

A REPORT FOR THE

WILTSHIRE POLICE AND CRIME PANEL

CONFIRMATION HEARING ON 11 JANUARY 2013

**TO CONSIDER THE POLICE AND CRIME COMMISSIONER'S
RECOMMENDATION FOR APPOINTMENT AS**

CHIEF CONSTABLE OF WILTSHIRE POLICE

Prepared by Geoff Pears
Independent Panel Member
7 January 2013

BACKGROUND

Wiltshire Police has had an Acting Chief Constable since March 2012 when the previous Chief Constable relocated to a national role. The recruitment of a substantive Chief Constable has been delayed pending the election of the first Police and Crime Commissioner for Wiltshire in November.

The post was advertised 26th November 2012 on the Police Oracle website and Police Professional magazine. All eligible candidates were sent an email informing them that the position had been advertised with a closing date of 19 December 2012.

A selection panel was convened on 21 December 2012 to consider and shortlist applications. Panel interviews were held on 7 January 2013. Four candidates were invited for interview but one withdrew at the last minute.

RECOMMENDATION

As a result of the process described above, the Police and Crime Commissioner for Wiltshire and Swindon, Angus Macpherson, is pleased to recommend the appointment of Mr Patrick Geenty who is currently temporary Chief Constable for Wiltshire Police.

The selection panel was unanimous in reaching this decision and supporting this recommendation.

The selection criteria used for this appointment are shown on page 3. These were contained in an information and welcome booklet which was sent to all applicants. A copy of this has been sent to Police and Crime Panel members for the confirmation hearing.

SUITABILITY FOR APPOINTMENT

Mr Geenty satisfied all selection criteria. In particular he provided good evidence of managing change and improving performance during his period as temporary Chief Constable. He has well developed strategic skills and a clear sensitivity to public concerns and the need to improve public confidence and satisfaction levels. He also provides an important level of continuity for Wiltshire Police and the people of Wiltshire.

THE SELECTION PANEL

National guidance recommends that the Police and Crime Commissioner should convene a selection panel which includes senior representatives of the principal local authorities in the county and an independent member with experience of public appointments processes. The selection panel for this appointment comprised

- Angus Mcpherson, PCC
- David Renard, Deputy Leader of Swindon Borough Council
- Jane Scott OBE, Leader of Wiltshire Council
- Mike Strathdee, Member of the Voluntary and Community Sector
- Geoff Pears, independent member

SELECTION CRITERIA AS ADVERTISED

Essential criteria

1. Education and training: normally qualified at first degree level. You should be able to provide evidence of your own continuous professional development.
2. Experience at senior management level within a Home Office Police Force.
3. Proven ability to manage change with pace and rigour, securing ownership and commitment from all staff.
4. Completed the Strategic Command Course.
5. A track record in developing and delivering innovation and improved performance in a climate of change.
6. Well developed strategic development and analytical skills.
7. A high degree of sensitivity to public concerns.
8. Excellent oral and written communications skills.
9. A track record of developing effective networking and good working relationships and partnerships with people from a wide range of organisations. A proven ability to persuade and influence.
10. Demonstrate willingness to work openly with the OPCC
11. Excellent leadership and management skills, a commitment to diversity and a track record of promoting equality

Differentiating Competencies

Behavioural competencies are the key skills used by effective senior managers to make decisions and achieve results. The key personal competencies most likely to differentiate an effective performer in this particular role have been identified as:

1. **Inspirational leadership**, including articulating and shaping the vision for the future of policing in Wiltshire and the ability to create a sense of confidence and trust in your officers and staff, your colleagues, members of the OPCC, partners and the public.
2. Delivering strategic change, which includes a demonstrable capacity to organise significant change programmes and a track record of improving service delivery and performance at an organisational level.
3. **Community and customer focus**, including a focus on public benefit and the ability to build public confidence in and support for neighbourhood policing in Wiltshire and the provision of protective services.
4. **Partnership working**, particularly the capacity to develop relationships in adversity or unpromising circumstances; and a pattern of achieving additional benefit to the public through partnership.
5. **Operational resilience**, including the ability to take command in critical and ambiguous situations of potentially national and international significance.

SELECTION PROCESS

All applicants completed a competency based application form which panel members scored individually and then met to discuss who to call for interview. Panel members also had access to references from the Chief Constable to help with this decision.

At interviews on 7th January 2013 candidates were given 30 minutes to prepare a 10 minute presentation on the following topic:

“What are the strengths, weaknesses, opportunities and the threats inherent in the change programme of (a) the Government and (b) the Commissioner.”

This was followed by 15 – 20 minutes of questions on issues raised by the presentation.

All candidates then had a 60 minute interview in which they were asked questions looking for evidence of their competence and experience in the following areas:

1. Delivering strategic change, looking for examples where they had led organisational change, service delivery change and cross border working
2. Partnership working, looking for examples where they have developed relationships with partner agencies for public benefit
3. Community and Customer Focus, looking in particular for their experience of dealing with anti-social behaviour
4. Public Safety, looking in particular at their experience at dealing with vulnerable individuals and groups in the community
5. Operational Resilience, looking at their experience handling serious incidents
6. Their ability to work with the PCC and the OPCC.

TERMS & CONDITIONS OF APPOINTMENT

1. The Officer appointed will be required to carry out all the duties applicable to the post of Chief Constable of Wiltshire (see Job Description). The Officer will be based at Police Headquarters, London Road, Devizes and be accountable to the Police and Crime Commissioner for Wiltshire.
2. The appointment will be subject to the Job Description (which will be part of the contract), and the Police Acts and Regulations (including those relating to pensions) and such other statutory provisions for the time being in force.
3. The Chief Constable will be required to devote the whole of his/her time to the duties of the office.
4. The appointment will be for a fixed period of five years from (or such earlier date as may be agreed) and may be extended by mutual agreement.
5. The appointment will include annual performance development/appraisal meetings by the Commissioner.
6. The primary focus of the postholder is to be the delivery and development of Wiltshire Police. ACPO work may be undertaken, but only with the agreement of the Commissioner.
7. The initial salary, payable monthly, will be £133,068 per annum.
8. The post holder will be eligible for the payment of non-pensionable bonuses in accordance with the OPCC's Chief Officers' Bonus Scheme.
9. The Chief Constable will normally be required to take up permanent residence in Wiltshire within six months of the date of the appointment
10. The OPCC will meet the full cost of reasonable removal and resettlement expenses incurred by the Chief Constable in taking up the appointment.
11. A housing allowance or transitional housing allowance will be paid, if appropriate, in accordance with the Police Regulations.
12. Rental for one home telephone line is paid and business calls from home are claimable.
13. In accordance with the OPCC's Chief Officers' Car Scheme, the Chief Constable may choose either to receive a taxable annual cash allowance (currently £7,500), or to be provided with a dedicated role-equipped vehicle in accordance with the agreed scheme.
14. The Chief Constable may choose, at the OPCC's expense, an appropriate healthcare scheme.
15. A uniform will be provided.
16. Before being offered the appointment, the successful candidate will have been required to pass a medical examination to the satisfaction of the Force Medical Advisor.
17. The appointment is determinable in accordance with the Police Acts and Regulations for the time being in force, or by the Chief Constable giving three months' notice in writing.
18. Canvassing members of the OPCC, and failure to disclose any relationship to a member of the OPCC and failure to disclose will be a disqualification.

PERSONAL STATEMENT

Following a career in senior HR and diversity roles I have been self employed since redundancy in 2005. For most of this period I worked part time as an Independent Public Appointments Assessor (IPAA) accredited by the Commissioner for Public Appointments. In the last two years I have been the independent on panels to select Chairs for seven NHS trusts, non executive directors and audit chairs for two Strategic Health Authorities and numerous primary care and acute trusts.

Until December 2010 I was the independent panel member for four police authorities for the recruitment of independent members. My role covered the whole process from how and where to seek applicants to post interview feedback to unsuccessful applicants.

In 2010 I became a lay chair for Severn Deanery where I sit on selection panels for junior doctors (for training posts up to registrar level) and chair quality panels and progress interviews.

In July 2012 I was appointed as Lay Deputy Chair to the General Pharmaceutical Council Appointments Committee.

I have been involved in this selection process to appoint a Chief Constable for Wiltshire from the very early stages.

I am entirely satisfied that this selection process, and the decision arising from it, has been based on the principles of merit, openness and honesty.

Geoff Pears
Independent Panel Member