

**To: Kent and Medway Police and Crime Panel**  
**Subject: Appointment of Chief Constable**  
**Date: 6 December 2022**

**Background:**

1. 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.
2. Schedule 8 of the 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
3. 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.
4. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the proposed appointment 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 recommendation as to whether or not the candidate should be appointed.
  - A veto of the proposed appointment, if at least two-thirds of the Panel members vote in favour of making that decision.
5. If the Panel vetoes the appointment, the PCC must not appoint the candidate as Chief Constable.
6. In response to the report, a PCC must notify the Panel whether they accept or reject the Panel's recommendation.

**Introduction:**

7. 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.
8. The Competency and Values Framework for Policing was used to assess the suitability of each candidate. This framework has been developed nationally and is recognised by Policing and Government as the criteria all police officers and staff should demonstrate. Each competency is graded from level 1-3. For Chief Constables all are assessed at level 3. There are four Values and six Competencies as follows:

**Values**

- Public Service
- Integrity
- Transparency
- Impartiality

**Competencies**

- We are emotionally aware
- We take Ownership
- We are collaborative
- We deliver, support and inspire
- We analyse critically
- We are innovative and open minded

9. The nominated candidate will attend the Confirmation hearing on 6 December 2022 to answer questions raised by Police and Crime Panel members. The offer of appointment 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:**

10. The Chief Constable post for Kent Police was advertised from 3 October 2022, with a closing date of 24 October 2022. The job advert was posted on the PCC's website, Association of PCCs website, National Police Chiefs Council website and the College of Policing Senior Leaders hub. It was externally advertised in two national publications: Police Oracle Jobs and Police Professional. All eligible Chief Officers throughout the United Kingdom from the rank of Assistant Chief Constable were also personally emailed by the PCC to make them aware of the opportunity. In addition, a number of local newspapers, radio and television channels covered the story, which provided additional coverage. A copy of the recruitment pack as advertised is attached as Appendix A.
11. The post is offered to the preferred candidate for an initial contract period of 5 years, with a salary of £172,218 as determined by the Secretary of State. The position was advertised highlighting the PCC's ability to vary the salary by 10% on appointment for the right candidate; this variation is only allowed upon appointment. The preferred candidate performed highly throughout the process and the PCC has determined that he will offer the 10% enhancement to salary. 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.

### **Appointment Process:**

12. The appointment process for the Chief Constable position was conducted with the support of professional HR advice from Kent Police. The process was comprehensive, fair and based on merit, and the highest scoring candidate is the preferred candidate.
13. The PCC received two applications in response to the Chief Constable advert, with both applicants shortlisted and invited to interview. An overview of the shortlisting process can be found in the Independent Member Report (IMR) circulated to the Panel as Appendix 1.
14. For reference, in recent weeks the position of Chief Constable for the policing areas of Thames Valley, Hampshire, Suffolk and Bedfordshire have also been advertised. Each of the processes also attracted two candidates, and in one case only one.
15. Prior to interviews, a briefing day was held for short listed candidates on the 3 November 2022. This briefing event consisted of a number of presentations by Kent Police, officers and staff from the PCC's office, the chair of the independent Joint Audit Committee, Victim Support the commissioned service provider in Kent and a number of staff association representative groups from Kent Police. The PCC opened and closed the briefing day. Details of the briefing day attendees can be found in Appendix H.
16. The selection process for the post was held on Tuesday and Wednesday the 15/16 November 2022. The selection process was extremely comprehensive and comprised the following selection exercises: media assessment; presentation to the panel; and a competency-based panel interview. Candidates were assessed against the Competency and Values Framework for policing (as per paragraph 8), which can be found in Appendix C. The specific competences assessed for the media task, presentation and interview are outlined in the IMR.
17. The interview panel comprised of the PCC, Miss Henu Cummins who also acted as the Independent Member (Chief Executive Officer of Mid Kent MIND) and Mr Matt Boughton (Leader of Tonbridge and Malling Borough Council). The interview panel were assisted by Adrian Harper, who acted as a policing advisor when necessary (Chief Executive and Monitoring Officer, Office of the PCC), Becky Humphreys (Head of Resourcing, Kent Police), and Laura Steward (Office of the the PCC). The briefing session for the interview panel included an equality and diversity briefing and details can be found in Appendix G.

### **Vetting of the successful candidate:**

18. The preferred candidate is vetted to the appropriate level for this position and the relevant checks have been carried out.

### **Proposed Appointment:**

19. After a comprehensive selection process, the PCC proposes to appoint Mr Tim Smith to the post of Chief Constable for Kent Police.
20. The PCC considers that Mr Smith satisfies the selection criteria set on the following basis:
- a. The nominated candidate met or in most cases exceeded all the requirements in all three of the exercises.
  - b. The nominated candidate was the unanimous preferred candidate of all panel members.
  - c. The nominated candidate:
    - o Has vast experience of operational policing as an officer within Kent Police for the past 31 years, and as Assistant Chief Constable for the Serious Crime Directorate and then as Deputy Chief Constable of Kent.
    - o Has demonstrated significant ability to lead at an organisational level.
    - o Has significant recent experience of successfully delivering neighbourhood policing against a backdrop of reduced funding.
    - o Delivered high quality policing through the greatest challenge faced in recent times, the Covid pandemic.
    - o Has successfully lead, as Assistant Chief Constable, the joint Kent & Essex Serious Crime Directorate, which is regarded very positively by HMICFRS, and referred to as a beacon of best practice in crime fighting and collaboration.
    - o Is focussed on the needs of victims and witnesses, and in particular the strategy of Violence Against Women & Girls (VAWG).
    - o Is committed to improving partnership working to drive improvements for the people of Kent
    - o Understands, supports and is fully committed to delivering the Police & Crime Plan and working with the PCC.
21. The nominated candidate is fully aware that he will be held to account by the PCC both in public and in private for delivering against the Police and Crime Plan.

### **Recommendation:**

22. The Kent and Medway Police and Crime Panel is required to review and make a decision on the proposed appointment followed by a report to the PCC.

Appendix 1: Report by the Independent Member, Ms Henu Cummins

Appendix A: Chief Constable Application Pack

Appendix B: Chief Constable advert

Appendix C: Competency and Values Framework for policing

Appendix D: Media Briefing exercise

Appendix E: Presentation exercise

Appendix F: Rating mechanism

Appendix G: Data protection and Equality Act Briefing

Appendix H: Letter outlining details of Briefing Day

**Chief Constable of Kent Police**

**Appointment Process**

**Independent Member Report**

1. The legislation and guidance for the appointment of Chief Officers is set out over a number of instruments, namely: the Police Reform and Social Responsibility Act 2011; Police Regulations 2003; Home Office Circular 13/2018; and the College of Policing Guidance, 2021. It is also underpinned by the national Competency and Values Framework.
2. The role of the Independent Member is set out in the Circular as “The independent member should be chosen by the PCC/CC/Commissioner, and be someone independent of him / her and the force. The role of the independent member is to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit.” There is additionally a list of roles that would exclude someone from this position, and a suggestion of who might be suitable, such as Chief Executives of local authorities, magistrates and similar.
3. My role is currently the Chief Executive of Mid Kent Mind, and previous to this I was the Chief Executive of DAVSS. I am a non-practising Barrister with over 17 years’ experience in the third sector serving vulnerable members of the community. I am trustee of The Women’s Liberation Collective, an independent member on DHR’s and a subject matter expert on VAWG, HBV, DA and mental health and wellbeing.
4. The aim of this report is to provide an objective assessment of the extent to which the selection process for the identification of the preferred candidate was conducted fairly, openly and based on merit. It will also detail how the selection panel fulfilled their responsibility to challenge and test the candidates’ suitability against the requirements of the role.

### **Initial selection process**

5. As the independent member on the panel, I received a range of briefings and support from senior members of staff within the OPCC and Kent Police.
  - I was appointed by Mr Scott on 2<sup>nd</sup> September.
  - I met with Mr Scott’s Chief Executive, Mr Adrian Harper, on Wednesday 14<sup>th</sup> September to discuss the requirements of the role of independent member.
  - Mr Richard Leicester, Director of HR for Kent Police and Ms Laura Steward, Head of Standards in the OPCC, attended my Office on 28<sup>th</sup> September, to provide a one-hour personal briefing, and an information pack to support the process. This included being briefed on the relevant legislation, appointment requirements and the guidance on the appointment of chief officers as set out by the College of Policing. I was also provided with all relevant information underpinning the requirements of my role and the selection process itself.
  - I attended the shortlisting moderation process on 28<sup>th</sup> October. At this point, the panel were briefed on the selection activity and took the opportunity to highlight areas of interest to be included when the questions for the selection process were drafted.
  - At the assessment process itself, I received a further briefing by Ms Rebecca Humphreys, Head of Resourcing at Kent Police, on ensuring that the selection was fair and based on merit; equality and diversity and data protection legislation; and the requirements of the scoring process.

6. The selection panel was comprised of:
  - Mr Matthew Scott, Kent PCC
  - Cllr Matthew Boughton, Leader of Tonbridge and Malling Council
  - Me, as the independent member.

Professional HR Advice was provided to the panel by Mrs Rebecca Humphreys, Head of Resourcing for Kent Police, a qualified chartered member of the Institute of Personnel and Development (CIPD).

The process was supported by the staff named above (Mr Harper and Ms Humphreys and Ms Steward). I can also confirm that my fellow panel members also received the briefings and support outlined above, with the exception of the specific meeting to discuss the role of the independent member. They were also involved in all elements of the selection process.

### **Chief Constable Role Profile**

7. A recruitment pack, including the role profile, was created by the PCC and staff in the PCC's Office. It is attached as appendix A.
8. An advert was drawn up (appendix B), and was placed in a number of publications and on websites. It fulfilled the requirements of the HO Circular, which states "vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement." It was advertised on the PCC's website, with subsequent reporting across local media, via the NPCC and APCC, the College of Policing Senior Leaders Hub and on the public website of Police Professional.
9. A letter was also sent directly to every officer in the country who would be eligible to apply, making them aware that the role was to be advertised imminently.

### **Shortlisting**

10. All elements of the assessment process were in line with the College of Policing Guidance for the appointment of Chief Officers, and ensured relevant elements of the national Competency and Values Framework (CVF) (appendix C) were tested. The elements tested as a part of the shortlisting were public service; deliver, support and inspire; and emotionally aware.
11. Panel members were sent application forms a week in advance to review. The moderation process took place on the 28<sup>th</sup> October. Panel members discussed the applications at length, and were supported by Adrian Harper as Chief Executive/Monitoring Officer, and Richard Leicester as professional HR Advisor. A single score for each element was recorded, and all decision-making was based on a comprehensive review of the requirements of the CVF. As a result, both candidates were shortlisted and selected to attend the next stage of the assessment process.

## Assessment process

12. There was a two-day assessment process. It comprised a number of elements:

- A media presentation, based on a fictitious HMICFRS report, and provided to the candidates precisely 24 hours before the start of their media assessment. The media interview assessment was 10 minutes long, and the candidates were asked the same questions in order that they could be assessed against the relevant competencies. This is attached at appendix D. The panel then was then shown the recording, reviewed each candidate's performance and scored them accordingly.
- A presentation exercise, based on the PCC's own report on Violence Against Women and Girls, and a national report on the same topic. Candidates delivered a 15-minute pre prepared presentation and were asked questions on it. This is attached as appendix E.
- An interview, of an hour, on the second day. The areas tested are below.

The grid below, which was provided to candidates, demonstrates that all the competencies and values were tested across the three stages:

Exercise	Analyse Critically	Innovative and Open minded	Emotionally aware	Take Ownership	Collaborative	Del, support and inspire	Public Service	Transparency	Impartiality	Integrity
Interview	x		x	x	x		x			x
Media	x					x		x		
Presentation		x			x				x	

In addition, candidates had undergone a psychometric evaluation, and the panel were briefed by the organisation in advance of the assessment process, on the morning of Day 1. The assessments had been carried out by a team of qualified psychologists ahead of the assessment process and this was used to ensure that the panel appropriately consider the candidates evidence during the process.

13. Other documents provided to the panel to assist with decision making are also attached, namely:

- The rating mechanism (appendix F)
- The CVF (appendix C, as before)
- The Equality & Diversity and the Data Protection briefing (appendix G)

14. After each stage of the assessment, the panel discussed their views on each element of the candidate's response, proposed individual ratings and then came to an agreed position based on the requirements set out in the CVF. The score was then recorded by Ms Humphreys along with the rationale for the awarding of each rating against the relevant CVF area tested. This ensured both transparency and that a collective decision was taken for all elements.

## **Final decision**

15. The preferred candidate proposed for appointment met or exceeded all areas tested (scoring 3 or above) and was the highest scoring candidate cumulatively across all exercises undertaken. The panel's unanimous decision was that Mr Smith should therefore be the preferred candidate for appointment.

## **Overall conclusions**

16. I am entirely satisfied that every element of the process was conducted in the most open and professional way possible. I can confirm that the panel rigorously tested the candidates against the relevant areas tested, and the support provided by the staff within the OPCC and Kent Police was comprehensive and detailed.

17. I am pleased to confirm that the process was:

- Fair
- Open and transparent
- Based solely on merit, underpinned by the requirements of the CVF and the relevant legislation.

Ms Henu Cummins  
Independent member  
November 2022





# Chief Constable Recruitment Pack

# Introduction by the Kent Police and Crime Commissioner

The role of Kent Police Chief Constable will provide the successful candidate with a unique opportunity to lead one of the biggest and best Police Forces in the country.

I am honoured to be the Police and Crime Commissioner of Kent, a county that is urban, rural and coastal; that borders London and the continent. Kent is a force which is rich in both its history and its vision for the future.



As the son of a policing family, I am privileged to work alongside the brilliant officers, staff and volunteers that make up Kent Police, who are doing their best to make my family and my constituents safer. I support them, as they work hard for us.

I am looking to appoint a Chief Constable that can help me deliver my mission of making Kent safer.

Kent needs an exceptional leader who is dedicated to the needs of our local neighbourhoods, who will put victims first and who can deliver an excellent policing service. I am seeking a Chief Constable who puts ethics and integrity at the heart of everything they do, and someone who will look after the people who work for them.

## Complex but rewarding

Kent Police is one of the largest police forces, serving a population of over 1.8 million people in Kent and Medway. On the borders of London and the continent, and serving a diverse geographic area, the new Chief Constable will deal with crime and anti-social behaviour in all its forms.

## Making Kent Safer

My Police and Crime Plan sets out my expectations and the priorities that residents and business want to see action on. From preventing crime and anti-social behaviour and tackling violence against women and girls, to visible policing and road safety, it has been designed in conjunction with our local neighbourhoods. As Chief Constable, you will ensure that urban, rural and coastal communities receive an excellent service and protect vulnerable people from harm.

## Ethics and integrity

This is at the heart of my Police and Crime Plan. As the leader of this Force, the successful candidate will place ethics and integrity at the forefront of their considerations. With a strong workplace culture, which encourages people to do the right thing, Kent Police has an excellent track record in its legitimacy, how it treats the public and how it keeps them safe. The new Chief Constable of Kent will be someone who is demonstrably committed to openness and transparency. They must also be committed to developing an inclusive workforce and understand the value of diversity both within the Force and across the communities of Kent.

## Leadership

The successful candidate will be a leader who can inspire and engage effectively with the workforce, local neighbourhoods, businesses, community groups and others to make Kent safer. They will be able to focus on and promote good performance and practice, and identify and improve areas that do not meet our high standards. They will also need to be a highly effective communicator. The changing face of crime requires different styles of response, so they will need to be innovative in their approach.

The new Chief Constable will work in collaboration with our closest partners, Essex Police, Kent Fire and Rescue Service and the NHS. We are in the Eastern Region in the Seven Forces Network and work closely with the South East region and Metropolitan Police Service.

## Valuing people

There is no more important asset than the people who serve Kent Police, whether as officers, staff or volunteers. Kent's Chief Constable must be someone who can motivate the workforce and listen to their concerns and who is committed to developing the workforce. The physical and mental health and wellbeing of the workforce will be a priority for the Chief Constable.

## Fit for the future

As we go through an estates transformation, the successful candidate will need to be able to work with the Office of the Police and Crime Commissioner as the corporate owner of the estate on the delivery of this plan and future expectations. Their financial acumen and organisational management will be key to making Kent Police fit for the future.

The role of a Chief Constable is a diverse and complex one, but extremely rewarding. Kent is a fantastic place to live, work and visit, and I will continue my excellent working relationship with Kent Police to make it even safer.

If this interests **you** – I want to hear from you.

A handwritten signature in black ink, appearing to read 'M Scott', with a long horizontal flourish extending to the right.

**Matthew Scott** - Police & Crime Commissioner for Kent

# Timeline for recruitment

Event	Date
Application process opens	3 October
Deadline for application – application window closes (9am)	24 October
Shortlisted candidates informed	28 October
Briefing day	3 November
Assessment Process	15 and 16 November
Police and Crime Panel (Confirmation Hearing)	6 December

## Briefing day

Shortlisted candidates will be invited to a briefing day in Kent on the 3 November 2022. In the morning, candidates will receive briefings from senior Kent Police officers and staff; the Commissioner, with members of his senior management team as well as Victims Services; and from the Federation, Unison, and Kent Police Support Groups.

In the afternoon, candidates will be placed with operational officers and staff to provide them with the opportunity to see the demands that the Force faces and get a sense of the diversity of policing that they would be responsible for in Kent.



# Chief Constable of Kent

## Location

Headquarters, North Kent Police Station and countywide with local and national travel.

## Purpose

To lead Kent Police, to achieve the key strategic aims of the Force.

Create and direct a vision for policing in the county, ensuring delivery of an efficient and effective service to the people of Kent. Work closely with the Police and Crime Commissioner for Kent and their Office. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the office of the Chief Constable.

## Priorities

- Maintain and enhance a strong, ethical culture in Kent Police
- Put victims at the heart of Kent Police
- Be visible and responsive to the needs of communities, working with residents, communities and businesses to prevent crime and anti-social behaviour
- Tackle violence against women and girls
- Protect people from exploitation and abuse
- Combat organised crime and county lines
- Ensuring a balanced budget and a focus on value for money
- Develop existing collaboration arrangements and focus on potential new opportunities
- Deliver sustainable local policing
- Ensure that the force continues to advance as a diverse and inclusive organisation both internally and externally

## Key responsibilities

1. Develop and implement the overarching vision for Kent Police, ensuring the delivery of the operational strategy, with due regard to the Commissioner's Police and Crime Plan and the Strategic Policing Requirement, and national government directives.
2. Create and lead on a range of strategies and projects to improve operational performance, combating crime and anti-social behaviour, developing partnerships and continually examining practice to enhance operational policing in Kent keeping communities safe.
3. Work with the Commissioner and their Office to ensure an efficient and effective Force and the delivery of the agreed Police and Crime Plan.
4. Develop and maintain strong governance arrangements and processes within Kent Police, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
5. 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.

6. Lead the Chief Officer Team, ensuring a workforce culture that is inclusive, attracts the best people to join the force, develops everyone and puts wellbeing of the workforce as a priority whilst ensuring there is a clear focus on performance management.
7. Ensure the effective use of funding and maximise value for money throughout Kent Police, to ensure both the delivery of key policing objectives and a balanced budget.
8. Perform to a high standard the range of statutory and operational duties required of a Chief Constable, taking any necessary and significant operational decisions.
9. Ensure Kent Police maintains its strong position on the regional and national stage, working with relevant collaborative partners (Essex Police), partner agencies and national government, influencing national policy and ensuring Kent Police's voice is heard.
10. 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.

## Attributes and Values

You must meet the eligibility requirements as set out here: [Guidance for appointing chief officers \(college.police.uk\)](https://college.police.uk/guidance-for-appointing-chief-officers)

### **You must have:**

1. Demonstrable evidence of strong leadership, both operationally and across a wide range of organisational functions.
2. Experience of commanding major policing operations at the executive level.
3. A proven record of both personally upholding strong ethical behaviour, modelling it to all staff, and ensuring the highest professional standards across the organisation.
4. Broad experience in leading multi-agency partnerships and collaborative arrangements managing complex stakeholder relationships effectively.
5. A record of strong financial management, with a focus on change management, ensuring financial probity and the ability to take difficult decisions on an evidence-based analysis.
6. Strong communication skills, with the ability to connect with our communities, officers, staff and volunteers, the media, leaders of other organisations, and evidence of the ability to negotiate and collaborate with partners to ensure the best deal for Kent.
7. Keen political awareness, with the ability to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning and to keep the senior team and the Office of the Police and Crime Commissioner abreast of key issues.
8. A commitment to providing the best possible service to the people of Kent.
9. Confidence in identifying, assessing and implementing significant change programmes across a number of areas and functions.

# Benefits package

## Salary

Chief Constable salaries are set nationally by the Home Secretary and are dependent on the size of the Force. The Chief Constable's salary is currently £172,218 per annum. The Police & Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10% on appointment, which will actively be considered for the right candidate.

## Relocation

The Commissioner recognises the challenges that are inherent to re-locating, especially if significant distances are involved. For the right candidate, support will be considered with regards to relocation to our county. For more information on this please contact Chief Executive Adrian Harper whose details are below.

## Vehicle

Provision of a vehicle conducive with the requirements of the role of Chief Constable.

## Location

The post holder is required to live within a reasonable commuting distance of Kent Police HQ to enable them to fulfil the responsibilities of the post.

## 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 after confirmation by the Police and Crime Panel, by negotiation.

## Other conditions

Appointment is subject to confirmation by the Police and Crime Panel on the 6<sup>th</sup> December. Candidates must attend this in person.

## Applications

For any queries relating to this process, or to request the application form, please contact either Chief Executive Adrian Harper by email: [Adrian.Harper@kent.police.uk](mailto:Adrian.Harper@kent.police.uk) or on 07967 986164 or Laura Steward by email: [Laura.Steward@kent.police.uk](mailto:Laura.Steward@kent.police.uk)

# Chief Constable for Kent

The Kent Police and Crime Commissioner (PCC), Matthew Scott is seeking an exceptional leader to serve as the new Chief Constable for Kent. Applications are invited from suitably qualified, senior police officers for this rewarding position who meet the criteria as outlined in the College of Policing Guidance for Appointing Chief Officers.

Kent Police is one of the country's largest forces, serving a population of 1.8 million people in urban, rural and coastal neighbourhoods. Its borders with London and Europe presents unique challenges, but also presents real opportunities for collaboration on the local, regional and national stage.

The new Chief Constable will need to demonstrate effective leadership as well as setting a vision, direction and culture that will continue to build trust and confidence with Kent's diverse communities as well as within the force. They must also be able to create and lead strategies to continue the development of the Force's positive culture.

## The successful candidate will:

- Deliver outcomes in line with the PCC's Police and Crime Plan
- Put victims at the heart of the Kent police ethos
- Make Kent safer by protecting the public from crime and harm
- Place ethics and integrity at the forefront of their considerations
- Be an effective and successful executive leader who has a proven track record of developing and communicating an inspiring vision at an organisational level
- Undertake a lead role in the development and implementation of strategies that ensure best practise and generate high levels of public trust and confidence
- Lead Kent Police in its strategic management and development to ensure enhanced productivity, value for money and continuous improvement in challenging financial circumstances
- Be at the forefront of innovation and collaboration

The initial fixed-term contract will be for up to five years, to be agreed as part of the final negotiations.

The Chief Constable's salary is currently £172,218 per annum. The PCC has the discretion to vary the salary by up to 10% on appointment, which will actively be considered for the right candidate.

For more information about the role, the selection process, salary and benefits, please request an application pack by visiting our website: [www.kent-pcc.gov.uk](http://www.kent-pcc.gov.uk) or by emailing [laura.steward@kent.police.uk](mailto:laura.steward@kent.police.uk).

The closing date for the receipt of a completed application is 9am on 24<sup>th</sup> October.





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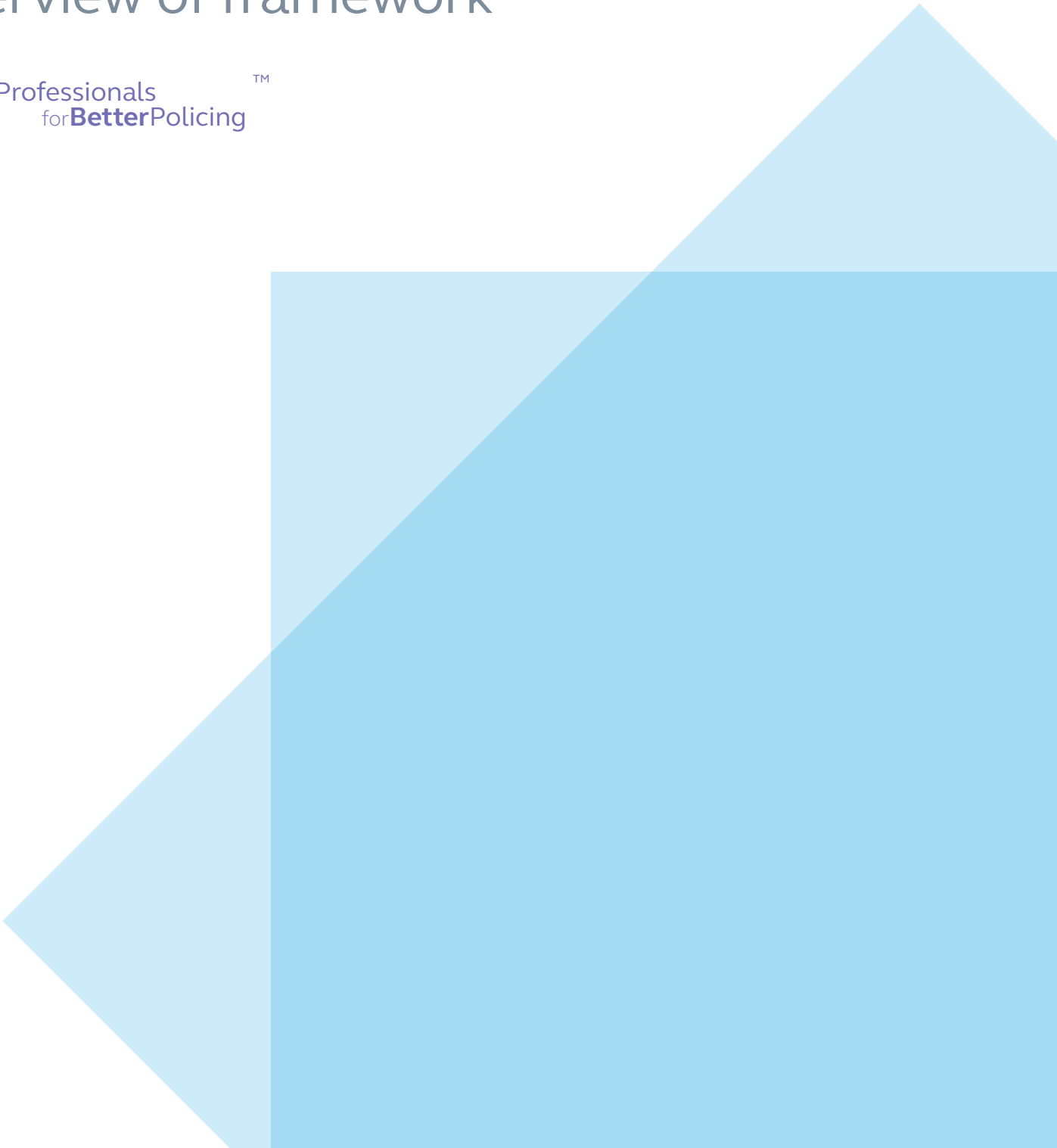
Appendix C

[college.police.uk](http://college.police.uk)

# Competency and Values Framework for policing

## Overview of framework

**BetterProfessionals**<sup>™</sup>  
for **BetterPolicing**



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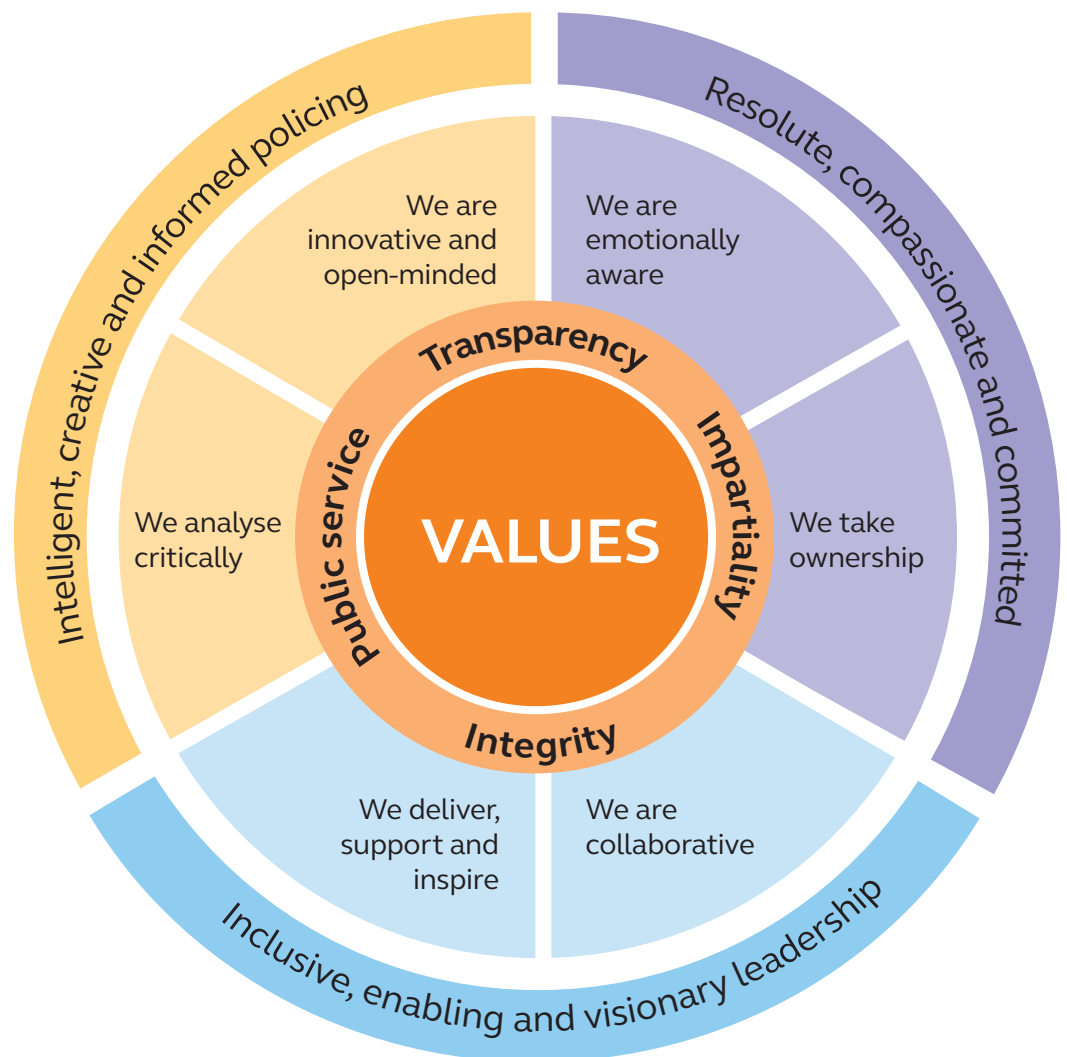
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# Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

# Values

## Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

## Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

## 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.

## 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 at 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.

## 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.

## 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.

## Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

## Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

# Cluster

## Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

# Competency

## We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

**Why is it important?** The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.



## We are emotionally aware

### Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

### Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

### Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

# Competency

## 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 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

### Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

### Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

### Level 3

- 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.

# Cluster

## Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

# Competency

## 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

### Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

### Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

### Level 3

- 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.

# Competency

## 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

### Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

### Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

### Level 3

- 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.

# Cluster

## Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

# Competency

## We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

**Why is it important?** Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.



## We analyse critically

### Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

### Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

### Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

# Competency

## We are innovative and open-minded

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

### Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

### Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

### Level 3

- 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.

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## Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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**Chief Constable Selection Process  
MEDIA ASSESSMENT**

**CANDIDATE INSTRUCTIONS**

As the new Chief Constable of Westshire Constabulary you will be interviewed live by Sky News for up to 10 minutes.

Your Force has recently received a damning HMICFRS report, a copy of which is enclosed. A particular area of concern relates to the identification, support, and communication with victims. You are aware that the Police and Crime Commissioner (PCC) is particularly alarmed by this element, given their key role in supporting victims. The PCC has also requested a meeting with you to discuss staff welfare and morale.

**Media Assessment**

Your media assessment will take place on [date] at [time]. During the assessment you will be interviewed on the core elements of the report. The interviewer for the assessment will be Martin Brunt and you will meet him on the day.

You will be assessed from the time you enter the media assessment room until you leave and a recording of the interview will be reviewed by the assessment panel.

You should be yourself and use any relevant policing knowledge, experience and preparation for this exercise to support your comments. You should not complete any additional research into this scenario and only use the materials you have been provided to assist with your preparation.

During the media exercise you will be assessed against the following competencies and values:

1. We analyse critically
2. We deliver, support and inspire
3. Transparency (value)



## Presentation

Attached to this presentation question are copies of two reports:

1. Kent Police and Crime Commissioner's Violence Against Women and Girls Inquiry (2022)
2. National Police Chiefs Council (NPCC) Report – Policing Violence Against Women and Girls National Framework for Delivery Year 1 (December 2021)

*As Chief Constable of Kent Police what strategy would you implement to tackle violence against women and girls, ensuring that the actions and learning from the attached reports are built into core service delivery?*

Your strategy should detail the tangible performance improvements you anticipate delivering following implementation; and the policing experience you will draw upon making women and girls safer.

You should prepare a presentation of up to 15 minutes which addresses the core question above.

The presentation will be followed by up to 15 minutes of questions from the panel.

Should you wish to provide a structured Powerpoint presentation to support your delivery you must submit this by email to [laura.steward@kent.police.uk](mailto:laura.steward@kent.police.uk) not later than 9am on Monday 14<sup>th</sup> November.

You should also bring 4 paper copies of any documentation to support your presentation as a contingency.

The CVF areas assessed in this exercise are:

1. We are collaborative
2. We are innovative and open minded
3. Impartiality (value)



## Selection & Appointment Process - Rating Mechanism

A 1 - 5 rating scale is used, where 1 represents low performance and 5 represents excellent performance, within the Relevant Assessment Criteria.

There is a requirement for assessors to identify the most appropriate category (**1, 2, 3, 4, or 5**) for each of the criteria as follows:

<b>Rating</b>	<b>Definition</b>
5	<p><b>An area of considerable strength</b> The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and what they did in relation to the questions asked/aim of the task.</p>
4	<p><b>An area of some strength</b> The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and what they did in relation to the questions asked/aim of the task.</p>
3	<p><b>An area of acceptable performance</b> The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and what they did in relation to some of the questions asked/they have met some of the aims of the task.</p>
2	<p><b>An area where improvement is needed</b> The candidate has provided some acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and what they did in relation to some of the questions asked/aim of the task, but this may not be clear or relevant.</p>
1	<p><b>An area where significant improvement is needed</b> The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role and what they did in relation to the questions asked/aim of the task.</p>

## **Briefing note – Data Protection Act and Equality Act**

### **Data Protection Act**

The Act limits the nature and extent of information you collect, store and use about individuals to what is actually needed to carry out legitimate business, in a way that is transparent and in accordance with how the data subject would reasonably expect.

You should ensure that such data is accurate, is stored securely and is kept no longer than is absolutely necessary.

Data should not be passed to third parties without the permission of the data subject and the way in which such information will be used should be made clear to the data subject before it is collected, stored and processed.

For further information and guidance please look at the following link:

<https://ico.org.uk/for-organisations/guide-to-data-protection/key-definitions/>

### **Equality Act**

This quick start guide is intended to help public sector organisations understand a key measure in the Act – the **public sector Equality Duty**, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims. It requires public bodies to have ***due regard*** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

Having ***due regard*** means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies – such as in how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to **advance equality of opportunity** involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics;
- meet the needs of people with protected characteristics; and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.



**Fostering good relations** involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Further information can be obtained via the following link:

<http://www.homeoffice.gov.uk/publications/equalities/equality-act-publications/equality-act-guidance/equality-duty?view=Binary>

The Equality Duty replaces the three previous public sector equality duties – for race, disability and gender. The new Equality Duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
  - race – this includes ethnic or national origins, colour or nationality
  - religion or belief – this includes lack of belief
  - sex
  - sexual orientation

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

## **Definitions**

### Direct discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).

### Discrimination by association

Applies to race, religion or belief, sexual orientation, age, disability, gender reassignment and sex. This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

### Perception discrimination

Applies to age, race, religion or belief, sexual orientation, disability, gender reassignment and sex. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

### Indirect discrimination

Applies to age, race, religion or belief, sex, sexual orientation, marriage and civil partnership, disability and gender reassignment. Indirect discrimination can occur when you have a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages people who share a protected characteristic.

Indirect discrimination can be justified if you can show that you acted reasonably in managing your business, i.e. that it is 'a proportionate means of achieving a legitimate aim'. A legitimate aim might be any lawful decision you make in running your business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful.

Being proportionate really means being fair and reasonable, including showing that you've looked at 'less discriminatory' alternatives to any decision you make.

### Harassment

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual".

Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now be able to complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves. Employees are also protected from harassment because of perception and association.

### Third party harassment

Applies to sex, age, disability, gender reassignment, race, religion or belief and sexual orientation. The Equality Act makes you potentially liable for harassment of your employees by people (third parties) who are not employees of your company, such as customers or clients. You will only be liable when harassment has occurred on at least two previous occasions, you are aware that it has taken place, and have not taken reasonable steps to prevent it from happening again.

### Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint. There is no longer a need to compare treatment of a complainant with that of a person who has not made or supported a complaint under the Act.

Further guidance can be obtained via the following link:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-guidance#h2>

**Matthew Scott**  
Kent Police and Crime Commissioner

Office telephone: 01622 677055  
Email: [contactyourpcc@kent.police.uk](mailto:contactyourpcc@kent.police.uk)

[www.kent-pcc.gov.uk](http://www.kent-pcc.gov.uk)

The Office of the Kent  
Police and Crime  
Commissioner  
Sutton Road  
Maidstone  
Kent  
ME15 9BZ



Name  
Address  
Address  
Address  
Address

Ref: OPCC/MS/xx/xxx/22  
Please quote reference on all replies

Dear xxx

I am writing to inform you that you have been shortlisted for the role of Chief Constable for Kent.

The assessment will be held over two days, the 15<sup>th</sup> and 16<sup>th</sup> of November, at Maidstone Innovation Centre. The timetable is set out below:

**Day 1**

Media assessment  
Presentation

**Day 2**

Interviews

A more detailed timetable setting out precise timings for both days will be provided by the 7<sup>th</sup> November

There will be three elements of the assessment process provided to you in advance.

1. Presentation  
On Monday 31<sup>st</sup> October, we will provide you with the instructions and topic for the pre-prepared 15-minute presentation, and the relevant supporting documents.
2. Media  
Twenty-four hours before your media assessment start time, we will send by e-mail the instructions for this element of the assessment, and supporting documents. Should you have a preferred e-mail address for this, I would be grateful if you could contact the Office on XXXXXXXXXXXX with this information.
3. Hogan Psychometric Assessment  
You will be contacted in due course by Advanced People Strategies, and be provided with the information to undergo the on-line psychometric testing. The results will be provided to the selection panel in advance of the formal assessment process in November. Should you wish to be provided with feedback on the outcomes, from APS, this can be arranged. Please contact the Office should you require this.

## **Briefing day**

The mandatory briefing day will take place on Thursday 3rd November 2022 at the Detling Showground and subsequently at Medway Police Station. The event will commence at 0930 hrs.

The session will open with a short welcome from Mr Scott before each candidate will have the opportunity to meet with:

- Representatives from the Office of the Police and Crime Commissioner for Kent including the PCC, Senior Staff, Victim Support, and Chair of the Joint Audit Committee;
- Temporary Deputy Chief Constable Peter Ayling, Deputy Chief Officer Mr Ian Drysdale, representatives from Unison, the Kent Police Superintendents' Association and the Kent Police Federation;
- Representative from various Staff Associations that represent officers, staff and volunteers that work for Kent Police.

You will have the chance to meet with each of these groups on an individual basis, to receive a short presentation and the opportunity to ask questions before moving onto the next session. There are three sessions, and each will last a maximum of 40 minutes.

At the end of these sessions a light buffet lunch will be provided before you will be required to make your way to Medway Police Station. At 1500 you will join the Late Turn parade before going out on patrol with officers from Medway. You will be able to spend at least half a shift with officers.

You should ensure you are in possession of relevant PPE and have a valid OST authority for the use of the PPE. An Airwaves terminal will be provided on the day for use whilst on patrol. Facilities for changing will be provided at Medway Police Station. Any candidate who is unable to undertake this part of the briefing day should notify xxx (details below) as a priority. Similarly, if you have any dietary requirements please contact xxx at xxx@kent.police.uk

### Timetable for Briefing Day

- 0915 Arrive at Detling. Please make your way to the Bredhurst and Chilham Rooms
- 0930 – 0945 - Welcome from PCC Matthew Scott
- 0950 – 1030 - 1st briefing session
- 1040 – 1130 – 2nd briefing session
- 1140 – 1230 – 3rd briefing session
- 1245 – 1330 – Lunch
- 1330 – Travel to Medway Police Station
- 1500 – L/T briefing and patrol with officers

Travel information

Sat Nav details:

Detling Showground – ME14 3JF

Medway Police Station – ME7 1NE

A more detailed map of the locations is included with this letter.

SPOC on the day – xxx, Staff Officer to the PCC – 07XXX XXXXXX

Yours sincerely

**Matthew Scott**  
**PCC for Kent**