

ORIGINATOR: CHIEF EXECUTIVE

DECISION NUMBER: 28 - 2022

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 Rachel Kearton 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 2 December 2022.

APPROVAL BY: PCC

The recommendation set out above is agreed.

A handwritten signature in black ink that reads "Tim Parry". The signature is written in a cursive style with a large initial 'T'.

Signature:

Date: 9 November 2022

DETAIL OF THE SUBMISSION

1 INTRODUCTION

- 1.1 In July 2022 it was announced that Steve Jupp would be moving on from his role as Chief Constable to take up another position.
- 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. This 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 2 December 2022. 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 (January 2021). 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 in England and 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 Friday 2 September 2022. 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 chief officer vacancy page and was also emailed to all eligible candidates by the College. The post was advertised from the vacancy section of the Association of Police and Crime Commissioners' website from 2 September 2022. The National Police Chiefs' Council also advertised the post by a direct email to all eligible chief officers who are members of the National Police Chiefs' Council (NPCC) by the ChiefsNet network. The vacancy has also been circulated via the Association of Police and Crime Commissioners' Chief Executives to Chief Executives.

The advert has also been promoted via LinkedIn. The adverts remained live until the closing date on Wednesday 28 September 2022.

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:

- Letter to Applicants from the PCC;
- Advert;
- Comprehensive Role Profile;
- Full Particulars and Terms of Appointment;
- Selection Process;
- Application Form;
- Recruitment Monitoring Form;
- Privacy Notice;
- Recruitment Brief.

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 £151,815 per annum. This level of salary is the nationally set “spot point” for Suffolk. The post also attracts a number of other benefits 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. The form stated that a reference from the applicant’s current Chief Constable would be required to substantiate the applicant’s integrity and experience. The named referee would be contacted prior to interview.

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;
- Fiona Ellis, CEO and Co-Founder of Survivors in Transition;
- Phaniel Mutumburi, Chief Executive, ISCRE;
- David Rowe, Chair of the PCC/ Chief Constable’s Audit Committee;
- 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 on previous appointment processes for Chief Constables in Suffolk.

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

- Steve Jupp, outgoing 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 Internal and External Stakeholder Panels to assist with the appointments process. The Panels comprised:

Internal

- Kim Warner, Superintendents’ Association;
- Darren Harris, Police Federation;
- Mark Trask, Unison.

External

- Professor Emma Bond, Pro Vice-Chancellor Research, University of Suffolk;
- John Dugmore, Chief Executive, Suffolk Chamber of Commerce;
- Mark Stokes, Chief Executive, Norfolk Office of the Police and Crime Commissioner;
- Lydia Tse MBE, Chairperson of the Anglo Chinese Cultural Exchange.

Their purpose was to play an advisory role (see paragraph 7.2.1 below) in the Selection and Assessment process.

5 APPLICATIONS

- 5.1 At the closing date for applications on 28 September 2022 two applications had been received. During the period of advertisement interest had been shown in making an application by three potential applicants.
- 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 current experience elsewhere. Indeed, in the three previous Chief Constable recruitment exercises in Suffolk only one applicant was attracted on each occasion. Further 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 took the view on considering the two applications that they were 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 environment for recruitment of chief officers.

6 SHORTLISTING

- 6.1 On 14 October 2022 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 locally and in its national context;
 - undertake training to cover equalities, selection and assessment (this was led by the Chief Executive);
 - design the assessment and selection process to take place over 2 – 4 November 2022;
 - 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 in the College of Policing Guidance, a copy of which was provided to all members of the Appointment Panel.

- 6.3 The Panel considered the two applications that had been received. The Panel found the eligibility criteria (see paragraph 3.2.2 above) satisfied in both cases. The Panel unanimously took the view that both the applications provided evidence against the Person Specification of the prior education, experience and skills necessary to perform the role of Chief Constable, and that the Panel should proceed to the selection and assessment process fixed for 2 – 4 November 2022. The Panel was advised that there were no disciplinary matters recorded for either candidate nor had the required search of the College of Policing Barred List shown any search results.

7 SELECTION AND ASSESSMENT

- 7.1 On 2 – 4 November 2022 the Selection and Assessment took place.

7.2 Stakeholder Engagement Panels

- 7.2.1 The objective of this session was to involve a range of stakeholder interests in the selection process in view of the need for the Chief Constable to work in partnership with other organisations. The participants in the two panels were able to sound out the candidates about their approach and understanding with regard to those aspects of policing and issues which they felt important. The participants between them held two discussions with each candidate for approximately 40 minutes per discussion. They then fed back their views to the Appointment Panel via a senior member of the OPCC in oral and written form outlining particular strengths and any areas for further probing in respect of each candidate. The exercise was not scored.

7.3 Appointment Panel – Presentation and Interview

- 7.3.1 The candidates were each required to prepare a presentation, the theme of which was agreed by the Panel. Given 45 minutes notice of the topic, the candidates were required to present for no longer than 15 minutes followed by questions from the Panel for approximately 10 minutes.

- 7.3.2 Both candidates were also interviewed by the Appointment Panel for approximately 50 minutes against a range of questions that had been agreed by the Panel.

- 7.3.3 The Appointment Panel assessed the performance of both candidates in the Presentation and Interview against a range 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 candidates and rated performance against a five point rating scale (low, medium, high, very high and exceptional) before then, as a group discussing their assessments and scores to produce a Panel score for each candidate in respect of each competency and value area.

7.4 Selection of Preferred Candidate – Satisfaction of the Eligibility Criteria and Competencies and Values

- 7.4.1 At the conclusion of the Panel's assessment of the two candidates against the competencies and values from the CVF a preferred candidate emerged having scored more highly. The Panel's conclusions on how the preferred candidate met the Eligibility Criteria and the competencies and values from the CVF are set out in Appendix D attached to this paper.

- 7.4.2 In view of the assessments in respect of both candidates the Panel concluded unanimously that the preferred candidate should be appointed as the next Chief Constable of Suffolk.

Accordingly the PCC would formally propose to the Police and Crime Panel that the preferred candidate, namely Rachel Kearton be appointed as Chief Constable of the Suffolk Constabulary with a view to their commencement in role as soon as possible.

8 THE PREFERRED CANDIDATE

- 8.1 Rachel Kearton was at the time of submitting her application the substantive Deputy Chief Constable of Suffolk Constabulary. She has since the departure of the previous Chief Constable on 2 October 2022, been the Temporary Chief Constable following a decision to appoint her as such by the PCC ([Decision No 27-2022](#)).
- 8.2 Rachel Kearton joined Suffolk Constabulary in September 2015 as Assistant Chief Constable from The Foreign and Commonwealth Office where over a three year period she served as Chief Executive Officer to consecutive British Ambassadors in Turkey. She was appointed as Deputy Chief Constable from January 2019.
- 8.3 In a varied career the preferred candidate has also served with the police forces for Hampshire, West Yorkshire and Northumbria.

9 PCC's PROPOSAL

- 9.1 The PCC proposes, subject to confirmation by the Police and Crime Panel, to appoint Rachel Kearton as the Chief Constable of the Suffolk Constabulary. Terms of appointment as applicable to her situation will be offered based on the published particulars and terms of appointment as at Appendix B.
- 9.2 It is intended that, subject to the Police and Crime Panel's deliberations, Rachel Kearton will commence duty in the role of Chief Constable as soon as possible after the Confirmation Hearing on 2 December 2022.

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).

A handwritten signature in black ink, appearing to be 'A. G.' followed by a long horizontal flourish.

Signature:

Date: 9 November 2022

APPOINTMENT OF CHIEF CONSTABLE

COMPREHENSIVE 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. Role Purpose

- The Chief Constable has the direction and control of the Suffolk Constabulary and enables the delivery of a professional, effective and efficient service;
- The Chief Constable is accountable for the operational delivery of policing;
- The Chief Constable is responsible for fulfilling the statutory and legal obligations of the office of Chief Constable and compliance with the Scheme of Governance and Consent and other relevant governance instruments.

3. Key Responsibilities

- To ensure delivery of policing in line with 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-focused 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 fulfil the authorising responsibilities of Chief Constable;
- To play an active part nationally through membership of appropriate NPCC working groups to develop the police service (subject to the specific written consent of the Police and Crime Commissioner) and advise where appropriate on matters of national public safety and security;
- To provide professional policing advice to the Police and Crime Commissioner to support them in fulfilling their functions and creating effective working relationships with the Office of the Police and Crime Commissioner;
- To undertake such other tasks commensurate with the rank of Chief Constable as the Police and Crime Commissioner shall require.

6. Person Specification

Prior Education and Experience

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

Skills

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals;
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money;
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues;
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning;
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively;

- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders;
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest;
- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours;
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours;
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service.



APPOINTMENT OF CHIEF CONSTABLE

FULL 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 £151,815.
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 (£5,022.74) or a replacement allowance (transitional rent allowance) (£5,678.48) 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 provided with a "company car" up to the value of £40,000 or an equivalent allowance.
8. Where relocation of the successful applicant's home is required to take up post, reasonable removal and relocation expenses and any tax liability arising thereon will be paid in accordance with Police Regulations on the production of receipts.

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 Level (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.
 14. It is a condition of appointment that the successful applicant will comply with the system for approving post-service employment introduced by the Home Office in November 2017.

**EXTRACT FROM HOME AFFAIRS SELECT COMMITTEE REPORT
POLICING FOR THE FUTURE
PUBLISHED 25 OCTOBER 2018**

Chief Constable recruitment

208 Sir Thomas Winsor highlighted that there has been greater “churn” at chief constable level in recent years, and that fewer applicants are coming forward for open positions. He suggested that the introduction of PCCs might be having an impact. Following their evidence to us in June, the three policing leaders (Chief Constable Sara Thornton, Commissioner Dick and Lynne Owens) wrote to us regarding their concerns on this issue. They told us that over half of chief officers appointed in 2015 were the only candidate for the job, with a national average of just 2.21 applicants per vacancy. Interviews with retired chief constables, serving PCCs, HMICFRS and Home Office officials, along with a survey of serving assistant chiefs and deputy chiefs, identified a number of issues:

The pressure and scrutiny from the IOPC [Independent Office for Police Conduct], HMICFRS and PCCs were cited by retired officers and were highlighted as greater disincentives for those considering applying for the top jobs within policing. While relationships between PCCs and chief officers vary enormously across the country there is a general concern that the policing protocol does not set out the responsibilities as clearly as it might which can cause difficulty. [...] Officers who have not reached pensionable service are concerned about their vulnerability to dismissal using s.38 (Police Reform and Social Responsibility Act 2011) and many are concerned about the isolation of the office.

209. The survey of assistant chiefs and deputy chiefs found that the most significant considerations were the perceived reputation and challenges associated with the local PCC, the distance from home, and whether an internal applicant was applying for the role. Personal and financial considerations were also cited by many potential candidates, and their perception was that there was “little financial incentive for promotion”, with the complexity of pension and taxation rules causing “confusion”. Proposals being considered by the leadership of the service include support for the College of Policing’s new leadership hub, to assist with the appointment of chief officers; recommending that former police officers should not be allowed to stand as PCCs; and “an increased role for Police and Crime Panels in dismissals using s.38”.

210. 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. We urge the Government to undertake a review of the relationship between chief officers and PCCs, to identify issues on either side. It should also eliminate bureaucratic obstacles to promotion, addressing any problems with pension and taxation rules, to ensure that capable candidates are not disincentivised from taking on the enormous responsibility of running a police force.

SUITABILITY OF CANDIDATE FOR APPOINTMENT

The PCC must, amongst other things, provide to the Police and Crime Panel, 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 Service as Constable and service as Assistant Chief Constable equivalent or above
The candidate has served as a Constable and has served as Assistant Chief Constable and Deputy Chief Constable with Suffolk Constabulary
- 1.4 In addition, a search has been made against the Barred List maintained by the College of Policing. There is no match of the candidate on the Barred List.

2 COMPETENCIES AND VALUES FROM THE COMPETENCY AND VALUES FRAMEWORK FOR POLICING (CVF)

Competencies

- 2.1 We are emotionally aware
The candidate was rated as performing at a high level against the behavioural descriptors associated with this competency. She demonstrated how she was prepared to listen to difficult perspectives in reaching decisions and how when the decisions are made she would communicate the reasons for those decisions clearly. She also demonstrated in an example of her dealings with the inspectorate how she was prepared to stand up for Suffolk and wield her influence to achieve the required impact.
- 2.2 We take ownership
The candidate was rated as performing at a high level against the behavioural descriptors

associated with this competency. She demonstrated an understanding of where change could be applied to meet challenging financial times and recognised the need to review how we might maximise our sources of revenue and realise benefits for the organisation.

2.3 We are collaborative

The candidate was rated as performing at a very high level in showing evidence against the behavioural descriptors associated with this competency. The candidate demonstrated her understanding of the need to take collaborative approaches across a broad range of partner organisations and the value it brings to the police service and services more widely.

2.4 We deliver, support and inspire

The candidate was rated as performing at a very high level in showing evidence against the behavioural descriptors associated with this competency. She performed strongly in showing how she would inspire others to deliver challenging goals. She came across as calm and reassuring in delivering a polished presentation to the Panel and inspired confidence in her ability to lead the Force.

2.5 We analyse critically

The candidate was rated as performing at a high level in showing evidence against the behavioural descriptors associated with this competency. She recognised how some decisions within policing represented significant change and demonstrated that in these situations care and consideration was required in how to implement change so that the changes will gain traction and be successful.

2.6 We are innovative and open-minded

The candidate was rated as performing at a very high level in showing evidence against the behavioural descriptors associated with this competency. The candidate gave a strong answer in showing how she went about building a policing culture founded in crime prevention, and recognising that this is not entirely a police responsibility. Mindful that the police is a service that is available around the clock to help the vulnerable she emphasised that the police must deliver in tandem with other services and innovation is required to ensure that happens.

Values

2.7 Integrity, Impartiality and Public Service

The candidate was rated as demonstrating a high or very high level against the three values. She showed a clear sense of doing the right thing and acting in line with the values of the police service. A clear willingness to listen to the views and opinions of others was demonstrated and then meeting fair and objective decisions as well as a willingness to reach consensus where appropriate. The candidate demonstrated a clear commitment to public service and a desire to provide the best possible service at all times.

2.8 Transparency

Not assessed.

- 2.9 Overall during the Selection and Assessment the Appointment Panel considered that the candidate provided evidence to either a 'high' or 'very high' level in terms of meeting the competency and value areas set out above.

3 REFERENCE

- 3.1 The candidate provided a reference from her Chief Constable. This confirmed that there were no issues in relation to integrity or performance, and that further there was no reason why she should not be considered for the position of Chief Constable.

4 CONCLUSION

- 4.1 The Appointment Panel concluded that the candidate met the competencies and values required for the role to the 'high' or 'very high' levels on the 5 point rating scale used in the assessment. The Panel was unanimously of the view that the candidate should be appointed to the role of Chief Constable of the Suffolk Constabulary.