

From: Ann Barnes, Kent Police and Crime Commissioner  
To: Kent and Medway Police and Crime Panel  
Subject: Appointment of Chief Constable

**Summary:**

This paper provides information on the proposed appointment of a new Chief Constable by the Kent Police and Crime Commissioner. It details the appointment process, information on the nature of the role and details of the nominated candidate.

**Background:**

1. The Police and Crime Panel has a statutory duty, under the Police Reform and Social Responsibility Act (the Act) to hold a confirmation hearing for the appointment of the Chief Constable.
2. Schedule 8 of the Act, states that the Commissioner must notify the Police and Crime Panel of her proposed appointment of a Chief Constable, and include the following information in the notification:
  - a. The name of the person the Commissioner is proposing to appoint
  - b. The criteria used to assess the suitability of the candidate
  - c. Why the candidate satisfies these criteria
  - d. The terms and conditions upon which the candidate is to be appointed
3. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the proposed appointment and to make recommendations on the proposed appointment. The Police and Crime Panel has the power to veto the appointment and if this should take place the Commissioner must not appoint the candidate as Chief Constable.
4. Following the confirmation hearing, and where no veto takes place, the Panel must make a report to the Commissioner, including recommendations on the appointment. The Commissioner may accept or reject any recommendations made.

**Introduction:**

5. This paper provides information on the recruitment process for the Chief Constable. It details the nature of the intended role and the conditions upon which the successful candidate is to be appointed.
6. The following criteria here was used to assess the suitability of candidates, and this paper also details how the successful candidate satisfies these criteria.
  - Serving the Public
  - Leading Strategic Change
  - Managing performance
  - Leading the workforce
  - Delivering Value for Money
  - Effective communication
  - Decision Making
  - Professionalism

7. The nominated candidate will attend the Confirmation hearing on 20 December 2013 to answer questions raised by the Police and Crime Panel members. The offer of employment made to the successful candidate will remain conditional until the Panel provide an initial decision on the appointment at the Confirmation Hearing.

### **Appointment of Chief Constable:**

8. Under the Act, Police and Crime Commissioners are required to appoint '*the chief constable of the police force*'(38, (1)).
9. The Chief Constable post for the Kent Police was advertised late October 2013, with a closing date of Monday 18 November 2013. The job advert was posted on the Commissioner's website, Association of Police and Crime Commissioners (APCC) website and all substantive Deputy Chief Constables serving in England and Wales and equivalent ranks within the Metropolitan Police were informed of the vacancy in writing. A copy of the job advert is attached as Appendix B.
10. The post is for a contract period of 5 years, with a salary of £151,215, as determined by the Secretary of State. Allowances will be paid in line with Regulations and Determinations and Superannuation contributions will be deducted at the rate specified in the Police Pension Regulations. The job description for the role is attached at Appendix C.

### **Appointment Process:**

11. The appointment process for the Chief Constable position was conducted with the support of professional HR advice from Kent Police. The recruitment process was comprehensive, fair and based on merit. The Police and Crime Panel was to send a representative to observe the process invited the Commissioner. The Chair of the Panel, Councillor Hill OBE acted as an independent observer. During decision making Cllr Hill OBE left the room to ensure independence was maintained.
12. The response to the Chief Constable advert was positive, with all applicants shortlisted and invited to interview. An overview of the shortlisting process can be found in paragraph 17 and in appendix E and F of the Independent Member Report (IMR) also circulated to the Panel.
13. Prior to interviews, a briefing day was held for short listed candidates on 4 December 2013. This briefing event consisted of a number of presentations by significant partner agencies, including Kent County Council, Medway Unitary Authority, Local Authorities and Victim Support, plus representatives from Kent Police and the Commissioner's Officer. The Commissioner opened and closed the briefing day. Details of the briefing day attendees can be found in appendix A.
14. Interviews for the post were held on 10 and 11 December 2013. The interview process was extremely comprehensive and included a media task, presentation and a panel interview. Candidates were assessed against the competencies outlined in the Police Professional Framework, which can be found in appendix E of the IMR. The specific competences assessed for the media task and the presentation are outlined in appendices J1, J2 and J3 of the IMR.

15. The interview panel comprised of the Commissioner, Mr Paul West (Policing Adviser, APCC and Former Chief Constable of West Mercia), Mr Michael Bax (Local land owner, Champion of Victim Support and Chair of the Crime Rural Action Group) and Mr Nadeem Aziz (Chief Executive, Dover District Council). Professor Robin Field-Smith (College of Policing) acted as the Independent member for the process. The interview panel were assisted by Ian Drysdale (HR Director, Kent Police), Richard Leicester, (Head of Resourcing, Kent Police), and Ms Laura Steward (OPCC). Councillor Mike Hill OBE, Chair of the Police and Crime Panel observed the process but was not present for the scoring and discussions. The briefing session for the interview panel included an equality and diversity briefing and details can be found in appendix H of the IMR.

### **Vetting of the Successful Candidate:**

16. The candidate has been vetted to the appropriate level for this position and the relevant checks have been carried out.

### **Proposed Appointment:**

17. After a comprehensive selection process, the Commissioner proposes to appoint Mr Alan Pughsley to the post of Chief Constable for Kent Police.

18. The criteria used to assess the suitability of candidates at each stage of the appointment process are set out appendices J1, J2 and J3 of the IMR.

19. Each shortlisted candidate was assessed over a 2 day assessment process which included a media exercise, panel interview and presentation. Each exercise assessed a range of the criteria for the role.

20. The Commissioner considers that Mr Pughsley satisfies the selection criteria set on the following basis:

a. The nominated candidate met or in most cases significantly exceeded all the requirements in all three of the exercises.

b. The nominated candidate has:

- Has vast experience of operational policing as the Borough Commander of Lewisham and as Assistant Chief Constable for the Serious Crime Directorate and then as Deputy Chief Constable of Kent.
- Has significant recent experience of successfully delivering neighbourhood policing against a backdrop of reduced funding
- Has designed, implemented and lead the Serious Crime Directorate, which is regarded very positively by HMIC, and referred to as a beacon of best practice in crime fighting and collaboration
- Has introduced the Predictive Policing model to Kent in order tackle crime
- Is focussed on the needs of victims and witnesses, and has introduced a joint central referral unit for victims of domestic abuse.
- Is committed to partnership working to drive improvements for the people of Kent
- Understands, supports and is fully committed to delivering the Police & Crime Plan and working with the Commissioner.

21. The Kent and Medway Police and Crime Panel are required to review the proposed appointment and to make a decision on the proposed appointment to be followed by a report to the Commissioner that includes a recommendations on the.

#### **APPENDIX A – BRIEFING DAY ATTENDEES**

- Ian Learmouth, Chief Constable Kent Police
- Mike Stepney, Chief of Staff, Commissioner's, Office
- Mark Gilmartin, Kent & Essex Collaboration and Support Services
- Sean Nolan, Chief Finance Officer, Commissioner's Office
- Barry Spruce, Neighbourhood Watch
- Robin Cooper, Director of Regeneration, Community & Culture, Medway Council
- Amanda Honey, Corporate Director, Kent County Council
- Neil Howlett, Community Safety, Medway Council
- Jyotsna Leney, Community Safety, Shepway Council
- Kultar Nayyar, Divisional Manager, Victim Support
- Andrew Aves, Federation of Small Businesses
- Kulbir Pasricha, Kent Minority Ethnic Police Association

## APPENDIX B – JOB ADVERT



# Chief Constable of Kent

The capabilities and experience required to be a Chief Constable in an era of immense financial constraints are widely understood, but the people of Kent are looking for something more, for someone truly exceptional.

Kent needs a Chief Constable with the charisma and leadership skills to keep the Force firmly embedded in the community it serves, whatever budgetary pressures appear.

Kent needs a Chief Constable who can deliver the highest standards of operational Policing, combined with the highest levels of public reassurance and community engagement, a Chief Constable who understands not just Policing, but the needs and aspirations of the people they serve.

If you are that person, please contact the office of Ann Barnes, Kent Police and Crime Commissioner, asking for Mike Stepney, the Chief of Staff:

**Telephone 01622 677055**

## APPENDIX C – JOB DESCRIPTION

### Chief Constable - Kent Police

#### ACCOUNTABILITIES

##### **Purpose of the job:**

The direction and control of Kent Police in accordance with the Police Act 1996, in order to provide Kent with an effective and efficient police service.

The fulfilment of all statutory and legal obligations of the office of Chief Constable.

##### **Accountability 1**

To support the Kent Police and Crime Commissioner in setting the Force's strategic direction, and to be accountable for its implementation.

##### **Accountability 2**

To act as the high profile leader of the Force by pro-actively and personally communicating a consistent vision of what must be achieved.

##### **Accountability 3**

To lead the Chief Officers of the Force in ensuring the performance of the Force by:-

- Having regard to the Police and Crime Commissioner's strategic Police and Crime Plan and enabling an efficient and professional policing service to the people of Kent;
- The development and implementation of strategies to enable continuous improvement of policing of Kent. In achieving this you will gain support from the Force and from partners and ensure that the people of Kent are at the heart of policing;

- Leading strategic change and improvements to ensure effective and efficient use of resources, especially against a national backdrop of reduced funding;
- Creating and implementing a planning framework which has due regard to the Police & Crime Plan and the Police and Crime Commissioner's Manifesto Promises.
- Evaluating and improving performance.

#### Accountability 4

To personally engage with the people of Kent, in a spirit of openness and transparency. To use that engagement to learn about communities' needs and expectations and to ensure that this learning is reflected in the Force's approach and actions.

#### **Accountability 5**

To foster a culture of positive engagement, throughout the Force, with the diverse communities of Kent, to ensure that the Force understands and is responsive to those communities' needs.

#### **Accountability 6**

To ensure the Force is a learning organisation and seeks best practice from the widest possible range of organisations and individuals to encourage innovation and new ideas in policing.

#### **Accountability 7**

To harness the full potential of staff to achieve the aims of the Force by creating an atmosphere in which people are encouraged to flourish and give of their best.

#### **Accountability 8**

To positively represent the image and interests of the Force both at a local and national level and positively interact with the media.

#### **Accountability 9**

To actively encourage and support the involvement of other agencies, such as local government, the wider criminal justice sector and the public at large to work with the Force to fulfil the aims of the Police and Crime Plan, and to do so in collaboration with other police forces and the Office of the Kent Police and Crime Commissioner.

#### **Accountability 10**

To personally uphold the highest standards of integrity, professionalism and openness and to ensure those standards are at the core of the Force's ethos.



## Person Specification

In addition to demonstrating the Executive Level - Personal Qualities (as detailed below), the successful candidate will:

- Have a significant track record of developing, implementing and leading strategies which have been successful in **cutting crime and catching criminals**;
- Demonstrate a commitment to **visible community policing**;
- Have previous experience of developing, implementing and leading strategies where **victims and witnesses have been placed at the heart of policing**;
- Provide substantial evidence of being innovative and creative in order to effectively **protect the public from serious harm**;
- Demonstrate a proven background of leading complex change programmes where **value for money** has been delivered;
- Successfully completed the Strategic Command Course;
- Be vetted to the level of DV (Developed Vetting).

## Chief Constable - Kent Police

### POLICE PROFESSIONAL FRAMEWORK

#### EXECUTIVE LEVEL - PERSONAL 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 understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

##### **Leading strategic change**

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

##### **Leading the workforce**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

##### **Managing Performance**

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

##### **Professionalism**

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm

and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

### **Decision making**

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### **Working with others**

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.