship with the Police & Crime Panel;
- With the CFO, ensure the effective and efficient operation of both the internal and external audit functions and any other aspects of internal control or external inspection;
- To ensure the OPCC have effective and efficient management of complaints against the PCC and the Chief Constable and take ownership of responses as required;
- To ensure OPCC have appropriate management of contacts to the PCC and OPCC with a focus on pragmatic customer service and identifying vulnerability;
- Support the PCC in the effective scrutiny by OPCC of Constabulary performance against the Police & Crime Plan and other delivery partner performance;
- Establish and maintain effective independent scrutiny panels as agreed with the PCC e.g. Scrutiny of Police Powers, Independent Residents Panels and Out of Court Disposal Scrutiny panel and compliance with Victims code of practice.
- Ensure the PCC and OPCC comply with organisational policies and procedures including Code of Conduct, Health & Safety and Equalities policies.

Statutory Responsibilities

- To ensure provision of appropriate advice to the PCC on discharging their statutory powers, duties, responsibilities, liabilities and procedures;
- To discharge the duties of Monitoring Officer as defined by legislation relevant to the PCC so as to enable and assist the OPCC to fulfil all its functions effectively and efficiently;
- Produce and publish an Annual Report, setting out the delivery against the Police & Crime Plan;
- To support and advise the PCC on the appointment of the Chief Constable and statutory duties relating to complaints against the Chief Constable;
- To carry out the statutory duties and responsibilities of the Monitoring Officer including running an efficient and effective Independent Custody Visiting Scheme and managing complaints against the Chief Constable and against the PCC;
- To be the data controller for the purposes of the GDPR for the PCC and OPCC;
- Responsible for ensuring the OPCC Safeguarding policy and related procedures are implemented, monitored and consistently reviewed;
- In conjunction with the Chief Financial Officer, to ensure compliance with standing orders and propriety in the conduct of the PCC's business including making proper arrangements for tendering procedures and the letting of contracts;
- Ensure that the OPCC performs its duties and responsibilities on equality and diversity in accordance with relevant legislation, promoting commitment to equality and diversity in all its functions and activities.



PERSON SPECIFICATION

The Avon & Somerset Police & Crime Commissioner is looking for individuals who can evidence that they have the following qualities/qualifications and experience:

1	To hold a degree or equivalent academic qualification(s) or demonstrate suitable work experience in an area relevant to the role(s).	Essential
2	Proven track record of consistent achievement at senior management level within a complex organisation.	Essential
3	Proven track record of developing and implementing corporate objectives, policies and strategies	Essential
4	Understanding of the democratic process and the legal, financial and political workings of an elected governance body.	Essential
5	Successful track record of building effective and productive working relationships with key stakeholders.	Essential
6	A record of success in people, financial, commercial and resource management.	Essential
7	Strong analytical thinking and problem solving skills. Able to analyse and present solutions to complex issues and communicate such solutions with staff and stakeholders internally and externally.	Essential
8	Experience of establishing effective performance measures evaluating service quality and delivering significant improvements in performance.	Essential
9	Clear understanding and track record of promoting diversity.	Essential
10	Track record of managing relationships and partnerships across local and central government	Essential
11	Proven track record in the promotion and maintenance of the corporate reputation of a public organisation (or equivalent multi-disciplined organisation).	Desirable

Staff Code of Conduct

You will comply with the Staff Code of Conduct as varied from time to time, it is expected that the OPCC as a public authority supports the Principles of Standards in Public Life. As such, the seven principles of conduct underpin the work of the OPCC and are used as the basis for working practices.

Our mission:

- We improve
- We listen
- We innovate
- We lead
- We challenge



Our vision:

Excellent victim support, better policing and fairer criminal justice services for all.

Our values:

Openness – We will always be transparent and open about the work we do, our services and how we support our communities.

Partnership – We will work with the police and key partners to provide better services to local people.

Effective and efficient – We will ensure that our actions always provide the best value for money for the taxpayer.

Courage – We are the voice of local people in policing and we will always share concerns, issues and feedback to the police and partners.

The Principles of Standards in Public Life are:

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

Political restriction

Please note this is a “politically restricted post” in accordance with Local Government & Housing Act 1989. ``

Key terms of appointment

Term

The role is a permanent appointment.

Base salary

The salary will be £100,000.00 subject to annual review.

The Post

The post holder will be required to travel regularly across the Avon and Somerset region. The post holder should have access to a vehicle or be able to make alternative arrangements to meet the requirements of the post. Mileage allowance at usual rates will be paid.

Place of Work

The workplace will be the Office of the Police & Crime Commissioner, Valley Road, Portishead, Bristol or at such other place of employment in the service of Avon & Somerset Police & Crime Commissioner.

The OPCC team is currently working from home in line with government requirements for the covid-19 pandemic. It is expected that going forward a pattern of home based and office working will be adopted for all staff including the Chief of Staff. This balance will be dependent on the demands of the role. The Chief of Staff will lead the proposals for post pandemic working arrangements in consultation with the PCC.

Working pattern and hours of work

The post holder is required to work 5 days per week – 37 hours (Monday to Friday). Due to the nature of the role, the applicant will be required to be flexible in terms of the total number of hours worked each week and their availability. There may be a requirement for occasional evening and weekend working to fulfil the requirements of the role.

Line Management

The post holder will be managed by the Police & Crime Commissioner.

Notice period

The appointment will be subject to a twelve week notice period in writing on either side subject to usual employment law.

Relocation costs

If taking up the role requires the postholder to move into the area a relocation scheme is available.

Pension

You will, on joining Office of the Police & Crime Commissioner, be automatically admitted to the Local Government Pension Scheme. The current LGPS for new members is the CARE scheme. This is an average salary scheme that accrues 1/49th of pensionable pay for each year worked. Pension is payable upon state retirement age.

Different arrangements may apply for those already within the LGPS and it may be possible to transfer pension pots into the LGPS upon joining.

Appointment confirmation

The appointment will be subject to satisfactory references and medical clearance.

The appointment will also be subject to national security vetting clearance.

The appointment is subject to a confirmation hearing with the Police & Crime Panel.

Report of independent Consultant – Andrew White

The purpose of this report is to assure the Police and Crime Panel of the fairness of the recruitment process undertaken for the role of Chief of Staff (Chief Executive and Monitoring Officer) for Avon and Somerset.

I have recently retired from Lincolnshire Police where I served as the Assistant Chief Officer (Resources). In this role I was responsible for and involved in many recruitment processes. In previous roles I have been the Director of Human Resources for Ofsted and a member of the Chartered Institute for Personnel Development.

I was appointed to the role of independent consultant following a competitive tender exercise.

I have been involved at all stages of the recruitment process.

Role Profile

A role profile was developed for the post and the recruitment process used this profile to test candidates at the shortlisting, and final selection stage.

Shortlisting

I observed the shortlisting process as did two members of the Police and Crime Panel. Shortlisting was undertaken by the PCC and Ashley Ayre. The third panel member Alison Hernandez had been called to an urgent meeting at 10 Downing Street and thus was not able to participate. Her absence did not impact on the fairness of the process.

The panel scored all 25 candidates for the role against five set criteria on a rating scale of 1 – excellent to 4 – poor/unsatisfactory. The five best scoring candidates were selected for interview. Both panel members agreed on the five selected candidates.

Both panel members agreed on all scores for all candidates during the shortlisting process. The panel focused on the information provided within the application forms to make their judgements.

In my view, the panel used best practice to select the five candidates to be invited to interview.

Final selection process

The final selection process was undertaken using Microsoft Teams video. This is in line with many recruitment processes that have been undertaken during the pandemic.

Each candidate was required to give a presentation. This presentation question was provided to candidates when they were invited to interview. The same presentation topic was used for each candidate. Each candidate was then asked a set of standard questions, each relating to an element of the role profile. Panel members marked each element and then discussed the process to agree a shared and agreed marking.

Panel members gave each candidate an initial assessment and then these assessments were moderated during discussion. The successful candidate scored highest in the

The final selection process was observed by two members of the Police and Crime Panel.

Conclusion

I can assure the Police and Crime Panel that this process was fair and open and that all candidates were given an equal chance to present their suitability and that, in my view, the panel marked each candidate objectively and fairly.

The process for selecting the approved candidate was rigorous and aligned with good practice.

Andrew White

2nd September 2021

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