



Office of the
**Police and Crime
Commissioner**
for Warwickshire

Chief Constable Recruitment: Report for Confirmation Hearing

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| Report Author | Polly Reed, Chief Executive and Monitoring Officer |
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| Security Classification | OFFICAL |
| Disclosable under Freedom of Information Act? | Yes |

Executive summary

The purpose of this report is to enable members of the Police and Crime Panel to give consideration to the Police and Crime Commissioner's proposed appointment for the position of Chief Constable of Warwickshire Police.

The report provides an overview of the appointment process that has been undertaken by the Police and Crime Commissioner for Warwickshire, Philip Seccombe, to select the Chief Constable for Warwickshire Police. Detailed within the report are the reasons why the proposed candidate has been selected for consideration by the Police and Crime Panel. This report should be read in conjunction with the Independent Member's Report, which is listed on the agenda.

Recommendation:

It is recommended that the Police and Crime Panel consider the Commissioner's preferred candidate, Debbie Tedds for the role of Chief Constable, at the Confirmation Hearing on Friday 11 June 2021.

1. Introduction and background

- 1.1 Chief Constable Martin Jelley QPM wrote to the Commissioner on 10 February 2021 informing him of his intention to retire on 30 June 2021. The Commissioner advised the Police and Crime Panel and the Chief Constable made a public announcement on the same day.
- 1.2 Schedule 8 of the Police Reform and Social Responsibility Act 2011 states that the Commissioner must notify the Panel of the proposed appointment of a chief constable and must include the following information:
 - a) the name of the person the Commissioner is proposing to appoint;
 - b) the criteria used to assess the suitability of the candidate;
 - c) why the candidate satisfies the criteria; and
 - d) the terms and conditions upon which the candidate is to be appointed.
- 1.3 The purpose of the Confirmation Hearing is to enable the Police and Crime Panel to review the process undertaken in making the proposed appointment and to be assured that the proposed candidate meets the criteria and to make recommendations on the proposed appointment.

This report and the associated supplementary information is presented to assist Members in making their recommendation.

- 1.4 The Commissioner has ensured that the appointment process followed the relevant legislation such as the Police Reform and Social Responsibility Act, Home Office Circular 013/2018 and the Guidance on Appointing Chief Officers developed by the College of Policing.
- 1.5 The Office of the Police and Crime Commissioner (OPCC) has worked with the College of Policing in developing and delivering this appointment process.

2. Development of the job description, advertisement and applications

Advertisement

- 2.1 The advertisement for the role of Chief Constable was developed based on the key criteria and requirements for the role incorporated within the Role Profile and Person Specification.
- 2.2 Regulation 11 of the Police Regulations 2003 specifies that Chief Officer vacancies must be advertised on a public website, or some other form of publication which deals with police matters circulating throughout England and Wales, and that the closing date for applications must be no less than three weeks after the date of the publication of the advertisement.

2.3 The advertisement for the role of Chief Constable was placed on the Commissioner's website on 16 March 2021 and was also placed on the Association of Police and Crime Commissioners, the National Police Chief's Council and the College of Policing websites. The College of Policing wrote to all current Deputy Chief Constables and Assistant Chief Constables on our behalf. Paid advertisements were taken on the Police Professional and Police Oracle websites, both of which are leading police sector publications. Significant social media activity also took place. In addition, the Commissioner posted a personal message to prospective candidates on the Police and Crime Commissioner's website inviting them to apply and setting out clearly what he was seeking from the next Chief Constable of Warwickshire.

The closing date for the receipt of completed applications was Tuesday 11 May 2021.

Application pack

2.4 The application pack was available on the Office of the Police and Crime Commissioner's website. It comprised:

- Foreword by the Police and Crime Commissioner
- Key Dates and the Appointment Process
- Information about Warwickshire
- Role Profile
- Person Specification
- Key Terms and Conditions of the Appointment

A copy of the Application Form is attached as Appendix 1, along with the Application Form (Appendix 2) and the Equal Opportunities Monitoring Form (Appendix 3). The applicant's latest Performance Development Review was also requested.

Role profile and person specification

2.5 The Role Profile is a key document in the appointment process. It sets out who the Chief Constable is accountable to, what they are responsible for and the job purpose. It reflects the expectations and requirements of the public of Warwickshire. The Person Specification sets out the key personal qualities and professional competencies required to perform the role of Chief Constable of Warwickshire Police.

Application form

2.6 The application form was designed to collect key information about the applicant's suitability for the role.

- 2.7 The College of Policing has produced a [Competency and Values Framework](#) (CVF), which in 2017 replaced the Policing Professional Framework. The CVF is a national behavioural competency framework designed specifically for the police service which outlines what effective behaviour looks like at different levels in policing. The candidates were required to provide evidence against a number of these competencies in their application form and were tested against them during the appointment process.
- 2.8 The application form also detailed the eligibility criteria required pursuant to the determinations of the Home Secretary, this being the satisfactory completion of the Strategic Command Course (SCC). Each candidate was required to confirm when they had passed the course, and this was verified with the College of Policing.
- 2.9 In line with recommended practice in selection and assessment, the Role Profile and Person Specification were used to form the basis for subsequent decisions about the format and content of the appointment process including the advertisement, application form, the shortlisting criteria, stakeholder panel meetings, assessment presentation topic and interview questions asked by the Appointment Panel.

Terms and conditions

- 2.10 The terms and conditions were compiled in accordance with Police Regulations and the Home Secretary's determination. Legal advice from Warwickshire County Council Legal Services was sought during the drafting of the terms and conditions.
- 2.11 The term of appointment will be for a fixed term of five years, together with any extension which may be approved by the Commissioner.
- 2.12 The spot salary for the Chief Constable of Warwickshire is £146,469 and the Commissioner has discretion to offer a salary range on appointment which varies no more than 10% (up or down) from the spot rate.

Familiarisation day

- 2.13 As part of the process a familiarisation day took place at Police Headquarters, Leek Wootton on 14 April 2021 for potential candidates. The intention of the day was to enable shortlisted candidates to learn more about the role, Warwickshire Police and more generally about the county itself.
- 2.14 The familiarisation day was also intended to provide an open, transparent and equal opportunity for all those interested in the role to have a common knowledge and understanding about the force, the Commissioner's priorities and the county. A copy of the timetable for the day is attached at Appendix 4.

Expressions of interest and applications

2.15 Three potential candidates were in contact with the OPCC; two attended the familiarisation day and then completed and submitted applications.

3. Shortlisting and interviewing

The Appointment Panel

- 3.1 Whilst the Police Reform and Social Responsibility Act states that it is the responsibility of the Commissioner to appoint a Chief Constable, the College of Policing guidance suggests that the Commissioner should convene an Appointment Panel and this should include at least one Independent Advisor. The Home Office Circular states that the Independent Advisor should be chosen by the Commissioner and be someone independent of them and the force.
- 3.2 The role of the Independent Advisor is to ensure the appointment process is conducted in line with the principles of merit, fairness and openness and that the successful candidate is selected on merit. The Commissioner asked John Anderson who chairs the PCC and Police's Joint Audit and Standards Committee, to undertake the role.
- 3.3 In addition to himself and the Independent Advisor, the Commissioner invited the senior stakeholders to be members of the Appointment Panel:
- Monica Fogarty, Warwickshire County Council Chief Executive
 - Kieran Amos, Warwickshire Fire and Rescue Service, Chief Fire Officer
- 3.4 The Commissioner also identified a Policing Advisor to provide information and support from a policing perspective. The Advisor was Stephen Watson, now Chief Constable of Greater Manchester Police (Chief Constable of South Yorkshire until 21 May).

Shortlisting

- 3.5 The Appointment Panel supported the Commissioner in the shortlisting exercise. A shortlisting template (Appendix 5) was designed and shared with Panel members, along with the completed application forms. The Panel agreed unanimously that both candidates should be brought forward for interview.

The Interview Process

- 3.6 An interview process was identified as follows:
- two advisory Stakeholder Panels – one with external stakeholders, the other with representatives of internal stakeholders.
 - An Appointment Panel as described above.

3.7 The interviews were planned for Thursday 27 and Friday 28 May, and took place at Chesford Grange Hotel, Kenilworth.

Assessment Day 1: Stakeholder Panels

3.8 The objective of the Stakeholder Panels was to involve a range of critical and interested stakeholders in the process. This stage was included to recognise the importance of the new Chief Constable to build and maintain effective relationships not just internally but critically with key stakeholders from other public, voluntary and private sectors as well as different interest groups in order to deliver, sustain and promote trust and confidence in policing across Warwickshire.

3.9 Two Stakeholder Panels were convened on 27 May, one with external stakeholders and the other with stakeholders internal to Warwickshire Police and the OPCC. Participants were selected based upon the body, group or organisation they represented, as well as their background, experience and position held.

3.10 The Stakeholder Panels had an agreed set of questions to ask each candidate. They were not interviews with members formally assessing the candidate's response. They were a mechanism to provide an insight and understanding of each candidate. The answers and information provided were used to identify areas of particular interest or concern that the Appointment Panel could question or explore further during the interview stage of the process.

3.11 Membership of the two Stakeholder Panels is detailed below:

Partnership Stakeholder Group:

- David Buckland – CEO Stratford District Council (Chair)
- George Bostock – NFU County Advisor
- Junaid Hussain – CEO Equip
- Melina Hancox – Victim Support Area Manager
- Rob Powell – WCC Strategic Director Resources
- David Patterson, OPCC (Facilitator)

Internal Stakeholder Group:

- Jason Downes – T/Chief Supt - Chair Supts Association (Chair)
- Sara Ansell – OPCC Chief Finance Officer
- Simon Payne – Chair of Warwickshire Police Federation
- Paul Edwards – Secretary UNISON
- Sarah Adam – ROCU Intel Officer - Disability network

- Kim Perkin – Senior Public Contact Manager - WOW network
- Dave Valente – Sergeant – Christian Police Association
- Faz Chisty – Chief Inspector – B-ME Network
- Katie Hepworth – Student Officer
- Alison Hall – Head of HR

Following their selection each member of the Stakeholder Panels was sent information which explained their role in the process.

- 3.12 A set of questions were developed for each Panel in conjunction with Panel Members. The questions were reviewed by the Chief Executive to ensure that they questions were not repetitive and would explore different aspects of policing, community safety and issues pertinent to Warwickshire.
- 3.13 Both Panels were observed by the Independent Advisor, John Anderson, who rotated between each. Each candidate met individually with each Stakeholder Panel and the meetings per candidate lasted for one hour. Each Panel Member was asked to make notes and observations on each candidate, which they recorded on candidate record sheets.
- 3.14 Each Panel Member was given an opportunity to ask questions, followed by some supplementary probing questions if required. They were able to explore with candidates issues and concerns that were important to them and the community they represented or the agency they worked in.
- 3.15 Following the conclusion of the meeting the Chair and facilitator held a debrief session with all members of the Stakeholder Panel once the candidate had left the room. The purpose of the debrief being to gather views from the Stakeholders on the Panel and to identify areas that they believe would benefit from further questioning and exploration during the formal interview by the Appointment Panel.

Assessment Day 2: the Appointment Panel

- 3.16 The proposed appointment process was that each candidate would be invited to give a presentation and then be asked a series of questions. The presentation would be advised on the day, with each candidate having 30 minutes to work on this before their interview.
- 3.17 The presentation topic and interview questions were devised by the OPCC Chief Executive with support from the Policing Advisor and the College of Policing. Panel members then had opportunity to shape the suggested questions.
- 3.18 The Appointment Panel received a briefing from Polly Reed, OPCC Chief Executive, before the interviews began. The briefing outlined the approach to the assessment process and each individual's role in it. Copies of the Presentation Topic and the Interview Questions were shared.

3.19 Next the Chairs of each Stakeholder Panel met with the Appointment Panel and gave an assessment of each candidate, which provided suggestions for further probing and questioning.

Presentation

3.20 Candidates were given the presentation and 30 minutes to prepare. The candidates were then required to give a presentation in length, which was then followed by questions from the Appointment Panel.

3.21 Once the candidate had delivered their presentation the Panel asked questions to clarify their understanding of the presentation. Specific questions were not prepared in advance for this part of the assessment, as the Panel needed to tailor their questions to the content of the candidate's presentation.

3.22 During the presentation Panel Members made contemporaneous notes about the content and the candidate's presentation and responses to the Panel's questions on the recording sheet.

3.23 The presentation component of the assessment would mainly assess the competency cluster of Inclusive, Enabling and Visionary Leadership. The topic was developed to reflect key issues and themes identified in the Role Profile and Person Specification.

Interview

3.24 The Appointment Panel assessed the performance of candidates against the Competency Values Framework. The formal interview followed on directly after the presentation part of the interview had been concluded.

3.25 The Panel were encouraged to use appropriate probing techniques to supplement their core questions, seek further information from the candidates and test the thinking behind the responses provided.

3.26 The Appointment Panel members individually made contemporaneous notes, assessed and rated each candidate's performance, on the recording sheets provided for the purpose.

3.27 Following the presentation and interviews the Appointment Panel were required to independently classify the recorded evidence against the competencies being assessed and subsequently evaluate the quality and quantity of evidence provided using the four point rating scale.

3.28 Once they had awarded an independent rating for each question, the OPCC Chief Executive facilitated a discussion to collate the individual panel member ratings and agree a panel score for each quality and an overall performance score for each candidate. Once the ratings for each personal quality were agreed these were used to determine whether the candidates had met the required criteria and the overall score for each candidate was established.

4 The Preferred Candidate

- 4.1 The Appointment Panel unanimously agreed to the appointment of Debbie Tedds as Chief Constable of Warwickshire Police. She achieved the top overall score and was judged to meet all of the required personal qualities of the Competency and Values Framework and Commissioner and the Appointment Panel were totally satisfied that she was the best candidate and suitable as the next Chief Constable of Warwickshire Police.
- 4.3 Accordingly, the Commissioner formally proposes to the Police and Crime Panel that Debbie Tedds is the preferred candidate. Debbie is currently serving as Temporary Deputy Chief Constable with Warwickshire Police and a biography of her policing career is provided at Appendix 8.
- 4.4 A copy of the preferred candidate's application has been provided to Police and Crime Panel Members separately as a confidential document, as it contains personal information.
- 4.5 The Independent Member is required to provide a written report on the appointment process for submission to the Police and Crime Panel. This is included elsewhere on the Agenda to inform and assist the Panel Members.
- 4.6 Subject to the Police and Crime Panel's decision today, it is anticipated that upon confirmation of appointment, the preferred candidate will commence duty in the substantive role of Chief Constable of Warwickshire Police on 1 July 2021.

5. Implications

- 5.1 **Financial** – The financial implications of the appointment of a Chief Constable are contained with the existing police budget.
- 5.2 **Legal** – In progressing the recruitment of a new Chief Constable the Commissioner has had regard to the legislation referred to within the report, as well as College of Policing guidance and the Home Office circular.
- 5.3 **Risk** – Failure to proceed to appoint the preferred candidate would require the undertaking of a new recruitment process. This would not necessarily result in more applications from suitable candidates, in fact the reverse may be true. This could lead to instability in the Force and reduction in public confidence in policing in Warwickshire. As the Panel has previously noted, this is a key time in the development of Warwickshire Police as a standalone force, and continuity between the leadership is vital to ensure a smooth transition.
- 5.4 **Human Resources / Equality** – the appointment process has been open to all eligible candidates and has been conducted in accordance with the requirements of the Equality Act to ensure a fair and equitable process. All reasonable requests from candidates have been met.

The Independent Member appointed to the Appointment Panel endorses that the principles of fairness, openness and selection on merit were fully applied at every stage of the process.

6. Supplementary Information

- Appendix 1: Application Pack
- Appendix 2: Application Form
- Appendix 3: Equal Opportunities Monitoring Form
- Appendix 4: Familiarisation Day Timetable
- Appendix 5: Shortlisting Template
- Appendix 6: Blank Scoring Matrix
- Appendix 7: Biography of Preferred Candidate