

ORIGINATOR: CHIEF EXECUTIVE

DECISION NUMBER: 4-2019

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:

1. the Police and Crime Panel be notified of the proposed appointment of Stephen Jupp as Chief Constable of the Suffolk Constabulary by the Police and Crime Commissioner;
2. this decision paper be submitted to the Police and Crime Panel for consideration at the Confirmation Hearing on Friday 25 January 2019.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Signature

Tina Pannone

Date

*10th January
2019*

DETAIL OF THE SUBMISSION

1 INTRODUCTION

- 1.1 In November 2018 it was announced that Gareth Wilson would retire from his role as Chief Constable with effect from 9 April 2019.
- 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 these 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, hold a confirmation hearing and make a report to the PCC which includes a recommendation as to whether the candidate should be appointed. The hearing is set for Friday 25 January 2019. 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 Appointing Chief Officers (2018). This latter guidance is a non-prescriptive reference source for those making chief officer appointments and explains the essential stages in designing and delivering an appointments process.

2 ADVERT

- 2.1 In order to comply with Regulation 11 of the Police Regulations 2003 and determinations of the Home Secretary, the advert was publicised on a public website and by other publications dealing with police matters circulating in England Wales, with the closing date for applications being at least three weeks after the first publication of the advert.
- 2.2 The advert to recruit a new Chief Constable went live on the PCC website on Wednesday 14 November 2018. There was from the same time a link to it from the recruitment page of the Constabulary website. The post was advertised on the College of Policing Jobs Board in the Membership Services area from Friday 16 November 2018. The post was advertised from the vacancy section of the Association of Police and Crime Commissioners' website from Wednesday 14 November 2018. The National Police Chiefs' Council also advertised the post on ChiefsNet on 14 November 2018 which involves a direct email to all eligible chief officers who are members of the National Police Chiefs' Council (NPCC). The NPCC also advertised the post on their intranet site. The vacancy has also been circulated via the Association of

Police and Crime Commissioners' Chief Executives to Chief Executives. The adverts remained live until the closing date on Monday 10 December 2018.

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:

- The Recruitment Brochure;
- Letter from the PCC;
- Advert;
- Comprehensive Role Profile;
- Full Particulars and Terms of Appointment;
- Selection Process;
- Application Form;
- Assessment Form;
- Monitoring Questionnaire;
- Privacy Notice.

3.2 Comprehensive Role Profile

3.2.1 The Comprehensive Role Profile is a key document in the appointment process. It is attached to this paper at Appendix A. It sets out the Role Purpose, Key Responsibilities, Eligibility Criteria, Behaviours sought and the Person Specification.

3.2.2 The Eligibility Criteria are required to be satisfied by a combination of the Act and the 2003 Regulations. They are that:

- All applicants must have successfully completed the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC);
- UK applicants must have served at the rank of constable in a UK police force;
- UK applicants must have held the rank of Assistant Chief Constable, Commander or a more senior rank in a UK police force.

3.2.3 The Person Specification set out the prior education and experience and skills necessary to perform the role of Chief Constable. Drawn from the nationally produced role profile for a Chief Constable, the Person Specification together with the Eligibility Criteria formed the basis against which shortlisting was considered.

3.2.4 The Behaviours in the Comprehensive Role Profile set out that the role should operate at Level 3 of the six competencies that comprise part of the Competency and Values Framework (CVF) published by the College of Policing. The Selection Process document referred to above set out that the Assessment and Selection process was to be designed to measure the extent to which each applicant met the requirements of the competencies and values within the CVF.

3.3 Full Particulars and Terms of Appointment

3.3.1 The terms of appointment developed in accordance with the national regulations and Determinations are attached to this paper at Appendix B. In short the published terms provide 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 £142,689 per annum. This level of salary is the nationally set “spot” point for Suffolk. The post also attracts a number of other benefits as appropriate to an individual’s situation as set out in the terms.

3.4 Application Form

3.4.1 The Application Form required completion to show that the Eligibility Criteria and the Person Specification were met. In addition a reference from an applicant’s current Chief Constable was required together with the name of a further referee to be taken up at the PCC’s discretion.

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 – Home Office Circular 013/2018). 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, to be submitted to the Police and Crime Panel.

4.2 The PCC selected an Appointment Panel as follows:

- Tim Passmore, Police and Crime Commissioner
- Nicola Beach, Chief Executive, Suffolk County Council
- Nurul Chowdhury, Bond Street Mosque
- Alan Ridealgh, Vice President External Affairs, Muntons
- Gill Lewis, Independent Member

All Panel members received a copy of the College of Policing Guidance for the Appointment of Chief Officers. The Independent Member was selected in view of her having led and monitored numerous appointments at senior and chief executive level in a number of sectors, including the police service, and where she acted as Independent Member in the last appointment for a Chief Constable in Suffolk.

4.3 The Panel was advised at shortlisting and at the Selection and Assessment day by:

- Gareth Wilson, Chief Constable, Policing Advisor
- Christopher Jackson, Chief Executive, Office of the Police and Crime Commissioner

The Chief Executive has been trained in and has been involved in the delivery of Senior Selection Assessment Services for the National Policing Improvement Agency (now the College of Policing) and has extensive previous experience in chief officer selection processes.

- 4.4 The PCC also appointed a Stakeholder Engagement Panel to assist with the appointments process. The Panel comprised:

Internal Participants

- Mark Trask, Unison
- Darren Harris, Police Federation
- Tonya Antonis, Superintendents Association

External Participants

- Mark Hardingham, Chief Fire Officer, Suffolk Fire and Rescue Service
- Emma Ratzler, Chief Executive Officer, Access Community Trust
- Stephen Singleton, Chief Executive, Suffolk Community Foundation

Its purpose was to play an advisory role (see paragraph 8.2.1 below) in the Selection and Assessment process.

5 APPLICATIONS

- 5.1 At the closing date for applications on Monday 10 December 2018 one application had been received. Despite there being interest shown from a number of potential applicants this did not translate into actual applications.

- 5.2 It must be recognised that the size of the pool of candidates overall is not large. The limited response to the recruitment is not inconsistent with previous Suffolk experience and experience elsewhere. Indeed the Home Affairs Select Committee has recognised in autumn 2018 that this is a problem:

“We welcome the focus by the leaders of the police service on problems with chief officer recruitment, including the very low number of applicants for each role”.

An extract from the Committee’s report is attached at Appendix C.

- 5.3 The PCC examined the application received together with the accompanying Chief Constable’s reference. He took the view on the material before him that the applicant was comfortably of sufficient calibre to formally run the shortlisting process. He did not consider that he needed to re-advertise at this point given the extensive advertising process already undertaken and the known national difficulties in attracting applications.

6 SHORTLISTING

- 6.1 On 19 December 2018 shortlisting was undertaken by the Appointment Panel and as advised by the advisors listed at paragraph 4.3.

- 6.2 At the shortlisting meeting opportunity was also taken to:

- brief all participants upon and review the appointment process to date;
- undertake training to cover equalities, selection and assessment (this was led by the Chief Executive);
- design the assessment and selection process to take place on 7 & 8 January 2019;

- consider the action required following the assessment and selection process.

The Panel was made fully aware of the three principles of merit, fairness and openness which must be observed by those responsible for the selection and appointment of chief officers, and which are explained.

- 6.3 The Panel considered the application received (and the applicant's Chief Constable's assessment and reference). The Panel found the eligibility criteria (see paragraph 3.2.2 above) satisfied. The Panel unanimously took the view that the application provided ample evidence against the Person Specification of the prior education, experience and skills necessary to perform the role of the Chief Constable, and that the Panel should proceed to the selection and assessment process fixed for 7 & 8 January 2019. 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 process is Stephen Jupp, who at the time of submitting his application was the Deputy Chief Constable of Suffolk Constabulary.
- 7.2 The candidate joined Suffolk Constabulary in April 2015 from Nottinghamshire Police where, in his role as Assistant Chief Constable, he was responsible for Crime Investigation and Reduction.
- 7.3 His policing career has had a particular focus on tackling serious and organised crime and has seen him occupy key senior posts including that of Detective Chief Superintendent at West Midlands Police. He has also served with the Metropolitan Police Service.
- 7.4 As Deputy Chief Constable he had responsibility for Corporate Development and Change, Human Resources, Performance, Professional Standards, Equality and Diversity, Information Management, Inspection and Review, Corporate Communications and Business Continuity.

8 SELECTION AND ASSESSMENT

- 8.1 On 7 and 8 January 2019 the Selection and Assessment took place.
- 8.2 Stakeholder Engagement Panel
- 8.2.1 The objective of this session was to involve a range of stakeholder interests in the selection process in view of the need for organisations to work in partnership with the PCC and Constabulary. The participants were able to sound out the candidate about his approach and understanding with regard to those aspects of policing and issues which they felt important. The participants held a discussion with the candidate for approximately 45 minutes. They then fed back to the Chief Executive who summarised their views in a general overview, outlined particular strengths and any areas for further probing. The summary was then provided to the Appointment Panel to assist in their conduct of the Presentation and Interview with the candidate. The exercise was not scored.
- 8.3 Appointment Panel – Presentation and Interview
- 8.3.1 The candidate was required to prepare a presentation, the theme of which was agreed by the Panel. Given 45 minutes' notice of the topic, the candidate was required to present for

no longer than 15 minutes followed by questions from the Panel for approximately 10 minutes.

- 8.3.2 Following a short break, the candidate was then interviewed by the Appointment Panel for approximately 50 minutes against a range of questions that had been agreed by the Panel.
- 8.3.3 The Appointment Panel assessed the performance of the candidate in the Presentation and the Interview against a selection of the 6 competencies and 4 values from the Competency and Values Framework (CVF) published by the College of Policing. Initially, the Panel members individually assessed the candidate and rated performance against a five point rating scale (low, medium, high, very high and exceptional) 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 AND VALUES

- 9.1 The Panel concluded the assessment of the candidate against the competencies and values from the CVF. The Panel's conclusions on how the candidate met the Eligibility Criteria and the competencies and values from the CVF are set out in Appendix D attached to this paper.
- 9.2 In view of the assessment detailed in Appendix D the Panel concluded unanimously that the candidate should be appointed as the next Chief Constable of Suffolk. Accordingly the PCC would formally propose to the Police and Crime Panel that Stephen Jupp be so appointed with a view to his commencement in the role at the conclusion of his predecessor's term of office.


10 PCC's PROPOSAL

- 10.1 The PCC proposes, subject to confirmation by the Police and Crime Panel, to appoint the candidate. Terms of appointment as applicable to his situation will be offered to him based on the published particulars and terms of appointment as at Appendix B.
- 10.2 It is intended that, subject to the Police and Crime Panel's deliberations, the candidate will commence duty in the role of Chief Constable on 10 April 2019 at the conclusion of the current Chief Constable's term of office at midnight on 9 April 2019.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	The writer is a solicitor and the Monitoring Officer and has considered all relevant legal issues in the production of the paper.
Has the PCC's Chief Finance Officer been consulted?	Not applicable
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

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

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 (add decision-maker's title e.g. the PCC).	
Signature: 	Date <i>10 January 2019</i>

