



PROPOSED APPOINTMENT OF A CHIEF CONSTABLE

Report to Police & Crime Panel

18th November 2022

Purpose of the Report

1. To enable the Panel to review this proposed senior appointment by the Police and Crime Commissioner (PCC).

Information and Advice

Background

2. Section 38 of the Police Reform and Social Responsibility Act 2011 specifies that the Police and Crime Commissioner (PCC) for a police area is to appoint the Chief Constable of the police force for that area.
3. Schedule 8 of the 2011 Act requires that a PCC must notify the relevant Police and Crime Panel of the proposed appointment of a Chief Constable. In such cases the PCC must also notify the Police and Crime Panel of the following information.
 - a. The name of the person the PCC 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
4. When a Police and Crime Panel is notified of such a proposed appointment it is required to review it and to make a report on it to the PCC. The report must state the outcome of the review by the Panel. In the case of the proposed appointment of a Chief Constable, these outcomes are either:
 - a. A recommendation as to whether or not the candidate should be appointed
 - b. A veto of the proposed appointment, if at least two-thirds of the members of the Police and Crime Panel vote in favour of making that decision.
5. The 2011 Act requires that a Police and Crime Panel must review the proposed appointment at a confirmation hearing. A confirmation hearing is defined as: “A meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.” Supporting guidance produced by the Local Government Association (LGA) and the Centre for Public Scrutiny (now the Centre for Governance and Scrutiny) advises that a confirmation hearing should not be dealt with as an item of business at a standard Panel meeting but conducted as a separate meeting.

6. The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a Police and Crime Panel being notified of it by the PCC.

The appointment

7. The PCC gave formal notice of the proposed appointment of Jason Hogg to the post of Chief Constable of Thames Valley Police to the Panel by way of a report submitted on 10th November 2022. As a result, the Panel must now review this proposed senior appointment via a confirmation hearing.
8. The report includes the PCC's reasons for the appointment and details of the candidate's suitability for the role, including how this was assessed, and the proposed terms and conditions on which the appointment will be made. Also included were the role profile and an overview of the recruitment process.

Process

9. The confirmation hearing should be held in public, with the proposed appointee requested to attend to answer questions.
10. At the start of the hearing the PCC will introduce his candidate and explain why he feels that the candidate is the most appropriate to undertake this role, about which members of the Panel will have the opportunity to ask questions.
11. The Independent Member who was involved in the selection process, Mr Mark Beard High Sheriff, has provided a report to be shared with the Panel
12. This will be followed by questions from Panel Members to the candidate.
13. In line with guidance from the Local Government Association and Centre for Public Scrutiny, the focus of questioning from the Panel should be limited to issues of **professional competence** and **personal independence**.
14. This guidance also recommends that the Panel's decision-making should take place in closed session rather than in public.
15. Following the decision-making, the Panel must make a report, including a recommendation as to whether or not the appointment should be made, or if two thirds of the members of the Panel vote in favour, that the proposed appointment be vetoed.
16. In response to the Panel's report, the Police and Crime Commissioner must then notify the Panel whether they will accept or reject the Panel's recommendation.
17. There is no duty for the PCC to give reasons for their decision.

Other Options Considered

18. None – the Panel is required to hold a confirmation hearing for any senior appointment made by the Police and Crime Commissioner.

Reasons for Recommendation/s

19. To enable the appointment of the Chief Constable for Thames Valley to be considered by the Panel in line with the confirmation process.

RECOMMENDATION/S

1. That the Panel reviews the proposed appointment of Jason Hogg to the post of Chief Constable of Thames Valley Police and make a report to the Police and Crime Commissioner.

Background Papers and Published Documents

- 1) 'Police and Crime panels – Guidance on confirmation hearings' – Local Government Association and Centre for Public Scrutiny (published)
- 2) Briefing Note for Panel Members on Schedule 1 Appointments

For any enquiries about this report please contact:

Gillian Ormston, Chief of Staff and Monitoring Officer
Gillian.ormston@thamesvalley.police.uk

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| Consideration | |
| Public | Public |
| Report to: | Thames Valley Police and Crime Panel |
| Date of Meeting: | 18th November 2022 |
| Report of: | Matthew Barber, Police and Crime Commissioner |
| Report Author: | Gillian Ormston |
| E-mail: | Officepcc@thamesvalley.police.uk |
| Other Contacts: | gillian.ormston@thamesvalley.police.uk |
| Agenda Item: | Appendix A |

Formal Notification of proposed appointment of Chief Constable in compliance with Section 38(1) Police Reform and Social Responsibility Act 2011

1. Purpose of the Report

- 1.1 I am required by Section 38 Police Reform & Social Responsibility Act 2011 (PRSRA 2011) to appoint a Chief Constable for the Thames Valley Police force area.
- 1.2 Schedule 8 2 (1) (a) PRSRA 2011 provides that I may not appoint a person to be Chief Constable unless the end of the confirmation process has been reached. This is further specified by Schedule 8 2 (3) and (4) which sets out: that a period of three weeks should have elapsed since the Thames Valley Police and Crime Panel ('Panel') was notified of a proposed appointment of a Chief Constable without a report on the proposed appointment being provided to me; or, that following receipt from Panel of a report with recommendations on the appointment, I have notified it of my decision on whether or not to accept its recommendations.
- 1.3 Schedule 8 3 (1) and (2) provide that I must notify the Panel of my proposed appointment of a chief constable, and that I must additionally notify the Panel of the following information:
- the name of the person I am proposing to appoint;
 - the criteria that were used to assess the suitability of the candidate;
 - why the candidate satisfies those criteria; and,
 - the terms and conditions upon which the candidate is to be appointed.

2. Background and Recommendations

- 2.1 For the reasons set out in this report, and in accordance with Schedule 8 4 PRSRA 2011, I invite the Panel to:
- a) Review the proposed appointment of Jason Hogg as the Chief Constable of Thames Valley Police;
 - b) Hold a confirmation hearing to inform a report on the proposed appointment; and,

- c) Review the appointment and make a recommendation to me as to whether Jason Hogg should be appointed as Thames Valley Police's next Chief Constable, in accordance with Schedule 8 4 PRSRA 2011.

3. Reasons for Recommendations

- 31 Chief Constable (CC) John Campbell advised me of his intention retire from the role of Chief Constable at Thames Valley Police (TVP) in June 2022
- 32 I wish to convey my sincere thanks to to CC Campbell for his service as Chief Constable. He is very highly regarded by me and many other stakeholders in our area. It should be noted that under his leadership, TVP has achieved a position of relative stability with its senior leadership and financial resources. Furthermore, he has effectively steered the Force to deliver and exceed its full national Police Uplift Programme targets before the conclusion of the three-year programme.
- 33 Following receipt of CC Campbell's notification of intention to retire, I notified our stakeholders and advised them that the process for determining Thames Valley Police's next Chief Constable would commence immediately. To this end, I sought early advice from and engagement with the Senior Leadership Hub team at College of Policing ('the College'). The College is UK policing's professional body for training and development and are leading experts in assisting elected local policing bodies with the selection and appointment of police chief officers.
- 34 It is not mandatory for police and crime commissioners to enrol the assistance of the College to assist with chief constable recruitment, but I was keen to ensure a robust and thorough campaign was undertaken. Of note is the fact that the College also provide an excellent (and free) suite of services, including advice and support with the development of recruitment process, assistance with finalising chief officer role profiles, guidance on stakeholder involvement, provision of psychometric testing of potential candidates, and helping to align interview questions with the competency values framework for UK chief officers. I was therefore very pleased to receive the advice and support the College's CEO, CC Andy Marsh. CC Marsh also agreed to be my strategic policing advisor during this recruitment process and further agreed to sit on the final interview panel.
- 35 Currently, there is a limited national pool of eligible candidates available to apply and take up UK policing chief officer roles. The appointment of a Chief Constables is set out in statute, s38 PRSRA 2011, and it requires that both Chief Constables and Deputy Chief Constable candidates in the UK must have first passed the Police National Assessment Centre/ Strategic Command Course (PNAC/SCC) in order to be eligible to be appointed to either of those ranks. Unfortunately, Covid caused suspension of PNAC and SCC processes, and additionally, pass rates have been in decline for some years – the rate for the most recent cohort was just over 30%. Consequently, most UK police forces now have at least one temporary Assistant Chief Constable. Furthermore, most recent chief constable recruitment processes have attracted no more than three eligible candidates, with some attracting just one or two.

- 36 Along with the fact that most chief officers are required to give three months' notice to leave, the national shortage of eligible chief officer candidates has directly influenced the urgency and pace of the process in Thames Valley. The current Deputy Chief Constable, Jason Hogg, could act as a temporary Chief Constable until an appointed candidate was able to start in post, but neither of the ACCs would be able to provide the necessary backfill into the Deputy role, meaning it would be necessary to seek a temporary secondment arrangement by agreement with another Force. The College are conscious of the impact of the eligible chief officer shortage, and a review of the current process for training and developing chief officers is currently underway.
- 37 Accordingly, it was necessary to accelerate the timetable for recruiting the new Chief Constable of Thames Valley Police. To protect the integrity of the process, the Chief of Staff in my Office oversaw all elements of the process, and assistance was enlisted from Thames Valley Police in securing rooms in which to conduct interviews. I am grateful to the Chief Officer Team for their help in this matter.
- 38 Immediate steps taken by my Office to commence the recruitment process for the new Chief Constable included:
- a) identifying a long list for potential candidates who were eligible to be appointed as an Independent Member.
 - b) conducting a survey with both internal and external stakeholders of Thames Valley Police to ascertain the top three qualities they preferred within their next Chief Constable; and,
- 39 Following the development of the recruitment pack, with role profile and application form (see Appendices 1a and 1b), the vacancy was launched on 1st September 2022. It was held open until 23.59pm on Friday 30th September 2022, fulfilling the requirement for it to be advertised for no less than three weeks. Advertisements were placed on the website for my Office, Chiefs Net, our social media platforms including LinkedIn, Twitter, Facebook and Instagram, as well as on the College of Policing chief officer vacancy portal. The advert webpage has since been retired and archived as it is no longer live, but the advert text that was used to promote the Chief Constable role is included at in Appendix 2.
- 3.10 To encourage external applicants the PCC
- a) Emailed potential candidates inviting them to apply
 - b) Spoke informally to potential external candidates
 - c) Offered familiarisation visits
- 3.11 Two applications were received for the role. In discussion with Gillian Ormston, my OPCC Chief Officer (and Monitoring Officer) a decision was taken to interview both candidates and therefore negate the need for a shortlisting process.
- 3.12 Checks were conducted on each of the shortlisted candidates to ensure their

eligibility to apply for the role, including:

- Having held rank of Assistant Chief Constable, Commander, or more senior rank in a UK Police Force;
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course; and,
- Not matching any names on the advisory or barred list for police officers, as maintained by the College of Policing.

It was confirmed that both applicants met the above criteria.

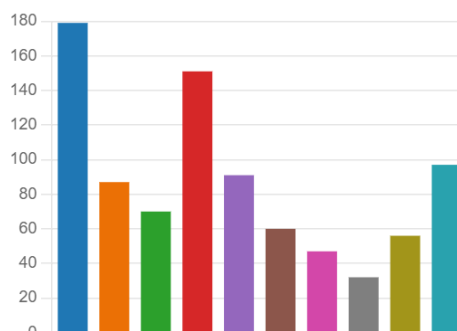
- 3.13 I am required (Home Office Circular 013/2018) to include an Independent Member on my appointment panel to oversee the recruitment process for a Chief Constable. I am obliged to ensure that the appointment for a Chief Constable is open and transparent, and that my selection for a preferred candidate is based on merit. The Independent Member should be familiar with the local area, suitably experienced and competent in selection and assessment exercises, willing to attend any briefings/ training as needed, and able to produce a written report addressing the key appointment principles of merit, openness, and fairness. The Independent Member may be drawn from groups such as magistrates, chief executives of local authorities, representatives of community organisations and local business leaders.
- 3.14 I spoke to potential independent members to appraise them of the opportunity to be involved in the Chief Constable Recruitment process. Following those discussions and having sought their availability for involvement in the process I identified Mark Beard High Sheriff of Oxfordshire and Chairman of Beard Construction as the appropriate independent panel member.
- 3.15 I worked with my Office to identify key internal stakeholders, with a view to inviting them to participate in people panel interviews of the potential candidates. The decision on who to appoint as Chief Constable rests with me as elected Police and Crime Commissioner. However, while stakeholders should not score candidates, their views, and impressions, were very useful to understanding the relative strengths and areas for development with each candidate, as well as fit with the organisation and in the wider partnership landscape. The invitation to be involved in the people panel interviews was very popular, and we further invited stakeholders to develop their own questions to ask of the candidates. These were checked over by my Monitoring Officer in order to maximise the opportunity for people panel members to get a rounded view of the candidates they were interviewing.
- 3.16 The results of a survey with internal stakeholders of Thames Valley Police ascertained the top three qualities they preferred to see in their next Chief Constable.
- 3.17 The survey questions can be seen at appendix 3a
- 3.18 There were a total of 289 responses received from employees of Thames Valley Police. The results can be seen below, identifying strong and ethical leadership, strong focus on ethics, integrity and positive workforce culture

along with Commitment to ensuring long term vision and progress is made as the top 3 qualities.

1. Please pick the top **three** qualities you think the candidates will need to demonstrate to become your next Chief Constable.

[More Details](#)

| | |
|---|-----|
| ● Strong and ethical leadership | 179 |
| ● Positive track record in deliverin... | 87 |
| ● Local knowledge of the challeng... | 70 |
| ● Strong focus on ethics, integrity ... | 151 |
| ● Track record in delivering efficie... | 91 |
| ● Track record in being evidence l... | 60 |
| ● Inclusive with a strong focus on ... | 47 |
| ● Proven record in effective partn... | 32 |
| ● Strong focus on performance an... | 56 |
| ● Commitment to ensuring long t... | 97 |



3.19 The following agreed to participate in the internal people panel:

- Supt Lis Knight (Chair) – Women’s Network
- Supt Emma Burroughs – Supt Association
- PC Craig O’Leary or PC Aileen O’Connor – Police Federation
- Mike Underwood (Staff) – UNISON
- DCI Cat McKay – Disability Association
- DC Robert Prout – GRTA
- Ashna Tumber (Staff) – SAME/Faith & Belief
- PC Misbah Ali - Thames Valley Muslim Police Association
- Gillian Ormston – OPCC Chief of Staff (Observer)

3.20 The people panel received a briefing pack which incorporated the final questions used during the people panel interview (see Appendix 3b).

3.21 The people panel participants were asked to submit their suggested questions to the chair Supt Lis Knight.

3.22 Following receipt of both the internal stakeholder survey results and the proposed questions, Supt Knight reviewed these with my monitoring officer to agree the final questions

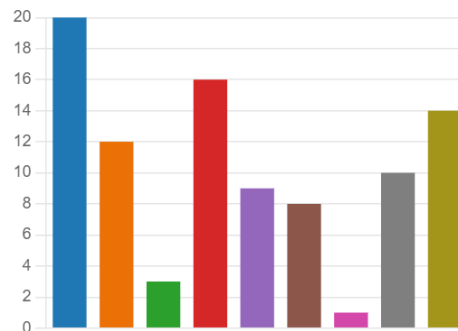
3.1 Both candidates were invited to attend a people panel interview on Thursday 20th October 2022, and to a final interview panel on Tuesday 25th October 2022.

3.2 The final interview panel members also received a pre-interview briefing to reinforce the need for fair and objective assessments (Appendix 5)

33 Included within the briefing pack were the external stakeholder feedback survey results, seen below, where 39 respondents completed the survey. Similar to the internal stakeholder survey, strong and ethical leadership was identified as the top quality. Strong performance in delivering positive outcomes along with a track record of building relationships and engaging with the public and victims were 2nd and 3rd highest in the results. These results were used to support the formulation of the final interview questions.

1. Please pick the top **THREE** qualities you think the candidates will need to demonstrate to become your next Chief Constable

[More Details](#)



34 The external survey feedback questions can be seen at appendix 4

35 The people panels were in person and were observed by my Monitoring Officer, who also observed the final interview panels.

36 Finally, members of the final interview panel received feedback from the people panel identifying areas to further probe. Further feedback from the people panel, in terms of their perceptions of the candidate's strengths and weaknesses, was provided during panels deliberations to provide further balanced feedback.

37 Each candidate was asked, prior to interview, to prepare a 15-minute presentation. They both received the following information from me on Wednesday 5th October

*During the interview you will be asked to deliver a 15 minute presentation with a follow up (circa) 30 minutes of questions about your presentation. The subject for your presentation will be: **How will you restore public confidence in policing?***

You may use visual aids on the day should you choose to, although this is not a pre-requisite. Should you choose to present using PowerPoint presentation please ensure you send it to Gillian Ormston by 1000 on Monday 24th October so that it can be set up for you and tested in advance. Similarly if you require any other visual aids, such as a flip chart, please notify Gillian by the same deadline.

- 38 The two candidates were asked a series of questions (see Appendix 5), which were each asked by different final interview panel members. The questions, which factored in the findings of the stakeholder surveys, had been designed to elicit candidates' values, reasons and to get a sense of their passion for and commitment to becoming Thames Valley Police's next Chief Constable. They were also aligned with the College's competency values framework for chief officers, which includes principles and values such as leadership, public service, ownership, integrity, collaboration, and open mindedness.
- 39 The questions were designed by myself and my Monitoring Officer and were kept in secure storage, to further ensure the integrity of the process. Supplementary questions were asked with each main question, to ensure the interview panel was able to get as concise an understanding as possible of the candidate's abilities within each competency assessment area.
- 3.10 The interview panel concluded the assessment of each candidate using a consistent scoring range and in line against the Competencies and Values Framework, as shown in the Assessment and Final Interview Pack at Appendix 5. Following conclusion of both interviews, the interview panel members then disclosed and discussed their scores, coordinated by myself as Chair. All scoring sheets and associated notes were collected in and will be kept securely stored within the OPCC, in line with our disposal and retention policy.
- 3.11 Jason Hogg was the highest scoring candidate at final interview, with a total mark of 26 out of 35 awarded for his responses to each of the seven main questions. He was also the preferred candidate of the internal people panel. I was grateful to receive counsel from the final interview panel members and would like to record my thanks to them for participating in a demanding and rigorous process. They provided wise counsel throughout and agreed with my overall assessment that Jason was the outstanding candidate, being both a good match for the Force as well as demonstrating a commitment to working collegiately and collaboratively.
- 3.12 Jason Hogg has therefore been identified as my preferred candidate to become Thames Valley Police's next Chief Constable. I am grateful to the candidate who was not successful but who nevertheless demonstrated a high level of capability and who would have been appointable if Jason had not performed as well during assessment. I have offered to provide feedback to the candidate and have no doubt that they will be successful in future applications to become a Chief Constable.
- 3.13 I am confident that, in arriving at this proposed appointment, I have used all endeavours to undertake an open, rigorous, and transparent recruitment process. I am also confident that I have involved internal and external stakeholders at appropriate stages, as well as ensuring independent oversight throughout by involving an Independent Member to ensure the chief officer appointment principles of merit, openness and fairness were adhered to. I invite Police and Crime Panel members to scrutinise the report of the Independent Member, as attached at Appendix 6.

- 3.14 I wish to extend my sincere thanks to all those who assisted in the people panel interviews, and final panel interview, the Independent Member, and the College's CEO Andy Marsh for their assistance in this process.
- 3.15 I propose Jason Hogg as my preferred candidate to become the next Chief Constable of Thames Valley Police. I am confident that Jason has proved himself to be a very talented, personable and highly committed police leader who is capable of leading Thames Valley Police forward in its journey to become an outstanding police force.
- 3.16 Within his final interview Jason set out, in detail, his plans to achieve the following objectives, which impressed the panel
- Reduction in crime in line with the priorities set out in the Police & Criminal Justice Plan.
 - Achievement of areas for improvement and overall grading in HMICFRS inspections.
 - Maintenance of the police uplift programme with a focus on retention.
 - Improving and maintaining the performance of the Force's public contact systems (particularly 101)
- 3.17 Within his presentation, Jason set out a strong vision for how, through his leadership, he will ensure that public confidence in Thames Valley Police is increased through delivering an outstanding police service that we can all be proud of by delivering against my emerging strategy for improving contact with the police and community policing.
- 3.18 Subject to receiving a positive recommendation from the Police and Crime Panel, I propose that Jason Hogg be offered a five-year fixed term contract as Thames Valley Police's Chief Constable, in accordance with the following terms and conditions:
- **Receipt of satisfactory references**
 - **Confirmation of security clearance** at Management Vetting (MV) and Developed Vetting (DV)
 - **Medical clearance and fitness test** – to be organised through Thames Valley Police's HR Team
 - **Salary** - The Chief Constable for Thames Valley's spot salary is currently £182,436 per annum. The Police & Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10%. The PCC has decided that the 10% uplift may be available in future years for the successful candidate dependent on achieving the forces strategic and operational objectives.
 - **Length of Appointment** – This initial fixed term appointment will be for 5 years from date of commencement in post.

- The option for an extension can also be discussed at an appropriate point in the future.
- **Notice Period** - Termination of this fixed term appointment will require a three-month notice period to be provided to the Police and Crime Commissioner, via the Chief Executive and Monitoring Officer.
- **Benefits** – A car which will be provided, serviced, insured, taxed and maintained by the OPCC.
- **Expenses** - The OPCC will provide reimbursement to the post holder of reasonable business expenses in line with Police regulations. The OPCC will meet the cost of:
 - National Police Chiefs Council (NPCC) professional subscription;
 - Chief Police Officers Staff Association (CPOSA) legal expenses; and
 - Insurance, save that no part of any premium which underwrites the cost of claimant litigation against the Police and Crime Commissioner, or Police Force will be met by the OPCC.
- **Continued Professional Development** - Support for Continued Professional Development to include a formalised set of objectives in line with my emerging strategy.
- **Career Conversation Review** - Participation in an annual career conversation review with the Police and Crime Commissioner, in which a revised set of personal objectives will be agreed.
- **Location of residence and responding to operational needs** - The Chief Constable's normal place of residence is expected to be in or close to the Thames Valley Police force area, in order that they are readily accessible to meet the operational needs and exigencies of the force.
- **Relocation** - If they move home into the Thames Police force area, and it is in the interest of efficiency and effectiveness of the Force, the OPCC will pay all reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.
- **Working Hours** - Working hours will not be less than 40 hours per week and such as needed to fulfil the requirements of the post.
- **Annual Leave** - The Chief Constable is entitled to leave in accordance with Police Regulations.
- **Other Conditions** - This post will be offered in accordance with the Police Regulations and other applicable legislation.

4. Summary of Key Points

- 4.1 Jason Hogg is the individual formally proposed for appointment as Chief Constable for Thames Valley Police. He is currently the Deputy Chief Constable at Thames Valley, where he has served for 3.5 years.
- 4.2 From Jason's application form, interview and people panel feedback I am confident he has extensive senior leadership experience, that he is eligible to become Thames Valley Police's new Chief Constable and that he will be an outstanding leader who will build upon and enhance CC Campbell's achievements with the Force.
- 4.3 Section 38(1) of the Police Reform and Social Responsibility Act 2011 provides

that the Police and Crime Commissioner for a police area must appoint a Chief Constable of the police force for that area. Schedule 8, paragraphs 2 and 3, provide that the Police and Crime Panel must be notified of my proposal for appointment of my preferred candidate, and that it may undertake a confirmation hearing within three weeks of that notification to scrutinise the appointment and inform a report with recommendations to me as Police and Crime Commissioner.

- 4.4 Jason Hogg has demonstrated, through a rigorous assessment and interview process, that he is a suitable candidate to be appointed as Chief Constable for Thames Valley Police. Paragraph 3.16 sets out the terms and conditions upon which I propose he is to be appointed, subject to receiving recommendations from the Police and Crime Panel.

5. Financial Implications and Budget Provision

- 5.1 The appointment of Jason Hogg as Thames Valley Police's Chief Constable will ensure proper financial direction and control within the Force.
- 5.2 It is proposed that Jason Hogg be appointed on a salary of £182,436 for a fixed term period of five years, which will be increased in line with national police pay settlements. The Chief Constable for Thames Valley's salary is currently £182,436 per annum. The Police & Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10%. The PCC has decided that the 10% uplift may be available in future years for the successful candidate who can deliver the following:
- Reduction in crime in line with the priorities set out in the Police & Criminal Justice Plan.
 - Achievement of areas for improvement and overall grading in HMICFRS inspections.
 - Maintenance of the police uplift programme with a focus on retention.
 - Improving and maintaining the performance of the Force's public contact systems (particularly 101)

6. Human Resources Implications

- 6.1 The appointment of Jason Hogg as Chief Constable will ensure the proper administration, and direction and control, of Thames Valley Police's workforce.

7. Equality Implications

- 7.1 The Equality Act (EA) 2010 introduced a duty on public authorities to, in the exercise of their functions, have due regard to the need to: eliminate conduct prohibited by the EA 2010, such as discrimination, harassment and victimisation related to an individual's protected characteristics; and, to advance equality of opportunity and foster good relationships between people

in carrying out their activities.

- 72 The appointment of a Chief Constable will ensure the discharge of Thames Valley Police's functions is lawful and fulfils its duties under EA 2010.

8. Risk Management

- 8.1 Section 2 PRSRA 2011 requires that each police force must have a Chief Constable. This proposed appointment mitigates against any breach of the requirement at Section 2 PRSRA 2011 and ensures that management of any risk issues within Thames Valley Police is under the direction and control of the Chief Constable.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 This appointment will also ensure the continued delivery of the priorities within my Police and Crime Plan.

10. Changes in Legislation or other Legal Considerations

- 10.1 As noted at paragraph 8.1, Section 2 PRSRA 2011 requires there to be a Chief Constable of Thames Valley Police.

11. Details of outcome of consultation

- 11.1 None – for information only.

12. Appendices

- 12.1 **Appendix 1:** Chief Constable Recruitment Pack
Appendix 2: People Panel Pack
Appendix 3: CC Interview Panel Briefing including final questions
Appendix 4: TVP Independent Panel Member Report

13. Background Papers (relevant for Police and Crime Panel Only)

- 13.1 None.

For any enquiries about this report, please contact:

Gillian Ormston, Chief of Staff and Monitoring Officer

Gillian.ormston@thamesvalley.police.uk

Recruitment Pack Chief Constable



September 2022



Matthew Barber
Police & Crime Commissioner
for Thames Valley

Message from the PCC
Chief Constable Recruitment Pack

On behalf of the communities of Thames Valley, Matthew Barber, the Police & Crime Commissioner is seeking an exceptional leader as the new Chief Constable.

Thames Valley remains a safe place with a high performing police force and I want to ensure that we continue to serve our communities to the best of our ability and provide high quality policing that our residents, as well as our officers and staff can be proud of.

To support me in achieving this, I am looking for an exceptional, dedicated, ethical and high-performing leader to become our next Chief Constable.

With significant and senior policing experience and a proven track record in delivering positive organisational change and improvements in public confidence and crime fighting – you will lead and shape the future of Thames Valley Police

LEADERSHIP AND GRIP

As an inspirational leader you will be proactive in engaging with the workforce, our communities and partners to deliver the safe communities. Focussing on getting the basics of policing right, including promoting the great work of police officers to keep us safe. A laser focus on reducing crime and bringing criminals to justice in order to ensure residents have the police force they deserve.

COMPLEX ROLE

Becoming Chief Constable of Thames Valley is one of the biggest roles in policing.

Thames Valley is the largest non-metropolitan police force in the country, covering three counties and serving more than 2.3million people. Through collaboration with Hampshire Constabulary the Force manages significant strategic and specialist capabilities and is the host force for the South East Regional Organised Crime Unit and Counter Terrorism South East.

Within the Thames Valley we work closely with fourteen local authorities, three Fire & Rescue Services and a variety of other public and private sector partners.

INNOVATIVE AND CHALLENGING

In Thames Valley we experience the full range of crime, exploitation, public safety and public confidence issues as the rest of the UK. In many ways the Force is a microcosm of national policing challenges. From tackling rural crime in small relatively isolated communities to managing international events with the whole world watching. I am seeking a new Chief Constable who is up to this challenge and will show the innovation and drive to ensure Thames Valley remains a leading police force.

CHALLENGES

Like all police forces, in Thames Valley we must respond to the challenges of the changing face of crime. Strong financial management means that we are in a relatively good position to respond to these challenges, though the new Chief Constable will need to priorities appropriately in order to deliver the outcomes the public expect.



Matthew Barber
Police & Crime Commissioner
for Thames Valley

Message from the PCC
Chief Constable Recruitment Pack

CLEAR PRIORITIES

As Police and Crime Commissioner I am very clear about the people's priorities for policing through my Police and Crime Plan 2021-25. The Chief Constable will be crucial to delivering these ambitions in an independent operational capacity.

To do this, the successful candidate will need to offer a strong presence across the Force, be personally resilient, and inject dynamism.

You will have the ability to inspire the workforce and build a culture where leadership, customer service and organisational and personal performance is valued at every level.

EFFECTIVE AND OPEN

In Thames Valley we have a track record of enjoying an excellent working relationship between the PCC, the Chief Constable and the senior team. Transparency and strong governance is at the heart of our effective, open, and robust relationship. I would expect nothing less in a new Chief Constable.

The role of Chief Constable is pivotal in leading officers and staff creating a vision and establishing a culture that continues to build public and organisational confidence. This will be accomplished by delivering a professional, effective and efficient policing service for all on the things that matter to the public, not just what matters to the police.

WORKING IN PARTNERSHIP

As the new Chief Constable I will expect you to bring a strong partnership approach and be able to develop and maintain effective relationships to support the work of the force as well as contributing to wider community safety, criminal justice and other relevant agendas. Particularly a partnership within our communities.

The role of Chief Constable is a complex one. The successful candidate will demonstrate their financial acumen, abilities as an executive leader and exceptional organisational management. Amongst this complexity however our communities rightly expect that above all our new Chief Constable will be an effective crime fighter.

Matthew Barber
Police and Crime Commissioner, Thames Valley



Matthew Barber
Police & Crime Commissioner
for Thames Valley

Role Profile
Chief Constable Recruitment Pack

POST: Chief Constable

ACCOUNTABLE TO: Police & Crime Commissioner for Thames Valley

LOCATION: Headquarters South, Kidlington

RESPONSIBLE FOR: The direct and control of Thames Valley Police in order to provide the area with a professional, effective and efficient police services. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the office of the Chief Constable.

ROLE PURPOSE

The Chief Constable has overall responsibility for leading the force, creating a vision and setting direction and culture that builds public and organisational confidence. Such leadership is essential to successfully deliver a professional, effective and efficient policing service.

The Chief Constable is directly accountable to the Police & Crime Commissioner (PCC) for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The successful candidate will also be responsible for influencing the development of regional and national policing, and could be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any schemes of governance or consent that exist, which determine force governance arrangements.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Criminal Justice Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
2. Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
3. Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
4. Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
5. Lead, inspire and engage the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.



6. Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
7. Fulfil the authorising responsibilities of a Chief Constable e.g., authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
8. Lead and command the operational policing responses on occasion, in the highest risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.
9. Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
10. Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
11. Represent the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
12. Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
13. Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
14. Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

VALUES

The Chief Constable is expected not only to display but to lead and promulgate the Values set out in the College of Policing's Competency and Values Framework (CVF). These values of Integrity, Impartiality, Public Service and Transparency provide a minimum benchmark that applicants will actively promote, role model and foster at all levels internally, externally and on a personal level.

As a role model, the Code of Ethics will be embedded in all activities and applicants will be recognised for treating people fairly, actively listening to understand and providing access to services and information in an appropriate way.

Leading Thames Valley Police, applicants will be recognised as a team player as well as a leader, working openly and adapting to get the best out of others, providing recognition and credit and working constructively and authentically to develop personally.

The remainder of the framework has six competencies that are clustered into three groups and applicants should be working towards or operating at Level 3.



ESSENTIAL EXPERIENCE

1. Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
2. Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
3. Authorising Officer Training.
4. Wide ranging operational law enforcement experience.
5. 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.
6. Experience of successfully engaging with and influencing multi-agency partnerships.
7. Experience of implementing an effective performance management framework.
8. Experience of implementing successful organisational development, change and innovation, actively role modelling new and agile working practices.
9. Experience of accountability for management of significant budgets.
10. Up to date operational/technical policing knowledge.
11. Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
12. Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

SKILLS

1. Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
2. 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.
3. Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
4. Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
5. Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
6. 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.
7. Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
8. Skilled in leading, developing and inspiring people to develop a supportive and inclusive culture which empowers all officers and staff.
9. Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
10. Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.



SALARY

Chief Constable salaries are set nationally by the Home Secretary and are dependent on the size of the Force. The Chief Constable for Thames Valley's salary is currently £182,436 per annum. The Police & Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10%. The PCC has decided that the 10% uplift may be available in future years for the successful candidate who can deliver the following:

- Reduction in crime in line with the priorities set out in the Police & Criminal Justice Plan.
- Achievement of areas for improvement and overall grading in HMICFRS inspections.
- Maintenance of the police uplift programme with a focus on retention.
- Improving and maintaining the performance of the Force's public contact systems (particularly 101).

BENEFITS

The post holder will be provided with a car (serviced, insured, taxed and maintained) for duty travel (including use for social functions attended officially). This vehicle is also available for private use by the post holder and partner, subject to the strict condition that all private mileage is paid for and any tax liability arising is your personal responsibility. A car allowance can be provided if preferred.

Uniform will be provided, and the post holder will be reimbursed for the annual membership fee for NPCC, the reactive element of the CPOSA personal insurance premium and other reasonable business expenses in line with Police Regulations.

WORKING HOURS

Working hours will not be less than 40 hours per week and such as needed to fulfil the requirements of the post. The appointed person will be required to devote the whole of their normal working times to fulfilling the duties set out in the role profile.

LOCATION

The post holder is required to live within a reasonable commuting distance of Thames Valley Police HQ to enable them to fulfil the responsibilities of the post. Where the post holder moves home and it is in the interest of the efficiency and effectiveness of the Force the PCC will pay all reasonable costs arising the relocation in line with national regulations.

ANNUAL LEAVE

The post holder will be entitled to 'monthly leave days' and 'annual leave' in any leave year will be determined in accordance with Regulation 22 (Annex E) and Regulation 33 (Annex O), respectively. Arrangements to carry over a maximum of 5 days annual leave into the next leave year and re-roistering rest days also apply.



Matthew Barber
Police & Crime Commissioner
for Thames Valley

Terms and Conditions

Chief Constable Recruitment Pack

CONTINUED PROFESSIONAL DEVELOPMENT

The PCC is keen to support the Continued Professional Development of the successful candidate and would align this with an annual review process.

LENGTH OF APPOINTMENT

The initial fixed-term appointment will be for up to five years, to be agreed as part of the final negotiations. The appointment would commence on 1st April 2023.

NOTICE PERIOD

Termination of the fixed term appointment by the post holder will require a three-month notice period to be provided to the PCC.

OTHER CONDITIONS

This post will be offered in accordance with the Police Regulations and other applicable legislation. Appointment of a preferred candidate to the office of Chief Constable is subject to a confirmation hearing by the Thames Valley Police & Crime Panel.

Upon termination of employment the post holder will be required to provide notification to the PCC of post-service employment (including any employment, self-employment or unpaid positions) which you would like to take up within 12 months of you leaving the police service.



Matthew Barber
Police & Crime Commissioner
for Thames Valley

Recruitment Process
Chief Constable Recruitment Pack

APPLICATIONS

Eligible candidates are invited to apply by completing an application form which can be found on the OPCC website www.thamesvalley-pcc.gov.uk.

Applications should be sent to pcc@thamesvalley.police.uk by 23:59hrs on Friday 30th September 2022.

We are offering all interested parties the option to undertake an informal familiarisation visit to Thames Valley Police before any application is submitted. The dates for the visit are Wednesday 28th and Thursday 29th September 2022. If you are interested in taking up this opportunity, please register your interest by emailing pcc@thamesvalley.police.uk.

INTERVIEW AND ASSESSMENT

Candidate who are successful at the application stage will be provided with further information regarding the format and composition of the interview process.

Shortlisted candidates will be required to attend a People Panel Thursday 20th October 2022, followed by interviews taking place on Monday 24th, Tuesday 25th, Wednesday 26th and Friday 28th October 2022.

Final dates and times will be confirmed to shortlisted candidates.

Thames Valley Police Chief Constable Recruitment 2022

People Panel Exercise Pack

Version number DRAFT 0.1

Panel Members

Supt Lis Knight – Women’s Network

Supt Emma Burroughs – Supt Association

PC Craig O’Leary or PC Aileen O’Connor – Police Federation

Mike Underwood (Staff)– UNISON

DCI Cat McKay – Disability Association

DC Robert Prout – GRTA

Ashna Tumber (Staff) – SAME/Faith & Belief

Gillian Ormston – OPCC Chief of Staff (Observer)

PC Misbah Ali – Muslim Police Association

The task

You will be meeting with prospective candidates for the role of Chief Constable for Thames Valley Police. They have been asked to come and talk to you and answer your questions, providing an opportunity for them to interact with police officer and police staff and stakeholders they will most likely be working with if appointed and exploring the key issues and challenges the next Chief Constable is likely to face.

The exercise will last for a total of 60 minutes. 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes of open questions to explore additional areas of interest.

Timetable

| | |
|---------------|--|
| 09:00 | Panel Arrival |
| 09:15 – 09:45 | Panel Briefing by Chair |
| 09:45 – 09:55 | Break |
| 10:00 – 11:00 | Candidate 1 |
| 11:00 – 11:20 | Initial Panel debrief – Candidate 1 |
| 11:20 – 11:30 | Break |
| 11:30 – 12:30 | Candidate 2 |
| 12:30 – 12:45 | Initial Panel debrief – Candidate 2 |
| 12:45 – 13:00 | Break |
| 13:00 – 14:00 | Working Lunch (provided) – Full debrief of both candidates |
| 14:00 | Panel departure |

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring panel members can ask any questions they may have and have these addressed within the time constraints of the exercise. The chair will be responsible for ensuring that each panel member has an opportunity to ask questions and will ensure the exercise does not under or overrun. The panel should agree in advance who will ask each question and in what order, as well as how follow up questions will be managed.

During the exercise

Your panel chair will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat and introduce themselves and the members of the panel.

To ensure all candidates are assessed in a consistent way, the chair should ensure that all candidates are given the same information. An example script incorporating this information is outlined later in this exercise pack. The chair may amend this to fit with their personal style, but the same information should be conveyed to each candidate.

During the exercise panel members should make as many notes as they feel is appropriate to assist them in evaluating candidate's performance at the end of the exercise. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to candidates under the General Data Protection Regulations 2018. At the end of the exercise your panel facilitator will collect all your notes to ensure they are securely dealt with in line with GDPR.

Example Chair Script

“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the Internal Stakeholder panel exercise. First, I would like to introduce the panel to you.

The chair should introduce anyone else in the room and explain they are there to observe the process and will ask one of the questions during the discussion:

“Thank you for meeting with us today, this exercise will last for a total of 60 minutes. Approximately 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes (or the remaining time available) of open questions from the panel to explore additional areas of interest. This time will be split between us. If we ask you a question you are unsure about, please ask us to clarify or repeat it. Please also take a moment to consider your answer before responding if you wish. Do you have any questions before we start?”

The chair should answer any questions. Then ask the agreed panel member to ask their first question and manage the panel’s questioning of the candidate. After 40 minutes move the panel to their open questioning and manage the remaining 20 minutes of questioning. At 60 minutes, draw the questioning to a close and then say:

“Thank you for your responses. That is the end of our questions. Just before we finish, can I ask if there’s anything that my colleagues want to clarify?”

Chair to pause for the panel members to ask any final questions. If the chair has any final questions, then they should ask them at this point and then say:

“Is there anything you would like to ask us or clarify from our meeting today?”

Pause for the candidate to clarify anything and for the panel to respond to this and then say:

“That completes the internal panel exercise, thank you for your time, you may now leave.”

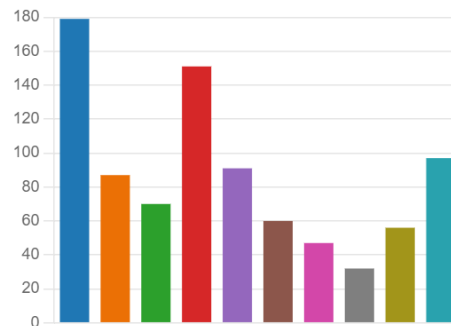
Panel Questions

The panel questions have been informed by an all staff and officer survey held between the 3rd October and the 14th October inclusive. The survey asked TVP Officers and Staff what their top 3 qualities in their new Chief Constable would be.

A total of 298 responses were received, and the results can be seen below.

1. Please pick the top **three** qualities you think the candidates will need to demonstrate to become your next Chief Constable.

[More Details](#)



As a result the following three themes have been identified for questions during the people panel exercise

1. Strong and ethical leadership
2. Strong focus in ethics, integrity and a positive workforce culture
3. Commitment to ensuring long term vision and progress is made

The following questions have been developed based on consultation with the panel members and will be used for the discussion.

| Ref | Question | Panel Member |
|---------|--|--|
| Theme 1 | <p>Question 1: Much is talked of in relation to leadership within Policing. But why do you think staff and officers will follow you in particular?</p> <ul style="list-style-type: none"> • What type of leader are they? • Want a genuine understanding of how they will lead and why will we follow? • Once successful how will they address the issue that another member of CCMT applied for the same role? | Federation Chair: Craig O’leary |
| | <p>Question 2 : It is widely supported that Neighbourhood policing is the bedrock of gaining trust and confidence from our communities. What are your plans to address this given the impact of the Police Uplift programme on neighbourhood teams and the increasing inexperience of our workforce?</p> <ul style="list-style-type: none"> • Testing an understanding of the current picture on LPAs with gaps in resilience on NHPT/PCT and Tasking teams and the impact that this having on the delivery of wider LPA functions. • Extra officers is very welcome – but what are their plans to address the inexperienced work force in 4/5 years’ time? • How will they balance the inexperienced workforce which is under constant pressure with wellbeing, retention and performance | Chair of Supts Association: Supt Emma Burroughs |
| Theme 2 | <p>Question 3: The College of Policing and NPCC commissioned a review of Chief Officer Progression, the recommendations for which were published at the end of Sept. As Chief of TVP what are your plans to identify and support a pipeline of officers and staff with potential to become senior or chief officers, paying particular attention to those from minority and underrepresented groups?</p> <ul style="list-style-type: none"> • Want to test a real knowledge of the barriers that surround those from underrepresented groups – both practical, cognitive and cultural | Chair of TWWN D/Supt Lis Knight |

| | | |
|-----------------------|---|--|
| | <ul style="list-style-type: none"> • Have a cohesive plan which starts at the earliest point ie PC/Staff equivalent • Looking for governance, leadership, processes and outcomes.. • How do you prevent this talent development becoming divisive and demotivating for the broader organisation? | |
| | <p>Question 4: The former Home Secretary has told police Forces that ‘common sense policing’ must take priority over diversity and inclusion initiatives... and that ‘ we must have visible and responsive policing’. How would you reply? SAME</p> <ul style="list-style-type: none"> • Want to test their commitment to D&I in its broadest sense in particular the newly compiled Race Action Plan and the PAET work around recruitment and retention for Black and ethnic minority officers • Finances and balancing the desire to deliver effective and responsive policing as well as representing communities and earning their trust and confidence?: | <p>Same: Ashna Tumber</p> |
| <p>Theme 3</p> | <p>Question 5: Many Police Staff feel as though the organisation treats them as ‘second class employees’, how would you improve the organisational culture to make the force more inclusive?</p> <ul style="list-style-type: none"> • looking for an understanding around the issues of police staff progression and development | <p>Chair of Unison Mike Underwood</p> |
| | <p>Question 6: In the most recent Police Federation Pay and Morale survey, 83% of respondents in TVP believed that morale in the force is low, with it being identified as the main reason people are planning on leaving the force. What will you do to improve morale at a base level?</p> <ul style="list-style-type: none"> • How are they going to address wellbeing across the | <p>Chair of GRTPA: DC Robb Prout</p> |

| | | |
|--|---|--|
| | <p>whole force – young workforce, competing demands, individual workloads, partner agencies relinquishing responsibilities and financial constraints.</p> <ul style="list-style-type: none"> • Police officers like a good moan..... how are they going remain genuine but positive and authentic? | |
| | <p>Question 7 There is currently a Service Improvement review around Diversity and Inclusion. What is your vision for TVP and what would you look to implement? DSN</p> <ul style="list-style-type: none"> • Tease out the potential competing demands around where to place efforts? Percentage of BAME officers/staff; their retention, sexism and misogyny in the workplace, developing an inclusive workforce given that neurodivergence effects 1 in 7 – the impact on wellbeing, performance, promotion and development • How would they develop a thriving workforce given the significant financial pressures the force is facing? | <p>Chair of Disability Support Network: DCI Cat McKay</p> |

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning. Some examples of useful general probing questions have been provided below as a reminder.

- What problems can you foresee....?
- What will your role be....?
- What will you do....?
- Why will you do....?
- How will you....?
- How will x help you achieve y?
- What factors will you consider?
- What other alternatives could you consider?
- What difficulties do you think you will encounter?
- How will you overcome these difficulties?
- What outcome will you seek?
- How will you know you have been successful?
- Have you had any experience of doing this in your work to date?

‘Closed questions’ may be appropriate to seek clarification from a candidate on a specific point.

After the exercise

This exercise is designed to provide the candidate with an opportunity to share with you their understanding of key issues and their motivation for the role. Your feedback will help inform the interview panel of additional areas to explore with candidates and inform their decision making.

Following the conclusion of the exercise for each candidate the panel will provide feedback to the chair. As a panel you should consider the candidate's performance in relation to how well you think they completed the exercise and responded to your questions. You may wish to consider:

- How effectively the candidate addressed the questions you posed?
- Whether their responses reassured you that they understood the issues you raised and would be effective in addressing these?
- How their responses would be received in your organisation/s?
- What the candidate did which enhanced their performance and suitability for the role?
- What the candidate did that detracted from their performance and suitability for the role?
- How their performance matched with what you would expect from the future Chief Constable?

The chair of the panel will provide a written report for each candidate for the Police and Crime Commissioner covering the following aspects

- A summary of the exercise with this briefing attached to the report as an annex so the PCC can review the questions asked?
- How the candidate performed generally in terms of building rapport with the panel members?
- What aspects of the candidate's performance provided the panel members with confidence in their ability to become the next Chief Constable?
- What aspects of the candidate's performance require further probing within the interview?



Thames Valley Chief Constable Recruitment

Briefing Recruitment Pack

25th October 2022

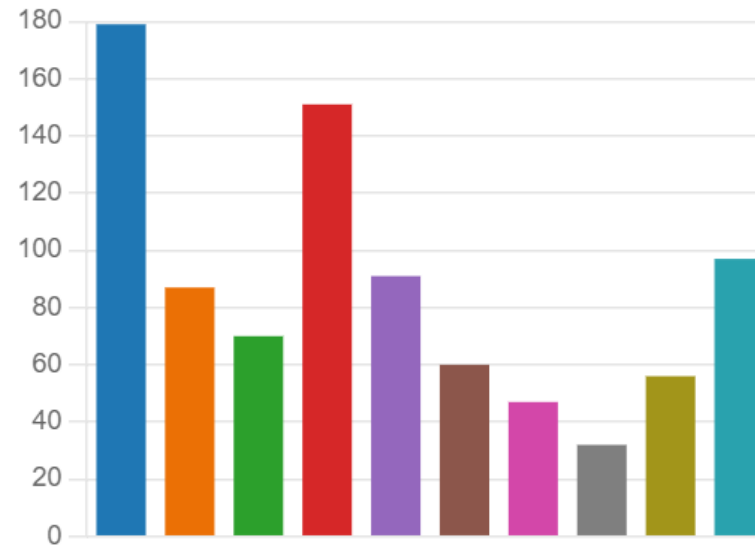
Internal Staff and Officers Survey – 289 Responses



1. Please pick the top **three** qualities you think the candidates will need to demonstrate to become your next Chief Constable.

[More Details](#)

- Strong and ethical leadership 179
- Positive track record in deliverin... 87
- Local knowledge of the challeng... 70
- Strong focus on ethics, integrity ... 151
- Track record in delivering efficie... 91
- Track record in being evidence l... 60
- Inclusive with a strong focus on ... 47
- Proven record in effective partn... 32
- Strong focus on performance an... 56
- Commitment to ensuring long t... 97



People Panel – Thursday 20th October 2022

The results above were used as the topic areas for the People’s Panel discussion

The People Panel members were

Supt Lis Knight (Chair) – Women’s Network
Supt Emma Burroughs – Supt Association
PC Craig O’Leary or PC Aileen O’Connor – Police Federation
Mike Underwood (Staff) – UNISON
DCI Cat McKay – Disability Association
DC Robert Prout – GRTA
Ashna Tumber (Staff) – SAME/Faith & Belief
Gillian Ormston – OPCC Chief of Staff (Observer)

The panel were asked to provide feedback to you as an interview panel on areas to probe during the interview.

These feedback can be found later in this pack along with other candidate information however there were some suggested areas to probe both candidates included in the questions



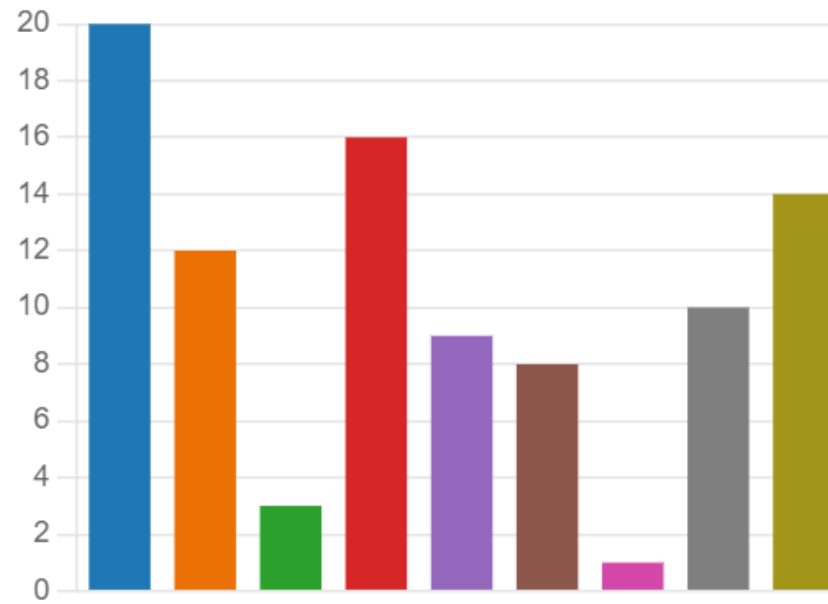
External Stakeholder Survey – 31 responses



1. Please pick the top **THREE** qualities you think the candidates will need to demonstrate to become your next Chief Constable

[More Details](#)

| | |
|---|----|
| ● Strong and ethical leadership | 20 |
| ● Track record in delivering positiv... | 12 |
| ● Knowledge of policing, crime an... | 3 |
| ● Strong performance in deliverin... | 16 |
| ● Proven record in effective partn... | 9 |
| ● Nurtures an inclusive workforce ... | 8 |
| ● Cultural competency and comm... | 1 |
| ● Strong focus on external comm... | 10 |
| ● Track record of building relation... | 14 |



Interview Panel – Purpose

Challenge and test that the candidate meets the necessary requirements to perform the role of Thames Valley Police Chief Constable

Working in collaboration to test suitability of the candidate against an agreed criteria

Adhere to the principles of merit, fairness and openness in making an appointment





Approach to interview

Interview candidates, testing and challenging their suitability for the role – make notes to assist you in evaluating at the end

Use a structured assessment method to ensure fairness, objectivity and standardisation

Being mindful of barriers to accurate assessment

As a panel discuss and agree your assessments

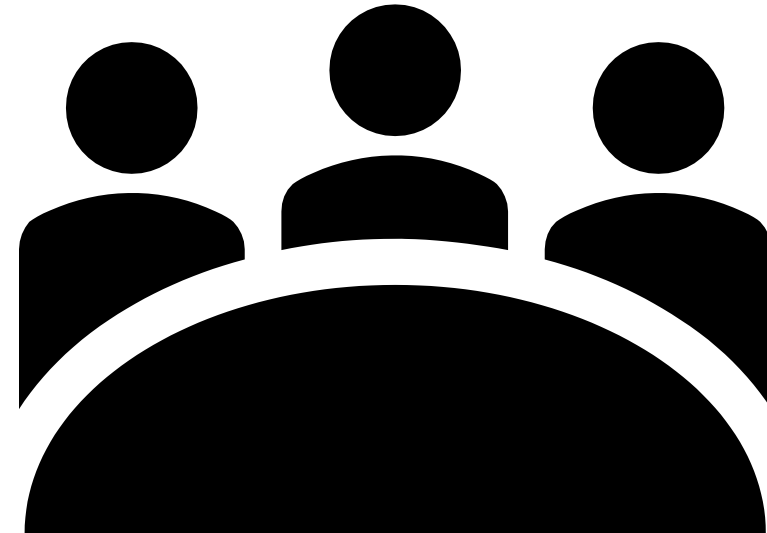
Identify preferred candidate for the role

Interview skills

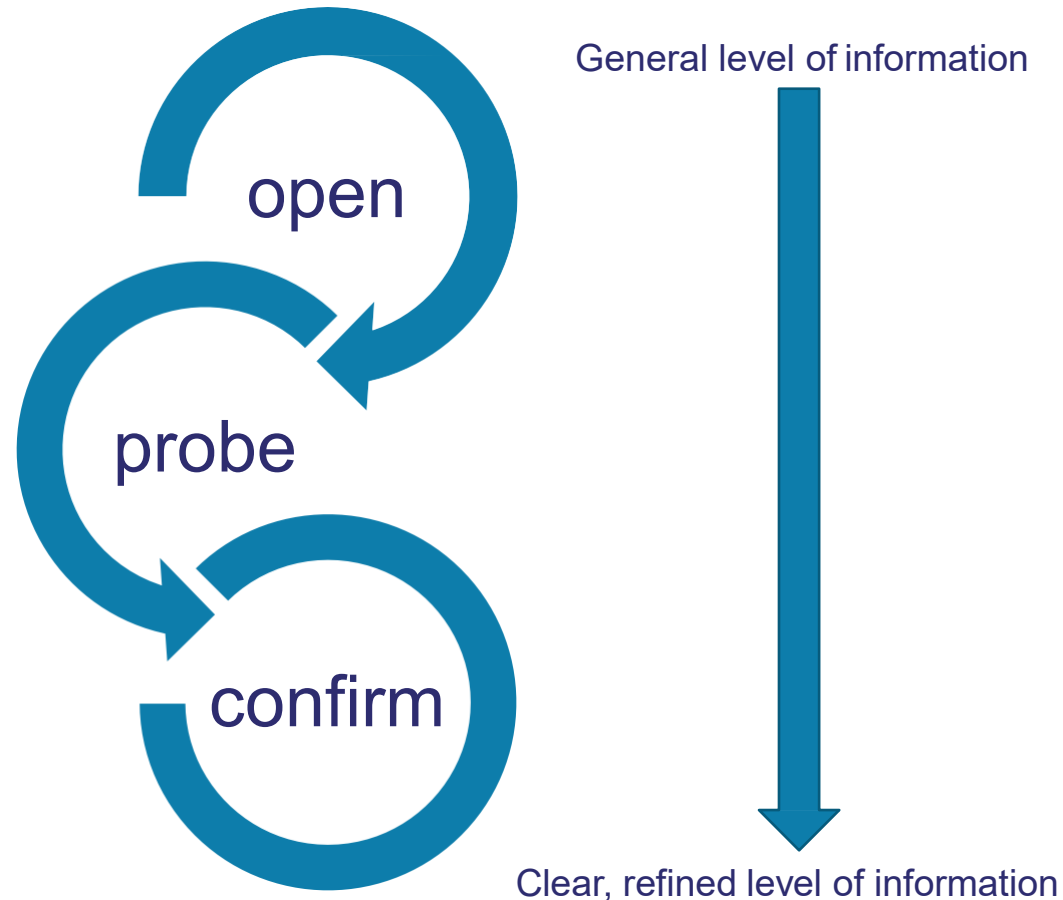


The interview

- Semi structured interview
- Past behaviour and future focused questions
- Key points to agree in advance
- Consider logistics of interview to ensure it runs smoothly
- What kind of panel do you want to be?



Approach to questioning



- Open with the pre-prepared question
- Use follow up questions to add to your understanding and clarity of the candidate's response
- Summarise the candidate's response where necessary to check your understanding
- Close the question and move to the next

Probing questions

- Probing questions should be used to:
 - Elicit further evidence from the candidate
 - Clarify areas where needed
 - Ensure you fully understand the example a candidate has provided or the approach they would take
- Probing questions should be clear, relevant and to the point

Important to consider appropriate probing questions for your specific questions in advance but some useful general probes include:

- How did the situation arise?
- What was your role?
- How did x help you to achieve y?
- What factors did you consider?
- What other alternatives did you consider?
- What difficulties did you encounter?
- How did you overcome those difficulties?
- What was the outcome?
- What would you do differently next time?
- How did you/would you finance that option?
- What have you learnt from that situation?
- Have you had experience of doing this before?
- How would you do that as chief constable?

Considerations for interview

- Understanding and rationale – what are you expecting to hear about why have they done what they did or would do something?
- What evidence of the competency/value will they need to provide for an acceptable answer?
- How much detail will you need to be reassured of an acceptable response – quality and quantity of evidence?
- What are they key things they should include in their answer?
- What level should they be operating at?
- What other evidence could they provide?

Assessment criteria



Helps us to determine what is evidence of effective and ineffective performance

Contributes to an objective assessment

Is a way to ensure assessors fairly differentiate between candidates

Results in a standardised and consistent assessment across all candidates

Understanding the assessment criteria is important...

Competency Values Framework



- Each competency/value has a definition and a list of indicators describing the behaviours you might see to demonstrate it
- Important to consider both definition and behaviours, definition explains why this value is important and puts it into context
- Indicators are not a checklist – points do not make prizes
- Important to consider both quality and quantity of evidence provided

We deliver support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support. We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively. This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why is it important? To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

We deliver support and inspire behaviours

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

Public service

This value links to the principles of respect and selflessness from the Code of Ethics

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Public service behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make clear decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why is it important? Not all decisions need senior leader approval, meaning that where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

We take ownership behaviours

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Integrity

This value links to the principle of integrity from the Code of Ethics

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Integrity behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest and the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes. We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers. We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs. This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers. It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative behaviours

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

We are innovative and openminded

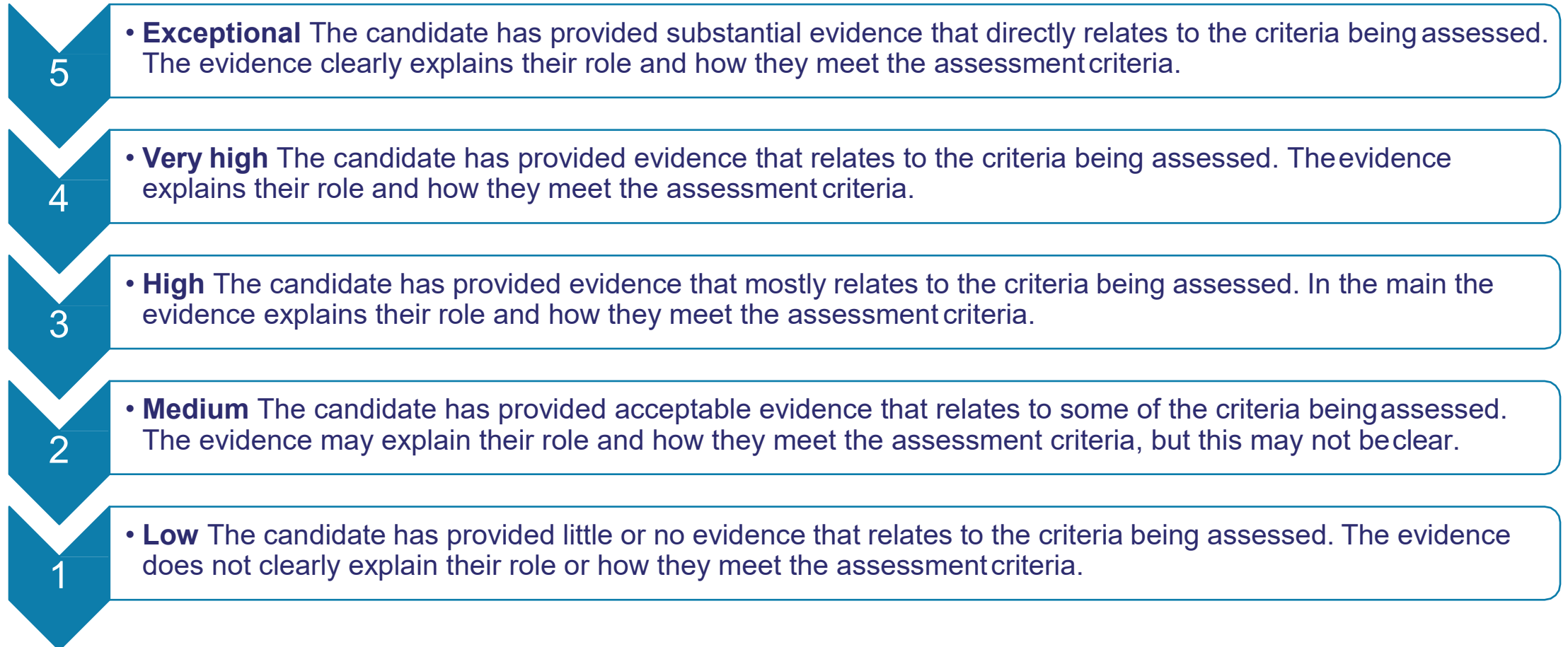
We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes. We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors. Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand. Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and open-minded behaviours

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing

Rating scale



Barriers to accurate assessment



How can we encourage slow thinking when assessing?

Reducing the cognitive load when we are assessing encourages slow thinking and can minimise the risk of biases affecting our decision making:

- Challenge your assessment and consider what you based your judgement on
- Ensure you have sufficient time to carefully consider your decisions
- Assess against clear assessment criteria
- Use a structured and linear approach to assessment which breaks activities down into discrete tasks
- Avoid emotional triggers and distractions
- The panel is your critical friend, be willing to explain your assessment and ask them to justify theirs

Biases which could impact on your assessing

- Forming an expectation about a candidate based on shortlisting/other information
- Asking questions that confirm your expectations about a candidate
- Paying more attention to first or last impressions
- Giving a more favourable assessment to a candidate who is similar to you
- Giving more weight to negative evidence over positive evidence provided
- Assessing a candidate more/less favourably based on your assessment of other candidates

Assessment approach



Approach to assessment

Using a structured and linear approach to assessing

Breaks down activity into discrete tasks

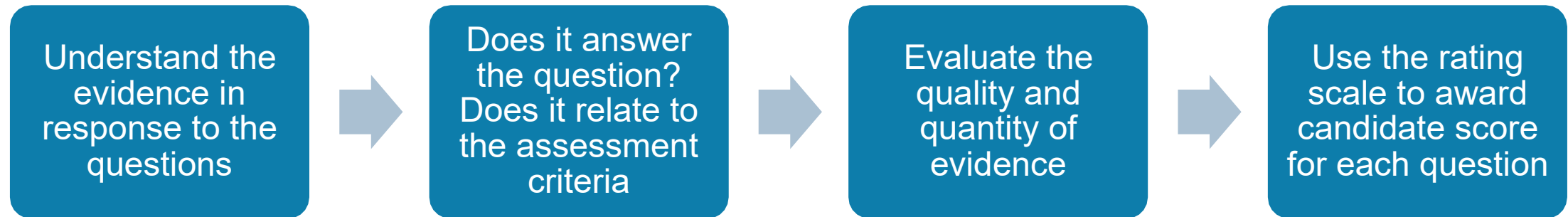
Focusing on the evidence assists objectivity

Provides an auditable and transparent assessment

Taking a structured and evidence based approach to assessment

| | Do | Don't |
|----------|--|---|
| Observe | <ul style="list-style-type: none"> Look and listen to everything the candidate says Be aware of factors than can influence your assessment | <ul style="list-style-type: none"> Be selective about what you observe Leap to evaluate the candidate's performance |
| Record | <ul style="list-style-type: none"> Write as much down as possible Write factual and accurate notes | <ul style="list-style-type: none"> Write down judgements, assessments or personal views |
| Classify | <ul style="list-style-type: none"> Identify what is evidence Determine whether evidence is effective or ineffective behaviour Include all evidence Ensure evidence is relevant to the competency or value | <ul style="list-style-type: none"> Double score or weight evidence |
| Evaluate | <ul style="list-style-type: none"> Consider quantity and quality of evidence Consider appropriateness of evidence for the rank Consider whether anything detracted from their performance Use full range of rating scale | <ul style="list-style-type: none"> Discuss candidates until all panel members have completed their individual assessments |

Assessment approach - individually



Assessment approach – as a panel

Share scores
and your
evidence

Avoid trading scores
and averaging out



Expect to be
challenged and
to challenge
others

What's the relevance?
Be aware of sweeping
comments and
enthusiastic language –
could indicate fast
thinking



Agree each
score and record
the rationale

INTERVIEW FORMAT

Presentation topic

During the interview you will be asked to deliver a 15 minute presentation with a follow up (circa) 30 minutes of questions about your presentation. The subject for your presentation will be:

How will you restore public confidence in policing?

Motivation / Innovative and Open Minded

1. **How** will you bring a unique contribution to Thames Valley Police as the new Chief Constable?
 - a. What impact might this have on the workforce
 - b. How do you plan to engage the workforce with your approach
 - c. How will you approach the unsuccessful candidate
-

Inclusive, enabling and visionary leadership: deliver, support and inspire

2. Describe how you will build trust and confidence across the workforce to deliver improvements?
 - a. What do you foresee as the biggest challenge?
 - b. How would you prevent nepotism?
 - c. How would they prevent talent development becoming divisive and demotivating for the broader organisation?
-

We analyse critically

3. What will be your biggest personal challenge and / or weakness if you become the next Thames Valley Police Chief Constable
 - a. How will you address this?
 - b. How do you believe you are currently perceived by the workforce?
-

Resolute, compassionate and committed – we are emotionally aware and we take ownership

4. What do you believe is key to developing and maintaining current and future strategic leaders within Thames Valley Police?
 - a. How will you ensure diversity and equity of leadership across both the Exec and other leadership ranks?
 - b. How do you plan to develop staff progression routes / talent management?
-

Integrity – we take ownership

5. What are your plans to make your mark across Thames Valley Police externally
 - a. How do you know this is a priority for the community?
 - b. How do you plan to engage communities to effect change?
-

Inclusive, enabling and visionary leadership – collaboration

6. Describe the challenges you perceive in working with Thames Valley's partners, and how you will overcome them to deliver tangible improvements across the complex Thames Valley landscape?

Appendix 4

Independent Panel Member report from Mark Beard – High Sheriff of Oxfordshire

- A panel of 5 people interviewed Deputy Chief Constable Jason Hogg for circa one hour and 45 minutes and Assistant Chief Constable Timothy De Meyer for a similar amount of time on Tuesday 25th October 2022;
- We were sent a full set of papers 3 days before the interviews and given pre-interview guidance on interview process by The Police & Crime Commissioner Chief of Staff Gillian Ormston;
- Both candidates appeared well prepared for the interview and had strong well-developed views about virtually all areas questioned, in my view both were credible candidates;
- Each candidate was allowed to present for 15 minutes and were challenged on their views in a similar objective way;
- We all made notes during the interview against set questions, the scores were independently collated before we shared our own views;
- We were all aware that the final choice of Police Chief Constable lay with The Police & Crime Commissioner, and we were there to add variety to the questioning, offer different views on the qualities of each candidate and challenge The Police & Crime Commissioner on his own views. This we did and after a vigorous discussion reached the unanimous view that Deputy Chief Constable Jason Hogg was capable of fulfilling the role and the best candidate to be the new Thames Valley Police Chief Constable;
- In my view the process conducted was fair to both candidates.

On a personal note, I am delighted that Jason Hogg has accepted The Police & Crime Commissioner offer to be the next Thames Valley Police Chief Constable; he is a policeman through and through and is extremely proud of being part (and now leader) of Thames Valley Police Force. I believe Jason Hogg will express his own forthright views to The Police & Crime Commissioner in private, but differences will be kept private and Jason Hogg will be an extremely loyal servant to The Police & Crime Commissioner and people of the Thames Valley.

Mark Beard – High Sheriff of Oxfordshire