



Date: Thursday 25th November 2021

Time: 10.30 am

Venue: Somerset County Council, Lutterell and Wyndham Room

Membership:-

Bath & North East Somerset

Bath & North East Somerset

Bristol City Council

Bristol City Council

Bristol City Council

Independent Member

Independent Member

Independent Member

Mendip District Council

North Somerset Council

North Somerset Council

Sedgemoor District Council

Somerset County Council

South Gloucestershire Council

South Gloucestershire Council

South Somerset District Council

Somerset West and Taunton Council

Alastair Singleton

Andy Wait

Asher Craig

Jonathan Hucker

Lisa Stone

Richard Brown

Gary Davies

Julie Knight

Heather Shearer (Chair)

Peter Crew

Richard Westwood (Vice-Chair)

Janet Keen

Neil Bloomfield

Frank Owusu-Antwi

Pat Trull

Nicola Clark

Chris Booth

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Agenda published: 17th November 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**

2 **Public Question Time**

Members of the public who reside or work in the Avon and Somerset Force area may submit a statement or petition or ask a maximum of two questions at a Panel meeting.

Statements or questions should be e-mailed to PLJones@somerset.gov.uk, or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on 24th November 2021. Questions must be received no later than 3 clear working days before the meeting by 19th November 2021.

Please note that all statements and questions must relate to matters that fall within the Panel's functions and responsibilities.

Members of the public may make a written statement to a meeting provided the statement:-

- relates to a matter which falls within the functions and responsibilities of the Panel
- is received by the Democratic Services Team/Patricia Jones no later than **12.00 noon on the working day before the meeting**
- is not defamatory, frivolous, vexatious or offensive
- is 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.

By participating in Public Question Time, we will assume that you have consented to your name and the details of your submission being recorded and 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.

Process during the meeting:

- 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 must direct any statements or questions through the Chairman. You may not take direct part in the debate unless invited to do so.
- Your time allocation may have to be limited if there are a lot of submissions before the meeting.
- You do not have to speak or attend the meeting at which your submission is being taken. It will nevertheless be noted by Members and a response will be provided to your question(s).

3 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.

4 Confirmatory Hearing - Chief Constable (Pages 7 - 50)

- (a) Confirmatory Hearing Process
- (b) Report of the Police and Crime Commissioner
- (c) Advert/Recruitment Brochure
- (d) Role Profile
- (e) Independent Member Report
- (f) Terms of Appointment

5 Consideration of Panel recommendation of the appointment of the Chief Constable (Pages 51 - 82)

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 5 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.

6 **Panel Decision**

7 **Date of Next Meeting**

9th December 2021 at 11.30am

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.

AVON AND SOMERSET POLICE AND CRIME PANEL

25th November 2021

Title: Chief Constable of Avon and Somerset Police – Confirmatory Hearing Process

Report of: Patricia Jones, Governance Specialist

1. Purpose of the Report

To notify the Police and Crime Panel of the process for conducting a Confirmation Hearing for the post of Chief Constable in accordance with the Police Reform and Social Responsibility Act 2011.

2. Introduction

- 2.1 Section 38(1) of the 2011 Act sets out the responsibility of the Police and Crime Commissioner to appoint a Chief Constable for the Avon and Somerset Constabulary.
- 2.3 Paragraph 3 of Schedule 8 requires the Commissioner to notify the Panel of the proposed appointment to the post.
- 2.4 The Commissioner must include the following information in the notification:
 - a. The name of the person he is proposing to appoint
 - b. The criteria used to assess the suitability of the candidate for the appointment
 - c. Why the candidate satisfies those criteria
 - d. The terms and conditions on which the candidate is to be appointed.
- 2.5 Police and Crime Commissioners have flexibility in deciding how to undertake the recruitment process and which candidate they wish to appoint. The Commissioner's report (Item 5b) sets out in detail the recruitment process which has been undertaken.
- 2.6 Both shortlisting and final selection were observed by two Police and Crime Panel Members Asher Craig and Julie Knight. Attached as Appendix 1 to this

report is the Panel assurance report.

3. **Role of the Panel**

- 3.1 Paragraph 4 of Schedule 8 sets out the Panel's responsibility to review the proposed appointment and make a report within a period of three weeks from when the Panel received notification from the Commissioner of the proposed appointment.
- 3.2 The Panel must hold a public Confirmation Hearing before making a recommendation to the Commissioner in relation to a proposed appointment, or before vetoing the appointment (detailed at paragraph 3.4 below). The candidate has been requested to appear to answer the Panel's questions at **10.30am on Thursday 25th November 2021.**
- 3.3 The Confirmation Hearing must:-
- observe employment law requirement for fairness
 - focus on individual's experience and capabilities whilst avoiding unwarranted intrusion and unreasonable questioning
 - complement and not restage the Commissioner's interview process
 - focus on professional competence and personal independence. Personal independence relates to the need for a candidate to act in a manner that is operationally independent of the Commissioner. Professional competence relates to a candidate's ability to carry out the role.

In accordance with guidance, the Panel held a separate pre-meeting on 23rd November 2021 to discuss the confirmation hearing process and to develop a questioning strategy.

- 3.4 Immediately following the hearing and in accordance with guidance, the Panel will go into closed session to decide on recommendations, taking officer advice as necessary.

4. **Decision-making by the Panel**

- 4.1 The Panel's decision-making process will comprise two linked steps. Taking into account the minimum standards of professional competence and personal independence, members should consider whether the candidate meets the

criteria set out in the role profile.

- 4.2 Having reviewed the proposed appointment, the Panel must produce a report and may:-
- a) support the appointment without qualification or comment;
 - b) support the appointment with associated recommendations, or
 - c) veto the appointment of the Chief Constable. A two thirds majority of the full membership is required (12), not two thirds of those members present.
- 4.3 A recommendation that an appointment is not made is not the same as a veto. In this case, the Commissioner can exercise the right to make the appointment notwithstanding the Panel's recommendation. In the event of a veto, the report must include a statement that the Panel has vetoed it and the Commissioner must not appoint this candidate as Chief Constable.

A veto would normally only be exercised in exceptional circumstances where it is clear to the Panel that there has been a significant failure of 'due diligence' in the appointments process, to the extent that the candidate does not meet the criteria set out in the role profile and is not 'appointable'.

- 4.4 The Panel will make a report to the Commissioner on the next working day following the confirmation hearing outlining the decision and any recommendations. The candidate will also be sent a copy.

The Panel's report and recommendation must be published, and it is for the Panel to decide the manner in which this is done. However, the Panel will wait five working days before it publishes any information about its recommendations unless it is agreed with the Commissioner that this information can be released at an earlier stage. The Panel will ensure that the Commissioner has received and acknowledged receipt of the Panel's recommendations before making its report public.

5. **The Terms and Conditions on which the Candidate is to be appointed**

- 5.1 This is a 5 year fixed term appointment and further details can be found in the supporting papers.

Appendices:-

Appendix 1 – Chief Constable Recruitment Observer Report



Chief Constable Recruitment Observer Report

Purpose

Two Police and Crime Panel (PCP) members were invited to observe the Chief Constable selection process. Julie Knight and Cllr Asher Craig volunteered. This report updates members following the final stage process that concluded on Thursday 4th November 2021.

Background

A TV production company called Story Films are making a documentary series about policing scrutiny and accountability for Channel 4. They wanted to show the process of appointing the new Chief Constable in terms of how will the Police and Crime Commissioner (PCC) makes their decision to appoint. The PCC agreed that the Shortlisting, Stakeholder Panels, media interviews, interview and the successful candidate being informed could be filmed, subject to consent from the parties involved.

Recruitment Consultant Andrew White was appointed by the PCC to support the selection process and assure independence.

Application and Shortlisting

The vacancy was published on the 1st September. Candidates were invited to complete an application form that covered four of the six key competencies from the College of Policing's Competency and Values Framework (CVF). Each question was selected by the PCC as areas he wished to test. The closing for receipt of applications was 12pm on the 27th September and three applications were received.

A shortlisting panel was convened. These were:

- Avon and Somerset PCC and Panel Chair: Mark Shelford
- Sussex PCC: Katy Bourne
- Policing Advisor: James Vaughan (recent retiree, Chief Constable of Dorset)
- Chief Executive Voscur: Sandra Meadows
- Independent Member: Carolyn Dhanraj

We understand that the Shortlisting Panel received anonymised versions of the application forms electronically. They also received the role profile and shortlisting guidance that had been prepared by the Consultant. This included detailed descriptions of the relevant

competencies being assessed. It guided to follow best practice as set out in the 'College of Policing Shortlist Panel Briefing Document 2021' document that was included. They were invited to assess the evidence given for the four CVF competencies in each application and provide a score for each with 1 being Exceptional, and 5 being Low. The assessments were being done individually and ahead of the Shortlisting Panel meeting that was held virtually via Microsoft Teams on Monday 11th October.

PCP member observations

PCP members received the Role Profile and Shortlisting Guidance ahead of the meeting. To support the purpose of our role, it would have been advantageous to have had sight of the anonymised applications forms too. This would have equipped us with a better understanding of the wider discussions that were held, especially given the diversity of the initial scores and perspectives. Members observing the recent Chief of Staff for the Office of the Police and Crime Commissioner selection process were permitted to read anonymised applications forms. Exploring and agreeing some consistency would be welcomed in the interests of the purpose being served by the PCP members.

Shortlisting Meeting

The purpose of the shortlisting meeting was to collectively agree a score for each competency from the panel as a whole and agree who should be invited to the next stage. In addition to the Panel members, the interim Chief of Staff Sally Fox, Office and HR Manager Kate Watson and Andrew White were also present.

Each candidate's application form was worked through in turn. They became known as candidates 1 to 3. The Chair invited panel members to share their scores and rationale for each competency in turn. This led to a lot of discussion between all panel members before agreeing a score for each.

Professional guidance around fairness was shared with clarity at relevant times by the independent panel member Carolyn Dhanraj. In addition, much value was seemingly offered from the role of the Policing Advisor James Vaughan. It seemed evident that panel members were free and comfortable to raise their varied opinions and perspectives. Notably, some conveyed their views in an articulate way, even acknowledging others but impressively and robustly standing by theirs. As a consequence, their eventual, collective agreement of the assessment scores seemed fairly achieved after suitable challenge.

As Police and Crime Panel observers, Asher and I were permitted to raise matters or points during the process. This, we were grateful for. I felt able to raise a number of points to clarify fairness of approach. For example, clarification around what, if any benchmark had been set at the outset, that candidates were expected to meet or exceed in order to move to the next stage as it was not stated. The Consultant explained a rationale being about no candidate having a 'Low' competency score being 5.

The Shortlisting Panel collectively agreed to invite all 3 candidates to the final stage of the selection process on the 3rd and 4th November.

Their final task was to choose a topic for the presentation element in the next stage. A topical issue was immediately suggested by the PCC. It was notable that one candidate would seemingly have had a clear advantage given the evidence they offered to demonstrate their competencies that had been discussed by the panel. I offered this

view and it was kindly accepted and another topic agreed.

Candidates were invited to a briefing on the 19th October. They had the opportunity to request personal briefings from key staff or visits in order to assist them. We did not observe these.

Final Selection Stage

Day 1 Wednesday 3rd November

Selection Panel Briefing

The Selection Panel consisted of the same personnel as the Shortlisting Panel. They received a written briefing in advance that was based on the College of Policing's best practice guidance. They also received an in-person briefing chaired by the PCC to confirm roles and the process.

Candidates will be awarded a score for their media exercise, presentation and each interview question using the same College of Policing's rating scale used for the shortlisting.

Stakeholder Panels

All three candidates took part in an internal and external Stakeholder Panel that consisted of those who the new Chief Constable would be working with if appointed.

The stakeholder panels were chaired by senior officers from the OPCC. The only member of the Selection Panel observing was Carolyn Dhanraj, the Independent member. The Panels were designed to allow participants to put their questions to each candidate with an opportunity for members to probe where necessary. The chairs followed a script for consistency and sought feedback from the panel once the candidate had left. They later presented this feedback to the Selection Panel who used it to understand areas that would be worthy of further exploration that could be probed during interview.

External Stakeholder Panel Observation by Asher

The external stakeholder panel included an appropriate range of stakeholders from the PCP, VCSE and Public Sector. There were 6 panel members consisting of:

- Alice Jones - Senior Comms Officer, OPCC (Chair of Panel)
- Pat Flaherty, CEO, Somerset Council
- Richard Westwood, Vice-Chair, PCP
- Primrose Granville, Chair of South Glos IAG
- Vicky Cook, Chief Prosecutor, CPS South West
- Gareth Williams, Crime Reduction, Yeovil

The composition of the panel meant that the questions were geared towards their particular area of expertise.

Based on my observation, one member of the External Stakeholders Panel was from a BAME background. Unfortunately the Chair of the Disability Equality Commission, Alun Davis was unable to attend. In my opinion the diversity needs were adequately met and were clearly an important issue in the selection of the external stakeholder panel.

The Chair informed panel members that the interviews were being filmed by a production

Company for Channel 4, who were following around the PCC for a documentary. Some members felt uncomfortable about this but it was agreed that this would go ahead.

Each candidate had 55 minutes to answer the pre-agreed questions and follow-up questions by panel members. As part of this process each candidate was also asked to deliver up to a 5 minute statement. There was some confusion about the order that the statements should be given as candidates had been informed that their statements would be heard before the questions from the stakeholder panel. The Chair clarified the order of the session for each candidate avoiding any further confusion.

Following the External Stakeholder Panel session the Chair fed back comments from the session to the Interview Panel. After a short discussion, minor amendments to the pre-agreed interview questions were made. OPCC would revise the interview score sheets and printed off in time for Day 2 interviews.

The briefing pack provided on the Stakeholder Panel Process was very clear and detailed and resulted in a fair and transparent process on Day 1. The film crew did appear to be quite intrusive as 2 out of the 3 candidates were filmed during their interviews. As a result, it was agreed that as filming was going to continue into Day 2, it needed to be static so as not to distract from the performance of the candidates.

Internal Stakeholder Panel Observation by Julie

The internal stakeholder panel consisted of 8 panel members who were representatives of Avon and Somerset Constabulary's:

- Disabled Police Association
- LGBT+ Network
- Black Police Association
- Christian Police Association
- Diverse Workforce Outreach Team Worker (representing Inclusion and Diversity)
- Police Federation (2 members, one from the Branch and an Inspector Rep.)
- Unison (Deputy Branch Secretary)

The Panel was chaired by Rebecca Harris, a Senior Commissioning and Policy Officer for the OPCC. Her brief to the Panel and candidates was scripted and therefore consistent.

It was evident that Panel Members were all in receipt of a briefing pack that contained their questions. I did not receive or view a copy and I do not believe that it would have been absolutely necessary to fulfil my role.

The Chair advised panel members of the PCC having permitted Story Films to film the Panel and all parties consented. Only the first candidate was filmed by two personal – one with a camera and another holding a large boom microphone. They roamed the room and were close to the candidate and panel members at the risk of being distracting. (This was feedback at the Selection Panel briefing held later that day. It was agreed that the film crew should employ a more static and less distracting approach and this was personally conveyed to them by OPCC Chief of Staff who was due to meet with them after the briefing).

There was a little confusion at the start of the first session. The candidate asked if they could deliver their 5 minute statement as this had not been invited, so clarity was sought. It didn't seem to detract from the process and they and the others were permitted to deliver

their statements.

The 5 main questions were posed by the Panel with time for other members to ask more questions. Each candidate was asked the same questions. These were synonymous with their area of expertise and explored aspects relating to equality, diversity and inclusivity.

Following the Panel session, the Chair sought feedback from members that they would feedback to the Selection Panel on the Panels behalf. This was delayed for the first candidate by a few minutes as a discussion took place about whether the film crew should be present and whether it would stifle people's willingness to participate fully so this was not filmed.

Overall, the chair guided the Panel fairly around the brief, sought their feedback and checked to confirm that she had recorded and understood their views correctly.

After the first candidate's session, another representative from one of the Associations attended at their Panel member's invitation. The intention was for them to observe to support their professional development. This was rightly questioned by Carolyn Dhanraj and in the interests of fairness, the party left the room.

The Panel questioned why this process wasn't being assessed and after seeking clarification, the chair explained that it was in line with the College of Policing's guidance.

Overall, I believed that the Internal Stakeholder Panel was conducted fairly and the chair duly sought clarity as required on points that arose.

Of note, we learned that one candidate had been filmed in both Panels. Another had been filmed in one panel only and another candidate had not been filmed at all. We raised this with the Section Panel as a point of fairness. Whilst not ideal, we were satisfied that candidates had agreed to be filmed and that the Stakeholder Panels were not being assessed.

Media Exercise

Following the Stakeholder Panels, the candidates took part in a media exercise. They received a briefing pack and had an hour to prepare for a 'live television interview with a local TV station' with a professional journalist. The journalist has a wide range of experience in regional and national television for authenticity and they also received a briefing pack. The interview was expected to last around 7 ½ minutes but could be longer or shorter depending on the length of the candidate's answers. Their interviews were recorded for the Selection Panel to watch and assess the following day.

Day 2 Thursday 4th November

One of the Selection Panel members Katy Bourne was unable to attend the second day. This reduced the number of assessors from five to four. In addition to the two PCP members, the External Recruitment Consultant and the OPCC Chief of Staff were observing. The TV production company consisted of one member of staff who remained behind the panel using a hand held camera. This was a far less distracting presence.

Media Interview Assessment

The Selection Panel chaired by the PCC watched each candidate's media interview and completed their written assessments individually.

Presentation and Interview

Candidates received their presentation question in advance and had time to prepare. They were also advised of the relevant CVF competency or value being tested to assist them in focuses their response.

They were given 10 minutes for their presentation. They were not permitted to use visual aids such as PowerPoint but permitted to hand over a single sheet of A4 to the Panel and use their own notes. There was a further 10 minutes for Panel members to ask questions.

Following the presentation, the candidates were interviewed for up to 50 minutes. Panel members asked six questions and the chair permitted the panel to probe the candidate's responses further where time allowed. Before each question, they were advised of the relevant CVF competency or value being tested.

Candidates were informed that they would be advised of the outcome that evening.

At the end of each interview, the External Recruitment Consultant directed Panel members to check through their notes and complete their scorings.

Panel Deliberation and Decision

After the final interview, the Panel convened to discuss their scores and the evidence they based them on. They agreed the Panel's score for the media exercise, presentation and the 6 questions for each candidate. On behalf of the Chair, the External Recruitment Consultant made a record of the final scores and their rationale.

During the shortlisting session, it was proposed that a minimum standard should be defined and set. The Chair had decided that the criteria would be:

- Any candidate with a panel score of 5 for any of the 8 elements (media exercise, presentation and six questions) will not be deemed to be appointable.
- The highest scoring candidate will be appointed provided that their mean score averages better than 3.5.

The Panel was in unanimous agreement. Two candidate met the threshold as their mean score averages were better than 3.5. One candidate scored more highly than the other. This was Temporary Chief Constable of Avon and Somerset Constabulary, Sarah Crew. As a consequence, Sarah is the preferred candidate pending the outcome of the PCP confirmation hearing on the 25th November.

At the conclusion, the chair asked the Panel for feedback on how the process went and this included the views of observers. Asher was unable to stay for this part but overall, she felt that the process was well managed, fair, and consistent with good efforts applied to seek the best available field of candidates. This was a view that Julie shared and thanked the PCC for the opportunity for the PCP to observe.

Julie Knight (Independent Panel Member)

Councillor Asher Craig

5th November 2021

Proposed Appointment of the Chief Constable for Avon and Somerset Police

Summary

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider my proposed appointment of the Chief Constable and to report back to me.

The report provides an overview of the appointment process that concluded on 4th November 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. The statutory requirement for this is set out in Schedule 8.

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

The Act states that the PCC must provide the following information:

- the name of the person whom the commissioner is proposing to appoint (“the candidate”);
- the criteria used to assess the suitability of the candidate for the appointment;
- why the candidate satisfies those criteria; and
- the terms and conditions on which the candidate is to be appointed.

Background

Chief Constable Andy Marsh retired from the Force in June and I appointed the Deputy Chief Constable Sarah Crew as the Acting Chief Constable whilst the recruitment process was undertaken.

I decided to appoint a consultant to assist with supporting the selection process. Andrew White was appointed following a competitive tender process for recruitment support for this role and the recent Chief of Staff process. Andrew has a wide range of HR experience 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 OPCC and Force’s website. Details were also distributed via the Association of Police and Crime Commissioners (APCC) network and the National Association of Police Chief Constables (NPCC). In addition, the College of Policing distributed a letter from me to all eligible candidates in UK Forces. An eligible candidate is someone who attended the Senior Command Course and achieved the rank of Assistant Chief Constable or

equivalent. The OPCC also made several social media postings to promote the vacancy.

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

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.

Appointment Panel

The panel members were:

- PCC Mark Shelford
- Katy Bourne, PCC for Sussex
- Sandra Meadows, CEO of VOSCUR
- Carolyn Dhanraj, Independent Member
- James Vaughan, recently retired Chief Constable for Dorset

Unfortunately, Katy Bourne, the PCC for Sussex suffered a broken wrist on the evening before the final selection and had to withdraw. She took a full part in the shortlisting process.

The panel had two specialists.

1. The independent member. Carolyn Dhanraj, was specifically appointed to ensure that the processes undertaken for the recruitment was fair and open. Her report is attached as an annex to this paper.
2. The policing advisor. James Vaughan advised the panel on matters of operational policing to ensure correct interpretation of the candidates statements in that area.

The panel process, both shortlisting and final selection were also observed by two Police and Crime Panel members – Asher Craig and Julie Knight.

Applicants

The campaign attracted three applicants. To place this number in context, Chief Constable recruitments rarely attract large fields of candidates as the selection pool is very small. Recent campaigns elsewhere in the country have attracted as few as one candidate. Although the field is open to international applicants and some interest was received from overseas the selection pool is small being limited to the 43 Deputy Chief Constables and a small number of exceptional Assistant Chief Constables.

Shortlisting

The applicants were assessed against competency based application form. Beyond the general details the form required candidates to answer four questions and complete a statement of suitability. Each of the four questions were then assessed using one of the competencies from the College of Policing's Competency and Values framework (CVF).

Panel members agreed a set of scores for each candidate and agreed that all three candidates should progress to the final stage of the process. A blank copy of the

application from is attached to this paper.

Briefing for shortlisted candidates

All candidates were then invited to a briefing session run by the Force which covered all the key aspects of Police operations and performance. In addition, candidates were also offered the opportunity to have 1-2-1 discussions with any member of the Force along with discussions with myself and the interim Chief Executive. Candidates were also able to visit any aspect of Force operations.

Final Selection

The final selection process took place over 3rd and 4th November and comprised four stages.

Stakeholder panels.

Each candidate met two stakeholder panels. One comprised officers and staff from the Force and the other comprised local partners and stakeholders from outside of the Force and OPCC. All candidates were asked a set of questions that the stakeholders had provided in advance. Feedback from the sessions was then provided to the selection panel. This element of the process was not formally scored but the feedback was used by the selection panel to shape their questioning of candidates in the remainder of the process.

Media exercise.

Each candidate undertook a mock TV interview. Candidates were given a brief an hour in advance of the interview. The interviews were carried out by Dave Mason of Mentor Training. Dave is an experienced local and national TV journalist with a lot of experience of undertaking interviews of this type. The selection panel viewed each of these interviews in their entirety and marked candidates accordingly.

Presentation.

Each candidate was required to provide a 10 minute presentation to the panel on the following topic. The presentation topic had been provided to candidates in their letter inviting them to interview.

“Policing by consent has never been more under threat. How will you as Chief Constable improve the legitimacy of policing within Avon and Somerset?”

Interview.

The panel then conducted a formal interview using a set of agreed questions. Each question was assessed using a relevant competency from the College of Policing Competency and Values framework.

Proposed Candidate

More than one applicant was assessed as appointable but each individual member of the panel assessed Sarah Crew as the most suitable. The Appointment Panel unanimously agreed that Sarah Crew be appointed as Chief Constable. They agreed that she would make an excellent Chief and would be able to take the Force forward over the next five years.

Therefore, I propose that the Police and Crime Panel endorse the appointment of Sarah Crew.

Acknowledgement

I wish to place on record my thanks for the support provided by Katy Bourne, Sandra Meadows, Carolyn Dhanraj and James Vaughan. Their insight and expertise was invaluable in ensuring that we chose the best candidate for this very important role. I also wish to thank the members of the Police and Crime Panel that observed the process.

Mark Shelford

Police and Crime Commissioner for Avon and Somerset

5th November 2021

Attachments

Independent Member report

Role profile for Chief Constable

Terms of Appointment of Chief Constable

Panel assessment of selected candidate (part 2 paper)

CHIEF CONSTABLE

RECRUITMENT BROCHURE



**AVON &
SOMERSET**
POLICE & CRIME
COMMISSIONER





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FOREWORD FROM PCC MARK SHELFORD

Thank you for your interest in the role of Chief Constable for Avon and Somerset Police.

I hope that you find the information in this application pack useful and that you will decide to apply for this position if you feel that you have the right skills and values to become the next Chief Constable for Avon and Somerset Police.

I was elected as PCC in May and I am now looking to work with the next Chief Constable. During my campaign to become PCC and since being elected, I have outlined a clear manifesto and there will be more on this later in the brochure.

The Chief Constable will be crucial to delivering these ambitions and, to do this, the successful candidate will need to be strong, resilient and dynamic, as well as be able to inspire their workforce and build a culture where leadership is valued at every level.

The role of Chief Constable is pivotal in leading officers and staff creating a vision and establishing a culture that continues to build public and organisational confidence. This will be accomplished by delivering a professional, effective and efficient policing service for all.

Innovation is also a key skill required to meet the needs of the different communities across this geographically diverse area and ensure every local person has access to an outstanding police service.

My previous military background means that I have the greatest respect for the chain of command. I believe that reasonable separation should exist between the Chief Constable and the PCC so we can focus on our respective roles to benefit local people and communities. However, I will be looking to the new Chief Constable to deliver the priorities in my Police and Crime Plan, which is currently in the consultation stage. Please do review this consultation work to better understand my priorities and objectives for Avon and Somerset.

If you have any further questions relating to the process, please do not hesitate to contact the OPCC via pccrecruitment@avonandsomerset.police.uk.

I look forward to receiving your completed application.

Mark Shelford

Police and Crime Commissioner



ABOUT AVON AND SOMERSET

Avon and Somerset covers a large area in the South West of England that is bordered by the counties of Gloucestershire in the north, Wiltshire to the East and Dorset, Devon and Cornwall to the South.

It is a geographically diverse area from the beautiful and scenic rolling hills, national parks, levels and market towns of Somerset to the culturally rich, historic and vibrant cities of Bristol and Bath. The region has a growing and diversifying population. In 2017, the Office of National Statistics (ONS) estimated the population was around 1.7 million people and 679,000 households. This figure was predicted to have increased by just over 5% by 2020, anticipating another 87,000 residents. The highest growth rates are projected to be among children aged 5 to 14, particularly in Bristol and people aged 70 and over, particularly in Somerset and North Somerset.

At the 2011 Census, the overall resident population in the Local Authorities served by the force was less ethnically diverse than the national average. However, diversity is increasing and there are significant differences across urban and rural areas. At the last census, there were just under 110,000 people from a Black, Asian, Mixed or Other minority ethnic backgrounds in Avon and Somerset, representing 7% of the population. In Bristol, the BME population was 16%. The new census data, due to be published in 2022, is expected to see an increase in these percentages.

There are small populations of Portuguese and Lithuanian people living in Somerset, with Bristol having larger populations of people from China, Hong Kong, India, Pakistan, Bangladesh, Somalia and Poland.



KEY PARTNERS STRUCTURE



4 UNITARY AUTHORITIES

Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire.



5

MAGISTRATES COURTS
Bath, Bristol, Weston-super-Mare, Taunton and Yeovil.



2

TIER AUTHORITY AREA

Made up of Somerset County Council and the district councils of West Somerset, Taunton Deane, South Somerset, Sedgemoor and Mendip (West Somerset and Taunton Deane will form Somerset West and Taunton Council from April 2019).



FIRE SERVICES

Avon Fire and Rescue Service, Devon and Somerset Fire and Rescue Service.



3

Clinical Commissioning Groups

NHS Bath and North East Somerset, NHS Somerset and NHS Bristol, North Somerset and South Gloucestershire (BNSSG).



A Community Safety Partnership for each Local Authority.



YOUTH OFFENDING TEAMS

Bath and North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire.



PRISONS

Ashfield, Bristol, Eastwood Park and Leyhill.



Crown Courts
Bristol and Taunton.



Avon and Wiltshire Mental Health Partnership NHS Trust, North Bristol NHS Trust, RUH Bath NHS Foundation Trust, Somerset Partnership NHS Foundation Trust, South Western Ambulance Service NHS Foundation Trust, Taunton and Somerset NHS Foundation Trust, University Hospitals Bristol NHS Foundation Trust, Weston Area Health NHS Trust and Yeovil District Hospital NHS Foundation Trust.

Our mission

SERVE. PROTECT. RESPECT.

Our vision

Outstanding policing for everyone

Our values



CARING



COURAGEOUS



INCLUSIVE



LEARNING

MISSION, VISION AND VALUES

Avon and Somerset Police is a values driven organisation and their Mission, Vision and Values are integral to everything they do. They continue to serve, protect and respect, and strive to deliver outstanding policing for everyone. Their Values are an underpinning theme across all of their processes and procedures throughout the employee lifecycle.

POLICING IN AVON AND SOMERSET

In 2020/21, the force received a total of 121,546 reported crimes.

Domestic abuse: In 2020/21, there were 21,449 domestic abuse related recorded crimes; this accounts for 17.8% of all crime reported to Avon and Somerset Police.

Anti-social behaviour: In the last year, there were 88,247 anti-social behaviour (ASB) incidents reported; an increase of 10% compared to the previous year.

Cyber-crime: Cyber-crime demand is growing nationally and locally with the latest data showing the force receiving 854 reports in the last 12 months.

County Lines: County Lines is a key force priority and, in the last year, they recorded 353 drugs related disruptions of organised crime groups and County Lines; an increase of 12% more disruptions compared to the previous year. County Lines specific disruptions increased significantly by 170% from 76 in 2019/20 to 205 in 2021.

Neighbourhood Crime: The last year has seen a decrease in reported Neighbourhood Crimes with reduction of 27% in recorded burglary and a reduction of 45% in recorded theft from person. These reductions are largely due to the lockdown and public safety restrictions that have been in place due to the pandemic.

Fraud: Fraud is a unique type of crime. The levels of reported fraud are higher than other crimes and often complex. Last year in Avon and Somerset, 10,091 Action Fraud reports were made.

Project ADDER: Avon and Somerset Police has been given £1.5million over two years to help reduce drugs harm in Bristol as part of the new Home Office Project. The police approach to Project ADDER involves investment in additional kit and tools needed to step up.



FUTURE PLANS AND STRATEGIES

In their journey to becoming an outstanding police service, Avon and Somerset Police is driving improvement across all areas of policing and will be maximising how future officer uplift drives improvement.

Key areas for investment are:

- **Leadership** – Increase leadership, management and supervisory resilience to be able to achieve higher levels of performance attainment
- **Specialist investigations** – Investment in Bluestone, Ruby, Topaz and ICAT will see a home-grown, academically sound and externally validated evidence approach to tackle the most traumatic offences
- **Integrated Offender Management** – The following three pronged approach will be used: work with partners to prevent and deter people starting down the road to a life of crime and to rehabilitate those who want to turn their backs on crime; lead efforts to catch and convict the most active and risky offenders; and strengthen approach to the management of those persistent offenders who commit the greatest proportion of crime in communities
- **REMEDY 2.0** – Create new local REMEDY teams in local command areas to continue the fight against drugs, knife crime and domestic burglary while also responding to specific problems that affect communities such as ASB, rural crime and business crime
- **Drones and cyber** – Strengthen existing capabilities to keep pace with demand and technological developments
- **Armed capability** – Enhance the ARV resilience to keep communities safe 24/7 in an increasingly uncertain environment
- **Roads Policing** – Create a dedicated proactive capability to complement other assets to allow maximum flexibility to tackle crime and ASB.

PERFORMANCE IN AVON AND SOMERSET

DEMAND STATISTICS FROM
THE LAST 12 MONTHS

↓ **11.6%**
IN 999
CALLS



14,774
ONLINE CRIME
REPORTS
RECEIVED OVER
THE LAST
12 MONTHS.



↑ **6.9%**
MORE
INCIDENTS
ATTENDED



67% fully supported
the approach taken
by the force to
COVID-19 restrictions

80%
OF RESIDENTS
SURVEYED HAVE
CONFIDENCE IN
THEIR LOCAL POLICE

13.5%
POSITIVE
OUTCOME
RATE



76%
VICTIM SATISFACTION OVER
THE LAST 12 MONTHS



↓ **22%**
REDUCTION OF
EXECUTED
WARRANTS
DUE TO THE PANDEMIC

↑ **2.6% INCREASE
IN RECORDED
DOMESTIC ABUSE**



Avon and Somerset Police and partners believe
the pandemic has affected the number of victims
coming forward and reporting.



↓ **13.1%**
DECREASE IN
MENTAL
HEALTH CALLS

While use of Section 136
increased by 1.9%.



78,742
hours volunteered
by **296 Special
Constables.**



↑ **10% INCREASE IN ASB
INCIDENTS WITH 88,247
INCIDENTS RECORDED**



**RECORDED
BURGLARY
DOWN BY
↓ 27%**

This is largely due
to lockdown and
COVID-19 restrictions.



**HATE CRIME
REPORTING UP
↑ 3.3%**

Avon and Somerset
believe this is due to
an increase in local
people's confidence
to report as well as
growing intolerance
to such behaviour.

SOUTH WEST POLICE COLLABORATION PROGRAMME

The South West police region covers five forces: Avon and Somerset, Gloucestershire, Devon and Cornwall, Wiltshire and Dorset.

Avon and Somerset Police work in three, four and five force collaborations across the South West to increase capability, efficiency and realise cost benefits in maintaining and improving services to the public.

The force's approach to collaboration is summarised by the following agreement between Chief Constables and PCCs across the South West: 'We will pursue opportunities to collaborate, that enhance the effectiveness of policing operations, increase the safety of the public and deliver improved value.'

In order to deliver this vision, the following 'Guiding Principles' have been established:

- Intention
- Sustainability
- Flexibility
- Benefits
- Collaboration
- Governance



COLLABORATIONS:



Major Crime Investigation Team



South West Regional Organised Crime Unit



Counter Terrorism Policing South West



Tri Force Firearms Training Facility 'Black Rock'



SOUTH WEST POLICE COLLABORATION
To enable collaboration and continuous improvement across the South West



Forensic Services

PROCUREMENT

Other regional operations and projects overseen by a joint strategic governance structure

Find out more about <https://www.avonandsomerset.police.uk/about/collaboration-with-other-police-forces>.

PCC'S VISION

MANIFESTO

During his campaign and since coming into the role, PCC Mark Shelford pledged to:

- Reassure the public that the police are there for them
- Refocus the police on fighting crime
- Rebuild and reinvigorate the morale and effectiveness of the police

The new Chief Constable will be essential in helping to deliver these aims and we would encourage all applicants to read the PCC's pre-election manifesto.

POLICE AND CRIME PLAN

The Police and Crime Plan is a statutory document that will determine the strategic direction and priorities of Avon and Somerset Police to ensure everyone is working together to make the area a safer place for everyone.

The Office of the Police and Crime Commissioner (OPCC) launched a public consultation at the end of June and the feedback from local people will help to shape the new Police and Crime Plan, which will come into effect at the end of 2021.

The PCC's manifesto continues to be the basis on which the Police and Crime Plan priorities and objectives were drafted. These draft priorities are:

- Preventing and fighting crime
- Engaging, supporting and working with communities, victims and partner organisations
- Leading the police to be efficient and effective
- Increase the legitimacy of and public confidence in the police and Criminal Justice Service

Applicants can find out more information about the consultation work and the priorities on the OPCC website: (<https://www.avonandsomerset-pcc.gov.uk/about/police-and-crime-survey>).

- Until the new plan is published, the priorities of the existing plan will remain in place. These priorities are:
- Protect the most vulnerable from harm
- Strengthen and improve local communities
- Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture
- Work together effectively with other police forces and key partner agencies to provide better services to local people

Full details of the existing Police and Crime Plan can be found on the OPCC website: (<https://www.avonandsomerset-pcc.gov.uk/reports-publications/police-crime-plan>).

CHIEF CONSTABLE TERMS OF APPOINTMENT

ELIGIBILITY

The appointment of the Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation. The appointment will also be subject to a confirmation hearing by the Police and Crime Panel.

PRE-EMPLOYMENT CHECKS

Any conditional offer of employment will be subject to satisfactory references and medical clearance. The appointment will also be subject to security clearance at Management Level (MV) and Developing Vetting (DV) Level if not in place on appointment and this will remain a requirement of the post.

TERM OF APPOINTMENT

The appointment will be for a five year fixed term commencing on the date of appointment. Any extensions to this term shall require the approval of the PCC.

PERIOD OF NOTICE

The written notice period of termination of the appointment is three months by either party.

QUALIFICATIONS

The following courses or assessment centres must be satisfactorily completed:

- a) The Senior Police National Assessment Centre ("Senior PNAC")
- b) The Strategic Command Course ("SCC")

BASE SALARY

The base salary will be set at the national "spot rate" for Avon and Somerset, which is currently £166,911 per annum. Salary is paid on a monthly basis.

THE POST

The nature of the post will require the post holder to work outside normal office hours and at weekends on a regular basis. There is a requirement to be contactable 24 hours per day when not on leave or in the absence of a designated Deputy.

The primary focus of the post holder is the delivery and development of the Police and Crime Plan for Avon and Somerset. National work may be undertaken, but only with the agreement of the PCC.

CAR ALLOWANCE

The Chief Constable is provided with an unmarked operationally equipped vehicle that is fully maintained and insured. Further details are available upon request to the OPCC via:
pccrecruitment@avonandsomerset.police.uk.

HOLIDAY

The successful applicant will be entitled to leave in accordance with Police Regulations.

NORMAL PLACE OF RESIDENCE

The post holder is expected to have their normal place of residence within the force area and be readily accessible to meet the operational needs and exigencies of the force.

Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity.



RELOCATION EXPENSES

Reasonable relocation expenses will be considered if the successful applicant is required to relocate as agreed with the PCC. Further details will be available from the OPCC on request via pccrecruitment@avonandsomerset.police.uk

HOME SECURITY

This will be assessed on a case by case basis and details are available upon request to the OPCC via:
pccrecruitment@avonandsomerset.police.uk.

SUBSCRIPTIONS

CPOSA insurance (non-personal) element will be paid by Avon and Somerset Police.

ROLE PROFILE



POST: CHIEF CONSTABLE

ACCOUNTABLE TO: AVON AND SOMERSET PCC

LOCATION: OFFICE OF THE CHIEF CONSTABLE PORTISHEAD

Responsible for: The direction and control of Avon and Somerset Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the Office of the Chief Constable.

ROLE PURPOSE

The Chief Constable has overall responsibility for leading the force, creating a vision and setting direction and culture that builds public and organisational confidence. Such leadership is essential to successfully deliver a professional, effective and efficient policing service.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The successful candidate will also be responsible for influencing the development of regional and national policing, and could be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the Office of Chief Constable and complying with any schemes of governance or consent that exist, which determine force governance arrangements.

KEY ACCOUNTABILITIES

- Set and ensure the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands
- Develop a mutually productive strategic relationship with the PCC in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation
- Lead the force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service
- Lead, inspire and engage the Chief Officer Group; setting role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the force vision and goals
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the PCC, to ensure the effective use of public spending and maximise value for money
- Fulfil the authorising responsibilities of a Chief Constable. For example, authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses in order to protect the public and further develop the force's operational strategies
- Lead and command the operational policing responses on occasion in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the force objectives
- Represent the force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice
- Create and drive a culture of development, change, innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence based policing
- Play an active role in national decision making on the development of the police service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money
- For further information about the Chief Constable role profile, please visit the College of Policing's website: <https://profdev.college.police.uk/professional-profile/chief-constable>

BEHAVIOURS/COMPETENCY AND VALUES FRAMEWORK

This role requires the full range of behaviours set out in the College of Policing's Competency and Values Framework. For all of these aspects, it is expected that the post holder will be operating at level 3 of that framework. The recruitment process is based around demonstrating these competencies. The specific competencies and values are:

Resolute, compassionate and committed

- We are emotionally aware
- We take ownership

Inclusive, enabling and visionary leadership

- We are collaborative
- We deliver, support and inspire

Intelligent, creative and informed policing

- We analyse critically
- We are innovative and open-minded

PRIOR EDUCATION AND EXPERIENCE

Held the rank of Assistant Chief Constable/ Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas). The following experience is essential:

- Authorising Officer Training
- Wide ranging operational law enforcement experience
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level
- Experience of successfully engaging with and influencing multi-agency partnerships
- Experience of implementing an effective performance management framework
- Experience of implementing successful organisational development, change and innovation
- Experience of accountability for management of significant budgets
- Up to date operational/technical policing knowledge
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context



SELECTION PROCESS

The appointment will be handled by a panel convened by the PCC. For further information about the panel, please contact the OPCC.

Candidates must complete all sections of the application form. The appropriateness of your application will be determined by the extent that your evidence relates to the job description and role requirements.

The application form and the equality monitoring form must be received by email by **12 noon 27 September 2021** to pccrecruitment@avonandsomerset.police.uk.

The key dates for the process are:

- Closing date for applications: **12 noon 27 September 2021**
- Shortlisting: **week commencing 11 October 2021**
- Briefing process for shortlisted candidates: **19 October 2021**
- Final selection stage: **3 and 4 November 2021**

The final interviews will include a full panel, stakeholder panels and a media exercise. Candidates must be available to attend both days.

The appointment is also subject to a confirmation hearing by the Police and Crime Panel, which the successful candidate must attend.

Applicants who wish to find out more about the role should contact pccrecruitment@avonandsomerset.police.uk.

BRIEFING DOCUMENTS

Avon and Somerset Police has prepared several documents to help applicants understand the current position of the force.

- Force Management Statement 2020
https://media.aspolice.net/uploads/production/20200904115837/ASP-Force-Management-Statement_Sept-2020-v6.pdf
- Inclusion, Diversity and Equality Action Plan
<https://media.aspolice.net/uploads/production/20200309111649/Inclusion-and-Diversity-and-Equality-Action-Plan-V2.0.pdf>
- Ethnicity Pay Gap Report 2018/19
<https://media.aspolice.net/uploads/production/20200323083221/ETHNICITY-PAY-GAP-REPORT-201819-19-Mar-2020-HR-Final.pdf>
- Gender Pay Gap Report 2019/20
<https://www.avonandsomerset.police.uk/about/our-priorities/gender-pay-gap>
- Police and Crime Board minutes that reference the Medium Term Finance Plan. (<https://www.avonandsomerset-pcc.gov.uk/wp-content/uploads/2021/05/2021-March-3-pdf.pdf>) Additional financial information is available on request

The PCC is currently consulting with local people regarding his Police and Crime Plan. As this document is not yet completed, candidates are advised to read the PCC's election manifesto (<https://www.markshelford.org.uk/sites/www.markshelford.org.uk/files/2021-03/Making%20Avon%20and%20Somerset%20Safer%20-%20Conservative%20PCC%20Manifesto%202021.pdf>).

Applicants are also encouraged to read about the Police and Crime Plan consultation work (<https://www.avonandsomerset-pcc.gov.uk/about/police-and-crime-survey>).

FILMING OF RECRUITMENT PROCESS

The PCC has agreed that elements of the recruitment process may be filmed as part of a documentary series being created by Story Films. The PCC is keen to demonstrate to the public that this recruitment process is fair, open and rigorous and that the successful candidate will have gone through an exacting process to become Chief Constable or Avon and Somerset. Further details will be provided to candidates at a later stage but no candidate will be filmed without their express permission and candidates will also be able to withdraw their consent to broadcast after the event. There will be no disadvantage to any candidate that declines to be filmed.

PRIVACY NOTICE

The OPCC's privacy policy explains how we collect, use and protect your personal data. Find out more on the OPCC's website: <https://www.avonandsomerset-pcc.gov.uk/help/privacy/privacy-policy>.



CHIEF CONSTABLE

RECRUITMENT BROCHURE



**AVON &
SOMERSET**
POLICE & CRIME
COMMISSIONER



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ROLE PROFILE

Post: Chief Constable

Accountable to: Avon and Somerset PCC

Location: Office of the Chief Constable Portishead

Responsible for: The direction and control of Avon and Somerset Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the office of the Chief Constable.

ROLE PURPOSE

The Chief Constable has overall responsibility for leading the force, creating a vision and setting direction and culture that builds public and organisational confidence. Such leadership is essential to successfully deliver a professional, effective and efficient policing service.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The successful candidate will also be responsible for influencing the development of regional and national policing, and could be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any schemes of governance or consent that exist, which determine force governance arrangements.

KEY ACCOUNTABILITIES

- Set and ensure the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands
- Develop a mutually productive strategic relationship with the PCC in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation
- Lead the force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service



- Lead, inspire and engage the Chief Officer Group; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the force vision and goals
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the PCC, to ensure the effective use of public spending and maximise value for money
- Fulfil the authorising responsibilities of a Chief Constable. For example, authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses in order to protect the public and further develop the force's operational strategies
- Lead and command the operational policing responses on occasion in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the force objectives
- Represent the force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice
- Create and drive a culture of development, change, innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence based policing
- Play an active role in national decision making on the development of the police service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money



BEHAVIOURS/COMPETENCY AND VALUES FRAMEWORK

This role requires the full range of behaviours set out in the [College of Policing's Competency and Values Framework](#). For all of these aspects, it is expected that the postholder will be operating at level 3 of that framework. The recruitment process is based around demonstrating these competencies. The specific competencies and values are:

Resolute, compassionate and committed

- We are emotionally aware
- We take ownership

Inclusive, enabling and visionary leadership

- We are collaborative
- We deliver, support and inspire

Intelligent, creative and informed policing

- We analyse critically
- We are innovative and open-minded

PRIOR EDUCATION AND EXPERIENCE

Held the rank of Assistant Chief Constable/ Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas). The following experience is essential:

- Authorising Officer Training
- Wide ranging operational law enforcement experience
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level
- Experience of successfully engaging with and influencing multi-agency partnerships
- Experience of implementing an effective performance management framework
- Experience of implementing successful organisational development, change and innovation
- Experience of accountability for management of significant budgets
- Up to date operational/technical policing knowledge



- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context

For further information please see <https://profdev.college.police.uk/professional-profile/chief-constable>.





November 2021

**Chief Constable
Avon and Somerset Constabulary
Appointment Process**

Independent Member Report
Carolyn Dhanraj MBE JP

1. Introduction

- 1.1 This report provides information on the appointment process for the role of Chief Constable of Avon and Somerset Constabulary and in particular, it will comment on:
 - how the process met the principles of merit, fairness and openness and
 - the extent to which the Interview Panel were able to fulfil their purpose, to challenge and test the candidate against the stated criteria.
- 1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.
- 1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Avon and Somerset Constabulary, which was the responsibility of Mark Shelford the Police and Crime Commissioner for Avon and Somerset.

2. Aim

- 2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Appointment Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Constable role.

3. Independent Member Role

- 3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012 and HO 013/18. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was first issued in November 2012 and after a review, a more practical guide was produced in April 2018. The guidance is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.
- 3.2 I am an Independent Member and a qualified Assessor appointed by the College of Policing, the former role of Independent Member was created to support the Guidance in 2012 and was managed by the College until 2018. To be on the original list of six Independent Members 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 had an induction to this role from the College of Policing and I was continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my background are set out in the role profile in Appendix A.

4. Independent Member initial involvement in the Chief Constable Appointment Process for Avon and Somerset Constabulary

- 4.1 I was initially approached by Kate Watson (Head of Office and HR, Office of the Police and Crime Commissioner - Avon and Somerset) on the 20th July 2021 to arrange a telephone call with Mark Shelford (PCC), to discuss my participation on this key appointment. On the subsequent telephone conversation, Mr Shelford informed me that he had appointed an external consultant (Andrew White) to 'run the process and to advise him', following an open tendering process. Mr Shelford was keen to seek my advice at this early stage, he welcomed by suggestions to ensure the process was open, transparent and was in line with the College of Policing guidance. I advised on the steps that should be taken and recommended an early engagement and consultation with a range of statutory, community and stakeholders, the use of a presentation, media scenario, interview and officer/staff/community forums as parts of the selection process. He welcomed these suggestions, especially as they had been used successfully in the past with other OPCCs in selecting a new Chief Constable.
- 4.2 We discussed that due to the limited number of eligible potential applicants, and the PCC's desire that the process be seen and indeed be open to all that were eligible to apply, it was confirmed at the outset that all eligible candidates would be encouraged to apply in a fair and transparent manner, through a wide-ranging recruitment campaign.
- 4.3 Mr Shelford demonstrated a very thorough understanding of the College of Policing guidance, and I was satisfied at this early stage that the process was fair and transparent and similarly he was very open to a range of ways he and his Appointments Panel could fairly test the attributes, competencies and values, that the new Chief Constable would need to possess to meet the challenges within Avon and Somerset.
- 4.4 On the 27th July 2021, I met with Andrew White (consultant) via a TEAMS call and we discussed our roles and I confirmed that my report would be to confirm (or not) whether the process was fair, transparent and merit based. I emphasised strongly that the College of Policing guidance was to be followed very closely, as I would be referring to the document in my report to the Police and Crime Panel. I raised at this early stage, due to a comment made by Mr White that it was inappropriate to be talking to targeted individuals about the role prior to the role being advertised. I emphasised the need to ensure that all potential applicants had the same access to information and contact. I suggested that once the post had been advertised and the candidate pack had been made readily available to all eligible candidates, that his contact details could be specified for further details. I was very clear that any 'head hunting' could be perceived as a 'tap on the shoulder' or favouritism which went against the guidance and principles of openness, transparency and fairness. Mr. White confirmed that he was also in conversation with the College of Policing and seeking their advice and input.
- 4.5 On the 3rd August 2021, Mr White sent me the draft application form and questions to be answered, plus the rating score for shortlisting. I immediately sent an email stating that I was concerned as the questions were not related to the CVF and felt that these could not be used for shortlisting as the criteria for doing so was unclear. I also strongly recommended that the College of Policing rating scale of 1 -5 be used and not a 1-4 that he had suggested. I asked him to ensure that a copy of the College of Policing guidance be sent to all Appointment Panel members so that they were fully aware of their responsibilities, the process and associated paperwork.

5. Appointments Panel

- 5.1 The Appointments Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the aforementioned Home Office Guidance and 1.3.1 of the 2018 College of Policing guidelines). This outlines that the Appointments Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Appointments Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Appointments Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Appointments' Panel capable of discharging this responsibility.
- 5.3 The Police and Crime Commissioner should ensure that Appointments Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Appointments Panel members. It is suggested that an Appointments Panel of between three-five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.4 The Appointments Panel appointed by the Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at a policing executive level, and each had previously been involved in senior recruitment and panel participation.
- 5.5 There were five Appointments Panel members comprising of two male and three female members; two white men, one white female and two minority ethnic women, one being myself as the Independent Member.
- 5.6 APPOINTMENT PANEL:
Mark Shelford, Police and Crime Commissioner for Avon and Somerset;
Katy Bourne, Police and Crime Commissioner for Sussex;
Sandra Meadows, Chief Executive, Voscur;
James Vaughan, former Chief Constable Dorset Police and
Carolyn Dhanraj, Independent Member approved by the College of Policing.
- 5.7 There were two Police and Crime Panel members who observed the whole process: Julie Knight and Asher Craig

6. Role profile and attraction strategy

- 6.1 The role profile was based on the College of Policing's national profile for Chief Constable and it further reflected Avon and Somerset PCC's vision; the Candidate pack was comprehensive and fully acknowledged the challenges that would face the new Chief Constable in relation to the PCC's Police and Crime Plan.
- 6.2 The advertisement was placed on the Police and Crime Commissioner's website, Avon and Somerset Constabulary website and promoted via twitter and, Facebook. It was also advertised on the APCC Chief Officers vacancies webpage and the College of Policing's website. It was also marketed to eligible candidates via NPCC. The OPCC also directly emailed a letter from the PCC via the College of Policing to over 220 Chief Officers (Assistant Chief Constables, Deputy Chief Constables, and Chief Constables and equivalents). This approach demonstrated

an openness and created further opportunity for those suitable, to apply for the post.

- 6.3 The Chief Constable post and candidate pack was advertised from Wednesday 1 September to Monday 27 September 2021 inclusive; the Home Office Circular and the College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.
- 6.4 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.
- 6.5 Please note to ensure absolute fairness, I checked that no direct approaches were made to eligible potential candidates by the Appointment Panel members, to encourage them to apply for the Chief Constable vacancy.

7. Shortlisting and Panel briefing

- 7.1 By the closing date, three application forms had been received for the role of Chief Constable; there had been two additional requests for information throughout the process which did not result in an application. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. It is worth noting, that this role attracted a similar number of candidates that other Chief Constable roles that have been advertised.
- 7.2 The shortlisting meeting was scheduled for 11th October 2021, the application forms were securely emailed, (names redacted) by the OPCC to all Appointment Panel members along with the shortlisting criteria template.
- 7.3 At the shortlisting morning (via TEAMS), it was noted that there was not, nor had it been planned for a thorough briefing session to all the Appointment Panel members; this is clear in the CoP guidance and I also advised previously, that this should take place. This would have been very useful as the meeting was via TEAMS and with some members of the Appointment Panel not having been on a Chief Constable appointment process and there were Observers from the Police and Crime Panel on the meeting. A structure to the meeting, time to ask key questions regarding the role each panel members played, the understanding of the rating scale and whether as benchmark would be set would have been invaluable. The two observers would have been advised of their role and that they were there to observe and not engage in discussing the candidates or the comments being made by Panel members. I was able to intervene on a number of occasions, due to my experience in such appointments to guide and advise the PCC on the process to ensure that the shortlisting meeting was fair, open and transparent. It was emphasised that the shortlisting process and any further assessment should be based on the evidence provided in the application forms and not on previous knowledge.
- 7.4 The Appointments Panel members had individually assessed the application forms against the College of Policing's set Competency and Values Framework (CVF) criteria using the agreed rating scale. The Panel disclosed their score and the Panel discussed the evidence to enable an agreed an overall score per competency area for each of the candidates. To ensure a fair, merit based and transparent assessment of the candidates, the scores and the discussion were recorded by the OPCC staff.

- 7.5 The three candidates each demonstrated in their application form evidence to enable them both to be selected for assessment on 3rd and 4th November 2021 at Portishead, Police Headquarters. An Avon and Somerset Police Briefing Day was held on the 19 October at police HQ, Portishead and all 3 candidates participated. Candidates were also offered a one-to-one interview with the Police and Crime Commissioner and the Interim Chief Executive Sally Fox.; they were consistent in their messages about what the PCC was looking for and the challenges for the new Chief Constable for Avon and Somerset Constabulary.
- 7.6 I am confident at this stage, with the intervention, that the shortlisting process was fair, transparent and without bias. (Guidance 3.3.1).

8. Assessment design

- 8.1 I had previously discussed with the OPCC and the consultant at the start of the process in July, the merits of assessment through methods such as interview, presentation, media scenario, stakeholder panels. I had previously provided guidance on the use of stakeholder panels with an internal and external focus and the different assessment methods that could be deployed after the formal shortlisting meeting. I further advised on the questions, composition of the Stakeholder Panel and the following was agreed to ensure a fair and challenging process:

- one internal Stakeholder Panel with staff and officers;
one external Stakeholder Panel;
- media scenario with a professional journalist based on a legitimacy issue;
- a presentation to the Assessment Panel where the topic was provided in advance and
- a competency based interview.

- 8.2 It was confirmed that the competencies and the values pertaining to a Chief Officer could be measured fairly and with face and content validity through this assessment process.

- 8.3 The Stakeholder Panels (see Appendix B) included a 5 minute statement and five set questions with additional questions and time to probe further. The Panels and questions were designed to explore the competency area of:

- We are Collaborative

The Media Scenario, for which candidates were given 60 minutes to prepare for, was designed to provide evidence for CVF values of:

- We Take Ownership

The Presentation (the title was provided in advance) delivered to the Appointments Panel was designed to provide evidence for the competency area of:

- Deliver, Support and Inspire and
- Values of Integrity and Transparency

The Interview measured the following areas:

Competencies:

- We take ownership
- We are innovative and open-minded

- We are emotionally aware

Values:

- Transparency
- Public Service

8.4 The remaining Competencies and Values had already been tested at the application form stage, and the PCC wished to test further the above areas, this was endorsed by the Appointments Panel.

9 Assessment delivery and Appointments Panel briefing

9.1 The candidates followed the process of:

Day One

Stakeholder Assessment Panel x 2

55 minutes External and Internal Stakeholder Panels

Media Exercise

60 minutes Candidate preparation
15 minutes Media interview

Day Two

Interview

10 minutes Candidate presentation to Appointments Panel
10 minutes Questions on the presentation

50 minutes Competency and values based Interview

9.2 The Stakeholder Panel and Media exercise activity took place on 3rd November 2021. The Panels were chaired by OPCC staff and they briefed the Stakeholder Panel members on their role, the process and to emphasise that they were not the decision makers, but to provide valuable assistance to the PCC. I advised the Internal Stakeholder Panel members that their views and any areas of concern would be used to probe the candidates through the rest of the process. I observed both Stakeholder Panels to ensure that it was fair and unbiased, especially as one candidate was better known to some of the stakeholders. At the end of the Stakeholders Panels, I recommended and the Police and Crime Commissioner thanked them for their time and their vital contribution to the process.

9.3 The chairs of the Stakeholder Panels briefed the whole Appointments panel on the key themes arising from the external and Internal Stakeholders Panels. I invited Mr Shelford to remind the Appointments Panel what he was looking for in the new Chief Constable and the challenges facing Avon and Somerset Constabulary; this ensured the Stakeholder Panel feedback which enabled the Appointments Panel to shape some of their interview questions.

9.4 On 4th November the Appointments Panel convened 90 minutes before the presentation and the interview - we were advised that the Katy Bourne (Sussex PCC) was unable to attend the Assessment day to due to personal reasons. As no formal assessment by the Appointments Panel had taken place, I am satisfied that there was no impact on the open, merit based and transparent process as no interaction

had taken place between the candidates and the Appointments Panel. The Appointments Panel reviewed the Media exercises and individually assessed the performance of each candidate; the scores were not discussed or shared with other Panel members at this time to ensure that no unconscious bias could be introduced at this stage.

- 9.5 The Appointments Panel were briefed by the consultant Andrew White on the documentation contained in each Appointments member's folder, which clearly outlined the CVF competencies being tested. Each Assessment Panel member's folder contained the documentation to enable them to record, assess and mark the presentation, interview and media exercise independently.
- 9.6 The Appointments Panel was chaired by the PCC and the questions were evenly asked by the Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-5, once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

10.0 Assessment Decision Making

- 10.1 To demonstrate a fair and transparent process, based on merit, the Appointments Panel agreed to set a benchmark of a mean score of 3.5 with no scores of 5 for any competency area, for which a candidate would be considered for appointment.
- 10.2 To reinforce openness and transparency, I asked Sally Fox Acting Chief Executive of the OPCC to draw up a large grid with the candidate names and score grid for the Appointments Panel to view together, as we verbally gave our individual scores. The Chief Executive of the OPCC completed the score grid and the Consultant Andrew White noted down our individual scores. The Appointments Panel discussed their grades and we openly challenged and confirmed from each Panel member the evidence they had gathered to justify the grades for both the Presentation, Interview and Media exercise. Collectively, we ensured the consistency and justification of each score given and agreed an overall score per competency and value being assessed, this was noted on the score grid.
- 10.3 The total scores for all three candidates were calculated and one candidate scored higher in more questions than the other candidates.
- 10.4 The Appointments Panel unanimously supported Mark Shelford (PCC) in his recommendation to the Police and Crime Panel (PCP) scheduled for Thursday 25th November 2021 that Sarah Crew Temporary Chief Constable for Avon and Somerset Police, be the preferred Chief Constable for Avon and Somerset Constabulary.
- 10.5 I am wholly satisfied that the Police and Crime Commissioner for Avon and Somerset, Mark Shelford fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance.
- 10.6 I am confident that the Appointments Panel appointed by the PCC, performed their duty to challenge and assess the candidate in manner that was fair, transparent and merit based, following the College of Policing Guidance in a satisfactory manner.

Carolyn Dhanraj MBE JP BPS
Independent Member

APPENDIX A
INDEPENDENT MEMBER

CAROLYN DHANRAJ MBE JP

Carolyn has over twelve years experience as a **College of Policing** Non Service Member, assessing for a range of appointments from Senior Police National Assessment Centre (SPNAC) to Direct Entry. She has acted as a College of Policing Independent Member for over fourteen Chief Constables, Deputy Chief Constables and collaboration ACC appointments including Cambridgeshire, Hertfordshire, Bedfordshire, Sussex, Surrey, Lincolnshire, Lancashire, West Yorkshire, Avon and Somerset, Dyfed Powys, Leicestershire, Warwickshire and Wiltshire. On the recommendation of current Chief Constables, Carolyn was appointed as the Independent Member on the **NPCC** Performance Sub-Committee, the first task was to appointment the new Chairperson for the NPCC. Carolyn was appointed as a College of Policing **Coach** to support Chief Officers attending SCC (Strategic Command Coure), Aspire and Leadership Development courses; she acts as Coach and critical friend to many Chief Officers and other senior leaders in the public, private and voluntary sector.

She is **British Psychological Society** (BPS) qualified (Hogan, NEO, P3, OPQ, Elements and Dimensions) and has worked in the private sector, specialising as a **Client Partner for Government and Public Services** (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn started her career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective **Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio)**, with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of **Project Sapphire** and The Havens (SARCs); member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity – Standing Together and as a Presiding Justice (Magistrate), where she also facilitates training.

Carolyn will offer you credible advice and guidance and she will support you in a practical way; her firm, fun but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability between stakeholders.

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CHIEF CONSTABLE

TERMS OF APPOINTMENT

ELIGIBILITY

The appointment of the Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation. The appointment will also be subject to a confirmation hearing by the Police and Crime Panel.

PRE-EMPLOYMENT CHECKS

Any conditional offer of employment will be subject to satisfactory references and medical clearance. The appointment will also be subject to security clearance at Management Level (MV) and Developing Vetting (DV) Level if not in place on appointment and this will remain a requirement of the post.

TERM OF APPOINTMENT

The appointment will be for a five year fixed term commencing on the date of appointment. Any extensions to this term shall require the approval of the PCC.

PERIOD OF NOTICE

The written notice period of termination of the appointment is three months by either party.

QUALIFICATIONS

The following courses or assessment centres must be satisfactorily completed:

- a) The Senior Police National Assessment Centre ("Senior PNAC")
- b) The Strategic Command Course ("SCC")

BASE SALARY

The base salary will be set at the national "spot rate" for Avon and Somerset, which is currently £166,911 per annum. Salary is paid on a monthly basis.



THE POST

The nature of the post will require the post holder to work outside normal office hours and at weekends on a regular basis. There is a requirement to be contactable 24 hours per day when not on leave or in the absence of a designated Deputy.

The primary focus of the post holder is the delivery and development of the Police and Crime Plan for Avon and Somerset. National work may be undertaken, but only with the agreement of the PCC.

CAR ALLOWANCE

The Chief Constable is provided with an unmarked operationally equipped vehicle that is fully maintained and insured. Further details are available upon request to the OPCC via: pccrecruitment@avonandsomerset.police.uk.

HOLIDAY

The successful applicant will be entitled to leave in accordance with Police Regulations.

NORMAL PLACE OF RESIDENCE

The post holder is expected to have their normal place of residence within the force area and be readily accessible to meet the operational needs and exigencies of the force.

Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity.

RELOCATION EXPENSES

Reasonable relocation expenses will be considered if the successful applicant is required to relocate as agreed with the PCC. Further details will be available from the OPCC on request via: pccrecruitment@avonandsomerset.police.uk.

HOME SECURITY

This will be assessed on a case by case basis and details are available upon request to the OPCC via: pccrecruitment@avonandsomerset.police.uk.

SUBSCRIPTIONS

CPOSA insurance (non-personal) element will be paid by Avon and Somerset Police.



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