

Meeting	Police and Crime Panel
Date	12 January 2023
Report Title	Proposed Appointment of Chief Constable of Wiltshire Police
Author	Chief Executive and Monitoring Officer
Presented by	Philip Wilkinson OBE, Police and Crime Commissioner

1. Purpose of Report

- 1.1. To provide notification of the Police and Crime Commissioner's (PCC's) preferred candidate for the role of Chief Constable for Wiltshire Police, and to seek confirmation of this proposed appointment through a confirmation hearing conducted by the Police and Crime Panel, as required by the Police Reform and Social Responsibility Act 2011.

2. Introduction

- 2.1. Catherine Roper is the PCC's preferred candidate for the role of Chief Constable for Wiltshire Police following a rigorous and robust application and interview process.
- 2.2. The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets out a range of information that must be supplied by the PCC to the Police and Crime Panel as part of the confirmation process, as follows (Schedule 8, 3):
 - the name of the person whom the PCC is proposing to appoint [provided in paragraph 2.1],
 - the criteria used to assess the suitability of the candidate for the appointment [section 5 shortlisting, section 7 interview process];
 - why the candidate satisfies those criteria [given in section 8]; and
 - the terms and conditions on which the candidate is to be appointed [given in Appendix A, Candidate Information Pack].
- 2.3. The Police and Crime Panel must review this information and make a report to the Commissioner on the proposed appointment.

3. Background

- 3.1. Following Chief Constable Kier Pritchard's announcement of his decision to retire from his role in November 2022, a full, open, recruitment process was undertaken to identify a Chief Constable for Wiltshire Police, in accordance with the requirements of the PRSRA 2011 and the College of Policing guidance for appointing chief officers.
- 3.2. The recruitment process resulted in three applications for the role being received. One was rejected as received after the closing deadline.

4. Recruitment Process

- 4.1. The recruitment process for Chief Constables is set out in the Police Reform and Social Responsibility Act 2011; the Police Regulations 2003; the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012; and Home Office Circular 20/2012 (as amended).
- 4.2. The Chief Executive is responsible for ensuring the recruitment process met the legislative requirements and was developed in accordance with the College of Policing's 'Guidance for Appointing Chief Officers', 2018.
- 4.3. The vacancy was advertised on the Wiltshire OPCC website, the College of Policing website and shared with the National Police Chief Council who circulated to all eligible candidates.
- 4.4. Applicants were asked to submit a two-page CV and two-page supporting statement, focusing on evidencing two values (area 2. transparency and 4. public service) and one competency (6. Deliver, support and inspire) from the policing competencies framework.
- 4.5. Feedback received confirmed that the national chief officer cohort knew about the vacancy, and a number of conversations were had with six potentially interested parties. The post was advertised on 3 November 2022 and closed on 25 November 2022.
- 4.6. The shortlisting and interview panel was arranged. Given the significance of the Chief Constable role, a suitably skilled, experienced, senior panel was convened whom represented areas which had an impact on the delivery of policing services, as follows:
 - Philip Wilkinson OBE, Police and Crime Commissioner for Wiltshire (Appointing Officer)
 - Chief Constable Andy Marsh QPM, Chief Executive of the College of Policing (Policing Adviser)
 - Matt Parr CB, HM Inspector of Constabulary and HM Inspector of Fire & Rescue Services
 - Lucy Townsend, Corporate Director – People (also Director of Childrens' Services), Wiltshire Council
 - Nicky Alberry, experienced executive, non-executive director and chair and Deputy Lieutenant (Independent Member)
- 4.7. In addition, the panel was supported by Naji Darwish (Chief Executive and Monitoring Officer, Wiltshire OPCC) and Helen Slimmon and Stephen Smith from the College of Policing.
- 4.8. Collectively, the panel has extensive experience of recruiting at a senior executive level. It was confirmed that no panel member had any conflict that necessitated declaration. The panel conducted shortlisting and the formal interview of candidates. *Please note Lucy Townsend was unavailable for shortlisting.*
- 4.9. National guidance requires at least one member of the panel to be an independent member. A key 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).

- 4.10. Nicky Alberry agreed to act as the independent member of the panel and has written a separate report to the Police and Crime Panel confirming the fairness of the process and decision making (Appendix E).
- 4.11. A comprehensive recruitment information pack for candidates was produced by the Chief Executive, and the supporting information was reviewed and revised. This included a role profile, minimum eligibility criteria, terms and conditions of the appointment, and the assessment criteria being reviewed by the College of Policing. (Appendix A)
- 4.12. During the advertisement period, the PCC conducted a survey run alongside the advertisement to seek the views of police officers, staff and volunteers, on the potential qualities a new Chief Constable should possess, alongside areas of focus and concern. This questionnaire generated almost 800 responses – this is a response rate of around 40%. The PCC also held drop-in sessions across policing locations to discuss views of officers and staff in person. Six of these sessions were held in the recruitment period.

5. Shortlisting

- 5.1. Initially the Chief Executive assessed the candidate's application to have met the minimum eligibility criteria for the role, as set out in the role profile (and included in the candidate application pack). These included: holding the rank of Assistant Chief Constable/Commander or a more senior rank in a UK Police Force; having successfully completed the Senior Police National Assessment Centre and the Strategic Command Course; having Authorising Officer Training; and having wide ranging law enforcement experience.
- 5.2. Panel members were provided with a written briefing prior to shortlisting and received a verbal briefing on principles of fairness, openness and confidentiality during the process, as well as assessment criteria.
- 5.3. The PCC requested applicants to specifically evidence two values (area 2. transparency and 4. public service) and one competency (6. Deliver, support and inspire). The candidate was scored, by the panel, against the National Policing Competencies and values framework, as well as College scoring criteria.
- 5.4. The college scoring criteria is set against the 1-5 marking system below:
 - 5 – Exceptional: The candidate provides substantial evidence, directly relating to the competency and clearly explains their role and how they meet the criteria
 - 4 – Very high: The candidate provides evidence, directly relating to the competency and explain their role and how they meet the criteria
 - 3 – High: The candidate has provided evidence that mostly relates to the competency. In the main they explain their role and how they meet the criteria
 - 2 – Medium: The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the criteria, but this may not be clear
 - 1 – Low: The candidate provides little or no evidence that relates to the competency being assessed. The evidence does not clearly explain their role or how they meet the criteria.

- 5.5. Two candidates scored highly at the shortlisting phase, and it was the consensus of the panel that they be invited for interview. The panel identified a number of areas for further questioning at the interview.
- 5.6. Short listed candidates were asked to complete a College of Policing psychometric test and attend two assessments of stakeholder Q&A sessions and an interview panel. These were held on the 13 and 14 December respectively.

6. Stakeholder Q&S Sessions

- 6.1. Two stakeholder panels were convened to provide internal and external stakeholder and input into the appointment process. These took the form of stakeholder Q&A sessions where members had the opportunity to ask questions of candidates, policing views and leadership approach.
- 6.2. The internal stakeholders consisted of representatives from the following:
- Police Federation
 - Superintendent Association
 - UNISON
 - Connect – Womens network
 - Wiltshire Disability Police Association
 - Wiltshire Ethnic Police Association
 - Christian Police Association
 - LGBTQ+ network
 - OPCC staff
- 6.3. External stakeholders sessions included the following:
- Dorset & Wiltshire Fire and Rescue Service
 - Swindon Borough Council
 - National Probation Service
 - Wiltshire Council
 - Ministry of Defence
 - Youth Commissioners
- 6.4. The Chief Executive of the OPCC and College representative provided written and verbal briefings to stakeholders prior to the sessions with participants asked to submit questions. These were reviewed to ensure a range of topics were discussed and allocated to stakeholders.
- 6.5. The questions asked by both stakeholder groups were developed by seeking questions in advance from those participating and by using results from a whole staff survey undertaken by the PCC. These questions were reviewed by the College for fairness allocated to stakeholders to ask. All candidates were asked the same questions across both stakeholder sessions, with the opportunity for bespoke follow up from stakeholders' original questions.
- 6.6. A representative from the College of Policing, Mr Stephen Smith was present at each of the stakeholder panels and the main interview panel as an observer.

7. Interview process

- 7.1. The Chief Executive of the OPCC and College representative provided the main panel with verbal briefings on the stakeholder sessions and psychometric testing. Feedback from both was incorporated into the questions and probing of respective candidates.

Panel members were also briefed and discussed assessment criteria to gain a shared understanding

7.2. Candidates were asked to provide a 15 minute presentation and up to 15 minute follow up questions followed by a traditional structured interview. Each candidate also had bespoke follow ups. The presentation and all answers provided were used to evidence and score against the five police competencies below:

- We are innovative and open minded
- We are emotionally aware
- We take ownership
- We deliver, support and inspire
- We are collaborative

7.3. For interview candidates were scored against all the National Police Competencies. Using the scoring criteria outlined in paragraph 5.4.

7.4. Throughout the interview process each panel member questioned the candidates. Each member took extensive notes, and at the end of the process these were used to assist determining the performance and suitability of the candidate.

7.5. This detailed and rigorous process resulted in a unanimous decision to recommend that Catherine Roper be appointed.

8. The Preferred Candidate

8.1. The preferred candidate must:

- Meets the criteria for appointment to the rank of Chief Constable as set out in law;
- Have undertaken an open, transparent and rigorous recruitment process which included independent, internal and external scrutiny and met the principles of fairness, openness and merit;
- Have a considerable and long-standing career in policing and has a proven operational and strategic background at a senior level both nationally and internationally;
- Have demonstrated throughout the application and assessment process his unquestionable ability to not only lead Wiltshire Police, but to deliver improvements to the policing service in Wiltshire and Swindon
- Be able to demonstrate that they have met the values and competencies at senior manager/executive level as set out in the College of Policing Competency and Values Framework (Appendix D), namely: Values: Impartiality; Integrity; Public Service; Transparency; Competencies of: Emotionally aware; Take ownership; Collaborative; Deliver, support and inspire; Analyse critically; Innovative and Open-minded.

8.2. In summary Catherine Roper performed to an excellent standard throughout the application and assessment process, which rigorously challenged and tested the candidates against the necessary requirements for the role and is the PCC's preferred candidate to be Chief Constable of Wiltshire Police.

8.3. It was the unanimous view of the panel that she held the skills, abilities and qualities required to lead Wiltshire Police.

9. Preferred Candidate Biography

- 9.1. Having graduated Cardiff University with an LLB in Law and Politics, Commander Catherine Roper joined the MPS in 2000, initially working in frontline policing in South London, during which she was successful in The Accelerated Promotion Scheme for Graduates. Qualifying as a Detective, Catherine worked in Specialist Crime combatting human trafficking and identity fraud, before working in frontline policing again upon promotion as a Sergeant and Custody officer. As a Detective Inspector, Catherine worked in Specialist Intelligence, and then the Surveillance Command where she was responsible for 10 surveillance teams, some armed.
- 9.2. She then became Detective Chief Inspector at Islington Borough, where she focussed on high volume criminality and intelligence development, before getting promoted to Detective Superintendent in the Specialist Protection command, responsible for the armed protection of Politicians and High Profile VIPs. Catherine joined Royalty Protection, and as well as responsibility for the armed protection of the Royal Family, she deployed overseas to one of the largest high risk armed overseas deployments, taking a Former Prime Minister into Gaza, where she ran the control room on the Israeli/Gaza border. Upon her promotion to Detective Chief Superintendent, Catherine returned to Islington as their first female Borough Commander, and led one of the two pilot borough mergers, combining Camden and Islington Operational Command Units to 'CN'. Upon promotion to Commander, Catherine initially was responsible for Professional Standards, then Crime Prevention, Inclusion and Engagement, which included the Chief Officer lead for the MPS Volunteer Police Cadets and Special Constabulary.
- 9.3. In 2022 Catherine became the Commander responsible for Central Specialist Crime, which includes tackling the most serious organised criminality including economic and cyber crime; modern slavery and organised immigration crime; online child sexual exploitation, kidnaps and the Flying Squad, in addition to a range of high profile, complex and sensitive investigations. In addition to her MPS responsibilities, Catherine holds the National Child and Young Person (CYP) portfolio, and is a Post Incident Manager for firearms incidents, as well as being a Strategic Firearms Commander. During her career, Catherine has successfully completed two Masters qualifications: MA in International Studies and Diplomacy from SOAS, and an MPA in Policing Studies.
- 9.4. Catherine is a Member of the Forward Institute; a Fellow of the Westminster Abbey Institute, and a Graduate of the US International Visitor Leadership Programme, spending 3 weeks in the US to compare their operational and firearms risk management processes with the UK. In her spare time, Catherine is an Assistant District Commissioner for the Girl Guides, having launched the national Girl Guide Police Challenge Badge in 2019.

10. RECOMMENDATION

- 10.1. That the Police and Crime Panel support Catherine Roper as the confirmed candidate to the role of Chief Constable for Wiltshire Police.

11. LIST OF APPENDICES

- A. Candidate Information Pack (incorporating terms and conditions of appointment)
- B. Advert
- C. Recruitment timeline

D. College of Policing Competency Framework

E. Independent Member report: Nicky Alberry