



Suffolk Police and Crime Commissioner

Making Suffolk a safer place to live, work, travel and invest

ORIGINATOR: CHIEF EXECUTIVE

DECISION NO. 51-2015

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: PROPOSED APPOINTMENT OF CHIEF CONSTABLE

SUMMARY:

1. This paper describes the steps that have been taken by the Police and Crime Commissioner to recruit a new Chief Constable for Suffolk as well as the details for consideration by the Police and Crime Panel to support the Police and Crime Commissioner's proposed candidate for appointment.

RECOMMENDATION:

It is recommended that:

- (i) the Police and Crime Panel be notified of the proposed appointment of Gareth Wilson as Chief Constable of the Suffolk Constabulary by the Police and Crime Commissioner;
- (ii) this decision paper be submitted to the Police and Crime Panel for consideration at the Confirmation Hearing on 6 January 2016.

APPROVAL BY: PCC

The recommendation set out is agreed.

Signature

Date

22nd December
2015

DETAIL OF THE SUBMISSION

1. INTRODUCTION

- 1.1 On 5 November 2015 it was announced that Douglas Paxton would retire from his role as Chief Constable with effect from 30 November 2015.
- 1.2 This paper describes the steps that have been taken by the Police and Crime Commissioner for Suffolk (PCC) to recruit a new Chief Constable.
- 1.3 The PCC must, under the Police Reform and Social Responsibility Act 2011 (the Act), notify the Police and Crime Panel (PCP) of the proposed appointment of a Chief Constable by the PCC. The paper sets out the PCC's proposed appointment and goes on to provide the information required by paragraph 3(2) of Schedule 8 to the Act namely:
 - (a) the name of the person whom the Commissioner is proposing to appoint
 - (b) the criteria used to assess the suitability of the candidate for the appointment;
 - (c) why the candidate satisfies those criteria; and
 - (d) the terms and conditions on which the candidate is to be appointed."
- 1.4 The PCP is required to review the proposed appointment and hold a confirmation hearing. This hearing is set for 6 January 2016. The procedural steps that must be followed are set out in Schedule 8 to the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.
- 1.5 In progressing the recruitment of a new Chief Constable the PCC has had regard to the legislation referred to above and the College of Policing Guidance for the Appointment of Chief Officers.

2. ADVERT

- 2.1 The advert for the role of Chief Constable was, in common with adverts for chief officers for other policing areas, placed on two national websites. Placed on the websites of the Association of Police and Crime Commissioners and the College of Policing on 13 November 2015, the vacancy was also publicised on the websites of the PCC and the Suffolk Constabulary from the same date. The advert was also circulated via the National Police Chiefs' Council Intranet meaning that it would be drawn to the attention of all eligible officers from member forces. The closing date for applications was given as 4 December 2015 with shortlisting following on 11 December 2015 and the Selection and Assessment to take place on 18 December 2015.

3. APPLICATION PACK

- 3.1 The Application Pack was available upon request from the Office of the Police and Crime Commissioner or via the PCC website (www.suffolk-pcc.gov.uk). This comprised a number of documents:
 - Chief Constable advert;
 - Letter from the Police and Crime Commissioner;
 - Role Profile;

- Particulars and Terms of Appointment;
- Selection Process Summary;
- Application Form;
- Chief Constable's Assessment Form;
- Equal Opportunities Monitoring Form.

Useful information was also provided with links to the:

- Police and Crime Plan 2013 – 17;
- PCC Annual Report 2014/15;
- Suffolk Constabulary website.

3.2 Role Profile

- 3.2.1 The Role Profile is a key document in the appointment process. It is attached to this paper at Appendix A. It sets out the Job Purpose/Aims, Eligibility Criteria and the Person Specification. The Eligibility Criteria required, pursuant to the Determinations of the Home Secretary, satisfactory completion of the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course. Further the PCC required evidence of personal commitment to continuous professional development.
- 3.2.2 The Person Specification set out the key personal competencies required to perform the role of Chief Constable of the Suffolk Constabulary. These were divided into two parts. Firstly there were 12 local competencies and which candidates were required to address in completion of the application form. Secondly there were the seven competencies found within the national Policing Professional Framework. The Role Profile advised that these competencies would be assessed using the information provided in the application form and during the Assessment and Selection process.
- 3.2.3 The Role Profile at Appendix A is a critical document as the Eligibility Criteria and Person Specification with the key personal competencies, provide the criteria used to assess the suitability of the proposed candidate for appointment.

3.3 Particulars and Terms of Appointment

- 3.3.1 The Particulars and Terms of Appointment developed in accordance with the national Regulations and Determinations are attached to this paper at Appendix B. In short the published Particulars provided that the term of appointment will be for a five year period, together with any extensions that may be approved by the PCC, at a salary of £137,133 p.a. This level of salary is the nationally set 'spot' point for Suffolk. The PCC did not consider it appropriate to vary that spot point plus/minus 10% as he is entitled to do under a Determination of the Home Secretary. The role also attracts a number of other benefits in accordance with Police Regulations and Determinations thereto.

3.4 Application Form

- 3.4.1 The Application Form required completion to show that the Eligibility Criteria and the 12 local personal competencies were met. In addition references were required from two referees, one of which was required to be the candidate's current Chief Constable, and which would be taken up before shortlisting.

4. **APPOINTMENT PANEL**

- 4.1 Whilst the Act provides that it is the PCC's responsibility to appoint the Chief Constable, the College of Policing Guidance suggests that the PCC should convene

an Appointment Panel (to include at least one independent panel member). The role of the independent member 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. Amongst other things they are required to produce a written report on the appointment process for submission to the Police and Crime Panel.

4.2 The PCC selected an Appointment Panel as follows:

- Tim Passmore (PCC);
- Dr Stephen Dunn (Chief Executive, West Suffolk NHS Foundation Trust);
- Gill Lewis (Independent Member);
- Alan Ridealgh (Group Managing Director, Muntons PLC).

All Panel members received a copy of the College of Policing Guidance for the Appointment of Chief Officers. All had previous experience of selection processes. The Independent Member was selected from the list of accredited independent members held by the College of Policing. She has led and monitored numerous appointments at senior and chief executive level in a number of sectors, including the police service. The Panel was advised at shortlisting and at the Selection and Assessment day by staff from the Office of the PCC namely:

- Christopher Jackson (Chief Executive);
- Claire Swallow (Deputy Chief Executive).

4.3 Both the Chief Executive and Deputy Chief Executive have been trained in and have been involved in the delivery of Senior Selection Assessor Services for the National Policing Improvement Agency (now the College of Policing). Both have extensive previous experience of chief officer selection processes.

5. APPLICATIONS

5.1 At the closing date for applications on 4 December 2015 one application had been received. It must be recognised that the size of the pool of candidates overall is not large. This limited response to the recruitment is not inconsistent with previous experience and recent experience elsewhere. When the PCC in Suffolk last recruited a Chief Constable in 2012/13 there was just one application. Recent experiences elsewhere for Chief Constable recruitment exercises during 2015 have yielded candidates as follows:

Thames Valley	-	One
Wiltshire	-	One
Staffordshire	-	One
Northamptonshire	-	Four
Bedfordshire	-	Two
Cambridgeshire	-	One

5.2 The PCC examined the application received. He took the view on the material before him that the applicant was of sufficient calibre to formally run the shortlisting process and in such circumstances was, whilst having regard to the College of Policing Guidance, not minded to re-advertise at this point.

6. SHORTLISTING

6.1 On 11 December 2015 shortlisting was undertaken by the Appointment Panel (less the Independent Member who was on pre-arranged holiday) and as advised by the advisors listed at paragraph 4.2 above.

6.2 At the shortlisting meeting opportunity was also taken to:

- brief all participants upon and review the Appointments process to date;
- undertake training to cover equalities, selection and assessment (this was led by Christopher Jackson) (it was agreed that Gill Lewis did not need to undertake this training as she was already well-versed in these matters);
- design the Assessment and Selection day;
- consider the action required following the Assessment and Selection day.

The Panel was made fully aware of the three principles of merit, fairness and openness which are explained in the College of Policing guidance.

6.3 The Appointment Panel considered the application received against the Eligibility Criteria and the 12 local competencies. Gill Lewis' views were advised to the Panel by the Chief Executive. The Panel found the Eligibility Criteria satisfied, it having been previously verified with the College of Policing that the candidate had completed Senior PNAC and the Strategic Command Course. The Panel took the view that the application had provided sufficient evidence overall against the local competencies, that he met the necessary requirements to perform the role and notwithstanding that just one application had been received, should proceed to the Selection and Assessment day before the Appointment Panel on 18 December 2015. In short there was prima facie evidence that the applicant was appointable to the role of Chief Constable.

7. THE APPLICANT

7.1 The candidate whose application proceeded to the Selection and Assessment day is Gareth Wilson. He is currently Temporary/Chief Constable of the Suffolk Constabulary.

7.2 He first joined the Police Service commencing with Essex Police in 1989 where he spent 23 years in both CID and uniformed roles. On promotion to Superintendent in 2002, he took the role of senior investigating officer and has led the investigation into almost 100 incidents including murders, suspicious deaths, abductions and stranger rapes.

7.3 In 2005, Gareth Wilson led the Essex Police project examining firstly, the proposed police force mergers and then the collaboration agenda for the eastern region as Deputy Director for Regional Collaboration. In 2007, Gareth transferred to the role of Director of Specialist Investigations with responsibility for major crime investigation, public protection, child abuse investigation, scientific support, High Tech Crime and the CRB Vetting Unit.

7.4 Gareth was promoted to Chief Superintendent in December 2008, taking Command of the Mobile Support Division, with responsibility for Essex Police's uniformed specialist operations. In April 2010 he was appointed as the Detective Chief Superintendent to run the joint Kent and Essex Serious Crime Directorate.

7.5 Gareth Wilson joined Norfolk Constabulary in June 2012, upon promotion to Assistant Chief Constable responsible for local policing, criminal justice and Royalty Protection. In June 2013, he was appointed as the collaborative lead for Protective Services in Norfolk and Suffolk, overseeing the delivery of serious and organised crime, intelligence, major investigation, forensics and specialist operations along with Criminal Justice and Royalty Protection.

- 7.6 He joined Suffolk Constabulary in July 2014 on promotion to Deputy Chief Constable.
- 7.7 He is currently the national lead for Police Dogs. He is also the Eastern Regional Lead for Disaster Victim Identification and CPOSA. Gareth Wilson has completed a degree, post graduate certificate in business excellence and master's degree in public enterprise and management.

8. SELECTION AND ASSESSMENT

- 8.1 On 18 December 2015 the Appointment Panel conducted the Selection and Assessment day in respect of the candidate.

Presentation and Interview

- 8.2 The candidate was requested to prepare a presentation, the theme of which was selected by the Panel. Given 60 minutes' notice of the topic the candidate was required to present for 25 minutes followed by questions from the Panel for approximately 20 minutes.
- 8.3 Following a break the candidate was then interviewed by the Appointment Panel for approximately 45 minutes against a range of questions that had been agreed by the Panel.
- 8.4 The Panel assessed the performance of the candidate in the Presentation and Interview against the range of seven competencies in the national Policing Professional Framework. Initially, the Panel members individually assessed the candidate and rated performance against a five point rating scale published by the College of Policing before then, as a group, discussing their assessment and scores to produce a Panel score in respect of each competency area.

9. SATISFACTION OF THE ELIGIBILITY CRITERIA AND COMPETENCIES

- 9.1 The Panel concluded its assessment of the candidate against the competencies set out in the Role Profile. The Panel's conclusions on how the candidate met the Eligibility Criteria, the Part I Key Personal Competencies and the Part II competencies in the Professional Policing Framework are set out in Appendix C attached to this paper.
- 9.2 In view of the assessment detailed in Appendix C the Panel concluded unanimously that the candidate should be appointed as the next Chief Constable of the Suffolk Constabulary. Accordingly the PCC would formally propose to the Police and Crime Panel that Gareth Wilson be so appointed with a view to his commencement in role as soon as possible.
- 9.3 The PCC proposes to appoint the candidate upon the published particulars and terms of appointment as at Appendix B.
- 9.4 It is intended that, subject to the Police and Crime Panel's deliberations, the candidate will commence duty in the role of Chief Constable as soon as possible.

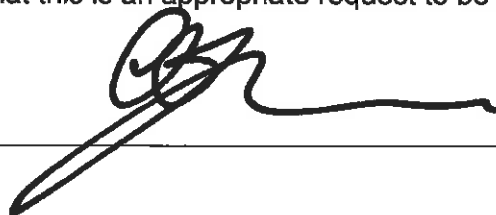
ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	Yes – originator is the Solicitor and Monitoring Officer.
Has the PCC's Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Not applicable.
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Not applicable.
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to the PCC).

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

Signature:



Date **22 December 2015**



APPOINTMENT OF CHIEF CONSTABLE

ROLE PROFILE

1. Post Overview

Post	:	Chief Constable.
Accountable to	:	The Police and Crime Commissioner for Suffolk.
Location	:	Police Headquarters, Martlesham Heath, Suffolk.
Responsible for	:	The direction and control of the Suffolk Constabulary in order to provide Suffolk with an effective and efficient police service and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

2. Job Purpose/Aims

- To ensure delivery in line with the overriding aim and police and crime objectives set by the Police and Crime Commissioner's Police and Crime Plan and in particular to create a safer Suffolk by protecting people from crime and harm;
- To direct and control the Suffolk Constabulary to deliver an effective and efficient police service;
- To fulfil the statutory and legal obligations of the office of Chief Constable;
- To lead the Constabulary in its strategic management and development to ensure enhanced productivity, value for money and continuous improvement in organisational effectiveness against a background of reducing resources;
- To be a strong, effective leader of the Constabulary, communicating a consistent, forward-looking and inspiring vision to all;
- To undertake a leading role in promoting strategies that ensure a customer-focussed service and high levels of public confidence;
- To consolidate and progress collaboration with Norfolk Constabulary and to progress and expand collaboration with other policing and public sector partners to further enhance the effective and efficient policing of the county;
- To work with partners to progress the delivery of the police and crime objectives and enhance the delivery of community safety outcomes;

- To promote the highest levels of professional conduct and integrity within the Constabulary;
- To champion equality, diversity and human rights in the Constabulary's working practices and the delivery of policing services;
- To harness the full potential of all staff towards organisational goals;
- To represent the Constabulary at local, regional and national level and to protect and foster the image of the Constabulary and the Police and Crime Commissioner;
- To take responsibility, on a shared basis, for operational policing (Gold Command);
- To play an active part nationally through membership of appropriate NPoCC working groups to develop the police service (subject to the specific written consent of the Police and Crime Commissioner);
- To provide professional policing advice to the Police and Crime Commissioner to support them in fulfilling their functions;
- To undertake such other tasks commensurate with the rank of Chief Constable as the Police and Crime Commissioner shall require.

3. **Conditions**

See the Particulars and Terms of Appointment attached.

4. **Eligibility**

The following eligibility criteria must be satisfied to perform the role of Chief Constable of Suffolk Constabulary. The eligibility criteria must be addressed in the completion of the Application Form:

- Satisfactory completion of the Senior Police National Assessment Centre;
- Satisfactory completion of the Strategic Command Course;
- Evidence of personal commitment to continuous professional development;

5. Person Specification

PART 1

Key Personal Competencies

The following are the key personal competencies required to perform the role of Chief Constable of Suffolk Constabulary to a satisfactory standard. These personal competences will require to be addressed in the completion of the Application Form.

- Operational competence;
- Excellent verbal and written communication skills and the ability to communicate and inspire individuals to achieve organisational goals;
- Evidence of managing and delivering successful strategic change and improved performance in a climate of change;
- The ability to deliver transformational step change in times of reducing funding;
- A demonstrable ability to identify, lead and deliver improved productivity and efficiency across the force;
- A commitment to modernisation and an entrepreneurial and innovative approach to achieving change;
- A high degree of sensitivity to public concerns and demonstrable evidence of addressing them;
- A proven track record of developing effective working relationships and partnerships with stakeholders, the community and a wide range of agencies and partner organisations;
- Evidence of championing diversity and promoting racial equality;
- A track record and commitment to working in collaboration with both other forces and public sector partners;
- Evidence of delivering culture change that is inclusive of police officers, police staff and the extended police family;
- Demonstrable ability to enable officers to fulfil their potential on an individual and collective basis.

PART II

Policing Professional Framework

The postholder should also fulfil the following personal competencies from the Policing Professional Framework. These competencies will be assessed using the information provided in the application form and during the Assessment and Selection process:

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.



APPOINTMENT OF CHIEF CONSTABLE

PARTICULARS AND TERMS OF APPOINTMENT

1. The appointment of Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation and will be subject to the outcome of the Confirmation Hearing by the Police and Crime Panel.
2. The term of appointment will be for a maximum five year period with any extension(s) to that term requiring the approval of the Police and Crime Commissioner.
3. The appointment will be subject to three months' written notice or such shorter notice as may be accepted by the Police and Crime Commissioner.
4. The salary for the position is £137,133.
5. The majority of work will be carried out from Police Headquarters, Martlesham Heath. However the nature of the work will require travel throughout Suffolk, the Eastern Region and nationally. The successful applicant will be required to reside within a reasonable travelling distance of Police Headquarters for operational purposes and which is subject to the agreement of the Police and Crime Commissioner.
6. The successful applicant will receive either a housing allowance (£5,826.23) or a replacement allowance (transitional rent allowance) (£6,586.92) in accordance with Police Regulations. The replacement allowance will be payable if the successful applicant was receiving such an allowance immediately prior to transfer to Suffolk.
7. The successful applicant will be required to provide and maintain a suitable motor car for use in connection with duties and for which a fixed mileage allowance will be payable, currently £7,241.04 per annum.
8. Where relocation of the successful applicant's home is required to take up post, reasonable removal and relocation expenses will be paid in accordance with Police Regulations. This will include:
 - removal expenses, stamp duty, land registry fees, legal fees, estate agents fees, mortgage lender fees, survey charges and other necessary disbursements;
 - any expenses incurred in respect of temporary accommodation in Suffolk for a period of 26 weeks whilst locating and completing the purchase of a new property in Suffolk.

The above items as are reasonably allowable in accordance with Police Regulations will be reimbursed on production of receipts, up to a maximum of £45,000 to include any additional tax liability. The HMRC tax fee limit for relocation expenses is currently £8,000.

In the event that the successful applicant's appointment ceases then the amount of the removal and relocation expenses paid will be repaid to the Commissioner by reference to the following time periods and percentages:

- appointment ceasing within 1 year : 75% repayable;
- appointment ceasing within 2 years : 50% repayable;
- appointment ceasing within 3 years : 25% repayable.

9. Reimbursement will be paid for reasonably incurred incidental expenditure.
10. The successful applicant will be entitled to leave in accordance with Police Regulations.
11. The successful applicant will be required to devote his/her whole-time service to fulfilling the duties of the Chief Constable and shall not take up any other additional appointment or role, or undertake a business interest without the prior written consent of the Police and Crime Commissioner.
12. Any conditional offer of employment will be subject to successful completion of various pre-employment checks including a medical assessment and reference checks. The appointment will also be subject to security clearance at Management (MV) and Development (DV) vetting level if not in place on appointment and this will remain a requirement of the post. A formal offer of appointment will not be made until all of the pre-employment checks have been completed to the satisfaction of the Police and Crime Commissioner.
13. The CPOSA insurance (non-personal) element will be paid for from police funds to be reviewed by the Police and Crime Commissioner from time to time in accordance with national policy developments. The successful applicant will be required to pay the CPOSA insurance protective element and their membership subscription themselves.



SUITABILITY OF CANDIDATE FOR APPOINTMENT

The PCC must, amongst other things, provide to the PCP, information upon the criteria used to assess the suitability of the candidate for the appointment and further an explanation of why the candidate satisfies these criteria. This document sets out the criteria and the material which demonstrates how the criteria are satisfied.

1. Eligibility Criteria

1.1 Satisfactory completion of the Senior Police National Assessment Course.

Completed in 2011 – Verified with College of Policing.

1.2 Satisfactory completion of the Strategic Command Course.

Completed in 2012 – Verified with College of Policing.

1.3 Evidence of personal commitment to continuous professional development.

Continuous attendance at role appropriate training courses from 2002 to date. Currently reading for a Master of Studies degree in Applied Criminology at the University of Cambridge.

2. Key Personal Competencies (Role Profile Section 5 Part 1)

2.1 Operational competence

Significant experience demonstrated at command level of uniform specialist operations, detective specialist operations and territorial policing.

2.2 Excellent verbal and written communication skills and the ability to communicate and inspire individuals to achieve organisational goals.

Evidence of effective communications to the public, officers and staff, the media and a range of stakeholders was demonstrated, and which was supported by a referee (see para 4 below).

2.3 Evidence of managing and delivering successful strategic change and improved performance in a climate of change.

Evidence was shown including leading the creation of the Kent and Essex Serious Crime Directorate and which resulted in significant financial efficiencies and achieving all the strategic targets that were set.

- 2.4 The ability to deliver transformational step change in times of reducing funding.

Evidence was provided of the candidate's time since arriving in Suffolk of developing and progressing a change programme to make necessary financial efficiencies. This has included innovating through the use of technology and the redesign of local policing to engage changing threats.

- 2.5 A demonstrable ability to identify, lead and deliver improved productivity and efficiency across the force.

The candidate gave evidence of how he reviewed the deployment of staff within his command on being appointed as an Assistant Chief Constable and which enabled him to better hold his district commanders and specialists to account for operational delivery.

- 2.6 A commitment to modernisation and an entrepreneurial and innovative approach to achieving change.

Evidence was provided of a number of examples where innovation was utilised in moves to organisational improvement and to embrace the emerging challenges being faced by policing.

- 2.7 A high degree of sensitivity to public concerns and demonstrable evidence of addressing them.

The candidate supplied examples of where he had engaged with communities to ensure better understanding of issues to enable more informed operational decision-making.

- 2.8 A proven track record of developing effective working relationships and partnerships with stakeholders, the community and a wide range of agencies and partner organisations.

Examples of working with professionals from other agencies to deliver enhanced policing and public outcomes were given.

- 2.9 Evidence of championing diversity and promoting racial equality.

Steps to enhance the gender balance amongst firearms officers was described as well as the personal steps taken to develop the Diversity Strategy for the police in Suffolk.

- 2.10 A track record and commitment to working in collaboration with both other forces and public sector partners.

Evidence of extensive involvement and leadership in the delivery of collaborative change programmes in both Kent and Essex and Norfolk and Suffolk were given as well as the identification of the savings made.

- 2.11 Evidence of delivering culture change that is inclusive of police officers, police staff and the extended police family.

Evidence of experience at Assistant Chief Constable level of delivering such change through a review of staff deployment within his command and coordination of other commands within his work was provided.

- 2.12 Demonstrable ability to enable officers to fulfil their potential on an individual and collective basis.

Evidence of individual and collective engagement was shown. In addition his review of Chief Officer Group Meetings was explained and which enhanced officers exposure to high level decision-making and problem-solving with a view to developing the Force's senior managers.

3. Policing Professional Framework Competencies (Role Profile Section 5 Part II)

3.1 Serving the Public

The candidate was ranked as performing at a high level in showing evidence against the behavioural descriptors associated with this competency. He was strong on his ideas for communicating as well as showing he understood the need to work with partners to deliver a better service to the public.

3.2 Leading Strategic Change

Evidence was provided for some of the behavioural descriptors of this competency. He clearly recognised the role of the PCC and the need to get behind the organisational objectives and areas of importance as defined by the PCC.

3.3 Leading the Workforce

The candidate was rated as performing at a high level in showing evidence against the behavioural descriptors associated with this competency. He showed his clear and visible leadership and recognised the importance of connecting with those delivering the police service as well as the need to develop the leadership of the Force.

3.4 Managing Performance

Evidence was provided for some of the behavioural descriptors of this competency. He described his history of translating a vision into action by establishing clear direction and putting appropriate structures in place to ensure delivery.

3.5 Professionalism

The candidate was rated as performing at a high level in showing evidence against the behavioural descriptors associated within this competency. He clearly demonstrated his personal commitment, energy and drive to achieve and get things done as well as his responsibility for making tough or unpopular decisions.

3.6 Decision-Making

The candidate was rated as performing at a high level in showing evidence against the behavioural descriptors associated with this competency. He showed that he was very good in terms of operational decision-making and that he was able to weigh up alternatives and make sound, timely decisions.

3.7 Working with others

Again showing evidence of performing at a high level against the behavioural descriptors associated with this competency he impressed with his ability to take collaborative approaches both with police partners and the wider public sector family. His working with others was seen as a strength and it was recognised that he had good people skills.

3.8 Overall during the Selection and Assessment day the Panel considered that the candidate provided evidence to either a medium or high level (with the majority being at high level) in terms of meeting the competency areas above.

4. References

4.1 The candidate named two referees. Just one reference was taken up. The Chief Constable of the Kent Police provided a positive reference:

"I have worked with Gareth in various posts since 2009 and currently work alongside him as part of the 7 Force Strategic Alliance in the Eastern Region. I believe Gareth is an extremely strong candidate to fulfil the role as detailed having given consideration to the key personal competencies and the areas required within the Policing Professional Framework.

Gareth is an exceptionally hard working individual with a natural ability to get the best out of his staff. He is a natural leader with what I would describe as charismatic leadership qualities which ensure his successful delivery. I have seen him deliver complex collaborative change programmes (Serious Crime Directorate Kent and Essex) leading to positive and successful outcomes. The SCD programme was commented upon by HMIC as the 'flagship' in operational collaboration. Gareth complements these change management skills with the ability to see and deal with both obvious and hidden risk presented to policing. He quickly will identify remedy to mitigate and neutralise risk to the force, the Office of PCC and indeed most importantly to the public he serves. He has a natural ability to be innovative and creative and look for opportunities and solutions outside the norm. He works extremely well with partners and stakeholders with an easy style to negotiate and influence joint outcomes. Gareth I believe has already shown that he can be a successful Chief Constable over his period of temporising in this role. He is well regarded by his peers and effortlessly performs at the required level of Chief Constable in all interactions I have witnessed. I recommend him strongly to be the next Chief Constable of Suffolk Constabulary."

5. Conclusions

5.1 The Panel concluded overall that the candidate met the competencies required for the role. The candidate was supported by a solid reference. The Panel was unanimously of the view that he was suitable for appointment to the role of Chief Constable. The Police and Crime Commissioner's decision was that he would recommend Temporary Chief Constable Gareth Wilson to the Police and Crime Panel for appointment as the next Chief Constable of Suffolk.