



Sussex Police & Crime Commissioner

To	Police and Crime Panel for Sussex
From	Police and Crime Commissioner for Sussex
Subject	Formal notification of proposed appointment to the position of Chief Constable of Sussex Police as required under the Police Reform and Social Responsibility Act 2011
Date	27 June 2014
Recommendation	That the Panel commend the appointment of Giles York as Chief Constable of Sussex Police

Introduction

1.1 On the 5 March the previous Chief Constable retired. Deputy Chief Constable Giles York was appointed to the post on a temporary basis pending a formal appointment.

1.2 The Police Reform and Social Responsibility Act 2011, (paragraph 38) provides that the Police and Crime Commissioner for a police area must appoint the Chief Constable of the Police Force for that area.

1.3 Paragraph 3 of Schedule 8 of the Act requires the Sussex Police & Crime Commissioner to notify the Sussex Police and Crime Panel (the Panel) of her proposed appointment to the post.

1.4 The Commissioner must include the following information in the notification:

- a) The name of the person whom the Commissioner is proposing to appoint (the candidate)
- b) The criteria used to assess the suitability of the candidate for the appointment
- c) Why the candidate satisfies those criteria
- d) The terms and conditions on which the candidate is to be appointed.

1.5 Under paragraph 4 of Schedule 8, the Panel must review the proposed appointment and make a report to the Commissioner within a period of three weeks beginning with the day on which the Panel receives notification from

the Commissioner of the proposed appointment, including a recommendation to the Commissioner as to whether or not the candidate should be appointed.

1.6 In accordance with Paragraph 5 of Schedule 8, the Police & Crime Panel have powers to veto the appointment of the candidate in exceptional circumstances. The decision must be made by the required majority of at least two thirds of the members of the current panel membership at the time the decision is made.

The Recruitment and Selection Process

2.1 Home Office circular 20/2012 shows that the Police and Crime Commissioner should decide how to run the recruitment process and that an independent member should be involved and be asked to submit a formal report.

2.2 Through the College of Policing, the Sussex PCC appointed Mrs Di Newton as the independent member. Mrs Newton has been involved in the selection and appointment to a range of senior policing roles and was selected and trained by the College of Policing for inclusion in its pool of accredited independent members.

2.3 Mrs Newton has submitted a full report setting out the details of the recruitment process (Appendix A). The report provides full details about the selection and decision-making processes as well as a statement that the process fully met the principles of fairness and openness and that the appointment recommendation was based on merit.

2.4 Three applications were received and all candidates were invited to take part in the selection process.

Proposed appointment

2.4 The Sussex Police and Crime Commissioner has selected Temporary Chief Constable Giles York as her proposed candidate. He has worked for Sussex Police as Deputy Chief Constable since June 2008 and has been acting in the role of Chief Constable since the retirement of the previous Chief Constable in March this year.

2.5 The role profile and person specification for the Chief Constable post are included as Annex 2 to the independent report. The main criteria for the post included 'executive' level personal qualities under the following headings;

- Serving the public
- Leading strategic change
- Leading the workforce

- Managing performance
- Professionalism
- Decision making
- Working with others

2.6 Temporary Chief Constable Giles York has provided evidence that he meets the criteria set out in the person specification in a variety of ways throughout the application process including evidence that he has:

- successfully held the post of Deputy Chief Constable for Sussex for six years
- taken a lead role in developing the collaboration arrangements with Surrey Police
- instigated and directed the Sussex Police change programme 'Serving Sussex 2015'
- led the workforce through a major change in IT platform and work practices
- worked actively with a wide range of partners in particular through the Sussex Summit
- increased Chief Officer visibility and exposure at all levels of the organisation
- shown commitment to developing policing nationally
- is passionate about Sussex and providing a quality police service for people in Sussex

2.7 A copy of the application form received is attached in Part 2 of the papers for this meeting.

2.8 The Panel is asked to review the proposed appointment and make a report to the Commissioner on the proposal, including a recommendation as to whether or not the candidate should be appointed. Until the conclusion of this process, Temporary Chief Constable Giles York remains the preferred candidate for the appointment.

The terms and conditions on which the proposed candidate is to be appointed

3.1 Providing acceptance by the Panel, the proposed candidate will be appointed for a period of five years at a salary of £149,676.00 per annum, in line with the Chief Officer pay structure agreed by the Police Negotiating Board in June 2013. Annual increment progression will be made on the anniversary of the appointment subject to satisfactory performance in post. A copy of the provisional offer letter is attached at Appendix B.

3.3 In April 2014 the Sussex Police and Crime Commissioner reviewed the Chief Constable benefits policy. A copy is attached at Appendix C.

Financial implications

4.1 The salary and employer on-costs will be provided for within existing budgetary provisions.

Papers attached

Appendix A - Chief Constable – Sussex Constabulary Appointment Process, Independent Member report

- Annex 1- Independent member background information
- Annex 2 Role profile and person specification
- Annex 3 - Advertisement
- Annex 4 - Blank application form
- Annex 5 - Shortlisting scoring scale
- Annex 6 - Presentation and interview assessment form

Appendix B Provisional offer letter

Appendix C Chief Constable benefits policy

Contact Officer:

Mary Clarke
Senior Policy Officer
01273 481587

**Chief Constable – Sussex Constabulary
Appointment Process**

Independent Member Report

Di Newton

June 2014

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Report of the Independent Member on the Selection and Appointment Process for the role of Chief Constable for Sussex Constabulary

Introduction

1 Home Office Circular 20/2012 indicates that the Police & Crime Commissioner (PCC) should decide how to run the appointment process for a Chief Constable and which candidate is appointed, subject to confirmation by the Police & Crime Panel. An Independent Member however should be involved in the selection process and should submit a formal report.

2 This is the Independent Member's report on the process for appointing the next Chief Constable for Sussex which is the responsibility of PCC Katy Bourne. The report aims to provide an objective assessment of the extent to which the entire selection process was conducted in line with the principles of appointment on merit, fairness and openness. It also discusses the extent to which the panel was able to fulfil its responsibility to challenge and test candidates' suitability against the agreed requirements.

3 In addition to the Home Office circular, the College of Policing (the College) has developed detailed guidance and support documentation to assist PCCs in the selection and appointment of chief officers. This guidance is produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing, for example, Her Majesty's Inspectorate of Constabulary, Association of Police & Crime Commissioners, and Association of Chief Police Officers. It was produced under the direction of the Police Advisory Board for England & Wales Sub-group on Chief Officer Appointments. The guidance includes information on the role of the appointments panel and the role of the independent member.

Appointment Panel

4 The College guidance advises that the purpose of the appointment panel is to challenge and test that the candidate meets the necessary requirements to perform the role. The PCC has a duty to ensure that panel membership is diverse, suitably experienced, and competent in selection practices. Membership comprised:

- Katie Bourne, PCC (chair)
- Sir Dennis O'Connor – former Chief Inspector for Her Majesty's Inspectorate of Policing (Policing Adviser)
- Air Vice Marshall Bob Judson FRAeS RAF Director Joint Warfare in the Ministry of Defence
- Di Newton, Observer and Independent member

5 Panel members had worked at senior levels within their respective fields but had varying experiences of police recruitment. Training was provided by the College aimed at addressing any gaps in knowledge and ensuring that all members had a clear understanding of the assessment process, including the use of the ORCE

method of assessment (Observation, Recording, Classification and Evaluation). All members were provided with a copy of the detailed guidance on the selection of senior officers together with copies of the role profile and person specification. The training covered the key elements of assessment, including barriers to effective observation. The training was based on the national guidance and best practice but set the in the context of the Sussex CC appointment.

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

7 Mark liaised extensively both with me and the College to ensure that the process met the requirements and was fully transparent. He ensured that the planning and administration of the process was of a high standard and that briefings and information were widely circulated and consistent. .

Role of the Policing Adviser

8 An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and design of appointment processes; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews; and supporting the Commissioner during decision making.

9 As a member of the panel Sir Dennis O'Connor, former Chief Inspector for Her Majesty's Inspectorate of Policing and former CC of Surrey police undertook the role of the Policing Adviser. His extensive knowledge of policing at national and local level provided valuable insights for the panel.

Role of the Independent Member

10 The role of the independent member is to verify that the selection process is conducted in line with the key principles as set out at paragraph 2. Independent Members are required to be experienced and competent in assessment and selection processes.

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

12 I was invited to join the panel as an independent member and observer. Throughout the process I had full access to all the documentation, including the

guidance sent to the stakeholder panel and subsequent panel feedback. The application pack including the job description and person specification were developed prior to my appointment. They had however been developed in consultation with the College and were based on the approved national guidance. I was present at all stages of the assessment, that is, the panel shortlisting, presentation and final interviews including the final appointment discussions.

Appointment Process

13 The role description and person specification for the post were developed by the PCC in conjunction with the CEO and the College. All competency areas from the Policing Professional Framework (PPF) were seen to be relevant to the role and were used as the basis of the person specification. It was also agreed that to achieve the objectives of the role the successful candidate would need to demonstrate that they could:

- lead the force through a period of complex strategic change, including the introduction of innovative digital technology,
- deliver high performance whilst securing efficiencies
- work closely with the public and other partners to achieve the required level of change and service improvements

Copies of the role description and person specification are at Annex 2

14 The timetable which ran from 4 April 2014 (initial advert) to 5 June 2014 (final selection) struck the right balance between making a swift permanent appointment to end any uncertainty for the force and individuals and, enabling the process to be conducted fairly and inclusively. It allowed good time for information about the vacancy to be widely publicised with the aim of attracting as many applicants as possible. It allowed for stakeholder panels to be established and involved, allowed candidates time for preparation and research and for the appointment panel members to be fully briefed for the shortlisting and selection meetings.

15 The advertising and communication strategy was designed to ensure that the process was open and transparent. Details of the vacancy were widely advertised online via a number of websites, namely; Police Professional, Association of Chief Police Officers, Office of the Police and Crime Commissioner for Sussex, Association of Police and Crime Commissioners, the College of Policing. A copy of the advertisement is at Annex 3.

16 The PCC wrote to every Chief and Deputy constable in the UK to further promote information about the role and to emphasise the desire to attract a wide field. The letter also asked that in the event that they were not interested in applying for the role they should encourage any suitable members within their teams to apply. As a further strand of the attraction strategy the Commissioner made a personal video clip for the website in which she stressed the fact that the process was an open one and that she wished to secure the best candidate for the role in terms of the role profile.

17 The application pack was available on line and in addition to the role details contained a letter from the Commissioner, an application form, an organisational structure diagram, a copy of the Police and Crime Plan and the Sussex Police Operating Delivery Plan. A copy of the application form is at annex 4. In addition to the application form candidates were asked to complete a "Why Me" statement explaining their motivation and why they should be appointed to the role.

Shortlisting

18 Three applications were received by the closing date of 2 May, two from external candidates and one internal. Whilst this may not seem a large number of responses in comparison with some recruitment exercises it is a very reasonable response in senior policing terms where the pool of candidates is not large. It is not unusual for forces to receive only one applicant and this response reflects the efforts made to attract a range of candidates.

19 All the applications were considered by the panel at a shortlisting meeting held on 7 May. The assessment using a three point scale was made against three of the key competency areas drawn from the Policing Professional Framework (PPF) - Leading Strategic Change, Leading the Workforce and Working with Others. A copy of the rating scale is at annex 5. Each candidate was assessed by panel members individually and discussed collectively to reach a final rating. All candidates provided sufficient evidence in their applications to demonstrate that they met the requirements to merit an invitation to the final selection stage.

20 Following the shortlisting process all candidates accepted an invitation to attend a structured familiarisation day. The day included an informal lunch hosted by the High Sheriff of West Sussex. It provided the opportunity for candidates to hear directly from the PCC about the Police and Crime Plan and to have discussions with senior members of the constabulary, including the Finance Director and staff associations on range of relevant issues. This exercise was a further demonstration of the inclusive and open approach adopted for the appointment.

Assessment Design

21 To ensure that candidates were challenged and tested across all the requirements of the role a two day process with three assessment components was agreed. These comprised a media exercise with a professional journalist and a 10 minute presentation followed by questions and an interview.

22 The assessment was designed to allow all panel members to be involved at the shortlisting, media, presentation and interview stages ensuring consistency, fairness and transparency.

23 In addition to the assessment exercises further information on each of the candidates was obtained by the use of a psychometric/personality questionnaire. The outcomes from this process were used to inform the areas of questioning at the final interview stage.

Personality Questionnaire

24 The assessment tool used for this exercise was the NEO PI-R, a widely used broad based measure of the personality. The assessment comprised a number of stages and was undertaken by a senior consultant psychologist from the College. Each candidate completed an online questionnaire which was a self report – a reflection of how they perceived themselves. This self assessment was against those facets of personality which based on the role profile were deemed to be the most relevant to the role of Chief Constable of Sussex. Each candidate then had a telephone feedback discussion to verify how their preferences affected the way they operate within the workplace. In addition, the feedback explored any counterbalancing strategies the candidate had in place to manage the less desirable impact of their preferred approach.

25 The final bespoke report which contained the personality profile supported by the further information obtained via the feedback session was sent to candidates and panel members. Prior to the final interviews panel members were given a briefing by the consultant psychologist on each of the candidates and their report. At this session members made full use of the opportunity to ask questions to clarify their understanding of the results and how these might be used to inform the interview process. The reports were not formerly assessed but provided information about the candidates' preferred operating style which the panel used to refine the interview questions and probe responses.

Stakeholder Panels

26 On 22 May all candidates met individually with the three stakeholder panels from Brighton & Hove City Council, East Sussex and West Sussex County Councils. The purpose of the panels was twofold. It allowed the candidates to meet key partners and familiarise themselves on key issues relating to crime and community safety from the partners perspective. It also enabled the stakeholder panel to provide feedback to the appointment panel that might then be used to develop supplementary questions to test the candidates understanding and approach. The panels were provided with guidance on the purpose and conduct of the panel and a separate feedback sheet. The stakeholder panels did not form part of the assessment process and the outcomes were used solely to refine the areas of questioning.

Media Exercise

27 The media exercise took place on 4 June on the afternoon before the final interview. This exercise required candidates to take the role of a chief constable representing their force in a TV interview regarding the handling of a recent incident which had attracted criticism. Candidates were given 20 minutes preparation time and were filmed for the whole ten minutes they were in the TV studio with the journalist, five minutes of which comprised the actual interview itself. The scenario was chosen as it had some direct relevance to the Sussex constabulary in that it was set in the context of a force which was delivering services collaboratively.

28 On 5 June following the presentations and interviews the panel viewed each filmed interview. Panel members assessed each candidate independently in terms of their professionalism and discussed the candidate's overall performance before agreeing a final rating.

Presentation and Interview

29 The presentation topic focused on how candidates would deliver effective partnership working and achieve high levels of performance. Candidates were advised of the title in advance and were asked to present for 10 minutes followed by 10 minutes of questions.

30 Interview questions had been agreed and allocated in advance. Some refinements were made on the day before any interviews took place to take account of the feedback from the personality questionnaires and stakeholder feedback. The questions were designed to be open and to elicit evidence against the key competency requirements of the role with a good mix of future based hypothetical questions and other based on past behaviours.

31 All panel members participated fully in the post presentation and interview questioning. Whilst questions were allocated to individual members initially the chair gave all panel members the opportunity to pick up or probe any further points. Members took full advantage of this and as a result the panel was able to challenge and thoroughly test the candidate's responses against all the criteria.

32 The panel followed the principle of individual assessment followed by group discussion as used in the shortlisting process to agree a final rating for their assessment of both the presentation and the interview. A copy of the five point rating scale is at Annex 6. It was agreed not to use arithmetic totals or average scores as part of the scoring system and there was no basis on which to do so and this could skew the evidence based outcomes. Where there was a difference in their individual ratings all members were prepared to justify, clarify and evidence their assessment before reaching a consensus rating.

33 Scores were recorded for all candidates and were considered at the decision making stage. There was a diverse range of candidates all with strengths in different areas and with differing development needs. The panel scores in isolation did not produce a clear preference. On balance and following careful assessment of the evidence obtained from all the assessment exercises against the role requirements, the panel recommended that Deputy Chief Constable Giles York was the preferred candidate. He was clearly appointable and had demonstrated that he met the requirements of the role and fully merited appointment.

Conclusion

34 It was evident from the early stages of my involvement that both the PCC and the CEO were committed to conducting a rigorous appointment process aimed at securing the best candidate for the role. This commitment was supported by detailed planning and the design of a challenging assessment process which fully tested the candidates. At each stage there was vigorous debate and in depth discussion

between panel members on their evidence and the justification for their assessments before final decisions were made. As a result of my observations and of the way in which the process was delivered I can confirm that it fully met the principles of fairness and openness and that the appointment recommendation was based on merit.

Di Newton – Background Experience

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

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

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

ROLE PROFILE

POST TITLE: CHIEF CONSTABLE

ACCOUNTABLE TO: SUSSEX POLICE AND CRIME COMMISSIONER

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

AIMS OF THE JOB:

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

CHIEF CONSTABLE OF SUSSEX**PERSON SPECIFICATION****Policing Professional Framework – Qualities**

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

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 understands the expectations, changing needs and concerns of different communities, and strive to address these.

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

Leading Strategic Change

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

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

- Ensure the Force develops sufficient capability and capacity to meet the Strategic Policing Requirement
- Encourages 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.

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

Managing Performance

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

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

Professionalism

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

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

Decision Making

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

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

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.
- 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.

Chief Constable, Sussex

Salary: circa. £150,000 plus relocation package

Are you a dynamic and visionary leader with a passion for Sussex, its people and police force?

Katy Bourne, Police and Crime Commissioner for Sussex, is looking for a Chief Constable who will lead Sussex Police into the future.

The successful candidate will be innovative and bold in their approach to delivering the Commissioner's Police and Crime Plan, particularly in driving crime reduction and improving victims' services.

He or she will need to ensure that the people of Sussex have access to the best possible policing services when they need them. The successful candidate will also have an ability to develop new partnerships, strengthen existing ones and engage with a resident population of over 1.5 million people to meet their policing needs.

If you would like to discuss this opportunity please call the Office of the Police & Crime Commissioner for Sussex and ask for Mark Streater, Chief Executive. Telephone: 01273 481561.

An application pack can be found online: www.sussex-pcc.gov.uk.

Closing date for applications: Friday 2nd May 2014

Shortlisting: Wednesday 7th May 2014

Panel Interviews (2-day process): 4th and 5th June 2014

Meeting local partners: Thursday 22nd May

Force familiarisation day: To be confirmed

Police & Crime panel confirmation hearing: Friday 27th June

The Police and Crime Commissioner for Sussex

SUSSEX POLICE

CHIEF CONSTABLE APPLICATION FORM

Instructions for completion

Applicants are strongly advised to read the Role Profile, Person Specification and the additional supporting information available on the Police & Crime Commissioner's website before completing and submitting their application.

- The form should be completed in black ink or type-face. No attempt should be made to redesign the form.
- We have made it possible to complete the form electronically; if completing electronically, please use a font size of 11 point and where more space is required attach separate sheets, with a clear reference to the correct section.
- Applicants are required to complete all sections of the form.
- It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on **your personal involvement, experience and actions**. As far as possible, the evidence you present should be from within the **last three years**. However, the Police & Crime Commissioner is prepared to consider significant and relevant achievements beyond that point. The appropriateness of your application will be determined by the extent to which your evidence relates to the competency area being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Sussex Police.
- It is the applicant's responsibility to ensure the application form, diversity monitoring form and other documents requested are completed and returned to the appropriate address specified in the final page of this form.
- Additional information requested as part of your application includes:
 - **Covering letter:** a letter addressing the 'why me' question which outlines your motivation and suitability for the role. No more than 2 sides of A4.
 - **Chief Constable's Reference:** a reference form from your current Chief Constable (equivalent MPS roles apply). If a Serving Chief Constable, then a reference from your Police & Crime Commissioner will suffice.
 - **Strategic Command Course (SCC) Report:** a copy of your SCC (or equivalent) Report.
 - **Performance Development Review:** a copy of your most recent Performance Development Review report.

It is the applicant's responsibility to ensure that the completed application form and the additional documents requested are returned by:

Friday 2 May 2014.

SECTION 1 – PERSONAL DETAILS

First name (s) :	Last name:
Current force & Chief Constable:	Current rank:
Date of substantive rank:	Current job title:
Current security clearance level (vetting):	Date clearance obtained:
Work address: Postcode:	Correspondence address (if different): Postcode:
Work telephone: (inc STD code)	Mobile telephone:
Preferred email address:	

SECTION 2 – CAREER HISTORY

Please provide details of your **three** most recent roles.

Current role title:	Service/Force/Agency:
Start date (mm/yyyy):	
Please provide a brief description of your role and major achievements in this role:	

Previous role title:	Service/Force/Agency:
Start date (mm/yyyy):	
Please provide a brief description of your role and major achievements in this role:	

Previous role title:	Service/Force/Agency:
Start date (mm/yyyy):	
Please provide a brief description of your role and major achievements in this role:	

SECTION 3 – DETAILS OF RELEVANT EDUCATION AND TRAINING

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Colleges and or Universities attended or Courses taken	From	To	Qualifications and grade attained

Please list any training courses attended that you consider are relevant to the role for which you are applying.

Course Title	From	To	Summary of course attended

Please provide details of any Equality and Diversity training you have received

Course Title	From	To	Summary of course attended

SECTION 4 – SELF ASSESSMENT

In this section you are asked to provide examples of your performance against the questions laid out below.

4.1 Leading strategic change

Please outline how, you have developed a long term plan which has encouraged creativity and innovation, embraced technology and improved service delivery.

Date of Example:

Applicant's response:

4.2 Leading the workforce

Please provide an example of how you have shown inspirational and visible leadership to take staff on a clear journey and meet challenging organisational goals.

Date of Example:

Applicant's response:

4.3 Working with others

Please describe how you have brought partners together to create an effective working relationship and deliver a joined up successful outcome.

Date of Example:

Applicant's response:

SECTION 5 – ADDITIONAL INFORMATION

Please provide details of any existing registered business interests:

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

SECTION 6 – CANDIDATE DECLARATION

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

Signature:

Date:

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

Mark Streater
Chief Executive
Office of the Sussex Police & Crime Commissioner
Sackville House
Brooks Close
Lewes
BN7 2FZ

Or email these to: mark.streater@sussex-pcc.gov.uk

The completed application form and requested documents should be returned no later than:
Friday 2 May 2014

Scoring Scale

Marking should be on a scale of 1-5 with 1 being the highest score and 5 being the lowest. Candidates must score a minimum of 3 in every area to be deemed acceptable.

1 = CONSISTENTLY HIGH PERFORMANCE. The candidate has maintained a consistently high level of performance across all aspects of the described values area/leadership behaviour/technical skill. In some respects their performance is outstanding. Very limited room for improvement.

2 = GOOD PERFORMANCE. The candidate has maintained a consistently good level of performance across the described values area/leadership behaviour/technical skill. There are some definite areas for improvement, but it should be possible for the candidate to address these following experience in the role.

3 = SUITABLE PERFORMANCE. Overall, an acceptable performance across the described values area/leadership behaviour/technical skill has been achieved. There are some definite areas for improvement, but it should be possible for the candidate to address these following experience in the role.

4 = UNSATISFACTORY PERFORMANCE. In some respects the candidate's performance may have been acceptable, but further development is required to bring the overall performance within the described values area/leadership behaviour/technical skill to a satisfactory level.

5 = CONSISTENTLY UNSATISFACTORY PERFORMANCE. The candidate has maintained a consistently unsatisfactory performance across the described values area/leadership behaviour/technical skill. Substantial development is required to bring the candidate to an acceptable level.



CHIEF CONSTABLE

PRESENTATION & INTERVIEW

RECORDING & ASSESSMENT SHEET

Panel Member: _____

Candidate: _____

Date: _____

Interview questions

Interview Question – **Serving the Public**

What does serving the public mean to you as the Chief Constable in Sussex?

Interview Question – **Leading Strategic Change**

Provide an example of an innovative idea that you developed and delivered?

Interview Question – **Leading Strategic Change**

From the recent and forthcoming HMIC inspections what do you understand to be the greatest areas of risk and opportunity to Sussex? How would you prioritise?

<p>Interview Question – Managing Performance</p> <p><i>What would be your top priorities for improving performance in Sussex Police? How would you ensure this becomes reality?</i></p>
<p>Interview Question – Managing Performance</p> <p><i>In meeting the next 3 years of funding cuts what are the priority areas you would look for Sussex to deliver these on?</i></p>
<p>Interview Question – Decision Making</p> <p><i>What decisions would you expect to involve the PCC and why?</i></p>
<p>Interview Question – Leading the workforce</p> <p><i>How would you achieve 'followership' within Sussex Police</i></p>
<p>Interview Question – Working with others</p> <p><i>How have you influenced the national policing agenda for the better?</i></p>
<p>Interview Question – Serving the Public</p> <p><i>With confidence in policing being eroded how would you restore the balance and ensure staff understand what is required of them?</i></p>
<p>Interview Question – Managing Performance</p> <p><i>What does success for you as Chief Constable look like in 18 months time?</i></p>
<p>Interview question – Decision making</p> <p><i>How would you as Chief Constable determine with your senior leadership team which decisions you will make and which you are happy for them to make?</i></p>
<p>Interview Question – Working with others</p> <p><i>Give an example of how you have managed a strategic group of stakeholders to achieve a particular objective?</i></p>

Responses to each question were noted and scored according to the scoring sheet at Annex 5



Mr Giles York
T/Chief Constable
Sussex Police HQ
Malling House
Lewes

10 June 2014

Dear Giles,

I am pleased to confirm that, under Schedule 8 of the Police Reform and Social Responsibility Act 2011, I propose to appoint you as Chief Constable of Sussex Police.

I will be notifying the Police and Crime Panel of this decision. You will be required to attend a 'confirmation hearing' of the Police and Crime Panel at 10am on Friday 27th June 2014 at East Sussex County Council, Lewes, East Sussex.

You will be appointed as Chief Constable on an initial contract of 5 years with a starting salary of £149,676.00 per annum, in line with the chief police officer pay structure agreed by the Police Negotiating Board in June 2013. Annual incremental progression will be made on the anniversary of your appointment, subject to satisfactory performance in post. The Sussex Chief Constable Benefits Policy which I agreed in April 2014 will apply with respect to your appointment in this post.

This is an exciting era for policing in our county and I am really looking forward to working with you. I sincerely wish you every success as our new Chief Constable.

Yours sincerely

A handwritten signature in black ink, appearing to read "Katy Bourne".

Katy Bourne
Sussex Police & Crime Commissioner



Sussex Police & Crime Commissioner

Chief Constable benefits policy

Introduction

The Police Reform and Social Responsibility Act 2011 sets out the Police and Crime Commissioner (PCC) responsibility for the Chief Constable's appointment and terms and conditions. The Chief Constable has responsibility for the appointment of Deputy Chief Constable, Assistant Chief Constables and Directors and establishing these terms and conditions in consultation with the PCC. This policy document sets out the benefits available to the Chief Constable.

1. Removal and Relocation Expenses

Where the Chief Constable relocates their home (based on the assumption that the Chief Constable was the owner of the former home) the following relocation package is offered, subject to agreement by the Police & Crime Commissioner, and detailed in accordance with Police Regulations 199:

- a. The reasonably incurred cost of removal including removal fees, against estimates agreed beforehand
- b. Provision of accommodation or payment up to half maximum rent allowance or half housing allowance for a maximum of 26 weeks.
- c. Disposal costs on sale of premises including legal and agent fees reasonably incurred in disposing of former home, against estimates agreed beforehand
- d. Solicitors fees, Estate Agents fees and Stamp Duty reasonably incurred in acquiring a new property, against estimates agreed beforehand.
- e. Mortgage payments on the former main home for a maximum of 26 weeks. This reimbursement is subject to a maximum limit of 40% of the relevant officer's annual salary, calculated at the top point of the incremental scale at the time of appointment.

An estimate should be provided and agreed with the Police & Crime Commissioner before any commitments are entered into. Three quotations must be obtained for removal fees; reimbursement will be made on the basis of the lowest quote.

Value: Removal and relocation expenses will be reimbursed up to a maximum limit of 40% of the relevant officer's annual salary, calculated at the top point of the incremental scale at the time of appointment.

Tax position: Expenses above £8000 are subject to tax and national insurance under HMRC rules. Tax will be payable under the P11D arrangements. Qualifying removal expenses under £8,000 currently do not attract a tax or NIC liability.

ACPO Subscriptions

The Force will meet cost of annual membership subscriptions to the Association of Chief Police Officers and the cost of the Chief Police Officers' Staff Association Insurance Premiums.

Value: Annual rate as set by ACPO

Tax position: Not taxable

Medical Screening

Medical screening is undertaken every two years at a local Nuffield hospital. Medical screening is conditional upon the chief constable's agreement to provide the medical report to the Force Medical Adviser, as well as to the Police & Crime Commissioner and, if they wish, their GP. The FMA will review the report on the chief constable to determine whether there are any issues affecting that officer's medical fitness to have command. If so, the FMO will advise the Chief Constable as well as the individual officer concerned. Administration of the medical screening arrangements is undertaken by the Chief Constable's Staff Officer who will be responsible for arranging appointments (including reminders), authorising payment and ensuring that the provider issues screening reports to the FMO.

Value: N/A

Tax position: Not taxable

Health care subscriptions

The Police & Crime Commissioner will reimburse the Chief Constable's privately-arranged health care insurance subscriptions and other costs subject to an annual ceiling, up-rated annually and subject to periodic reviews. Within the respective ceiling individuals may include the cost of health insurance for spouses / partners and dependent children under the age of 18. Expenditure that is not eligible for reimbursement includes glasses and dental fees.

Value: £1,927 per year

Tax position: Taxable

Vehicle Scheme

The Chief Constable is required to travel extensively around the county and to be readily available for on call or recall to duty in urgent situations.

1. Cash Allowance Option

The Sussex Police Chief Officer Vehicle Scheme provides an annual 'cash allowance option'. The cash allowance is paid monthly with salary and is taxed at source. The value of the allowance is up-rated annually in line with the previous September's Chief Officer Pay award.

Value: £9,301 per year

Tax position: Taxable

In exceptional circumstances, the Chief Constable, if in receipt of the cash allowance and with specific command responsibility may occasionally have use of a role equipped operational vehicle provided as part of the Sussex Police fleet. Chief Officers should not use these vehicles for general business purposes (including general on call duties) and private use is not permitted. These vehicles are part of the Sussex Police vehicle fleet and are rotated to meet force requirements.

No travel claims for business vehicle mileage undertaken in private vehicles are permitted under this policy. However the Chief Constable, if they wish to, may reduce his/her personal tax liability if they undertake business mileage in their own vehicle. The HMRC currently allow business travel expenses that are not

reimbursed by an employer to be used in the calculation of individuals' tax liability. This means that in effect, under current rules, the HMRC will reduce individuals' tax assessment for business miles at the rate of 45p per mile for the first 10,000 miles and certain other expenses that are not reimbursed by the employer. Claim forms and further details are available from the HMRC website as follows <http://www.hmrc.gov.uk/forms/p87.pdf>. The Chief Constable must maintain a record of business mileage in order to support claims to the HMRC.

2. Provided Car Option

In line with the Assisted Vehicle Scheme for Superintendents, the provided car option is a 'provided' car serviced, insured, taxed and maintained as part of the Force fleet. Vehicles that are purchased for the Chief Constable are replaced in line with the core fleet replacement policy. This policy provides an enhanced vehicle specification (to include high performance vehicles) but conforms to all the other terms and conditions of the Assisted Vehicle Scheme. The vehicle is available for the Chief Constable's private use for which a charge is made (see below). The vehicle may also be used by any authorised driver when the officer is off duty.

As the vehicle is provided as part of the Force fleet, it must be suitable for operational purposes. The choice and specification of the vehicle must therefore be commensurate with Force requirements. Requirements will be managed by the Head of Joint Transport Service who will determine the choice of vehicles available and, if necessary, with guidance from the Director of Finance. The vehicle will be covertly fitted with suitable radio and public warning equipment,

In line with the Business Travel and Subsistence Policy 917/2010, the force will recharge the cost of all personal travel, monthly in arrears, at the prevailing rate through Payroll. The Chief Constable is responsible for the cost of all travel commuting between their home and normal place of work; circumstances that represent exceptions to this rule are outlined in section 10 of the Business Travel and Subsistence Policy. The rate for private mileage is set annually in accordance with the HMRC Advisory Fuel Rates + VAT. Rates are detailed in Appendix 1. Records of private mileage have to be submitted to the CCSO monthly in order that the appropriate salary deduction can be made.

The provided car option represents a taxable benefit. The tax treatment is determined by the HMRC in accordance with the following:

<http://www.hmrc.gov.uk/payex/overview/P46car.htm>

<http://www.hmrc.gov.uk/payex/a-z/c/cars.htm#2>

Insurance is arranged as part of the Force fleet. Cover is comprehensive subject to an excess as set out in the Assisted Vehicle Scheme for Superintendents and these arrangements extend to include authorised drivers, including family members. Details need to be provided to the Head of Insurance Services in the Finance Department.

If the provided car option is chosen, the Chief Constable is required to complete and sign the Assisted Vehicle Scheme agreement.

A vehicle log book, recording business and private mileage is required. The log book has to be submitted for inspection to the CCSO at no less than monthly and not more than three monthly intervals. The inspection is to ensure completion of the log book and compliance with the need to record private mileage.

Tax position: Taxable

Home Telephone

If the Chief Constable lives in or moves to an area where mobile or internet connections are either not available or very poor, the costs of the rental of one home telephone line will be met subject to the approval of the Police & Crime Commissioner. The cost of business calls from home will be reimbursed.

Tax position: Taxable benefit for the rental for one home telephone line, and business calls from home