



## SOUTH YORKSHIRE POLICE AND CRIME PANEL

The Police & Crime Panel is responsible for scrutinising and holding to account the South Yorkshire Police & Crime Commissioner for the way in which the Commissioner delivers their responsibilities for setting the priorities and resources for South Yorkshire Police as well as for supporting broader community safety activities in the county.

The Police & Crime Panel is a joint body established collectively by each of the local authorities in the county, with Rotherham Metropolitan Borough Council acting as the host authority.

The membership of the Police & Crime Panel consists of 10 councillors drawn from each of the local authorities in the South Yorkshire Police Area according to a set allocation of places, and 2 independent co-opted members drawn from the local community.

The current membership is as follows:

<b>Panel Members</b>	<b>Role</b>	<b>Local Authority Represented</b>
Councillor Talib Hussain	Chair	Sheffield
Councillor Stuart Sansome	Vice-Chair	Rotherham
Councillor Brian Cutts	Member	Rotherham
Councillor Jackie Drayton	Member	Sheffield
Councillor Robert Frost	Member	Barnsley
Councillor David Griffin	Member	Barnsley
Councillor Alan Jones	Member	Doncaster
Councillor Chris McGuinness	Member	Doncaster
Councillor Joe Otten	Member	Sheffield
Councillor Mick Rooney	Member	Sheffield
Mr Alan Carter	Independent Co-opted Member	
Mr Steve Chufungleung	Independent Co-opted Member	

The agenda papers for Police & Crime Panel meetings are published 5 working days in advance and can be downloaded from the Rotherham Council [website](#) –

## AGENDA

**Date:-** Friday, 8 July 2016  
**Time:-** 2.30 p.m.  
**Venue:-** Town Hall, Moorgate Street, Rotherham. S60 2TH  
**Contact** Dawn Mitchell, Senior Democratic Services Officer  
Tel. 01709 822062 or [dawn.mitchell@rotherham.gov.uk](mailto:dawn.mitchell@rotherham.gov.uk)

### 1. APOLOGIES FOR ABSENCE

To receive apologies from any Member of the Panel unable to attend the meeting.

### 2. DECLARATIONS OF INTEREST

Members are reminded that where they have an interest in any business to be considered at this meeting they must declare it in accordance with their respective Code of Conduct.

### 3. EXCLUSION OF THE PRESS AND PUBLIC

In respect of the following items the Chair may, if required, move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them. The Panel is requested to resolve:

“That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them”.

### 4. PROPOSED APPOINTMENT OF A CHIEF CONSTABLE FOR SOUTH YORKSHIRE - CONFIRMATION HEARING (Pages 1 - 63)

To consider the proposed appointment of a Chief Constable for the South Yorkshire Police Force, as recommended by the Police and Crime Commissioner under Section 38 and Schedule 8 of the Police Reform and Social Responsibility Act 2011.

**SHARON KEMP,**  
Chief Executive.

<b>REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL</b>
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<b>1.</b>	<b>Meeting:</b>	Police and Crime Panel
<b>2.</b>	<b>Date:</b>	8 July 2016
<b>3.</b>	<b>Title:</b>	Proposed appointment of the Chief Constable for South Yorkshire
<b>4.</b>	<b>Organisation:</b>	Office of the Police and Crime Commissioner for South Yorkshire

## **5. Summary**

- 5.1 Chief Constable David Crompton is due to retire on 30 November 2016.
- 5.2 Section 38(1) of the Police Reform and Social Responsibility Act 2011 ('the Act') provides that Police and Crime Commissioner for a police area must appoint the Chief Constable of the Police Force for that area.
- 5.3 Paragraph 3 of Schedule 8 of the Act requires the South Yorkshire Police and Crime Commissioner ('the Commissioner') to notify the South Yorkshire Police and Crime Panel ('the Panel') of his proposed appointment to the post.
- 5.4 The Commissioner must include the following information in the notification:
- a) The name of the person he is proposing to appoint;
  - b) The criteria used to assess the suitability of the candidate for the appointment;
  - c) Why the candidate satisfies those criteria; and
  - d) The terms and conditions on which the candidate is to be appointed.
- 5.5 Paragraph 4 of Schedule 8 of the Act, sets out the Panel's responsibility to review the proposed appointment and make a report to the Commissioner within a period of three weeks from when the Panel receive notification from the Commissioner of the proposed appointment, including a recommendation as to whether or not the candidate should be appointed. This report is 'notification' for the purpose of Paragraph 4 of Schedule 8.
- 5.6 The Panel must hold a public confirmation hearing before making a report and recommendation to the Commissioner in relation to a proposed appointment of a Chief Constable (or before vetoing such an appointment, as detailed at paragraph 5.7 below). At the confirmation hearing, the candidate is requested to attend to answer any questions relating to the appointment.
- 5.7 In accordance with paragraph 5 of Schedule 8, the Panel has the power to veto the appointment of the candidate in exceptional circumstances. The

decision must be made by the required majority of at least two thirds of the members of the current panel membership at the time the decision is made.

## **6. Recommendations**

That the panel reviews the proposed appointment of Stephen Watson as Chief Constable of South Yorkshire Police by South Yorkshire's Police and Crime Commissioner.

That the panel make a report to South Yorkshire's Police and Crime Commissioner on the proposed appointment of Stephen Watson as Chief Constable of South Yorkshire Police in accordance with the requirements of Schedule 8 of the Act.

## **7. Proposals and details**

### **7.1 The Recruitment and Selection Process**

7.1.1 Home Office Circular 20/2012 gives Commissioners the flexibility to decide how they wish to undertake their recruitment process and which candidate they wish to appoint. The process however should involve an independent member who should be asked to submit a formal report.

7.1.2 Mr Andrew Lockley was appointed as the independent panel member. Mr Lockley currently is the Chair of the Commissioner's Independent Ethics Panel.

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

7.1.4 Three applications were received and all candidates met the shortlisting criteria to allow them to proceed to the next stage of the selection process.

## **8. The Proposed Appointment**

8.1 The South Yorkshire Police and Crime Commissioner has selected Stephen Watson as his proposed candidate for Chief Constable. Stephen is currently serving as Deputy Chief Constable with Durham Constabulary.

8.2 The role profile and personal qualities for the Chief Constable post are included in the independent report. The main criteria for the post included 'executive' level personal qualities under the following headings:

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

- Professionalism
- Decision making
- Working with others

8.3 Deputy Chief Constable Watson has provided evidence that he meets the criteria set out in the person specification in a variety of ways throughout the application process including evidence that he has:

- built public trust and confidence;
- successfully led fundamental strategic change in organisational culture and service provision; and
- successfully led and inspired the workforce.

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

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

## **9. Terms and Conditions on which the Candidate is to be appointed**

9.1 Subject to confirmation of the appointment from the Panel, the proposed candidate will be appointed for a period of five years at a salary of £152,685 per annum, in line with the Chief Officer pay structure agreed by the Police Negotiating Board in June 2015. A copy of the provisional offer letter is attached at Appendix B.

## **10. Financial Implications**

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

## **11. Papers Attached**

Appendix A – Independent Member Report

Annex 1 – Role Profile

Annex 2 – Personal Qualities (Person Spec)

Annex 3 – Job Advert

Annex 4 – Letter from the Commissioner, application form and diversity monitoring form

Annex 5 – Rating scale

Appendix B – Copy of the provisional offer letter and terms and conditions of appointment

**11. Contact**

Name: Erika Redfearn

Position: Head of Governance

Organisation: Office of the Police and Crime Commissioner

Contact Details : 0114 294132, [eredfearn@southyorkshire-pcc.gov.uk](mailto:eredfearn@southyorkshire-pcc.gov.uk)

**Chief Constable for South Yorkshire Police  
Selection and Appointment Process**

**Independent Member Report**

**Andrew Lockley**

**June 2016**

## **Contents**

- 1. Introduction**
- 2. Role of the Independent Member**
- 3. The Selection Panel ('Panel')**
- 4. Role of the Policing Advisor**
- 5. Appointment Process**
- 6. Shortlisting**
- 7. Assessment Design**
- 8. Personality Profiling of Shortlisted Candidates**
- 9. Local Authority Leaders Community Panel (LALCP)**
- 10. Strategic Stakeholder Panel (SSP)**
- 11. Media Exercise**
- 12. Management Exercise**
- 13. Interview**
- 14. Conclusion**



## **Report of the Independent Member on the Selection and Appointment Process for the role of Chief Constable for South Yorkshire**

### **1. Introduction**

- 1.1 Section 38 (1) of the Police Reform and Social Responsibility Act 2011 ('the Act') provides that the Police and Crime Commissioner ('the Commissioner') for a police area must appoint a Chief Constable for the police force of that area. Part 1 of Schedule 8 to the Act sets out in more detail the statutory requirements around the selection and appointment process for a Chief Constable and Home Office Circular 20/2012 provides further guidance in this regard, including the involvement of an Independent Member.
- 1.2 This is the Independent Member's report on the process undertaken to identify the preferred candidate to be the next Chief Constable of South Yorkshire. This report aims to provide assurance on the extent to which the appointment process for this post has been conducted fairly, openly and based on merit. It also discusses the extent to which the panel fulfilled its responsibility to challenge and test candidates' suitability against the requirements of the role, both during shortlisting and interview.
- 1.3 In addition to the Home Office circular, the College of Policing ('the College') has developed detailed guidance and supporting documentation to assist Commissioners in the selection and appointment of chief officers. This guidance was developed under the direction of the Police Advisory Board ('PAB') Sub-Group on Chief Officer Recruitment. Both the sub-group and the full PAB for England and Wales endorsed the Guidance. A toolkit to supplement the guidance has also been developed in consultation with the National Police Chiefs' Council, the Association of Police and Crime Commissioners and Chief Executives to the Office of Police and Crime Commissioners.

### **2. Role of the Independent Member**

- 2.1 The role of the Independent Member is to give assurance that the selection process is conducted in line with the key principles as set out at paragraph 1. Independent Members are required to be experienced and competent in assessment and selection process.
- 14.2 I was invited to join the selection panel ('the Panel') as the Independent Member. In addition to being the chair of the Commissioner's Independent Policing Ethics Panel, I have over 30 years' experience in senior management, during which I have assessed and selected many candidates for appointment in various roles. I also hold other posts in public service. Throughout the process I had full access to all the documentation, including the guidance sent to the Panel to assist during the shortlisting process, in which I also participated. The application pack including the advertisement, role profile and person specification were developed prior to my appointment, but had been developed in consultation with the College. I was present at all

stages of the assessment, that is, the assessment centre and final interviews including the final appointment discussions.

### **3. The Selection Panel ('Panel')**

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

- Dr Alan Billings, South Yorkshire Police and Crime Commissioner (chair)
- Chief Constable Debbie Simpson, Dorset Police
- Lynda Marginson, Deputy Director National Probation Service (NE)
- Andrew Lockley, Independent Member

3.2 The Head of Governance and Deputy Monitoring Officer, in the Office of the Police and Crime Commissioner ('OPCC'), on behalf of the Chief Executive and Solicitor, performed the role of the Chief Executive (as defined in the College guidance) to support the Commissioner by ensuring the appointment process was properly conducted in line with requirements set out in legislation and met the principles of fairness, openness and selection on merit. She also ensured that the process was appropriately monitored.

3.3 The Head of Governance and Deputy Monitoring Officer liaised extensively both with the College and with the Chief Executive and Solicitor for the West Yorkshire Police and Crime Commissioner, to ensure that the process met the requirements and was fully transparent. She ensured that the planning and administration of the process was of a high standard and that briefings and information were widely circulated and consistent.

3.4 As Independent Member I was also supported by the Chief Executive and Solicitor for the West Yorkshire Police and Crime Commissioner.

### **4. Role of the Policing Advisor**

4.1 An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Advisor is assigned, their role is to provide the Commissioner with professional advice at an appropriate level from a policing perspective.

4.2 Debbie Simpson, Chief Constable of Dorset Police, undertook the role of the Policing Advisor. Her extensive knowledge of policing provided valuable insights for the panel. She declared her knowledge of all candidates in advance.

## 5. Appointment Process

5.1 The Chief Constable role profile and personal qualities (person specification), based on all competency areas from the Policing Professional Framework ('PPF'), were developed by the Commissioner in conjunction with the Chief Executive, and Head of Governance and in accordance with the College guidance. These generic areas were reviewed and refined in order to reflect the particular circumstances surrounding South Yorkshire Police at this time and, most importantly, to meet the legitimate expectations of our communities. Against that background it was agreed that, to achieve the specific objectives of the role, the successful candidate would need to demonstrate that they could:

- Build public trust and confidence;
- Inspire the workforce; and
- Lead fundamental change in organisational culture and service provision.

Copies of the role profile and personal qualities are attached at Annexes 1&2.

5.2 The selection process for a new Chief Constable commenced with the publication of the advertisement of the vacancy on 12 May 2016. Final selection interviews took place on 15 June 2016.

5.3 The advertising and communication strategy was designed to ensure that the process was open and transparent. The vacancy was widely publicised through the following channels:

- An advertisement was published on the College of Policing website and the websites of South Yorkshire Police, the Commissioner and the National Police Chiefs' Council.
- A letter inviting applications was distributed to the senior officers of all forces in England and Wales.
- HMIC was consulted and encouraged applications.

The vacancy was advertised from 12<sup>th</sup> May to 3<sup>rd</sup> June 2016, which is the recommended period of time for advertisements.

A copy of the advertisement is at Annex 3.

5.4 The application pack (See Annex 4) was available online and in addition to the role details, contained a letter from the Commissioner, application form and diversity monitoring form. The application form included three specific questions at 'Part Four – Self Assessment', relating to the job role. These were: serving the public; leading strategic change; and leading the workforce.

5.5 This part of the process was undertaken prior to my appointment, but in my view this approach met the principles of merit, fairness and transparency.

## **6. Shortlisting**

- 6.1 Three applications for the position were received which is understood to be higher than for a number of other recent chief constable vacancies. It is not unusual for forces to receive only one application. To receive three demonstrates that the Commissioner was able to attract an appropriate field of candidates for the post.
- 6.2 Shortlisting took place remotely by all Panel members over the weekend of 4 and 5 June. The shortlisting process was discussed with me in advance. Each member of the Panel received a briefing pack in relation to the process for shortlisting candidates. This was prepared by the OPCC in conjunction with the College, and the Chief Executive and Solicitor for the West Yorkshire Police and Crime Commissioner. The briefing pack provided guidance about objective assessment principles, including the elimination of unconscious bias, assessment criteria familiarisation, the ORCE model of assessment, and the appropriate rating scale. [NB: ORCE stands for *Observe, Record, Classify, Evaluate.*] The aim of this pack was to ensure a consistent approach by all members of the Panel and ultimately to create a reliable process in which the Commissioner could have confidence when identifying his preferred candidate.
- 6.3 Candidates were first checked for eligibility to apply for the role, by the Head of Governance for the OPCC, and then assessed by the Panel across the three areas outlined at 'Part Four – Self Assessment' of the application form (see paragraph 5.4 above) using a 'five point rating scale'. A copy of the rating scale is attached at Annex 5.
- 6.4 Each candidate was assessed by Panel members individually and then the results were discussed with the Commissioner who reached a decision on whom to shortlist. All candidates demonstrated that they met the requirements of the role and were invited to the final stages of the selection process.

## **7. Assessment Design**

- 7.1 To ensure that candidates were challenged and tested across all the requirements of the role a two-day process with four assessment components was agreed. The exercises were developed by the College occupational psychologists who are recognised as experts in selection and assessment, particularly within a policing context. The assessment process comprised a community panel made up of local authority leaders (see paragraph 9), a strategic stakeholder panel (see paragraph 10), a media exercise and a management exercise followed by a structured interview. These exercises were selected and designed to challenge candidates against the requirements identified for the post.
- 7.2 Assessors for the assessment centre were provided with a comprehensive briefing prior to the assessments taking place. Each assessor received an assessor's pack at the start of each exercise and a structured debrief

approach was undertaken afterwards to ensure consistency, fairness and transparency in assessment.

- 7.3 In addition to the assessment exercises, further information on each of the candidates was obtained by the use of an accredited psychometric instrument used to identify relevant attributes and preferences (for example in working styles and leadership) for each candidate. This took the form of an online psychometric questionnaire, which was then used to inform the areas of questioning at the final interview stage. Further detail about this is provided at paragraph 8.

## **8. Personality Profiling of Shortlisted Candidates**

- 8.1 The psychometric assessment tool used for this exercise was the NEO P-IR, a widely used broad-based measure of personality traits and preferences among senior staff. The instrument has been extensively validated over many years and is approved by the British Psychological Society (BPS). The assessment comprised a number of stages and was supported by a BPS qualified and accredited occupational psychologist from the College. Each candidate was provided with unique log-in details that enabled them to complete the test on-line ahead of other parts of the assessment process. On completion the candidates' individual responses were analysed by the occupational psychologists. Based on this information each candidate then undertook a confirmatory interview facilitated by the College to explore the candidate's profile and obtain evidence which helped validate the findings of the results. Following the interview a summary for each candidate was provided in the form of a report.
- 8.2 The occupational psychologist from the College attended the interview stage to provide a briefing to the selection panel about the findings and any suggested areas for further exploration.

## **9. Local Authority Leaders Community Panel (LALCP)**

- 9.1 During the LALCP exercise candidates met local authority council members. Candidates were asked to prepare a briefing to the panel, to introduce themselves and explain how they would set the operational strategy and policy for policing South Yorkshire, with a particular focus on how they would best serve the interests of local people. Candidates had 30 minutes for this element and then had 10 minutes in which to brief the LALCP, followed by approximately five minutes of questioning per member. Candidates were then assessed against the PPF competency area of Public Service. This assessment was facilitated by the College occupational psychologist using a structured debrief approach.

## **10. Strategic Stakeholder Panel (SSP)**

- 10.1 During the SSP Exercise candidates met key stakeholders from across South Yorkshire. Candidates were asked to prepare a briefing to the SSP panel, to introduce themselves and explain how they would facilitate partnerships /

collaborative arrangements with other forces, agencies and the public in order to fulfil the aim of the Commissioner's Police and Crime Plan, with specific reference to issues of devolution which may impact on policing in South Yorkshire. Candidates had 30 minutes for this phase followed by 10 minutes in which to brief the panel, following which the panel had an opportunity to question the candidate, with approximately five minutes of questioning per panel member. Candidates were assessed against the PPF competency area of Working with Others. This assessment was facilitated by the College occupational psychologist using a structured debrief approach.

## **11. Media Exercise**

- 11.1 During the Media Exercise candidates took part in a 'live television interview' with a professional journalist. Candidates were asked to prepare for an interview about a relevant but fictitious scenario set in a policing context. Candidates were given 15 minutes in which to prepare. Candidates were in the studio with the journalist for up to five minutes and the whole interaction was recorded and subsequently viewed by the Interview Panel who then assessed each candidate's performance. The exercise was designed to assess PPF competency Professionalism.

## **12. Management Exercise**

- 12.1 During the management exercise candidates were asked to produce a written document explaining how they would promote ethical, inspirational and resilient leadership and create a motivating environment for staff in South Yorkshire Police. The length of this strategy document was limited to no more than two sides of A4 paper. Candidates were required to develop their strategy and then translate this into an introductory podcast for the workforce to be uploaded to the force intranet on their first day. Candidates were given an hour to prepare their response. The exercise was designed to assess the PPF competency Leading the Workforce and was assessed by the appointment panel.

## **13. Interview**

- 13.1 The information gathered during the course of the assessment centre was reviewed and integrated to inform the approach taken for the interviews in the morning. The College prepared a set of role/competency-specific interview questions which were discussed and amended by the appointment panel. The questions were designed to probe the role profile responsibilities and asked in the context of the key issues facing South Yorkshire Police and the challenges associated with the role. The ORCE approach was followed during interview. The same initial questions were asked of the candidates, but supplementary questions varied. Following each interview, members of the Panel made their own notes, and wrote down their rating scores for each answer given by the candidate.
- 13.2 Only when those had been completed was there a discussion about each candidate, in which all members participated. For this stage, the Panel was

joined by the OPCC's Head of Governance who ensured transparency by recording a clear and auditable record of the discussion and the decisions which resulted. The Commissioner, advised by the Panel, then reached a decision on its preferred candidate, taking into account performance during the interview, and the results of the exercises completed on the previous day.

**14. Conclusion**

It was evident from the early stages of my involvement that the Commissioner was committed to conducting a rigorous appointment process aimed at securing the right candidate for the role of South Yorkshire Chief Constable. This commitment was supported by the detailed planning and design of a challenging assessment process which fully tested the candidates. At each stage there was vigorous debate and in depth discussion between Panel members on their evidence and the justification for their assessments before final decisions were made. As a result of my observations of the way in which the process was delivered, I confirm that in my view, it fully met the principles of fairness and openness and the identification of the preferred candidate was based on merit. Further reassurance as to the robustness of the process may be found in the consistency of performance by all the candidates across the two days of selection.

ANDREW LOCKLEY

JUNE 2016.

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## ROLE PROFILE

<b>POST TITLE:</b>	CHIEF CONSTABLE
<b>ACCOUNTABLE TO:</b>	SOUTH YORKSHIRE POLICE AND CRIME COMMISSIONER
<b>RESPONSIBLE FOR:</b>	The direction and control of the South Yorkshire Police Force in accordance with the Police Act 1996, in order to provide South Yorkshire with an effective and efficient police service, and the fulfilment of all the obligations of the office of Chief Constable
<b>LOCATION:</b>	South Yorkshire Police Headquarters, Carbrook House, Carbrook Hall Road, Sheffield, S9 2EH
<b>SALARY:</b>	£152,685

### AIMS OF THE JOB:

The successful candidate will be responsible for:

1. The fulfilment of all statutory and legal obligations of the Office of Chief Constable, ensuring the business of the police service is carried out lawfully.
2. Leading fundamental change in both organisational culture and service provision to sustain effective and efficient policing services.
3. Providing ethical, inspirational and resilient leadership for the police service working with the Police and Crime Commissioner and senior leadership group to keep South Yorkshire safe.
4. Setting the operational strategy and policy for policing South Yorkshire to support the delivery of the aim, strategic priorities and outcomes as defined in the Police and Crime Plan.
5. Realising the full potential of staff within South Yorkshire Police by creating an environment in which people are motivated and inspired to not only give their best but to support the shift in culture needed to build public trust and confidence in the service.
6. Encouraging, supporting and participating in partnerships / collaborative arrangements with other forces, agencies and the public in order to fulfil the aim of the Police and Crime Plan.
7. Ensuring the provision of professional advice and information to the Police and Crime Commissioner to support him in fulfilling his statutory functions and creating effective co-operative working relationships with the Office of the Police and Crime Commissioner, taking responsibility for the accountability of the service to the Commissioner and the people of South Yorkshire.

**South Yorkshire Police and Crime Commissioner**  
**Carbrook House, Carbrook Hall Road, Sheffield, South Yorkshire S9 2EH**  
**Tel: 0114 2964137**  
**Email: [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk)**  
**[www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)**



8. Developing and understanding the evidence base for threat, harm, risk, and feelings of safety, in local communities and prioritising resources and approaches accordingly.
9. Promoting ethical behaviour, equality, diversity and human rights in working practices and service delivery.
10. Representing the best interests of South Yorkshire in addressing and influencing national policing, community safety and criminal justice issues.

May 2016

## **SOUTH YORKSHIRE CHIEF CONSTABLE**

### **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.



# CHIEF CONSTABLE VACANCY – SOUTH YORKSHIRE

**‘A challenging opportunity for an exceptional chief officer to transform the police service for the benefit of our communities’**

**(Salary: £150,000)**

The South Yorkshire Police and Crime Commissioner is looking to appoint an exceptional individual with the appropriate experience, ambition and vision to lead the South Yorkshire police service in building public trust and confidence.

The successful applicant will provide ethical, inspirational and resilient leadership for the police service working with the Police and Crime Commissioner and senior leadership group to keep South Yorkshire safe.

Applicants must be able to demonstrate a strong commitment to serving the public and a collaborative style of working with fellow officers, the Police and Crime Commissioner and partners to deliver excellent services for the public. Applicants must also have a track record of ethically-based decision making and substantial evidence of leading with integrity in a demanding executive role, including leading the delivery of fundamental change in organisational culture and service provision.

There will be an open day on 1 June to provide further information on the role and the issues currently facing South Yorkshire Police. This will be held by the Office of the Police and Crime Commissioner at Carbrook House, Carbrook Hall Road, Sheffield, S9 2EH. Alternatively you can call the Office of the Police and Crime Commissioner for South Yorkshire and ask for the Chief Executive. Tel: 0114 296 4140 or email: [info@southyorkshire-pcc.gov.uk](mailto:info@southyorkshire-pcc.gov.uk). An application pack can be found [here](#) or by contacting the Office.

**Closing date for applications: 3 June 2016**

Shortlisting will take place early June and psychometric testing for shortlisted candidates will take place week commencing 6<sup>th</sup> June, followed by Assessment Centre on 14 June, with final interviews taking place on 15 June. The Police and Crime Panel confirmation hearing date will take place before the end of June (date to be confirmed).

It is hoped the new Chief Constable will be in post by the end of November 2016.

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Date:12 May 2016

Dear Applicant,

## **Chief Constable Vacancy – South Yorkshire**

Thank you for expressing an interest in becoming the Chief Constable of South Yorkshire.

You will not need me to tell you that this is a challenging post and needs, therefore, an exceptional individual to lead the service in building public trust and confidence.

The successful candidate will need to share the aim and priorities of the Police and Crime Plan, to make South Yorkshire a safe place for people to live, learn and work by prioritising the protection of vulnerable people, tackling crime and anti-social behaviour and enabling fair treatment.

I recognise that delivering these priorities would be extremely challenging in any police area in the present climate of financial reductions across the public sector. But it is especially demanding in South Yorkshire given our unique legacy issues.

It is imperative that a new Chief Constable recognises these challenges and is able to work effectively and collaboratively with a new senior leadership team, with the police workforce and other policing and crime stakeholders, and in partnership with the people in our local communities.

The next Chief Constable must be able to transform South Yorkshire Police and lead fundamental change in organisational culture and service provision. This is the only way to meet the demands of today's policing and ensure the future sustainability of an efficient and effective service.

If you feel you have the leadership skills and qualities needed to meet our challenges then I would welcome your application. Should you wish to discuss this opportunity, please contact the Chief Executive, Office of the Police and Crime Commissioner. (Tel: 0114 296 4140  
Email: [info@southyorkshire-pcc.gov.uk](mailto:info@southyorkshire-pcc.gov.uk)).

Yours sincerely,

A handwritten signature in black ink that reads 'Alan Billings'.

Dr Alan Billings  
Police and Crime Commissioner

**South Yorkshire Police and Crime Commissioner**  
**Carbrook House, Carbrook Hall Road, Sheffield, South Yorkshire S9 2EH**  
**Tel: 0114 2964137**  
**Email: [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk)**  
**[www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)**

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**Application for the post of**  
**CHIEF CONSTABLE**  
South Yorkshire Police

**NAME OF APPLICANT:**

FOR OFFICE USE ONLY

APPLICATION NO:

Date Received:



## INSTRUCTIONS FOR COMPLETION

Applicants are strongly advised to read the role profile and associated personal qualities / competencies, the policing priorities and important issues for the Police and Crime Commissioner of South Yorkshire, as set out in the Police and Crime Plan: Putting Safety First.

Before completing this application form you are advised to read the instructions for completion (below):

- The form should be hand written in black ink or completed in Arial 12 point typeface.
- You are required to complete all sections of the form. You can increase the space for each question if you require more room. Candidates are requested to be concise.
- It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on **your personal involvement / experience and actions**. The evidence you present should be from within the **last three years**. However, the Police and Crime Commissioner is prepared to consider significant and relevant achievements beyond that point. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing South Yorkshire Police.
- It is your responsibility to ensure the application form is completed and returned to South Yorkshire PCC's Office.
- Additional information requested as part of your application includes:
  - **Covering letter:** a letter addressing the 'why me' question which outlines your motivation and suitability for the role. No more than 2 sides of A4.
  - **Strategic Command Course (SCC Report):** a copy of your SCC (or equivalent) Report.
  - **Equality and Diversity Monitoring Form** (will not be made available to the selection panel)
- It is your responsibility to ensure the form is returned by: **Friday 03 June 2016 (noon)**.

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

Chief Executive and Solicitor  
Office of the South Yorkshire Police and Crime Commissioner  
Carbrook House  
Carbrook Hall Road  
Sheffield S9 2EH

Or email these to: [info@southyorkshire-pcc.gov.uk](mailto:info@southyorkshire-pcc.gov.uk)



## PART ONE: PERSONAL DETAILS

<b>Last Name:</b> Click here to enter text.		<b>Forename:</b> Click here to enter text.	
<b>Current Force and Chief Constable / PCC:</b> Click here to enter text.		<b>Current Rank:</b> Click here to enter text.	
<b>Date of substantive rank:</b> Click here to enter a date.		<b>Current job title:</b> Click here to enter text.	
<b>Current security level (vetting):</b> Click here to enter text.		<b>Date clearance obtained:</b> Click here to enter a date.	
<b>Work Address:</b> Click here to enter text.		<b>Correspondence Address (if different):</b> Click here to enter text.	
<b>Work Telephone:</b> Click here to enter text.		<b>Mobile Telephone:</b> Click here to enter text.	
<b>Preferred email address:</b> Click here to enter text.			
<b>Please provide details of any special arrangements you would require on the day of your assessment (e.g. building access, dietary requirements):</b> Click here to enter text.			
<b>South Yorkshire's Police and Crime Commissioner is committed to equality and diversity and welcomes applications from all suitably qualified candidates</b>			



## PART TWO: CAREER HISTORY

### Details of previous three posts – most recent Force first

Post One	
<b>Current Role Title:</b> Click here to enter text.	<b>Force:</b> Click here to enter text.
<b>Start Date:</b> Click here to enter a date.	<b>Finish Date:</b> Click here to enter a date.
<b>Brief description of role and responsibilities, including key achievements:</b> Click here to enter text.	



**Post Two**

**Previous Role Title:**

Click here to enter text.

**Force:**

Click here to enter text.

**Start Date:** Click here to enter a date.

**Finish Date:** Click here to enter a date.

**Brief description of role and responsibilities, including key achievements:**

Click here to enter text.



**Post Three**

**Previous Role Title:**

Click here to enter text.

**Force:**

Click here to enter text.

**Start Date:** Click here to enter a date.

**Finish Date:** Click here to enter a date.

**Brief description of role and responsibilities, including key achievements:**

Click here to enter text.



### PART THREE: DETAILS OF RELEVANT EDUCATION AND TRAINING

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

Colleges, university attended or correspondence courses taken	From	To	Qualifications and grade attained
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

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

Course Title	From	To	Summary of course content
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Please provide details of any Equal, Diversity and Human Rights training you have received.

Colleges, university attended or correspondence courses taken	From	To	Qualifications and grade attained
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.



## PART FOUR – SELF ASSESSMENT

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

### **Serving the Public**

Please provide specific examples of how you have promoted a belief in public service, focusing on what will best serve the public interest. In your response please include what you did and why, and explain the outcomes of your actions.

#### **Applicant's Response:**

[Click here to enter text.](#)





**Leading Strategic Change**

Please give an example of where you have created a transformational strategy that has delivered both organisational and cultural change, thinking beyond the constraints of current ways of working. Describe your strategy and how you ensured successful delivery, including outcomes and any evaluation

**Applicant's Response**

[Click here to enter text.](#)



**Leading the workforce**

Please demonstrate how you have provided visible, dynamic and credible leadership to ensure staff and officers feel valued and have the confidence to deliver services. Please provide specific examples of what you did and why, and explain the outcomes of your actions

**Applicant's Response**

Click here to enter text.



## PART FIVE: ADDITIONAL INFORMATION

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

Click here to enter text.

**Please provide details of any existing registered business interests.**

Click here to enter text.

**Please provide details of two referees, one of whom must be your current Chief Constable (Police and Crime Commissioner if you are already of Chief Constable rank), or equivalent line manager.**

Click here to enter text.

Click here to enter text.

**Please give details of any relationships to Members / Officers of the South Yorkshire Police Force or Police and Crime Commissioner. (Answer 'none' if no relationship exists).**

Click here to enter text.

### CANDIDATE DECLARATION

**I apply for the appointment of Chief Constable in accordance with the terms of the selection process and I declare that, to the best of my knowledge and belief, all the statements contained in this form are correct.**

**Signature:** Click here to enter text.

**Date:** Click here to enter a date.

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## OFFICE OF THE POLICE AND CRIME COMMISSIONER DIVERSITY MONITORING FORM

PERSONAL DETAILS			
<b>GENDER</b>	FEMALE		MALE

ETHNICITY			
(Please identify the code which corresponds to your ethnicity)			
Major Categories Description & Code	Sub-Groups Description	Code	Please tick
<b>Asian or Asian/British</b>	Indian	A1	
	Pakistani	A2	
	Bangladeshi	A3	
	Any other Asian Background (please specify)	A9	
<b>Black or Black British</b>	Caribbean	B1	
	African	B2	
	Any other Black background (please specify)	B9	
<b>Chinese</b>	Chinese	O1	
<b>Mixed</b>	White and Black Caribbean	M1	
	White and Black African	M2	
	White and Asian	M3	
	Any other Mixed background	M9	
<b>White</b>	British	W1	
	Irish	W2	
	Any other white background (please specify)	W9	
<b>Other</b>	Any other Ethnic Group (please specify)	O9	
<b>Not Stated</b>		NS	

<b>RELIGION AND BELIEF</b>	Buddhism		Islam		No Religion	
	Christianity		Jewish		Other -	
	Hinduism		Sikh		Prefer Not to say	

<b>SEXUAL ORIENTATION</b>	Prefer not to say		Lesbian		Gay	
			Bisexual		Heterosexual	



**DISABILITY / IMPAIRMENT**

Please indicate below\* if you consider yourself to have a disability within the meaning of the Equality Act 2010?

*NOTE: The Act defines disability as a 'physical or mental impairment, which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities'.*

Should you elect the option 'Prefer not to say', this **will not** be interpreted as being indicative of a disability

*Yes		*No		Prefer not to say	
------	--	-----	--	-------------------	--

The Equality Act 2010 prohibits discrimination, victimisation or harassment in employment, including recruitment. South Yorkshire Police welcomes the recruitment of people who have disabilities.

In support of your application please let us know if you believe there are any reasonable adjustments we should be making for the interview (i.e. access)

<b>SIGNATURE</b> (to confirm content has been fully understood).		Date	
---	--	------	--

## South Yorkshire Chief Constable Selection Process

### Five Point Rating Scale

<b>Rating</b>	<b>Definition</b>
5. Exceptional	The candidate has provided evidence that <b>directly</b> relates to the quality / competency area being measured. This evidence <b>clearly explains</b> their role and what they did in relation to <b>many</b> of the behavioural descriptors associated with the area. The example / examples used have <b>direct relevance</b> to the role requirements as defined by the PCC.
4. Very High	The candidate has provided evidence that <b>directly</b> relates to the quality / competency area being measured. This evidence <b>clearly explains</b> their role and what they did in relation to <b>many</b> of the behavioural descriptors associated with the area. The example / examples used have <b>some relevant links</b> to the role requirements as defined by the PCC.
3. High	The candidate has provided evidence that relates to <b>some of</b> the quality / competency area being measured. <b>In the main</b> the evidence explains their role and what they did in relation to <b>some</b> of the behavioural descriptors associated with the area. The example / examples used have <b>some relevant links</b> to the role requirements as defined by the PCC.
2. Medium	The candidate has provided evidence that relates to <b>some of</b> the quality / competency area being measured. <b>In the main</b> the evidence clearly explains their role and what they did in relation to <b>some</b> of the behavioural descriptors associated with the area. The example / examples used have <b>some links indirectly</b> to the role requirements as defined by the PCC.
1. Low	The candidate has provided <b>some</b> evidence that relates to the quality / competency area being measured. The evidence <b>does not</b> clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The example / examples used have <b>no direct</b> relevance to the role requirements as defined by the PCC.

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20 June 2016

Mr Stephen Watson

Dear Stephen

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

I will be notifying the Police and Crime Panel of this decision. You will be required to attend a 'confirmation hearing' of the Police and Crime Panel at 9am on Tuesday 28 June 2016 at Rotherham Metropolitan Borough Council, Town Hall, The Crofts, Moorgate Street, Rotherham S60 2TH.

Subject to their confirmation, you will be appointed as Chief Constable on an initial contract of 5 years with a starting salary of £152,685 per annum. (This salary is in line with the chief police officer pay structure agreed by the Police Negotiating Board in June 2013).

The Terms and Conditions of your appointment are set out in the enclosed document, and which we ask that you sign in acknowledgement of your acceptance of them.

Please acknowledge in writing your formal acceptance of this officer at your earliest convenience by signing the second copy of this letter and returning it to my office.

Yours sincerely

Dr Alan Billings  
Police and Crime Commissioner

**South Yorkshire Police and Crime Commissioner**  
Carbrook House, Carbrook Hall Road, Sheffield, South Yorkshire S9 2EH  
Tel: 0114 2964150  
Email: [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk)  
[www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)

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## SUMMARY OF KEY TERMS AND CONDITIONS

### SOUTH YORKSHIRE CHIEF CONSTABLE

#### **Nature of appointment**

The appointment is subject to the provisions of the Police Act, 1996 and the Police Regulations 2003 as amended, and any further amendment to the Act and Regulations.

#### **Salary**

£152,685 (as per Home Office Circular, Police Pay Award 2015-16).

*Note: the Police and Crime Commissioner, on appointing a Chief Constable, has the discretion to set the salary at a rate of up to 10% above the Police Pay Award.*

#### **Length of appointment**

This will be a five year fixed term appointment. This may be extended, by agreement, for a further period of a maximum of three years after initial appointment, and for subsequent terms each of a maximum of one year.

#### **Annual leave**

Annual leave entitlement will be as per Police Regulations, which is not less than 48 days.

#### **Location**

The post holder will be based at South Yorkshire Police Headquarters, Carbrook House, Carbrook Hall Road, Sheffield, S9 2EH.

#### **Relocation and removal expenses**

The post holder's residence should be within a reasonable travelling distance of the Police Headquarters to enable them to fulfil the responsibilities of the post.

Where the post holder, upon appointment, moves 'home' (the post holder's principal place of residence), and it is in the interests of the efficiency and effectiveness of the Force, the Police and Crime Commissioner will pay all reasonable costs arising from the sale and purchase of property, and all tax liabilities from any relocation package, so that there is no personal financial disadvantage.

Upon moving 'home' the Police and Crime Commissioner will reimburse all reasonable removal expenses.

**South Yorkshire Police and Crime Commissioner**  
**Carbrook House, Carbrook Hall Road, Sheffield, South Yorkshire S9 2EH**  
**Tel: 0114 2964137**  
**Email: [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk)**  
**[www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)**



Where the post holder, upon appointment, does not move 'home' to within a reasonable travelling distance of Police Headquarters, the Police and Crime Commissioner may offer additional financial support to enable him / her to reside during the working week within South Yorkshire.

A Replacement Allowance will only be paid in accordance with the post holder's existing arrangements.

### **Professional Subscriptions**

The Police and Crime Commissioner will meet the cost of the NPCC Professional Subscription and CPOSA Legal Expenses Insurance.

The post holder will be responsible for paying any CPOSA Subscription.

### **Motor Vehicle Provision**

The post holder will be provided a car serviced, insured, taxed and maintained as part of the Force Fleet and approved by the Police and Crime Commissioner.

### **Uniform**

The Police and Crime Commissioner will provide full uniform and personal protective equipment.

### **Other Allowances and Expenses**

The Police and Crime Commissioner will provide reimbursement to the post holder of:

- Reasonable expenditure for refreshments, food and accommodation incurred in connection with duty away from the usual place of duty
- The reasonable cost of rail travel for any rail journey required to travel in the execution of duty
- Medical charges that are incurred by reason of an injury received in the execution of duty as a constable
- All reasonable expenses incurred in the execution of duty

Allowances and expenses appropriate to the post will be paid in accordance with Police Regulations, determinations, and South Yorkshire Police policies and procedures.

May 2016

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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