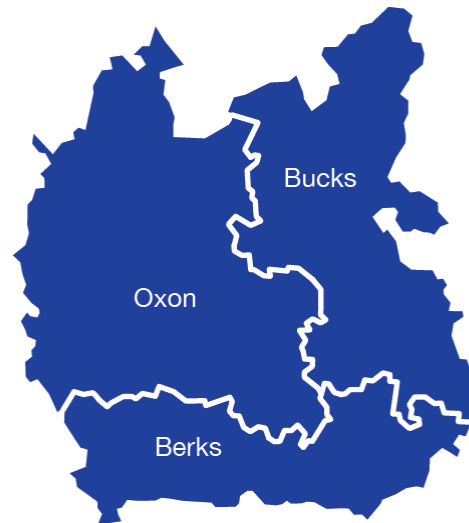


# Agenda

**Date:** Friday 27 March 2015

**Time:** 1.30 pm

**Venue:** Council Chamber Wokingham Borough  
Council Shute End Wokingham  
Berkshire RG40 1BN



## Map and Directions

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Room for Briefing - Lower Ground Floor 4 at 10am

The Council Offices are just up the road from the station  
<http://goo.gl/maps/88nmH>

Nearest Car Park  
The Paddocks Car Park, off Elms Road, RG40 2AA  
<http://goo.gl/maps/Z9lqv>

<https://www.wokingham.gov.uk/contact-us/>

This meeting will not be webcast.

- 1. Apologies for Absence**
- 2. Declarations of Interest**  
To disclose any Personal or Disclosable Pecuniary Interests
- 3. Confirmation Hearing for the Chief Constable**  
The PCP is asked to consider the attached report and note, in particular, the following points:

**3 - 62**

1. This report acts as formal notification under the Police Reform and Social Responsibility Act 2011 that the PCC's preferred candidate to be appointed as Chief Constable of Thames Valley Police is Mr. Francis Habgood.

2. A full open and fair selection process as detailed in this report has taken place, the preferred candidate fulfils the eligibility criteria and the proposed appointment has been made on merit.

3. The PCC can only make an appointment if a candidate fulfils the eligibility criteria and a confirmation process is satisfactorily completed.

4. If the PCP is unable to make a recommendation and or an appointment is not made before 1st April 2015 (when the post of Chief Constable will fall vacant) the PCC will appoint a temporary Acting Chief Constable until this process has been completed.

The PCP is asked to take the following action:

5. To review the proposed appointment and make a report to the PCC on the proposal, including a recommendation as to whether or not the candidate should be appointed.

**4. Date and Time of Next Meeting**

14 July 2015 at 11am at Aylesbury Vale District Council

**Committee Members**

Bill Bendyshe-Brown (Wycombe District Council), Councillor Mark Booty (West Oxfordshire District Council), Noel Brown (Chiltern District Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Anita Cranmer (South Buckinghamshire District Council), Trevor Egleton (Buckinghamshire County Council), Councillor Jesse Grey (Royal Borough of Windsor and Maidenhead), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Pam Pearce (Aylesbury Vale District Council), Councillor George Reynolds (Cherwell District Council), Councillor Mohammed Sharif (Slough Borough Council), Councillor Dee Sinclair (Oxford City Council), Vacancy and Councillor Quentin Webb (West Berkshire Council)



**OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR THAMES VALLEY**

**Report of the Police and Crime Commissioner for Thames Valley to the  
Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

**Title: Thames Valley Police Chief Constable Confirmation Hearing**

**Executive Summary**

This report is made further to the background report presented at the Police and Crime Panel meeting on 30th January 2015 regarding the 'Chief Constable Recruitment Process'.

This report provides formal notification under the Police Reform and Social Responsibility Act 2011 ('the 2011 Act') from the Police and Crime Commissioner (PCC) to the Police and Crime Panel ('PCP') that the Chief Constable recruitment and selection process has now been completed and the PCC's 'preferred candidate' is Mr. Francis Habgood.

Background information to the recruitment process undertaken by the PCC is included which demonstrates this was an open and fair process. It also demonstrates that the preferred candidate fulfils the eligibility criteria and was selected on merit.

Under the Act, the PCP **must** review the proposed appointment **within three** weeks of notification. This **must** include a public confirmation hearing and making a report to the PCC. The report **must** include a recommendation as to whether the candidate should be appointed. The public confirmation hearing is currently scheduled to take place on 27th March 2015.

The PCP does have a power to veto the proposed appointment (subject to a two thirds majority of all Panel members).

**Recommendation:**

The PCP is asked to consider the attached report and note, in particular, the following points:

1. This report acts as formal notification under the Police Reform and Social Responsibility Act 2011 that the PCC's preferred candidate to be appointed as Chief Constable of Thames Valley Police is Mr. Francis Habgood.
2. A full open and fair selection process as detailed in this report has taken place, the preferred candidate fulfils the eligibility criteria and the proposed appointment has been made on merit.
3. The PCC can only make an appointment if a candidate fulfils the eligibility criteria and a confirmation process is satisfactorily completed.
4. If the PCP is unable to make a recommendation and or an appointment is not made before 1st April 2015 (when the post of Chief Constable will fall vacant) the PCC will appoint a temporary Acting Chief Constable until this process has been completed.

The PCP is asked to take the following action:

5. To review the proposed appointment and make a report to the PCC on the proposal, including a recommendation as to whether or not the candidate should be appointed.

**Attachments:**

<i>PCC Report</i>	<i>'Report on Chief Constable Recruitment'</i>
<i>Appendix A</i>	<i>Report of the Independent Member</i>
<i>Annex 1</i>	<i>Independent Member – background information</i>
<i>Annex 2</i>	<i>Role Profile and person specification</i>
<i>Annex 3</i>	<i>Advertisement</i>
<i>Annex 4</i>	<i>Application Form (blank)</i>
<i>Annex 5</i>	<i>Application form guidance notes to candidates</i>
<i>Annex 6</i>	<i>Candidate Information – selection process</i>
<i>Annex 7</i>	<i>Career History &amp; Qualifications (blank)</i>
<i>Annex 8</i>	<i>Short-listing Assessment Scale</i>
<i>Annex 9</i>	<i>Short-listing Criteria</i>
<i>Annex 10</i>	<i>Five Point Rating Scale</i>
<i>Annex 11</i>	<i>Presentation and Interview Assessment Form (blank)</i>

## **Report on Chief Constable Recruitment**

### **1 Purpose of this report**

- 1.1 This report provides information and background on the recruitment process undertaken for the selection of a new Chief Constable of Thames Valley Police. It demonstrates that the process was open and fair and that the preferred candidate meets the eligibility criteria and was selected on merit.

### **2 Introduction and background**

- 2.1 Following the announcement that the Chief Constable was appointed to take up a new position as the Chair of the new National Police Chiefs' Council ('NPCC') with effect from 1<sup>st</sup> April 2015, the Police and Crime Commissioner ('PCC') has completed a recruitment process to allow the appointment of a new Chief Constable.
- 2.2 Following the completion of the recruitment process, the PCC has identified his preferred candidate as Mr. Francis Habgood, the current Deputy Chief Constable of Thames Valley Police.

### **3 Recruitment process overview**

- 3.1 Under section 38 of the Police Reform and Social Responsibility Act 2011 ('the 2011 Act'), the PCC is responsible for the appointment of the Chief Constable. The PCC must not make an appointment unless the candidate fulfils all of the eligibility criteria and a confirmation process has been completed. The Police and Crime Panel (PCP) is required to consider the proposed appointment and to hold a public confirmation hearing to scrutinise the appointment process, and has a power of veto.
- 3.2 Requirements on eligibility and specific requirements for appointments are provided by schedule 8 of the 2011 Act and Regulation 11 of the Police Regulations 2003 ('the 2003 Regulations'). A number of determinations have been issued in accordance with the 2003 regulations.
- 3.3 Schedule 8 of the 2011 Act sets out the confirmation process which must be completed before any appointment is made by the PCC. The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 ('the 2012 Regulations') explain the process to be followed if the PCP exercises its power to veto.

## 4 The selection process

4.1 The PCC, in conjunction with his Chief Executive, designed a recruitment and selection process to ensure that the best candidate for the position of Chief Constable for Thames Valley Police was secured.

4.2 The process was developed in accordance with College of Policing guidance and recruitment toolkit together with Thames Valley Police (TVP) senior officer recruitment processes. This was designed to ensure that the appointment process was based on the principles of merit, fairness and openness.

4.3 To date this process has included the following steps:

- Advertisement and application packs being made openly available
- Applicants being required to submit applications demonstrating evidence of their abilities set against seven policing professional framework competencies
- Short-listing based on merit, undertaken by an experienced short listing panel
- Identification of a preferred candidate following assessment and interview by an experienced selection panel
- An independent panel member (the designated 'Independent Member') being actively included in the selection process and providing a report on the appointment process (**Appendix A**)
- Overview by the Chief Executive to ensure compliance with the legislative requirements

4.4 The following additional steps will be taken before any appointment is made:

- Scrutiny by the PCP (including the power of veto) at the confirmation hearing
- Subject to any veto, the PCC to make a final decision on the appointment, having regard to any recommendations made by the PCP.

### *Role requirement / specification and application form*

4.5 A role description and person specification was developed in accordance with TVP senior officer recruitment processes and guidance specifications provided by the College of Policing. A copy of the role profile and person specification is provided at **Annex 2**.

4.6 Part of the application form required candidates to complete an assessment against the person specification. In addition to the application form candidates were asked to complete a 'why me?' statement explaining their motivation and suitability for the role, and why the PCC should appoint them as Chief Constable of TVP.

- 4.7 Candidates were required to evidence exceptional performance over at least the last 3 years. They were also required to demonstrate considerable leadership, innovation and resource management skills that are considered necessary by the PCC to take TVP through a coming period of further significant financial challenge whilst maintaining Force performance.

*Advertising and communication strategy*

- 4.8 An advertising and communication strategy was designed to ensure that the recruitment process was open and transparent. Details of the position were advertised in accordance with the Home Office Circular 21/2012. A copy of the advert is at **Annex 3**.

- 4.9 The Circular requirement was for the advert to be published on a public website dealing with police matters for a minimum period of three weeks (21 days).

- 4.10 The vacancy was published and advertised as follows:

- *Adverts were placed on the PCC's website including links on the from news sheet of the website and a dedicated section created*
- *An advert was placed on the Thames Valley Police recruitment website*
- *A copy of the advert was sent to the College of Policing for publishing and circulation*
- *A copy of the advert was sent to the Association of Chief Police Officers ('ACPO') for circulation*
- *A copy of the advert was sent to all Chief Constables in England and Wales for circulation within their forces.*

- 4.11 The advert first went live on Friday 6th February 2015 with a deadline for applications to be submitted by Monday 2nd March 2015 (allowing 24 days). The Circular advertising requirements were therefore fully complied with and exceeded. The advert included the anticipated interview date for successful candidates at the short-listing stage.

- 4.12 Consideration was given for a wider advertising campaign; for example, if this should be published in the Police Journal or other sources (e.g. national press). It was considered, and particularly in light of the circulation via Chief Constables to all forces, that any potential candidate would have been made aware of the vacancy. Furthermore, the appointment of the current Chief Constable of Thames Valley Police to the NPCC has also received national press coverage and has been widely circulated. It was therefore considered that further advertisement was unlikely to widen the pool of potential candidates any further. Expenditure of public funds on wider advertisement campaigns would not therefore have been justified or necessary.

4.13 Applications packs were made available on request and also made available for electronic download from the PCC website. A decision was made to ensure any potential candidate could access a full application pack anonymously through the PCC website. Although open download meant the PCC was unable to track the number of interested or potential candidates, this decision was taken to increase accessibility and openness to any potential candidates who wanted to consider applying and meant they could do so without any commitment or record of interest being made. A copy of a blank application pack is available at **Annex 4**, the application form guidance notes for candidates is at **Annex 5** and Candidate Information on the selection process is at **Annex 6**.

4.14 Paul Hammond, Chief Executive (CEO) of the Office of the PCC (OPCC) was named as a specific contact for any questions received from potential candidates regarding the selection process, and officers of the OPCC were advised to refer any questions to him. This was done to ensure consistency of approach and that any potential candidate was provided with the same information. In the event, no enquires or questions were received.

4.15 One application for the vacancy was received.

#### *Selection and short listing panel*

4.16 The same recruitment panel ('the Panel') was used for both the Shortlisting and Selection processes. This was to ensure consistency of approach.

4.17 The Panel included the following members:

- Anthony Stansfeld (PCC) – Panel Chairman
- David Carroll (Deputy PCC)
- Allison Phillips OBE
- Dianne Newton FCIPD (the designated 'Independent Member')

4.18 The Panel was established to challenge and test candidates, to ensure they meet the necessary requirements to perform effectively if appointed as the Chief Constable for TVP. This included the designated 'independent member' who has submitted a report on the selection process (**Appendix A**).

4.19 Paul Hammond (CEO of the OPCC) was present at all stages as an adviser to the Panel.

4.20 Prior to any selection process the Panel convened on 18th February 2015 for a briefing meeting on the recruitment and selection process, to discuss the selection criteria, agree the short-listing scoring methodology and to consider options for the selection day itself. The Independent



Member was asked not only to observe and report on the process but also to take an active role in the selection process, to offer opinion on the methodology and to independently assess and score candidates.

### *Training*

- 4.21 Immediately prior to the short-listing stage of the process, recruitment and selection training was delivered to all Panel members by Karen Lister from the College of Policing to ensure the Panel members were in the best, informed, position to assist the PCC with the selection process.
- 4.22 All Panel members were present for the training, which was aimed at ensuring there was a clear understanding of the assessment process and knowledge of best practices; the legal requirements of the selection and appointment process, and the respective roles and responsibilities of all parties involved in the process.

### *Short-listing*

- 4.23 Short-listing was undertaken on 6th March 2015.
- 4.24 As stated above, one application for the vacancy was received. The application received was assessed on the basis of the written application, the 'why me?' statement and the reference provided on behalf of the candidate by the current Chief Constable. The Panel made an assessment of the application against the seven policing professional framework competencies contained in the application form using pre-agreed assessment and scoring methodology based on the College of Policing toolkit.
- 4.25 The application was also checked to ensure that the candidate met the required eligibility criteria. This included that the Senior Police National Assessment Centre and the Strategic Command Course had been satisfactorily completed.
- 4.26 The Panel confirmed that the candidate met the eligibility criteria and that the application when assessed passed all of the pre-agreed assessment criteria to be put forward for the selection day. A copy of the short listing criteria is at **Annex 9**.
- 4.27 Accordingly, the candidate was asked to attend a selection panel on 11th March 2015.

### *Selection Panel*

- 4.28 The candidate was asked to give a 10 minute presentation following a 40 minute preparation period. The presentation question was not made

available before the selection panel day. The presentation was followed by an inter-active question and answer session which allowed the Panel to explore and address issues raised in the presentation. Following the presentation question and answer session, the Panel proceeded to a formal interview stage during which the Panel were able to explore and challenge further the candidate's abilities against the seven policing professional framework competencies.

- 4.29 Panel members were provided with an individual copy of the presentation and interview assessment forms, and independently assessed and scored the candidates presentation and answers. A copy of the five point rating scale is at **Annex 10** and a copy of the presentation and interview assessment form is available at **Annex 11**.
- 4.30 Following the interview stage the independent views together with the individual assessment scores of all the Panel members were discussed. The outcome of this process was that the Panel was unanimous in its view that the candidate successfully met and exceeded the selection criteria and, based on merit, should be notified to the PCP as the PCC's preferred candidate for appointment as the new Chief Constable for Thames Valley Police.
- 4.31 The candidate was notified by the PCC that he is the preferred candidate on **Wednesday 11<sup>th</sup> March**. The candidate was also invited to attend the PCP meeting on 27<sup>th</sup> March 2015 for the purposes of the PCP confirmation hearing.

*Independent Member's report*

- 4.32 Following the conclusion of the selection panel and successful identification of the preferred candidate, the independent member submitted her report to the PCC on 15<sup>th</sup> March. A copy of the report is available at **Appendix A**.
- 4.33 The Independent Member's report concludes:

*"I am confident that the assessment process followed the national guidance provided by the Home Office and the College of Policing. The process was fair, open and the candidate was tested and challenged thereby ensuring that the recommended appointment was based solely on merit."*

## **5 Terms and conditions on which the proposed candidate is to be appointed**

- 5.1 Subject to considering the PCP report and recommendation(s) on the proposed appointment, the proposed candidate will be appointed for a period of 4 years at an annual salary of £163,512.

- 5.2 The salary of any Chief Constable is prescribed by the requirements of the Police Regulations 2003 and the relevant Secretary of State determinations made under regulation 24. The pay structure for Chief Constables' with effect from 1st September 2014 is set out and provided for by Home Office Circular 15/2014. The proposed new Chief Constable's salary has been set in line with Circular 15/2014.

## **6 PCP Confirmation Hearing**

- 6.1 At the scheduled PCP meeting on 27th March 2015 the PCP will need to consider the proposed appointment and may ask the PCC and the preferred candidate questions in order to satisfy itself that the PCC's recruitment and selection process was based on, and met, the principles of merit, fairness and openness.

### *PCP report*

- 6.2 The PCP must make a report to the PCC regarding the proposed appointment; this must include a recommendation as to whether the candidate should be appointed, and be completed within three weeks of receiving notification from the PCC (i.e. on or before 7<sup>th</sup> April). The report made must be published.

### *Power of Veto*

- 6.3 For the first preferred candidate only, the PCP may veto the proposed appointment. Any such veto must be agreed by two-thirds of the PCP members (calculated on the full membership of the PCP rather than those present at the confirmation hearing).

### *PCC consideration of report and recommendation of the PCP concerning the proposed appointment*

- 6.4 Where the PCP does not veto the proposed appointment the PCC may accept or reject the PCP's recommendation as to whether the individual should be appointed; in either case the PCC must notify the PCP of his decision.
- 6.5 If the PCP has vetoed the proposed appointment (only applicable to the first preferred candidate), the PCC must not appoint the individual as Chief Constable. The PCC must then propose another candidate for appointment as Chief Constable; as there was only one candidate for this appointment, the PCC would be required to conduct a new recruitment and selection process. The PCP must follow the same

scrutiny process for any subsequent candidate but will not have the same power to veto the appointment.

- 6.6 If the PCP is unable to make a recommendation and or an appointment is not made before 1st April 2015 the PCC will appoint a Temporary Acting Chief Constable until this process has been completed.

## **7 Legal comments**

- 7.1 The main legal provisions are referenced in the background papers below. Relevant Home Office Circulars and guidance documents from the College of Policing have also been issued.
- 7.2 The recruitment process has been conducted in accordance with the relevant provisions and was devised with regard to the guidance toolkit issued by the College of Policing.
- 7.3 The PCC has ensured the candidate's personal data had been and will be handled in accordance with the Data Protection Act 1998

## **8 Equality comments**

- 8.1 In making appointments the PCC and PCP must comply with the provisions of the Equality Act 2010.

## **9 Financial implications**

- 9.1 The salary and employer on-costs of the proposed new appointment will be provided for within existing approved TVP budgetary provisions.

## **10 Background papers**

- Section 38 and Schedule 8 of The Police Reform and Social Responsibility Act 2011 (as amended by the Anti-Social Behaviour, Crime and Policing Act 2014)
- Police Regulations 2003
- Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012
- Appointment of Chief Officers of Police (Overseas Police Forces) Regulations 2014
- Home Office Circular 20/2012: Selection and Appointment of Chief Officers – from 22 November 2012
- Home Office Circular: Police and Crime Panels – Scrutiny of Chief Constable Appointments

**Chief Constable – Thames Valley Police  
Appointment Process**

**Independent Member Report**

**Di Newton**

**March 2015**

## **Contents**

### **Independent Assessor Report**

#### **Annexes**

- 1 Independent Member – background information
- 2 Role Profile and Person Specification
- 3 Advertisement
- 4 Application Form (blank)
- 5 Guidance notes to candidates
- 6 Candidate Information
- 7 Career History and Qualifications (blank)
- 8 Short-listing Assessment Scale
- 9 Short-listing Criteria
- 10 Five Point Rating Scale
- 11 Presentation and Interview Assessment Form

## **Report of the Independent Member on the Selection and Appointment Process for the role of Chief Constable for Thames Valley Police**

### **Introduction**

1 Home Office Circular 20/2012 outlines the legal requirements and principles for the appointment of chief police officers. The appointment of the Chief Constable is the responsibility of the Police & Crime Commissioner (PCC). It is for the PCC to decide how to run the process and which candidate is appointed, subject to confirmation by the Police & Crime Panel. They should however involve an Independent Member, ideally from the start of the process through to the final selection. As the Independent Member for the appointment this is my report on the process for appointing the next Chief Constable (CC) of Thames Valley Police.

### **Purpose**

2 The report aims to provide an objective assessment of the extent to which the selection process was conducted in line with the key principles of merit, fairness and openness. It also discusses the extent to which the panel was able to fulfil its responsibility to challenge and test candidates' suitability against the agreed requirements.

### **Role and Involvement of the Independent Member**

3 The role of Independent Member (IM) is laid out in Home Office Circular 20/2012. In essence the role is to verify that the selection process is conducted in line with the key principles as set out at paragraph 2 (merit, fairness and openness). IMs must be experienced and competent in assessment and selection processes.

4 I am one of a number of IMs who has been openly selected on merit and trained by the College of Policing (the College) for inclusion in its pool of accredited independent members. I have a strong background in recruitment and assessment and experience in the areas of external assessment and quality assurance. Further information about my experience is at **Annex 1**.

5 I was invited to join the panel as the independent member in January 2015. At that stage the application pack including the job description and person specification had already been developed. However, I had full access to the documentation and was able to review it in full (paragraphs 10 to 18). I was fully involved in all other stages of the assessment, that is, the panel training, shortlisting, presentation and final interviews including the final appointment discussions.

### **Appointment Panel**

6 The College has developed detailed guidance and documentation to support PCCs in carrying out their responsibilities for the appointment of chief officers. This guidance was produced in consultation with a wide range of

stakeholder groups e.g. Her Majesty's Inspectorate of Constabulary, Association of Chief Police Officers, Association of Police and Crime Commissioners. It includes information on the roles, purpose and duties of the individuals and panels involved in the selection process as well as detailed documentation to support each stage of the process. It states that the role of the panel is to challenge and test that the candidate meets the necessary requirements to perform the role. The PCC has a duty to ensure that the panel membership is diverse, suitably experienced, and competent in selection practices. Membership of the panel for this exercise comprised:

- Anthony Stansfeld (PCC)
- David Carroll (Deputy PCC)
- Allison Phillips OBE
- Dianne Newton FCIPD (the designated 'Independent Member')

7 All panel members had experience of making senior appointments within their own fields and varying levels of experience of police recruitment. Training was arranged with the College aimed at addressing any gaps in member's knowledge of senior police recruitment. Members were provided with a copy of the detailed guidance on the selection of senior officers together with copies of the role profile and person specification.

8 The panel was supported by Paul Hammond Chief Executive Officer (CEO) of the office of the PCC. The role of the CEO (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment process is properly conducted in line with requirements set out in legislation and meets the principles of fairness, openness and selection on merit. The CEO is also required to ensure that the process is appropriately monitored.

9 Prior to any selection process the panel met on 18th February 2015 to discuss the selection criteria, agree the short-listing scoring methodology and to consider options for the selection day itself. As a member of the panel I was fully involved in these discussions and was able to establish the actions that had been taken to date in developing the appointment process and to review the documentation.

### **Appointment Process**

10 The role description and person specification for the post were developed by the CEO and Director of People Services in accordance with the TVP senior appointment process and the detailed guidance provided by the College. They were discussed with and agreed by the PCC. All competency areas from the Policing Professional Framework (PPF) were seen to be relevant to the role and were used as the basis of the person specification. Copies of the role description and person specification are at **Annex 2**

11 Having reviewed the role description and the person specification I noted that the criteria appeared to be relevant, fair and open. There was nothing in either document that would have unnecessarily excluded suitable applicants and potentially reduced the pool of candidates.



12 The timetable which ran from 6 February (initial advert) to 11 March 2014 (final selection) allowed for a swift appointment to end any uncertainty for the force and enabled the process to be conducted fairly and inclusively. It allowed good time for applicants to be informed about the post and to complete an application (24 days which exceeded the recommended minimum of 21 days).

13 The advertising and communication strategy was designed to ensure that the process was open and transparent via a number of websites, namely those of the:

- Association of Chief Police Officers (ACPO)
- Office of the Police and Crime Commissioner for TVP, where a dedicated section was created
- Thames Valley Police recruitment site
- The College of Policing.

In addition, a copy of the advert was sent to all Chief Constables in England and Wales for circulation within their organisations. A copy of the advertisement is at **Annex 3**.

14 The advertising strategy was entirely appropriate and a standard one within policing. The size and structure of the policing community is such that eligible officers are usually well aware of which vacancies are coming up and when they will be advertised. For this post, the appointment of the current Chief Constable of Thames Valley Police to the new National Police Chief's Council (NPCC) had also received national press coverage which would have further alerted officers to the vacancy. Although further advertising, for example, within the national press was considered it was discounted as it was considered unlikely to widen further the pool of potential candidates and could potentially have resulted in unnecessary expenditure.

15 The application pack was comprehensive providing candidates with clear information about the role, the application process, including dates, and guidance notes on completing the application. In addition to the application form candidates were asked to complete a "Why Me" statement explaining their motivation and why they should be appointed to the role. Potential applicants were given background information in the form of the Police and Crime Commissioner's Police and Crime Plan 2013-2017, Police and Crime Commissioner's Annual Report 2013-14, Thames Valley Police Delivery Plan 2014-2015

16 Packs were made available on request and also via electronic download from the PCC website. A decision was made to enable potential candidates to access a full application pack anonymously through the PCC website. Although open download meant the PCC was unable to track the number of interested or potential candidates, this decision was taken to increase accessibility and openness to any potential candidates who wanted to consider applying and meant they could do so without any commitment or record of interest being made. Copies of the relevant documents are annexed as follows:

- copy of the blank application form - **Annex 4**
- candidate guidance notes - **Annex 5**
- candidate information - **Annex 6**

- career history **and** qualifications – **Annex 7**

17 To make sure all candidates received the same information and ensure consistency and fairness, Paul Hammond, Chief Executive (CEO) of the Office of the PCC (OPCC) was named as a specific contact for any questions. Officers of the OPCC were advised to refer any questions to him.

18 The PCC received one application for the role, from the Deputy Chief Constable Francis Habgood. Whilst it is preferable to have a wider range of candidates it is not unusual to receive a single application for a chief officer role and there have been a number of other single applicant Chief Constable recruitment exercises. There are a number of potential reasons for the low response rates in general, particularly the fact that there is a relatively small pool of senior officers from which to attract potential candidates. There can also be a reluctance from officers to move home both from a domestic and financial perspective, particularly where this means a move to a high cost area.

### **Shortlisting**

19 The panel met on 6 March to consider the DCC's application. Prior to shortlisting taking place, Karen Lister from the College of Policing provided training for members to ensure they were fully equipped with the knowledge to assist the PCC with the selection process.

20 The training was aimed at ensuring there was a clear and consistent understanding of the assessment process and knowledge of best practices; the legal requirements of the selection and appointment process, and the respective roles and responsibilities of all parties involved in the process. At the end of the training session panel members undertook the shortlisting exercise.

21 In addition to the application form, the panel had copies of the covering letter addressing the 'Why Me' question which outlined the candidate's motivation and suitability for the role. The assessment using a three point scale as recommended by the College was made against each of the competency areas. A copy of the rating scale is at **Annex 8**. The application was assessed by panel members individually and discussed collectively to reach a final conclusion. All members were in agreement that the application provided very clear evidence of the candidate's suitability for selection to the interview stage. A copy of the shortlisting criteria is at **Annex 9**.

### **Presentation and Interview**

22 The process was designed to ensure that the candidate was challenged and tested across all the requirements of the role. It consisted of two assessment elements - a 10 minute presentation followed by 10 minutes questioning by the panel and a formal interview. For the presentation the candidate was given 40 minutes to prepare on the previously unseen topic of "their three year strategy and plan for meeting the challenges of financial cuts, maintaining performance and ensuring delivery of the PCCs objectives and priorities".

23 For the formal interview the panel was well prepared as questions had been agreed and allocated at the meeting of 6 March. The questions were

designed to be open and to elicit evidence against the key competency requirements of the role with a good mix of future based hypothetical questions with others based on past behaviours. All panel members participated in the post-presentation and interview questioning. Whilst individual members led on specific questions the chair gave other members the opportunity to pick up or probe any further points. This approach helped to make sure that the panel fulfilled its responsibility to challenge and test the candidate across all of the requirements.

24 The panel followed the principle of individual assessment followed by group discussion as used in the shortlisting process to agree assessment of both the presentation and the interview. A copy of the five point rating scale is at **Annex 10**. There was a fair degree of consistency in the scoring and where there was a difference in individual ratings panel members were prepared to justify and evidence their assessment. The panel was unanimous that Francis Habgood was a strong candidate and should be recommended for appointment to the role of Chief Constable.

## **Conclusion**

25 I am confident that the assessment process followed the national guidance provided by the Home Office and the College of Policing. The process was fair, open and the candidate was tested and challenged thereby ensuring that the recommended appointment was based solely on merit.



**Report of the Police and Crime Commissioner for Thames Valley to the  
Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

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**ANNEX 1 - Independent Member – background information**

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**Di Newton – Background Experience**

Formerly an HR director in the public sector, I have worked for the last ten years as a consultant specialising in organisational restructuring and mergers. I am professionally qualified including Chartered Fellowship of the Institute of Personnel and Development and have qualifications in Occupational Testing. Until November 2012 I was an independent member of the Leicestershire Police Authority, lead member for HR and member of the Appointments Panel. I have been involved in the selection and appointment of a range of senior policing roles including the appointment of chief, deputy and assistant constables for Leicestershire Police Authority.

Following abolition of the police authority I continued to work with the PCC and constabulary as an interim member of the Joint Audit Risk and Assurance Panel pending recruitment of the permanent members of the panel. I have a strong recruitment background coupled with wide experience of quality assurance and reporting on selection and appointment processes. I was a registered independent assessor with the Office for Commissioner of Public Appointments and worked extensively as an assessor for non executive appointments with the NHS Appointments Commission and the Welsh Assembly Government. I sit as a member for the Employment Tribunals Service in the East Midlands. I am also a lay advisor to the East Midlands Lord Chancellors Advisory Committee with responsibility for the selection and appointment of magistrates in the region. I also work as an associate assessor for the Police College on the High Potential Development Scheme (HPDS) and the senior Police National Assessment Centre (PNAC).

In December 2012, following a formal application and selection process I was appointed to the Policing College list of accredited, independent assessors.

**Report of the Police and Crime Commissioner for Thames Valley to the  
Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

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**ANNEX 2- Role Profile and person specification**

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## **ROLE PROFILE**

**POST TITLE:** CHIEF CONSTABLE

**ACCOUNTABLE TO:** POLICE AND CRIME COMMISSIONER FOR THAMES VALLEY

**RESPONSIBLE FOR:** The direction and control of the Thames Valley Police Force, in accordance with the Police Act 1996, in order to provide Thames Valley with an effective and efficient police service, and the fulfilment of all statutory and legal obligations of the office of Chief Constable

### **AIMS OF THE JOB:**

1. To work with the Police and Crime Commissioner and the Force to set the strategic direction and objectives for policing in Thames Valley.
2. To provide dynamic and high profile leadership to the Force, and ensure it has a strong national reputation and influence in policing and criminal justice affairs.
3. To ensure the achievement of high performance by the Force, in particular by driving down crime, delivering high standards of victim support, being tenacious in bringing priority offenders to justice and securing high user satisfaction.
4. To ensure the Force delivers its services to the highest professional and ethical standards, creates the most positive cultures within the workplace and maintains the complete confidence of public and partners.
5. To ensure that the Force delivers its services in the most efficient manner, has resilient plans to meet its savings targets going forward and, in particular, is at the forefront of innovation and use of digital technology to drive performance improvements and efficiencies.
6. Responding to and influencing the changing external and internal environments affecting the Force with a particular emphasis on leading strategic change and driving collaboration.
7. Harnessing the full potential of staff towards the aims of the Force by creating an environment in which people are motivated and inspired to give their very best.
8. To encourage, participate in and develop strong partnerships with the public and other agencies in order to fulfil the aims of the Police and Crime Plan and reduce crime in Thames Valley.
9. To ensure the provision of professional advice to the Police and Crime Commissioner to support him in fulfilling his functions.



# CHIEF CONSTABLE OF THAMES VALLEY POLICE

## PERSON SPECIFICATION

### **Policing Professional Framework – Qualities**

The Police and Crime Commissioner requires the post holder to be able to demonstrate competence in accordance with the Policing Professional Framework (PPF) 'Executive' level personal qualities. In particular, the Commissioner is seeking a person who can demonstrate that they have the following qualities:

#### **1. Serving the Public**

Promotes a real belief in public services, focusing on what matters to the public and will best serve their interests. Ensures that all staff understands the expectations, changing needs and concerns of different communities, and strive to address these.

- Develops and delivers a clear operational strategy to reduce crime that meets the aims and objectives of the Police and Crime Commissioner's Police and Crime Plan.
- Builds public confidence and trust by actively engaging with different communities, agencies and strategic stakeholders.
- Develops effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively to develop future public services within budgetary constraints.
- Delivers the highest possible service to the public to a level that the Force is seen to be visionary and at the forefront in its approaches to service delivery.

#### **2. Leading Strategic Change**

Thinks in the long term. Creates, in partnership with the Commissioner, a compelling vision for the future and a strategy for how it can be achieved. Personally champions and delivers structural and cultural change, being prepared to make radical change when required.

- Understands broad political, social, economic and legislative trends and the potential effect they will have on the Force and police service.
- Understands the views and priorities of outside organisations and government bodies and their effect on the Force and service.
- Looks 5 years ahead to create a vision for the Force, supported by effective strategies and a change plan that will ensure staff and partners are committed too and can successfully deliver.
- Identifies better ways to deliver value for money services that meet both local and national needs, particularly through collaboration.
- Ensures the Force develops sufficient capability and capacity to meet the Strategic Policing Requirement.
- Encourages creativity and innovation within the Force and partner organisations.

### **3. Leading the Workforce**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly.

- Provides visible, dynamic and credible leadership within the Force and across Thames Valley.
- Champions and promotes an organisational culture based on the highest professional conduct, standards and values and ensure that rigorous processes and policies are in place to deliver it.
- Develops a high achieving and motivated chief officer group and plans effectively for succession within the Force.
- Creates an environment where every member of the Force feels that their role and contribution is valued.
- Talks positively about policing at a local and national level presenting a positive and professional image of the Force that builds pride, self esteem and public confidence.
- Creates enthusiasm and commitment throughout the Force by rewarding good performance and giving genuine recognition and praise.
- Champions a learning and development culture within the force that promotes diversity and equality and develops staff who are under-represented and have the greatest potential.
- Gives honest and constructive feedback to colleagues.
- Invests time in coaching and mentoring staff.

### **4. Managing Performance**

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

- Develops people at all levels of the organisation and creates an environment where staff are motivated to achieve results.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance.
- Manages the workforce and resources to maximise value for money.
- Defines what good performance looks like, promoting good practice. Confronts and addresses underperformance.
- Makes sure that staff are properly empowered, trained and informed to make the very best decisions in delivering policing services.

## **5. Professionalism**

Acts with integrity, in line with the values and ethical standards of the police service. Delivers on promises, demonstrating a personal commitment, determination and energy to succeed.

- Continues to learn, develop and adapt to new circumstances.
- Takes responsibility for tough or unpopular decisions.
- Takes control and asserts authority where necessary.
- Demonstrates courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty.
- Openly acknowledges shortcomings in service and commits to putting them right.

## **6. Decision making**

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out advice from specialists.

- Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation.
- Identifies the key issues clearly and the inter-relationship between factors.
- Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

## **7. Working with Others**

Builds effective working relationship through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the Force and with external bodies.

- Consults widely and involves people in decision making.
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals, showing tact, empathy and compassion.
- Negotiates effectively with local and national bodies, representing the interests of the police service.
- Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively.
- Fully commits to team decisions.

**Report of the Police and Crime Commissioner for Thames Valley to the  
Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

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**ANNEX 3 - Advertisement**

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## **CHIEF CONSTABLE** **Thames Valley Police**

The Police and Crime Commissioner for Thames Valley invites applications for the post of Chief Constable.

The successful candidate will be responsible for delivering the vision of the Police and Crime Commissioner to provide a customer focused style of policing based on:

- Reducing disorder, crime and fear of crime
- Increasing the visibility, accessibility and effectiveness of policing services
- Improving performance in particular areas of concern to the public
- Embracing diversity, equality and respect for Human Rights
- Ensuring the highest standards of communication with the community, partners and the Police and Crime Commissioner

The Police and Crime Commissioner is looking for a motivated and experienced senior officer to lead a successful team in the drive to maintain and improve performance by effective management and to reduce service costs by improving productivity and working in collaboration with other forces and partner agencies.

Applicants must have passed the Senior Police National Assessment Centre (SPNAC) and successfully completed the Strategic Command Course (SCC).

The appointment will be offered at an annual salary in line with ACPO pay scales, plus a car for duty travel (and private use subject to private mileage costs and tax liability being met by the post holder)

<b>Closing date for applications:</b>	<b>Monday 2 March 2015</b>
<b>Date for short listing of candidates:</b>	<b>Friday 6 March 2015</b>
<b>Date for interviews:</b>	<b>Wednesday 11 March 2015</b>

Interested individuals should request an application pack from **Graham Lawson** by email to [Graham.Lawson@thamesvalley.pnn.police.uk](mailto:Graham.Lawson@thamesvalley.pnn.police.uk) or telephone 01865 846782.

**Electronic applications are welcome.**

**ANY QUESTIONS IN RELATION TO THIS SELECTION PROCESS SHOULD BE ADDRESSED TO PAUL HAMMOND, CHIEF EXECUTIVE, OFFICE OF THE POLICE AND CRIME COMMISSIONER CONTACT DETAILS: TELEPHONE 01865 846771.**

*The PCC is keen to recruit people with a wide range of skills and experiences and an understanding of cultural issue and, in particular, is encouraging people to join the Force from black, Asian and other minority ethnic communities. All applicants will be assessed on an equal basis designed to determine their suitability for the post applied for.*

**Report of the Police and Crime Commissioner for Thames Valley to the  
Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

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**ANNEX 4- Application Form (blank)**

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**Anthony Stansfeld**  
Police and Crime Commissioner  
for Thames Valley

Date:

Dear

**APPLICATION FOR CHIEF CONSTABLE, THAMES VALLEY POLICE**

Thank you for requesting an application pack for the post of Chief Constable of Thames Valley Police.

As you will be aware, Thames Valley Police is the largest non-metropolitan police force in England and Wales, and covers a highly diverse area composed of both major towns and cities and large areas of countryside. In addition to its normal roles, Thames Valley Police hosts both the South East Regional Organised Crime Unit and the South East Counter Terrorism Unit.

Since 2010, the Force has not only come through the first 3 year round of financial cuts without significant cuts in the front line, but has achieved this with improved performance. The next three years will be more difficult, and it will require considerable leadership, innovation and resource management skills to take Thames Valley Police through this period of challenge without a drop in performance.

I am therefore looking for an officer who can lead Thames Valley Police through this turbulent period, both regionally and nationally, and who will maintain the high reputation and esteem that Thames Valley Police is currently held in.

Thank you for your interest and I look forward to receiving your application by Monday 2 March 2015.

Yours sincerely,

**Anthony Stansfeld**  
Police and Crime Commissioner for Thames Valley



## APPLICATION FOR CHIEF CONSTABLE

*Please refer to the guidance notes before completing this application. This form must be completed in Arial Font 12.*

### Section One: Candidate Details

<b>Surname:</b>	<b>Forenames:</b>	<b>Force Number:</b>
<b>Home Address:</b>	<b>Current / Previous Role:</b>	
	<b>Chief Constable:</b>	

<b>Contact Numbers:</b>	
<b>Home Tel No.</b>	<b>Work E-mail:</b>
<b>Work Tel No.</b>	<b>Home E-mail:</b>
<b>Mobile Tel No.</b>	<b>Preferred Choice of Contact:</b>

<b>Date of Promotion to your current position:</b>
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<b>Career History and Qualifications:</b> <i>Please complete a copy of the career history proforma attached and include a resume of your professional and academic qualifications.</i>
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<b>Covering Letter:</b> <i>Please attach a letter addressing the 'why me' question which outlines your motivation and suitability for the role. No more than one side of A4.</i>
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<b>Reference:</b> <i>Please attach a reference from your Chief Constable or Police and Crime Commissioner if current Chief Constable. A template for completion is included in the pack.</i>
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<b>PNAC Report:</b> <i>Please attach a copy of your PNAC Report.</i>
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<b>SCC Report:</b> <i>Please attach a copy of your SCC Report.</i>
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## APPLICATION FOR CHIEF CONSTABLE

### **Section Two: CANDIDATE SELF ASSESSMENT**

#### **Competency one - Serving the public**

*Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.*

Evidence

**Name of Referee:**  
(see guidance notes)

**Contact number:**

**Competency two – Leading strategic change**

*Thinks in the long term, establishing a compelling vision based on the values of the police service, and a clear direction for the Force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.*

Evidence

**Name of Referee:**  
(see guidance notes)

**Contact number:**

**Competency three – Leading the workforce**

*Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.*

Evidence

[Empty box for evidence]

**Name of Referee:**  
(see guidance notes)

**Contact number:**

**Competency four – Managing performance**

*Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.*

Evidence

**Name of Referee:**  
(see guidance notes)

**Contact number:**

**Competency five – Professionalism**

*Acts with integrity, in line with the values and ethical standards of the police service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.*

Evidence

**Name of Referee:**  
(see guidance notes)

**Contact number:**

**Competency six – Decision making**

*Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.*

Evidence

**Name of Referee:**  
(see guidance notes)

**Contact number:**

**Competency seven – Working with others**

*Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the Force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the police service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.*

Evidence

**Name of Referee:**  
(see guidance notes)

**Contact number:**

**ADDITIONAL INFORMATION**

Please provide details of any existing registered business interests:

Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct and of any previous disciplinary offences that have not been expunged:

**CANDIDATE DECLARATION**

By signing in the box below, I declare that the information contained in this application is correct to the best of my knowledge and belief. I understand that providing false or misleading information may be considered grounds for refusing my application.

**Signature:**

**Dated:**

Please return the completed form along with other requested documents to:

Paul Hammond  
Chief Executive  
Office of the Police and Crime Commissioner  
The Farmhouse  
Police Headquarters South  
Oxford Road  
Kidlington  
OX5 2NX

or e-mail to: [paul.hammond@thamesvalley.pnn.police.uk](mailto:paul.hammond@thamesvalley.pnn.police.uk)

The completed application form and requested documents should be returned no later than:  
**Monday 2 March 2015**





<b>Diversity Monitoring Form</b>			
<b>Surname:</b>	<b>Forenames:</b>	<b>Force Number:</b>	<b>Date of Birth:</b>

The information provided on this part of the application form will not be seen by the short-listing and interview panels. We will notify the interview panel should any adjustments need to be made at interview.

The data will only be used to monitor against Diversity and Race Equality Scheme requirements.

<p><b>I consider my ETHNIC ORIGIN to be:</b> (please 'X' the relevant box)</p> <p><b>White</b></p> <p>British <input type="checkbox"/></p> <p>Irish <input type="checkbox"/></p> <p>Any other White background <input type="checkbox"/></p> <p><b>Mixed</b></p> <p>White and Black Caribbean <input type="checkbox"/></p> <p>White and Black African <input type="checkbox"/></p> <p>White Asian <input type="checkbox"/></p> <p>Any other mixed <input type="checkbox"/></p> <p><b>Asian or Asian British</b></p> <p>Indian <input type="checkbox"/></p> <p>Pakistani <input type="checkbox"/></p> <p>Bangladeshi <input type="checkbox"/></p> <p>Any other Asian Background <input type="checkbox"/></p> <p><b>Black or Black British</b></p> <p>Caribbean <input type="checkbox"/></p> <p>African <input type="checkbox"/></p> <p>Any other Black background <input type="checkbox"/></p> <p><b>Chinese</b> <input type="checkbox"/></p> <p><b>Other Ethnic Group</b> <input type="checkbox"/></p>	<p><b>AGE:</b></p> <p>18 – 24 <input type="checkbox"/></p> <p>25 – 35 <input type="checkbox"/></p> <p>36 – 60 <input type="checkbox"/></p> <p><b>GENDER:</b></p> <p>Male <input type="checkbox"/></p> <p>Female <input type="checkbox"/></p> <p><b>SEXUAL ORIENTATION:</b></p> <p>Bisexual <input type="checkbox"/></p> <p>Heterosexual <input type="checkbox"/></p> <p>Gay / Lesbian <input type="checkbox"/></p> <p>Prefer not to say <input type="checkbox"/></p> <p><b>RELIGIOUS BELIEF / FAITH:</b></p> <p>Buddhist <input type="checkbox"/></p> <p>Christian <input type="checkbox"/></p> <p>state if you wish .....</p> <p>Hindu <input type="checkbox"/></p> <p>Jewish <input type="checkbox"/></p> <p>Muslim <input type="checkbox"/></p> <p>Sikh <input type="checkbox"/></p> <p>None <input type="checkbox"/></p> <p>Other ..... <input type="checkbox"/></p> <p>Prefer not to say <input type="checkbox"/></p>
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**DISABILITY:** (Please 'X' the appropriate answer)

<b>Do you have a disability?</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Do you believe this disability impacts on your daily life within the terms of The Disability Discrimination Act</b>	<input type="checkbox"/>	<input type="checkbox"/>

**When were you last assessed by the Occupational Health Unit?:**

**Please indicate if you will need any special help or assistance if you are invited to interview:**



### **Additional background documents**

- Thames Valley Police strategic vision and values (Delivery Plan 2014-15)  
link to [www.thamesvalley.police.uk](http://www.thamesvalley.police.uk) (search site delivery plan)
  
- Police and Crime Commissioner's Police and Crime Plan 2013-2017 (refresh 2014)  
link to [www.thamesvalley-pcc.gov.uk](http://www.thamesvalley-pcc.gov.uk) (under priorities heading)
  
- Police and Crime Commissioner's Annual Report 2013-14  
link to [www.thamesvalley-pcc.gov.uk](http://www.thamesvalley-pcc.gov.uk) (under priorities heading)



## CHIEF CONSTABLE

### APPLICATION FORM GUIDANCE NOTES

#### **General Instructions:**

All sections of the application form must be typed using **Arial font size 12**. The form must not be modified. All evidence outside the boxes or additional material (other than that specified) will be removed.

#### **Section One: Candidate Details**

**Personal Details:** Please complete the personal details contained on page one of the application form.

#### **Section Two: Candidate Self Assessment**

**Policing Professional Framework Competencies:** You will be assessed on the competencies outlined in this part of the application form and therefore it is essential you take the opportunity to demonstrate relevant behaviours, skills, knowledge and experience in relation to the rank of Chief Constable. You should review your own performance to identify those activities and achievements which best demonstrate your potential and overall suitability for this position. You will be expected to provide more than one example in each competency area so that you demonstrate the breadth of your skills and experience. The evidence should be recent wherever possible.

**Validation:** At the end of each section which relate to the competencies, you are required to provide a verifier who can vouch for the accuracy of the information you have provided. This person must be your chief officer or Police and Crime Commissioner at the time of the example you have presented. A current contact number of this person must be provided. As part of the assessment process this person may be contacted to verify the accuracy of the information you have provided about your actions and subsequent outcomes.

#### **Section 3: Supporting Documents:**

**Career History and Qualifications:** Please complete a copy of the career history proforma and include a resume of your professional and academic qualifications. A template for completion is included in the application pack.

**Covering Letter:** Please provide a letter addressing the 'why me' question which outlines your motivation and suitability for the role. This letter must be no more than 1 side of A4 in length.

**Reference:** Please note that a structured reference from your Chief Constable or Police and Crime Commissioner (if current Chief Constable applying) is required. A template for completion is included in the application pack. Please ensure that your Chief Constable or PCC has sight of your completed application pack before the Chief Constable or PCC completes this section.

**PNAC Report:** Please provide a copy of your PNAC report.

**SCC Report:** Please provide a copy of your SCC report.

**Diversity Monitoring Form:** Please complete the diversity monitoring form included in the application pack.

No other supporting documents can be included, e.g. CVs, supporting evidence, other letters. These will not be considered and will be removed from the application prior to the shortlisting process.

Please ensure that you keep a copy of all application details for future reference.

The completed application should be forwarded to Paul Hammond, Chief Executive, Office of the Police and Crime Commissioner, Thames Valley Police Headquarters, Oxford Road, Kidlington, Oxfordshire OX5 2NX, or by email to [Paul.Hammond@thamesvalley.pnn.police.uk](mailto:Paul.Hammond@thamesvalley.pnn.police.uk) by the closing date of **Monday 2 March 2015**.

**Report of the Police and Crime Commissioner for Thames Valley to the  
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**ANNEX 6- Candidate Information – selection process**

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## **Selection Process for Chief Constable**

### **Short listing Panel**

- The Shortlisting Panel will comprise Anthony Stansfeld (Police and Crime Commissioner for Thames Valley), David Carroll (Deputy Police and Crime Commissioner), Alison Phillips OBE, and Di Newton (Independent Member). Paul Hammond (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel.
- Candidates will be shortlisted on the basis of their written application, the 'why me' statement and any other accompanying documentation as specified.
- The Panel will be making their assessment against the seven policing professional framework competencies contained in the self-assessment template. You will be expected to demonstrate your operational proficiency and self-development, and to recognise the importance of protecting the public, performance, service delivery and value for money.
- Evidence will be drawn from your career profile, letter, the competency self-assessment application, Chief Constable's reference and PNAC and SCC reports.
- The Short listing Panel will take place on Friday 6 March 2015
- Successful candidates at the shortlisting stage will be invited to attend a Selection Panel as detailed below.

### **Selection Panel**

- The Selection Panel will comprise Anthony Stansfeld (Police and Crime Commissioner), David Carroll (Deputy Police and Crime Commissioner), Alison Phillips OBE, and Di Newton (Independent Member). Paul Hammond (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel.
- Successful candidates will be notified of the format of the selection panel
- It is anticipated that the Selection Panel will take place on Wednesday 11 March 2015
- Following the selection panel a "preferred candidate" will be notified.

### **Confirmation Hearing**

- The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public confirmation hearing on 27 March 2015 before the Thames Valley Police and Crime Panel.
- The purpose of attendance will be to answer any Police and Crime Panel questions relating to the appointment.

- Please note that the Police and Crime Panel has a power to veto the appointment.
- Following the confirmation hearing on 27 March 2015 the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

### **Appointment**

- Subject to any Police and Crime Panel veto, following the confirmation hearing a formal offer of appointment will be made (subject to any outstanding checks e.g. conduct, medical, vetting)

**ANY QUESTIONS IN RELATION TO THIS SELECTION PROCESS SHOULD BE ADDRESSED TO:**

**PAUL HAMMOND, CHIEF EXECUTIVE, OFFICE OF THE POLICE AND CRIME COMMISSIONER**

**CONTACT DETAILS:**

**TELEPHONE**

**01865 846771**

**EMAIL**

**paul.hammond@thamesvalley.pnn.police.uk**

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Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

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**ANNEX 7- Career History & Qualifications (blank)**

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**QUALIFICATIONS**

<b>QUALIFICATION</b>	<b>SUBJECT</b>	<b>GRADE</b>

**Report of the Police and Crime Commissioner for Thames Valley to the  
Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

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**ANNEX 8- Short-listing Assessment Scale**

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## SHORTLISTING RECORDING SHEET

**Post** .....

**Candidate Name** .....

Competency			A	B	C		
Serving the public							
Leading strategic change							
Leading the workforce							
Managing the performance							
Professionalism							
Decision making							
Working with others							
<b>Final Score</b>							

**Panel Member's Recommendation:**

**RECOMMENDED :**                      **Yes/No**

**NOT RECOMMENDED:**              **Yes/No**

**Signature**..... **Dated**.....

**Report of the Police and Crime Commissioner for Thames Valley to the  
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**ANNEX 9- Short-listing Criteria**

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## POLICE PROFESSIONAL FRAMEWORK EXECUTIVE LEVEL – PERSONAL QUALITIES

### Serving the public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

### Leading strategic change

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

### Leading the workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

### Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

### Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

### Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### Working with others

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

**Report of the Police and Crime Commissioner for Thames Valley to the  
Thames Valley Police and Crime Panel meeting on 27<sup>th</sup> March 2015**

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**ANNEX 10- Five Point Rating Scale**

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### FIVE POINT RATING SCALE EXAMPLE

Rating	Definition
5- Exceptional	<p>The candidate has provided evidence that <b>directly</b> relates to the quality / competency area being measured. This evidence <b>clearly explains</b> their role and what they did in relation to <b>many</b> of the behavioural descriptors associated with the area. The example/examples used have <b>direct relevance</b> to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role.</p>
4- Very High	<p>The candidate has provided evidence that <b>directly</b> relates to the quality / competency area being measured. This evidence <b>clearly explains</b> their role and what they did in relation to <b>many</b> of the behavioural descriptors associated with the area. The example/examples used have <b>some relevant links</b> to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role.</p>
3- High	<p>The candidate has provided evidence that relates to <b>some of</b> the quality / competency area being measured. <b>In the main</b> the evidence explains their role and what they did in relation to <b>some</b> of the behavioural descriptors associated with the area. The example/examples used have <b>some relevant links</b> to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role.</p>
2- Medium	<p>The candidate has provided <b>some</b> evidence that relates to <b>some of</b> the quality / competency area being measured. <b>In the main</b> evidence clearly explains their role and what they did in relation to <b>some</b> of the behavioural descriptors associated with the area. The example/examples used have <b>some links indirectly</b> to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role.</p>
1- Low	<p>The candidate has provided <b>some</b> evidence that relates to the quality / competency area being measured. The evidence <b>does not</b> clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The example/examples used have <b>no direct</b> relevance to the organisational objectives and the areas of importance as defined by the PCC/CC relating to this role.</p>

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***ANNEX 11- Presentation and Interview Assessment Form  
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## CHIEF CONSTABLE RECRUITMENT

11<sup>th</sup> March 2015

<b>PRESENTATION TOPIC</b>
<b>What would be your strategy and key operational plans over the first 3 years as Chief Constable of Thames Valley Police to make the necessary financial cuts whilst ensuring that Force performance is maintained and the PCC's priorities &amp; objectives are successfully delivered?</b>
<b>NOTES</b>
<b>ASSESSMENT</b>
<b>Strong / Acceptable / Weak</b>

<b>2</b>	<b>Leading Strategic Change</b>	
	<p>What role do you see for Neighbourhood Policing in tackling serious organised crime, counter terrorism and enhanced intelligence gathering at a local level? Are the correct priorities being followed?</p>	
	<p>Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low</p>	
	<p>How do you plan to meet the challenge of developing an effective cyber-crime strategy at a local level?</p>	
	<p>Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low</p>	

4	<b>Managing Performance</b>
	<p>You have been an integral part of the improved performance of TVP in the recent past.</p> <p>What were the key success factors that you personally introduced or owned that led to that outcome?</p> <p>What were the less successful areas of performance and what do you intend to do about them?</p> <p>[NB Possible supp. question about 'sexual assault' performance figs]</p>
	<p>Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low</p>
	<p>Are you content that sufficient progress has been made with the integration of ICT systems in TVP?</p> <p>In this context, how beneficial is the collaboration with Hampshire?</p>
	<p>Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low</p>

<b>6</b>	<b>Working with others</b>	
	How have you made a contribution to the Force's diversity agenda? Where is there still work to be done?	
	Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low	
	TVP has a range of existing partnership relationships, some of which appear to work more effectively than others. Where will you - as Chief Constable - concentrate your efforts and why?	
	Score: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low	

**SUMMARY ASSESSMENT**

**CANDIDATE:** .....

<b>PRESENTATION</b>	<b>Assessment</b>
Strong / Acceptable / Weak	

<b>INTERVIEW</b>			
	<b>Competency</b>	<b>Question</b>	<b>Score</b>
1	<b>Serving the Public</b>	(i)	
		(ii)	
2	<b>Leading Strategic Change</b>	(i)	
		(ii)	
3	<b>Leading the Workforce</b>	(i)	
		(ii)	
4	<b>Managing Performance</b>	(i)	
		(ii)	
5	<b>Decision Making</b>	(i)	
		(ii)	
6	<b>Working with others</b>	(i)	
		(ii)	
7	<b>Managing Transition to CC</b>	(i)	

<b>APPOINTMENT RECOMMENDATION:</b>	<b>YES / NO</b>
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**PANEL MEMBER:** ..... **DATE:** .....



**CANDIDATE NAME....Francis Habgood**

**PRESENTATION & INTERVIEW ASSESSMENT SCORE**

	Presentation	Serving the public	Leading Strategic Change	Leading the Workforce	Managing Performance	Decision making	Working with others	Managing Transition to CC	Score
AS									
DC									
AP									
DN									
<b>Total score:</b>									

**Scoring: 5 Exceptional : 4 Very High : 3 High : 2 Medium : 1 Low**