

NORTHUMBRIA POLICE AND CRIME PANEL AGENDA

**Tuesday, 13 December 2022 at 1.15 pm at the Whickham Room,
Gateshead Civic Centre**

From the Clerk, Sheena Ramsey

Item	Business
1.	Apologies
2.	Proposed Appointment of Chief Constable of Northumbria Police (Pages 3 - 38) Report of the Clerk (attached).
3.	Panel Members to ask the candidate questions in relation to their proposed appointment
4.	Exclusion of the Press and Public The Panel is asked to pass a resolution to exclude the press and public from the meeting during consideration of the following item in accordance with Paragraph 1 of Schedule 12A to the Local Government Act 1972.
5.	Proposed Appointment of Chief Constable of Northumbria Police (Paragraph 1) To consider and determine the content of the Panel's report and recommendations to the Police and Crime Commissioner in respect of the proposed appointment of Chief Constable of Northumbria Police.

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PANEL MEETING ON 13 DECEMBER 2022

SUBJECT: CONFIRMATION HEARING FOR THE CHIEF CONSTABLE

REPORT OF THE CLERK TO THE PANEL

1. Purpose of Report

To provide information to the Panel on the process to be undertaken to hold a confirmation hearing for the post of Chief Constable of Northumbria Police.

2. Background

- 2.1 The Police and Crime Commissioner (PCC) launched a recruitment exercise for a Chief Constable of Northumbria Police.
- 2.2 Under the Police Reform and Social Responsibility Act 2011 (the Act), the Panel must review the proposed appointment within three weeks of notification. This must include a public confirmation hearing and a report must be made to the PCC including the Panel's recommendation as to whether the candidate should be appointed.
- 2.3 The PCC can only make an appointment if a candidate fulfils the eligibility criteria and a confirmation process is satisfactorily completed.

3. Confirmation Hearing

- 3.1 The Panel's role in confirming the appointment of the Chief Constable and statutory requirements are set out in Appendix 1 to the report.
- 3.2 The procedure for the Confirmation Hearing for the appointment of the Chief Constable is outlined in Appendix 2 to the report.
- 3.3 The report in Appendix 3 provides formal notification under the Act from the PCC to the Panel that the Chief Constable's recruitment and selection process has now been completed and details the PCC's preferred candidate.
- 3.4 The report will also include background information to the recruitment process undertaken by the PCC to demonstrate that it was an open and fair process and that the preferred candidate fulfils the eligibility criteria and was selected on merit.

4. Recommendation

- 4.1 The Panel is requested to review the proposed appointment and make a report to the PCC on the proposal, including a recommendation as to whether or not the candidate should be appointed.

APPENDIX 1

THE PANEL'S ROLE IN CONFIRMING THE APPOINTMENT OF A CHIEF CONSTABLE – STATUTORY REQUIREMENTS

The legal requirements relating to the process for the Panel's scrutiny of the Police and Crime Commissioner's (PCC) proposed appointment of a Chief Constable are set out in Schedule 8 to the Police Reform and Social Responsibility Act 2011 and Part 3 of the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012. Together these provide as follows:

- 1) A PCC must not appoint a person to be Chief Constable unless they are, or have been, a Constable in any part of the UK and, the end of the confirmation process has been reached.
- 2) A PCC must notify the relevant Police and Crime Panel of any proposed appointment of a Chief Constable and must also notify the relevant panel of the following information:
 - The name of the person proposed for appointment (the candidate)
 - The criteria used to assess their suitability
 - Why the candidate meets those criteria
 - The terms and conditions on which the candidate is to be appointed.
- 3) The panel must within 3 weeks of receiving notification of the proposed appointment:
 - Review the proposed appointment
 - Make a report to the PCC on the proposed appointment, which must include a recommendation as to whether or not the candidate should be appointed (unless the Panel vetoes the proposed appointment – see 5 below) and must publish its report in the way it sees fit.
 - Before making the report and recommendation or exercising any veto, the Panel must hold a Confirmation Hearing. This is a meeting of the Panel held in public at which the candidate is requested to appear for the purpose of answering questions relating to the appointment (either by attending the meeting in person, or by participating in the proceedings at the meeting by any means that enable them to hear, and be heard in, the proceedings as they happen.

- 4) If the Panel does not veto the proposed appointment, the PCC may accept or reject its recommendation as to whether or not the candidate should be appointed and must notify the Panel of his decision.
- 5) A Panel may veto the proposed appointment of a Chief Constable if it votes to do so by a majority of at least 2/3 of the whole membership of the Panel.
- 6) If a Panel vetoes a proposed appointment, the PCC must not appoint the candidate concerned but must propose a reserve candidate and provide the Panel with the information in 2) above.
- 7) The Panel must then, within 3 weeks of receiving notification of the reserve candidate, repeat the process in 3) above. The Panel may make a recommendation as to whether or not the reserve candidate should be appointed but does not have the power to veto their appointment.
- 8) The PCC may accept or reject the Panel's recommendation and must notify the Panel of his decision.
- 9) Having notified the Panel of her decision, the PCC may then either:
 - appoint the reserve candidate; or
 - propose another person for appointment (in which case another confirmation process must take place).

APPENDIX 2

CONFIRMATION HEARING FOR APPOINTMENT OF A CHIEF CONSTABLE FOR NORTHUMBRIA - PROCEDURE

- 1 The Chair of the Panel will welcome the proposed appointee to the hearing and invite Panel Members and host authority officers present to introduce themselves.
- 2 The Chair will ask the Panel's Clerk to outline briefly the format of the hearing, which will have been sent to all Panel Members and the proposed appointee in advance. The Clerk will also confirm that the Police and Crime Commissioner (PCC) has supplied to the Panel the information required by the Police Reform and Social Responsibility Act and outline any additional information supplied.
- 3 The Chair will invite Panel Members to ask questions of the candidate.
- 4 When all Panel Members' questions have been asked, the Chair will invite the candidate, if they wish to do so, to clarify any responses they have provided to the Panel's questions and to ask any questions they have for the Panel.
- 5 The Panel's Clerk will then advise that the Confirmation Hearing has concluded and that the Panel will, having considered what it has heard, make its report and recommendations on the appointment to the PCC.
- 6 The candidate will then withdraw.
- 7 The Panel will pass a resolution to exclude the public and press from its meeting to enable it to consider its report and recommendations.
- 8 Following conclusion of the Panel's deliberations, the Clerk to the Panel, in consultation with the Panel's Chair, will draft the Panel's report and recommendations in line with the outcome of its discussions.
- 9 The Panel's report will be submitted to the PCC.
- 10 Following submission to the Commissioner, the Panel's report will be published in such manner as the Panel has determined. The Panel Secretariat will liaise with the Commissioner's Office to agree the timescale for release of information to the media and the public about the outcome of the confirmation process having regard to LGA guidance.

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POLICE AND CRIME PANEL

13 December 2022

REPORT OF THE POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA

NOTIFICATION OF PROPOSED APPOINTMENT OF CHIEF CONSTABLE FOR NORTHUMBRIA

1. Purpose of the Report

- 1.1 To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Northumbria Police. To seek confirmation of this proposed appointment as required by the Police Reform and Social Responsibility Act 2011. The preferred candidate is Vanessa Jardine the current Deputy Chief Constable of West Midlands Police.
- 1.2 The report provides information about advertising the vacancy; the selection and interview process; the criteria used to assess suitability; how the candidate satisfied the criteria; and the terms and conditions of the proposed appointment.

2.0 Background

- 2.1 Chief Constable Winton Keenen QPM has notified the Police and Crime Commissioner of his intention to retire with effect from March 2023.
- 2.2 Section 38(1) of the Police Reform and Social Responsibility Act 2011 provides that the Police and Crime Commissioner "Commissioner" for a police area must appoint the Chief Constable of the police force for that area.

3.0 Recruitment Process

- 3.1 The Office of the Police and Crime Commissioner ensured that the recruitment process met legislative requirements and was developed in accordance with the College of Policing 'Guidance for Appointing Chief Officers' 2018. The Police and Crime Commissioner was supported in this process by a member of Northumbria Police Staff, Helen Cooksley who is a professional development and assessment specialist. Having previously worked for the College of Policing designing national bespoke and specialist recruitment and selection processes, she brought invaluable experience to the process, ensuring at all stages that applicants were assessed fairly, objectively and consistently.

4.0 Advertising the Vacancy

- 4.1 The vacancy was widely advertised on the Senior Leaders Hub, College of Policing Website and Northumbria Police Website. A comprehensive

candidate pack provided information about Northumbria Police, the Police and Crime Plan and the role of the Chief Constable along with an overview of the recruitment process and timeline.

- 4.2 Candidates were encouraged to take up the offer of an informal discussion with the Police and Crime Commissioner regarding the role and a familiarisation visit to the force to engage with relevant police officers and staff members and key stakeholders across Northumbria. All three candidates took advantage of this offer and ultimately three applications were received by the Police and Crime Commissioner.

5.0 Shortlisting

- 5.1 Shortlisting was carried out by the Police and Crime Commissioner and Patrick Melia, Chief Executive Officer Sunderland City Council and supported by Helen Cooksley. A tailored assessment pack was provided to support the shortlisting and they were both briefed in advance of the meeting. The pack included the Rank Profile and details of key accountabilities, leadership and education, qualifications, skills and experience required for the role. It provided guidance in respect of unconscious bias thus ensuring that the shortlisting assessment was evidence-based, fair and objective. Being aware of unconscious bias and any barrier to effective assessment assists greatly in improving fairness and objectivity.
- 5.2 The shortlisting process was an evidence-based approach of reading and evaluating the evidence provided by each candidate in response to six application questions included in the application form.
- 5.3 Application forms from three candidates were independently assessed in this way and then the evidence was discussed at the shortlisting meeting. Each applicant was assessed to determine if they met the required shortlisting standard and could progress to the selection process. All three applicants for the role were determined to have met the required standard to be shortlisted and continued to the formal interview process.

6.0 Stakeholder Panels

- 6.1 The Chief Constable is an important public role whose impact is beyond the direct delivery of policing services so the selection process was designed to provide an opportunity for a number of key stakeholders to meet the shortlisted candidates. The input of stakeholders brings additional perspective and context to the appointment. The panel questions and interacts with the candidate to assess their level of awareness and understanding of the various sectors, organisations and communities in Northumbria. Feedback from the group is then presented to the formal interview panel for information. The stakeholder panel are not part of the formal assessment process.
- 6.2 Two stakeholder panels were involved in the process with partners from a range of organisations in the statutory and voluntary and community sector forming a Joint Accountability Panel and a People and Communities Panel.

Representatives from Northumbria Police staff associations were also part of the panels.

7.1 Interview Panel

- 7.1 The significance of the Chief Constable role was reflected with a suitably skilled and experienced senior interview panel. The members of the panel have extensive experience of recruiting at a senior executive level.
- 7.2 Members of the interview panel were:
- Kim McGuinness, Northumbria Police and Crime Commissioner
 - Patrick Melia, Chief Executive Sunderland City Council (Independent Member)
 - John McCabe, Chief Executive North East Chamber of Commerce
- 7.3 National guidance states that at least one of the interview panel must be an independent member. The role of the independent member is to ensure the appointment principles of merit, fairness and openness are followed and to verify the extent to which the panel were able to fulfil their purpose (for example to challenge and test that the candidate meets the necessary requirements to perform the role). Patrick Melia has provided a separate report to the Police and Crime Panel confirming the fairness of the process and decision making at appendix A.
- 7.4 In addition, it is appropriate for a Police and Crime Commissioner to ask a panel member to act in a professional advisory capacity in respect of policing. This member considers the candidates policing experience and skills and their fit with the policing specific requirements of the role. John Campbell QPM, Chief Constable for Thames Valley Police agreed to join the panel in a policing advisory role only.

8.0 Criteria used to assess suitability

- 8.1 A Chief Constable Assessor Pack was provided to the interview panel members in advance of the interviews together with copies of the application forms. Helen Cooksley, Professional Development & Assessment Partner from Northumbria Police People and Organisational Development briefed the panel in advance of the interview.
- 8.2 The pack set out the Chief Constable rank profile, including the role purpose, key accountabilities and required education skills. This together with experience and leadership expectations in Northumbria Police guided the panel to consider these as part of their assessment.
- 8.3 As with the shortlisting pack members of the panel were advised about unconscious bias and how to use the Observe, Record, Classify and Evaluate (ORCE) model for assessors. This approach helps reduce the impact of unconscious bias in assessment decisions.
- 8.4 The pack also included guidance on the national Competence and Values Framework (CVF) that supports all policing professionals. These are clear expectations for everyone in policing and shape standards for the benefit and

safety of the public. A copy is attached at appendix B. To assist in assessing each candidate's performance, a description of the relevant CVF areas and how they relate to a Chief Constable level was provided for each interview question.

8.5 In addition the stakeholder panel written summaries for each candidate were provided to the interview panel to consider. These outlined:

- The strengths and development areas the candidate demonstrated to the stakeholder panel;
- Any areas for concerns or omissions from the candidate's responses to the stakeholder questions; and
- The overall summary of the candidate's performance in the panel.

8.6 Overall considerations for the assessment at the formal interview focus on whether the candidate is future focussed, with the right skills, behaviours and personal qualities to successfully lead an empowered and diverse workforce. For each aspect of the assessment the rating score below was used. The interview panel agreed a minimum expected score before the interviews commenced.

4 Outstanding	The candidate performed very effectively with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value, with minor or no areas for development identified.
3 Effective	The candidate performed effectively with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value, with some areas for development identified.
2 Developing	The candidate performed to a just below satisfactory standard with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value, although some elements were satisfactory.
1 Not effective	The candidate did not perform to a satisfactory standard with little or no evidence with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value.

9.0 The Interview

9.1 The first part of the assessment was a 15-minute presentation by the candidate on which they were then asked a series of question. The second part of the assessment was the formal interview where candidates were asked eight questions.

9.2 The candidate then answered eight questions. The questions also explored a mixture of past (backward facing) and future-focussed (forward facing) behaviour.

9.3 The assessor pack supports the panel in their role to get as much evidence from the candidate as possible, which means that at time additional questions may be asked. This is normal for this type of assessment. Guidance was given to panel members around the use of probing questions, ensuring they are relevant to the question being asked and will elicit evidence from the

candidate in relation to the areas being assessed, are open questions and are not leading questions

- 9.4 During each interview panel members recorded evidence of responses and individually allocated rating score. Following discussion after all the interviews the panel jointly allocated a final score against each question.

10.0 Why the candidate satisfied the criteria?

- 10.1 Vanessa Jardine scored highly during the process and the panel combined score at the end of the process indicated that she was the most suitable candidate for the role. She demonstrated through her application form, engagement with stakeholders and through the interview that she has the requisite depth of operational experience coupled with the desired leadership qualities, skills and ability to lead Northumbria Police in the future. This brief biography provides members with more information about the preferred candidate to support the panel in their role to review the proposed appointment.

Vanessa Jardine is the Deputy Chief Constable with West Midlands Police. She joined the Executive team in July 2019 as an Assistant Chief Constable for Local Policing before successfully securing the position of Deputy Chief Constable in June 2020.

Vanessa is passionate about diversity and inclusivity and is the lead for West Midlands Police. Nationally, she leads on LGBT+ issue, and is chair of the International Coordination Committee. She is also supporting work about the issue of diversity in firearms units.

Her career started in Greater Manchester Police where she worked for 25 years, reaching the position of temporary Assistant Chief Constable with responsibility for Public Contact and Specialist Operations. She has been a detective at every rank and has extensive experience of managing and delivering force change programmes. She previously held the position of head of Public Protection, which included responsibility for the Public Protection investigation units and force lead for domestic abuse, child protection and child sexual exploitation. Prior to this Vanessa was a superintendent on the North Manchester division with responsible for neighbourhood policing.

11.0 Terms and Conditions

- 11.1 The preferred candidate will be appointed on the terms and conditions summarised in appendix C to this report.

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College of
Policing

Appendix A

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Competency and Values Framework for policing

Overview of framework

BetterProfessionalsTM
for BetterPolicing

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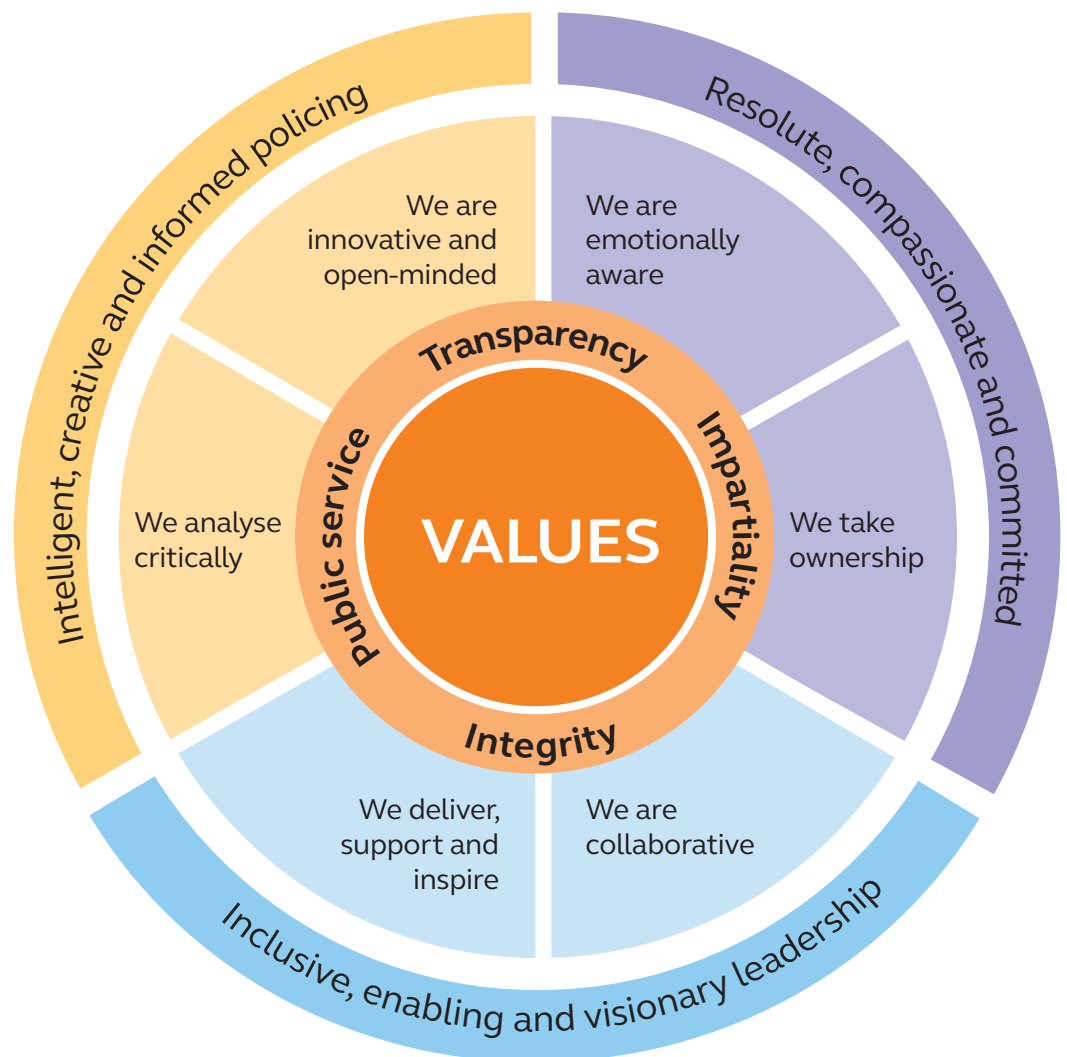
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Introduction

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.

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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Members of Northumbria Police and Crime Panel

Office of the Chief Executive
City Hall, Plater Way
Sunderland, SR1 3AA

Web: www.sunderland.gov.uk

Date: 5th December 2022
Our ref: PM/JM
Your ref:

Dear Panel Members

This letter is to provide assurance that the recent recruitment exercise led by the PCC for Northumbria to find a preferred candidate for the role of Chief Constable was conducted in accordance with the principles of merit, fairness and openness.

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. The independent member should have experience and competence in assessment and selection processes. As Chief Executive for Sunderland City Council I agreed to act as the Independent Member and can confirm that I have significant experience of assessment and selection for senior posts in local government and felt able to carry out this role.

This letter provides members of the Northumbria Police and Crime Panel with assurance that the appointment process for this post has been conducted fairly, openly and based on merit. It also discusses the extent to which the interview panel fulfilled its responsibility to challenge and test candidates' suitability against the requirements of the role during both the shortlisting and the formal interview stages.

To assist me in my role as 'Independent Member' the Office of the Police and Crime Commissioner provided a copy of the College of Policing guidance for appointing Chief Officers published January 2021. This guidance equips those responsible for appointing Chief Officers with the skills and knowledge to deliver an appointment process based on merit, fairness and openness.

Advertising the vacancy

The role was widely shared on the Senior Leaders Hub, College of Policing Website and Northumbria Police Website. It was advertised for three weeks as recommended by the guidance. Potential candidates were offered familiarisation visits to meet key members

of Northumbria Police and other partners and importantly the opportunity to have an informal conversation with the PCC. I am confident that the Police and Crime Commissioner advertised the vacancy openly and widely to attract the best possible candidate pool.

Shortlisting

To aid shortlisting the rank profile, details of key accountabilities and qualifications and skills required for the role were outlined in shortlisting assessment guide produced by Helen Cooksley. Helen is a Professional Development & Assessment Partner from Northumbria Police People and Organisational Development. She also personally briefed myself and the PCC on the assessment criteria and unconscious bias. Using the agreed assessment criteria, the PCC and I independently reviewed the applicants' forms using an evidence-based approach. We both separately read and evaluated the evidence provided by the applicants in response to the six questions posed in the application form. We then met and jointly reviewed the evidence. I can confirm that there were three applicants for the role of Chief Constable of Northumbria Police and all three were assessed as meeting the requirements of the role and being eligible for consideration for appointment to the role. I am confident that this shortlisting approach ensured that the candidates were shortlisted based on merit and fairness.

Assessment Process and Criteria

As a member of the panel, I was briefed along with the other members on the process and assessment criteria by Helen Cooksley. We were aware of the eligibility criteria and role profile having received this information in advance of the interview along with the application forms. On the day we also had the informal feedback from the two stakeholder events. The questions and the presentation were clearly linked to the criteria within the national competency and values framework provided to assist with evaluation.

Helen provided an overview of the OCRE (observe, record, classify, evaluate) approach to assessing candidates which was used. This process helps assessors to reduce the impact of unconscious bias and ensure that a fair and objective decision is made.

During each interview the panel members recorded evidence from the candidate responses and individually allocated scores for each question. After all interviews had taken place, the panel discussed the evidence relating to the responses. This then informed an overall score for each candidate based on merit. In my view this assessment process ensured the selection of the preferred candidate was based on merit and that the process was fair.

Yours sincerely



Patrick Melia
Chief Executive
E.mail: patrick.melia@sunderland.gov.uk

NORTHUMBRIA POLICE**CHIEF CONSTABLE****SUMMARY OF MAIN CONDITIONS OF SERVICE****1. POLICE REGULATIONS**

The appointment of Chief Constable will be made in accordance with Police Regulations, which the Secretary of State may vary from time to time and will be subject to confirmation of the Police and Crime Panel and satisfactory medical clearance.

2. SALARY

The salary for the post of Chief Constable is currently £179,022 per annum.

3. PERIOD OF NOTICE

Three months written notice is required on resignation. A shorter period of notice may be accepted at the discretion of the Police and Crime Commissioner.

4. VETTING

The appointment is conditional to Management (MV) and Developed Vetting (DV) in accordance with the procedure in operation within Northumbria Police and the national vetting policy.

5. PLACE OF WORK AND HOURS

Your regular place of work will be the Command Suite at Wallsend, Tyne and Wear; however you will be required to travel to such places as may be reasonably necessary for the performance of your duties. Working hours are 40 hours per week, with an understanding that you will work flexibly in order to ensure you fulfil the requirements of the post.

6. BENEFITS

A vehicle is supplied for operational and business use. Private use of this vehicle is also permitted for which there will be a personal tax liability. The provision of a vehicle and the type of vehicle will be subject to periodic review.

7. NORMAL PLACE OF RESIDENCE

The post holder would ideally be willing to reside in the Northumbria force area and be readily accessible to meet the operational needs and exigencies of the force. Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity.

8. RELOCATION

Relocation Removal expenses will be in accordance with Police Regulations.

Expenses will be considered where they fall within one of the criteria set out in Regulations and are deemed to be reasonable. All relocation expenses will be subject to approval of the Police and Crime Commissioner. Only costs agreed in advance will be considered for reimbursement.

HMRC tax free limit for relocation expenses is currently £8,000. Any expenses incurred over and above this level will be reported through the P11D process for which the post holder may incur a personal tax liability

9. REPLACEMENT ALLOWANCE

A Replacement Allowance will be payable in accordance with Police Regulations.

10. WHOLE-TIME SERVICE

The successful candidate will be required to devote his/her whole-time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment without the prior written consent of the Police and Crime Commissioner.

11. POLICE PENSION CONTRIBUTIONS

Police pension contributions will be deducted at the rate specified in the Police Pension regulations.