

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL –
CONFIRMATION HEARING FOR THE APPOINTMENT OF
CHIEF CONSTABLE

Place: Wessex Room - The Corn Exchange, Market Place, Devizes,
SN10 1HS

Date: Friday 11 January 2013

Time: 10.30 am

Briefing Arrangements:

A briefing will be held at **10.00 am** in the Wessex Room for Panel members.

Please direct any enquiries on this Agenda to Kirsty Butcher, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713948 or email kirsty.butcher@wiltshire.gov.uk

Membership:

CLlr Junab Ali, Swindon Borough Council
CLlr Andrew Bennett, Swindon Borough Council
CLlr Richard Britton, Wiltshire Council (**Chairman**)
CLlr Chris Caswill, Wiltshire Council
CLlr Brian Dalton, Wiltshire Council
CLlr Brian Ford, Swindon Borough Council (**Vice-Chairman**)
Malcolm Grubb, Co-Opted Independent Member
CLlr Mike Hewitt, Wiltshire Council
CLlr Keith Humphries, Wiltshire Council
CLlr Peter Hutton, Wiltshire Council
Amanda Newbery, Co-Opted Independent Member
CLlr Pip Ridout, Wiltshire Council
CLlr Bob Wright, Swindon Borough Council

Substitutes:

CLr Peter Doyle, Wiltshire Council
CLr Howard Greenman, Wiltshire Council
CLr Charles Howard, Wiltshire Council
CLr Stephen Petty, Wiltshire Council
CLr Paul Sample, Wiltshire Council

AGENDA

Part I

Items to be considered when the meeting is open to the public

1 **Apologies for Absence**

2 **Declarations of interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

3 **Chairman's Announcements**

4 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

Statements may only be made on business relating to this special meeting. If you wish to make a statement at this meeting on the proposed appointment of the Chief Constable, please register to do so at least 10 minutes prior to the meeting. Speakers are permitted to speak for up to 3 minutes. You will need to provide hard copies of your statement. Please contact the officer named on the first page of the agenda for any further clarification.

5 **Selection Process**

5a **Background Information for Panel members** (*Pages 1 - 24*)

A copy of the applicant information booklet provided by the Office of the Police Commissioner is attached.

5b **Selection process**

To receive a report from the selection panel's independent person describing the selection process. (Report to follow)

6 **Review the proposed appointment**

To ask the preferred candidate questions in relation to their professional competence and personal independence.

7 **Exclusion of the Press and Public**

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 8 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Part II

Item(s) during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

8 **Decision**

The Panel will be asked to make a decision on the proposed appointment.



LEADING ROLES FOR TOP PERFORMERS

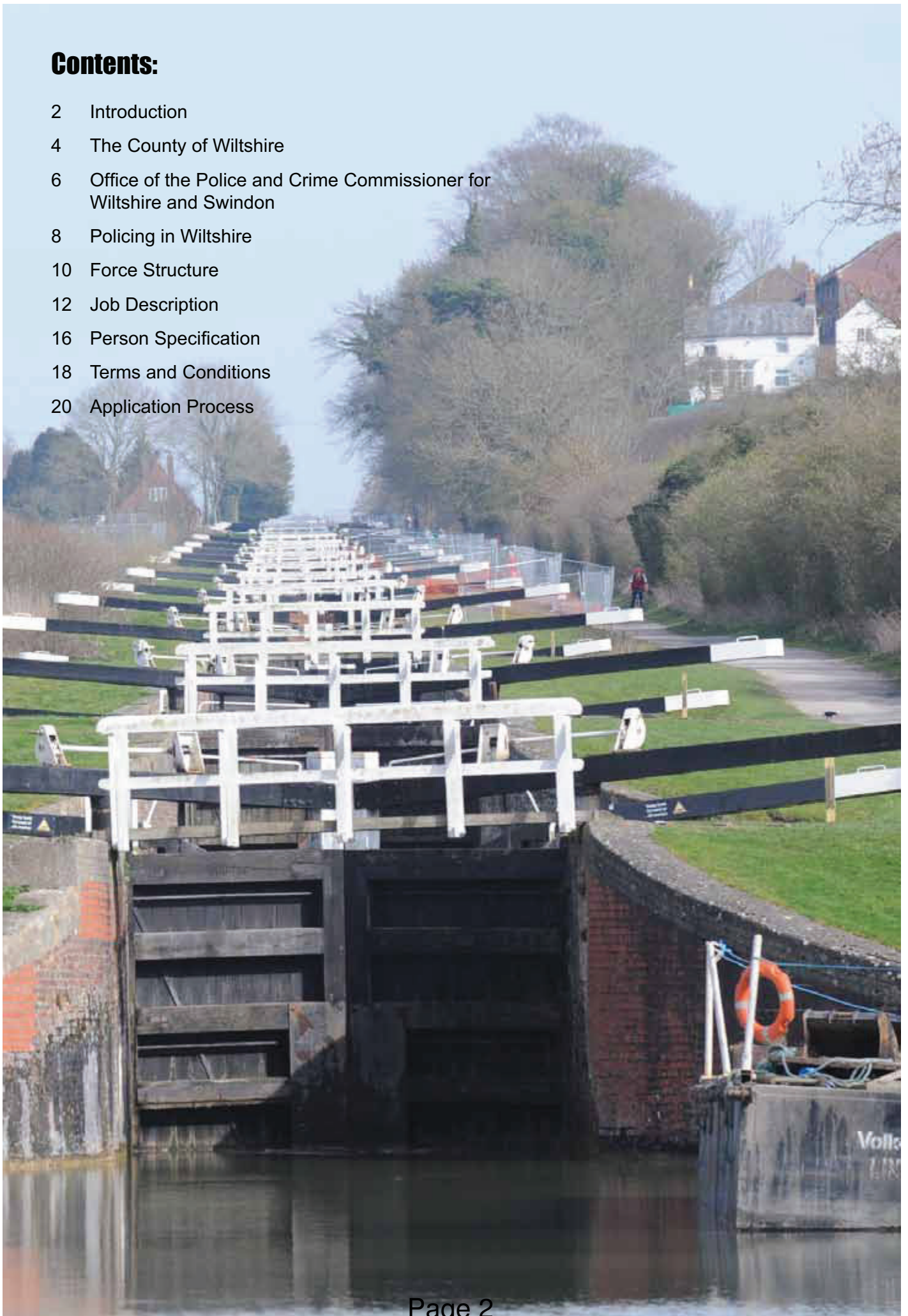
Appointment of Chief Constable
Wiltshire Police

December 2012

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Introduction

Thank you for your interest in becoming the new Chief Constable of Wiltshire. I hope this pack will help to inform and stimulate your interest still further.

“As the first Police and Crime Commissioner for the area, I see my role as commissioning services which make people safe, free from crime and anti-social behaviour as well as feeling confident and engaged within their own communities. As the person responsible to the public for the policing they receive, I am determined that a culture of continuous improvement will lie at the centre of everything we do.

I am committed to :

- Maintain front line officer strength to combat ASB and local crime, funded by exploiting collaborative opportunities with local authorities on sharing premises and back office functions.
- Strengthen neighbourhood teams and their operational links with partner agencies, embedding them in the communities they serve.
- Put victims at the heart of the criminal justice process and improve services to both victims and witnesses.
- Work with other agencies to protect the most vulnerable in our society.
- Regularly consult the public and ensure effective communication with the public which both the Commissioner and the police serve.

These aims will run through the Policing and Crime Plan, I need a Chief Constable who will work with me to secure the services our communities require.

I am not new to the governance of policing, having worked closely with the Constabulary as an independent/Magistrate member of the Police Authority. In that role, after the Comprehensive Spending Review, I took the opportunity, with our Force, to completely reassess the way we provide policing in Wiltshire. Our goal has been to improve the quality of life for the public in Wiltshire, working within the resources available to protect them from harm.

While working to enhance the service within our own borders, I recognise the importance of collaborative working. Wiltshire has taken a lead in developing regional shared services with our partner forces across the South West. This joined-up approach is evidenced by the Brunel Project to share Major Incident Teams and Special Branch with Avon & Somerset Police. I want the pace to quicken, driving out efficiencies which can be invested in front-line service.

As I hope you can tell, this is an ambitious environment. We've already come a long way and I have a clear route for the rest of our journey. In our Chief Constable I seek an exceptional, proven leader who will take the Force to the next level, who will implement the Police and Crime Plan and who shares my vision of local policing. For my part, I will back the Chief Constable with the resources and the freedom to underpin success. At such an exciting time for the Wiltshire Constabulary, I believe this post represents an outstanding opportunity to lead a top management team and to play a crucial role in Wiltshire's success.

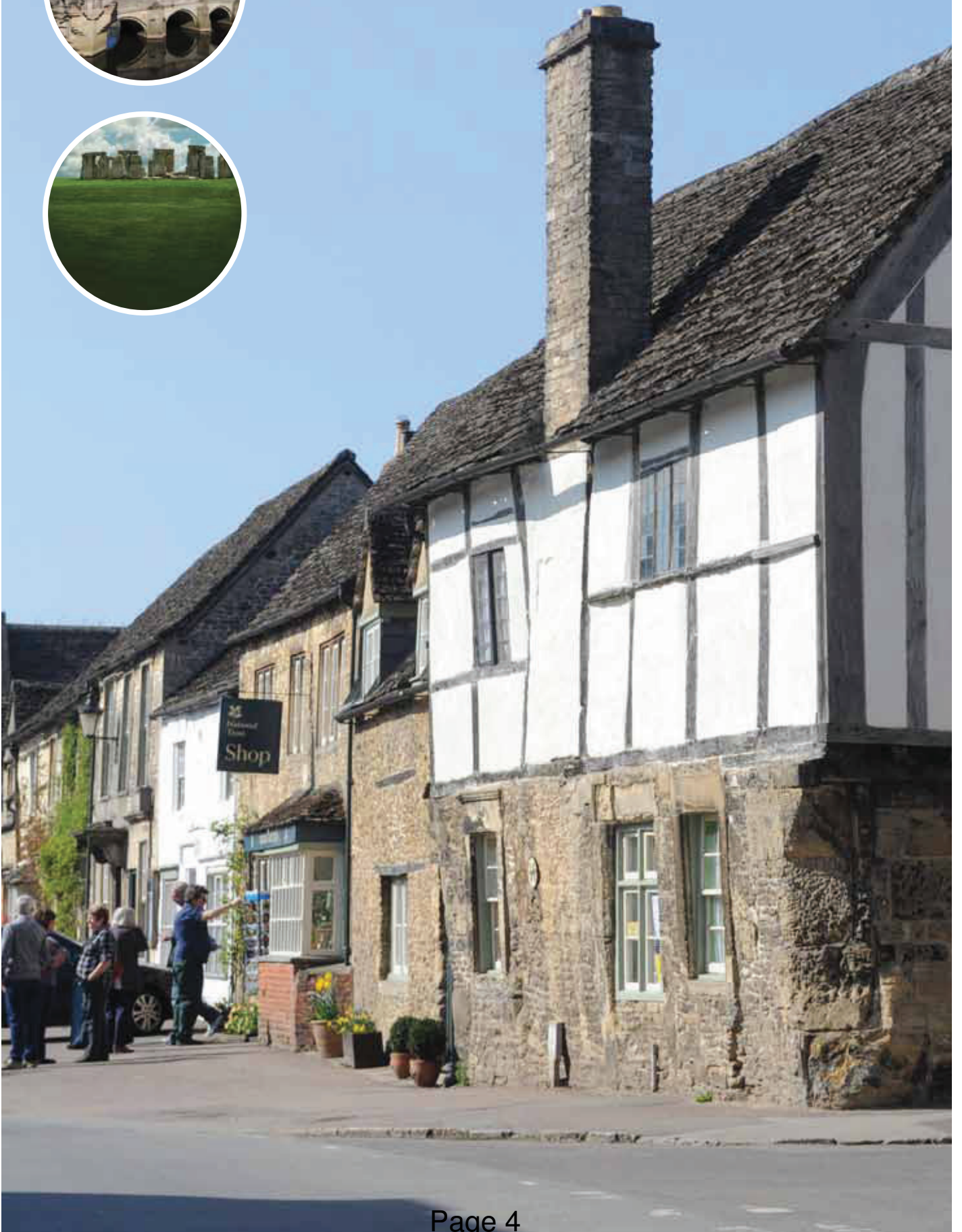
If you share my ambition and determination, I very much look forward to hearing from you



A handwritten signature in black ink, appearing to read 'Angus Macpherson', written over a white background.

Angus Macpherson

Police and Crime
Commissioner for Wiltshire
and Swindon



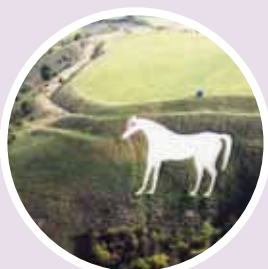
The county of Wiltshire

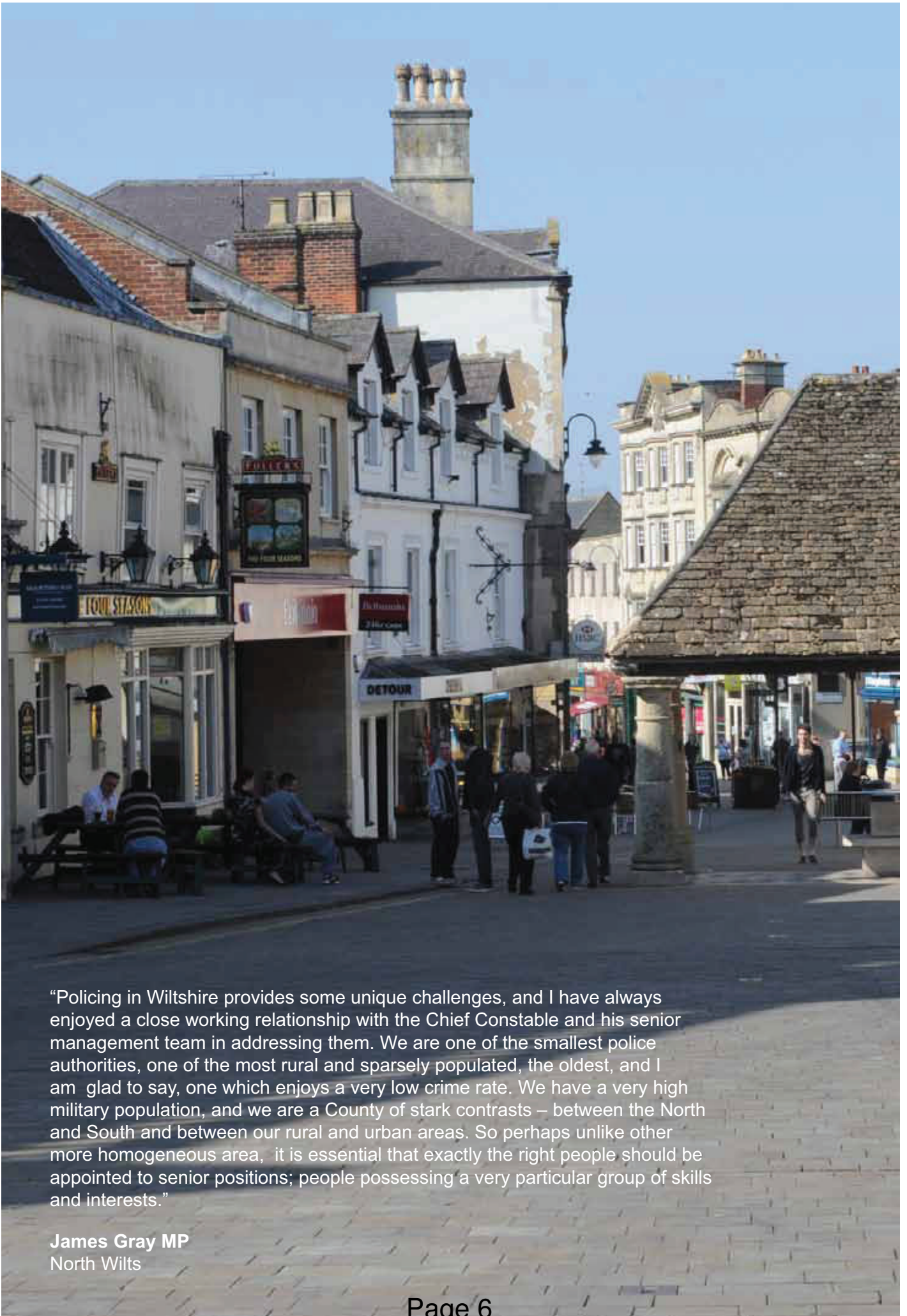
Wiltshire is surrounded by the counties of Berkshire, Dorset, Gloucestershire, Hampshire, Oxfordshire, and Somerset. It covers an area of almost 3,500 sq km, measuring 80 km north to south, and has a population of approximately 625,000. Famous for the many prehistoric monuments within the county, Wiltshire is also home to Salisbury Plain, which contains several military installations and is the principal training ground for the Armed Forces. Long stretches of the picturesque Kennet and Avon Canal also flow through the county. The megalithic monuments of Stonehenge and the Avebury Stone Circle, which are considered to be of international significance, are also found in Wiltshire. These sites, and those such as Silbury Hill and West Kennet Long Barrow, attract large numbers of tourists each year, particularly during the summer solstice, which is an important date in the Druid calendar.

Whilst Wiltshire is primarily an agricultural economy, the presence of the still thriving centre of Swindon in the north of the county at the heart of the M4 corridor, marks out Wiltshire's growing economic diversity. Home to Honda's EU production plant, the headquarters of Nationwide Building Society and Zurich Financial Services, Swindon is a vibrant business centre whose strategic location continues to attract multi-national employers. Elsewhere in the county the landscape is pleasantly rural, with traditional market towns and the City of Salisbury with its magnificent world famous cathedral. Other centres of population include Calne, Chippenham, the second largest town in Wiltshire, Devizes, Marlborough,

Warminster and Trowbridge, the county town and home to the administrative headquarters of Wiltshire Council. It is the two areas of Swindon and the rest of Wiltshire that make up the single command that is Wiltshire Constabulary. Swindon Borough Council is a unitary authority, and Wiltshire Council became unitary on 1st April 2009.

The population of Wiltshire is predominantly white. There are some black and other ethnic minority communities, including a large Moroccan community in Trowbridge and a large Asian community in Swindon. It is a key commitment of mine to ensure that the Constabulary continues to work closely with partner agencies in improving the quality of service provided and in developing effective policies and practices.





“Policing in Wiltshire provides some unique challenges, and I have always enjoyed a close working relationship with the Chief Constable and his senior management team in addressing them. We are one of the smallest police authorities, one of the most rural and sparsely populated, the oldest, and I am glad to say, one which enjoys a very low crime rate. We have a very high military population, and we are a County of stark contrasts – between the North and South and between our rural and urban areas. So perhaps unlike other more homogeneous area, it is essential that exactly the right people should be appointed to senior positions; people possessing a very particular group of skills and interests.”

James Gray MP
North Wilts

Office of the Police and Crime Commissioner for Wiltshire and Swindon



I was elected to the office of Police and Crime Commissioner for Wiltshire and Swindon on 22nd

Constable, the Chief Executive, the Treasurer and Head of Finance. There are numerous informal contacts and the two offices enjoy a close working relationship whilst respecting the distinct areas of responsibility that exist for a Police and Crime Commissioner and Chief Constable.

November 2012. I was the Conservative party candidate, having served as an independent / magistrate member of Wiltshire Police Authority for over six years prior to that. As a member I held the portfolio lead for Performance and Estates.

The Office of Police and Crime Commissioner is currently situated on the first floor of police headquarters in Devizes, a floor shared with the Chief Officer Team. The OPCC is staffed by a Chief Executive (Mr Kieran Kilgallen) and a Treasurer (Mr Michael Prince). The secretariat also has a business manager, two lawyers (conducting work on behalf of both OPCC and the Constabulary), and two personal assistants dealing with diary, correspondence, and freedom of information requests. The remaining support required by the OPCC is derived from a back office shared with the Force. In particular this consists of performance management analysis and communications. The finance function similarly provides support to the OPCC and the Force, there being a close working relationship between the Treasurer and the Constabulary Head of Finance. The formal interface between OPCC and the Constabulary takes place fortnightly at the Police and Crime Commissioning Board. This is attended by the Commissioner, the Chief Constable, the Deputy Chief Constable, the Assistant Chief





Policing in Wiltshire

Wiltshire was the first English county to establish a police force under the County Police Act of 1839. We are proud to have the oldest county force. Coincidentally, it was the first to return an elected Police and Crime Commissioner. In common with the Constabulary motto, I also want it to be the best. There are now 2,045 employees, comprising 1,062 police officers and 839 police staff. The annual budget is £104m, made up of £64m central grant and £40m precept.

Policing Wiltshire is a challenge. Wiltshire people, and those who represent them, demand high standards of effectiveness and value for money. The Commissioner and Chief Constable will work extremely closely to meet, and where possible to exceed, these high expectations. We must share an understanding that change in working practices across the organisation is needed to adapt to current conditions and to anticipate future demands. Structural changes have already been made that will enable us to better serve the people of Wiltshire by protecting them from harm. I see strategic alliance with local partners, particularly the two local authorities, as the key area for development to meet CSR2.

I need a Chief to drive change at pace. Together we need a team who bring new ideas and innovation, and who will implement the Crime and Policing Plan effectively. I am confident that the actions taken by the team to date, coupled with the emerging benefits from the investments made, will sustain performance. The relationship between the OPCC and the Chief Constable is a key component to successful policing in Wiltshire. I will be fully informed and engaged, see performance in context, and will enable the Senior Management Team to advocate longer-term solutions and

bring forward sound investment proposals. In this context I, as Commissioner, will support the service every step of the way.

A working relationship based on trust and mutual respect between the OPCC and the SMT is pivotal to the process of continuous improvement. Performance monitoring systems have been developed jointly between the OPCC and Constabulary. So too are our consultation mechanisms so that we know what the public think of each aspect of our service. The performance and consultation outcomes inform the planning process, the investment decisions and the change process, enabling us to close the gap between the service people used to receive and the service which they have a right to expect. There is a contemporary, sharp business focus to policing in Wiltshire that I am determined to continue and develop.

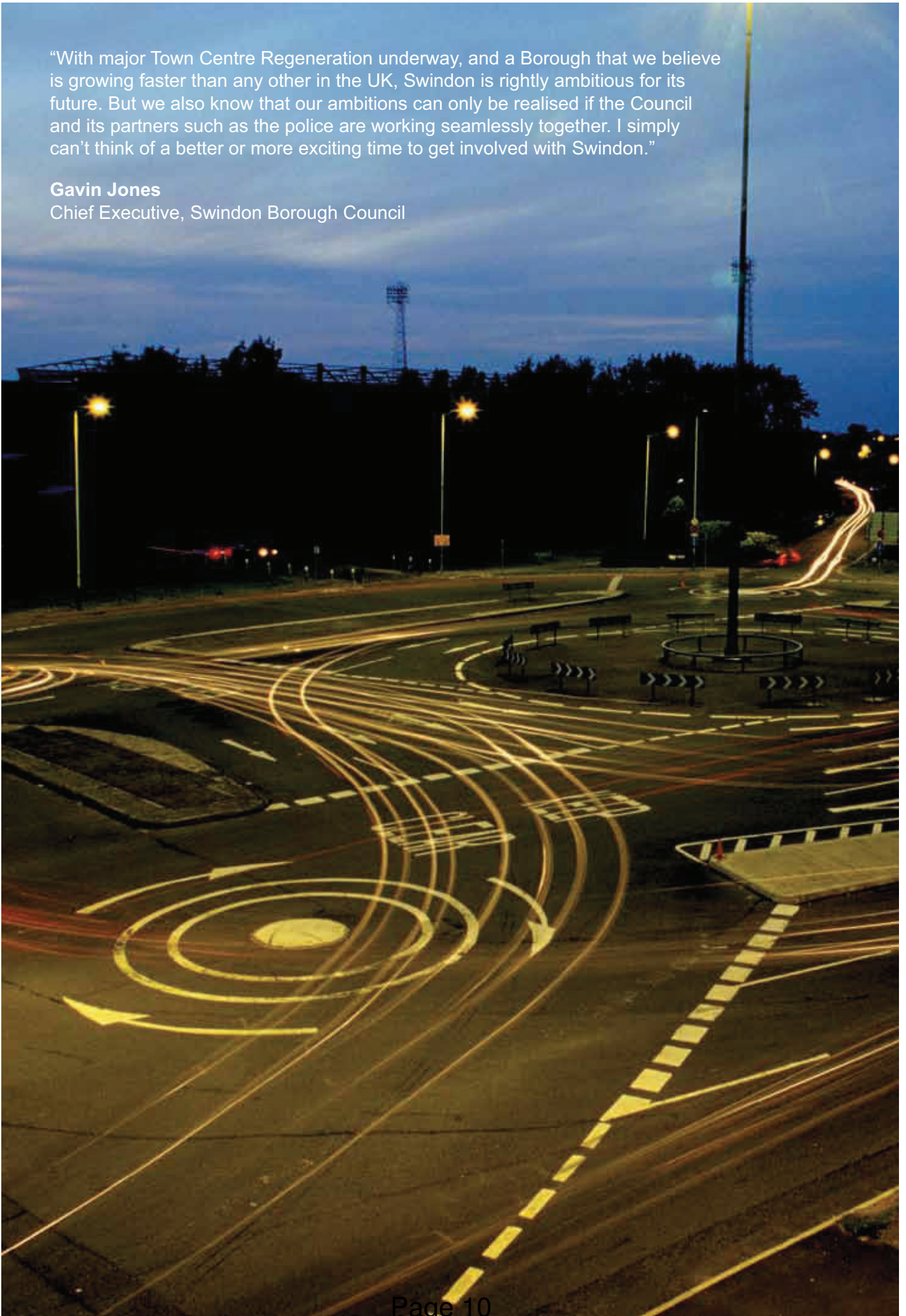
The new Chief Constable will be an ambitious leader who will respond to the challenging new agenda, sharing the aim that the quality of life for our citizens can be improved. Agencies working together can deliver a common agenda notwithstanding a reduction in the resources available.



“With major Town Centre Regeneration underway, and a Borough that we believe is growing faster than any other in the UK, Swindon is rightly ambitious for its future. But we also know that our ambitions can only be realised if the Council and its partners such as the police are working seamlessly together. I simply can’t think of a better or more exciting time to get involved with Swindon.”

Gavin Jones

Chief Executive, Swindon Borough Council



Force Structure

Force Headquarters is located in the geographical heart of the county at Devizes. The imposing main building houses the OPCC, ACPO staff and many of the central departments. The extensive site also accommodates in separate buildings a modern tri-service emergency communications centre, and the training function. There are also good sports facilities on site.

We also police from purpose built local facilities at Gablecross on the outskirts of Swindon. Other operational hubs are at Trowbridge, Melksham, Chippenham and Salisbury. There are 27 Neighbourhood Policing Teams across the Force area. These teams receive back-up from Response teams which are located within the hubs.

The three ACPO posts in Wiltshire are all currently held on a temporary basis. The substantive Deputy Chief Constable (Patrick Geenty) is a temporary Chief Constable and the substantive Assistant Chief Constable (Mike Veale) is the temporary Deputy Chief Constable. Chief Superintendent Steve Hedley is acting Assistant Chief Constable.

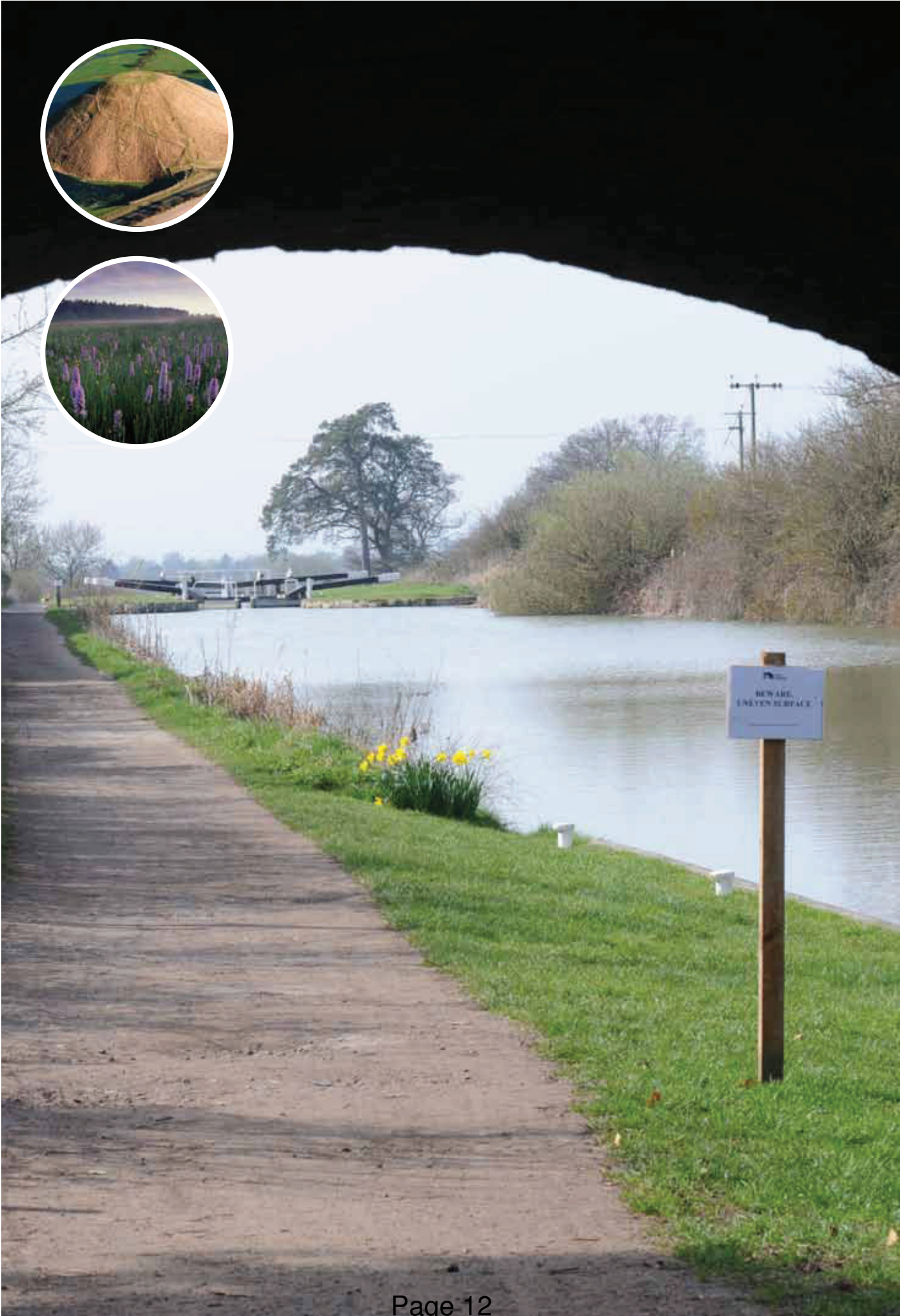


Gablecross Police Station



Trowbridge Police Station





Chief Constable of Wiltshire

Job Description

Function

The Chief Constable is responsible for directing and controlling Wiltshire Constabulary to provide an effective, efficient and visible police service to the people of Wiltshire.

Accountability

The Chief Constable is accountable to the Commissioner and, on a day-to-day basis, works with the OPCC and the Chief Executive. Objectives for the Chief Constable are set annually by the Commissioner and will include specifics to achieve the Policing and Crime Plan to be published by 31st March 2013. The Plan will reflect my Manifesto commitments which were:

- Maintain front line officer strength to combat ASB and local crime funded by exploiting collaborative opportunities with local authorities on sharing premises and back office functions.
- Strengthen neighbourhood teams and their operational links with partner agencies, embedding them in the communities they serve.
- Put victims at the heart of the criminal justice process and improve services to both victims and witnesses.
- Work with other agencies to protect the most vulnerable in our society.
- Regularly consult the public and ensure effective communication with the public which both the Commissioner and the police serve

The Chief Constable is directly responsible for the performance of members of the Chief Officers' Management Team and for an annual budget of in excess of £100m. The Chief Constable's performance is reviewed annually by the Commissioner, as the Commissioner's performance is subject to report to and scrutiny by the Police and Crime Panel. I have no doubt that we will work in a challenging but fair environment where there is opportunity to thrive and due recognition given. By the same token, the transparency of the democratic process will mean continuous improvement is a necessity. As a public service we are accountable to the public and we and they expect nothing less.

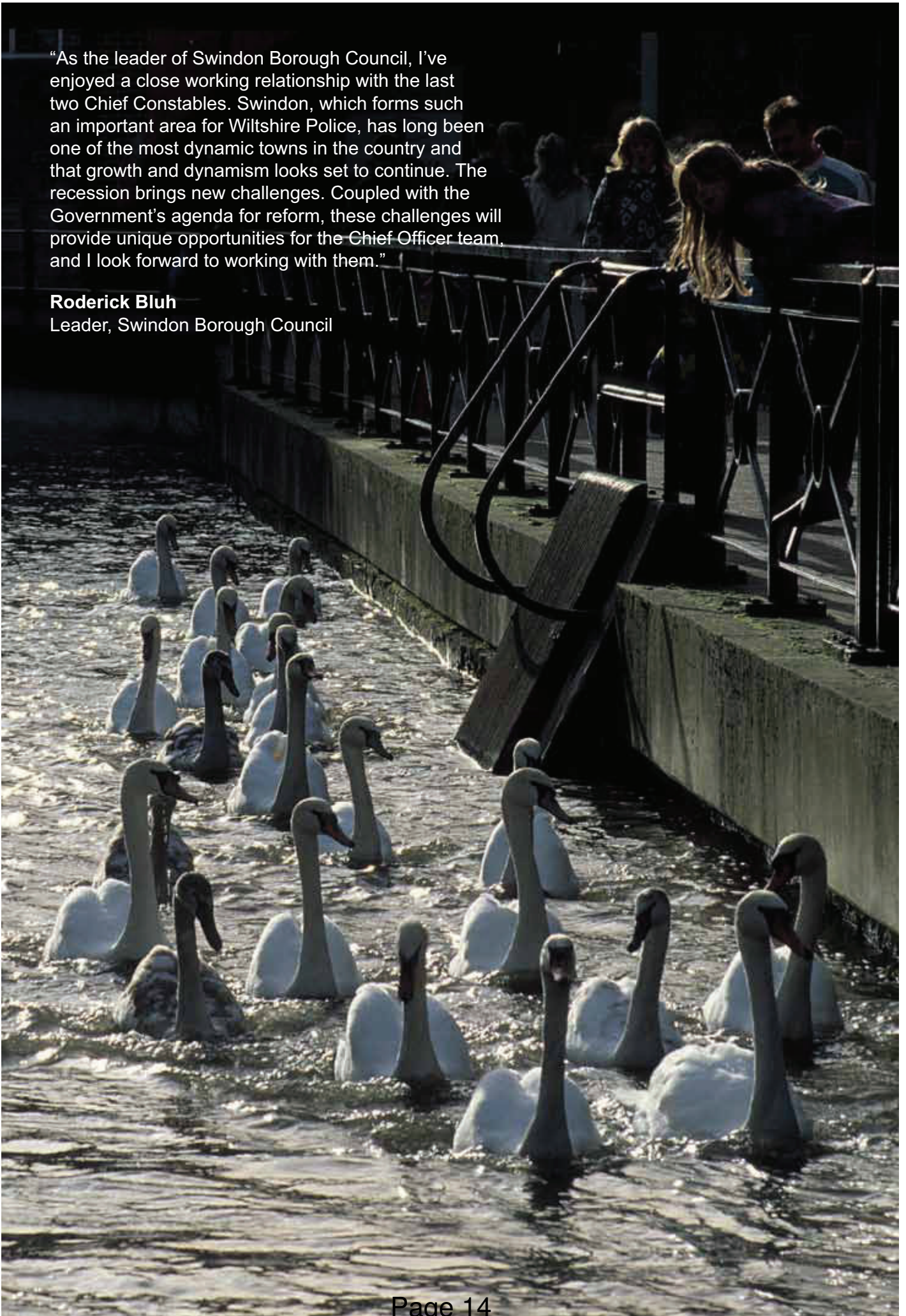
General responsibilities

1. All the statutory and legal obligations of the office of the Chief Constable
2. The direction and management of Wiltshire Constabulary, in accordance with the Policing and Crime Plan published by the Commissioner for the development of policing in Wiltshire.
3. Delivering to the highest standards of service possible within financial constraints and creating ways to maximise available resources.
4. Developing partnerships with local authority and criminal justice partners and with other forces to deliver improved services.
5. Monitoring the performance of Wiltshire Police in partnership with the Commissioner.
6. Providing leadership and command at serious operational incident/events to ensure that they are dealt with professionally, effectively and efficiently.
7. Actively promoting strong leadership that drives and rewards performance and gives officers and staff a clear sense of direction, achievement and pride.
8. Promoting the highest standards of integrity, professional conduct and equality throughout the organisation.
9. Ensuring that Wiltshire Constabulary has effective engagement with the community, representing the Force to opinion formers and developing effective local community partnerships.
10. Ensuring that Wiltshire Police has an effective operational voice at national level.

“As the leader of Swindon Borough Council, I’ve enjoyed a close working relationship with the last two Chief Constables. Swindon, which forms such an important area for Wiltshire Police, has long been one of the most dynamic towns in the country and that growth and dynamism looks set to continue. The recession brings new challenges. Coupled with the Government’s agenda for reform, these challenges will provide unique opportunities for the Chief Officer team, and I look forward to working with them.”

Roderick Bluh

Leader, Swindon Borough Council



Job Description continued

Specific responsibilities

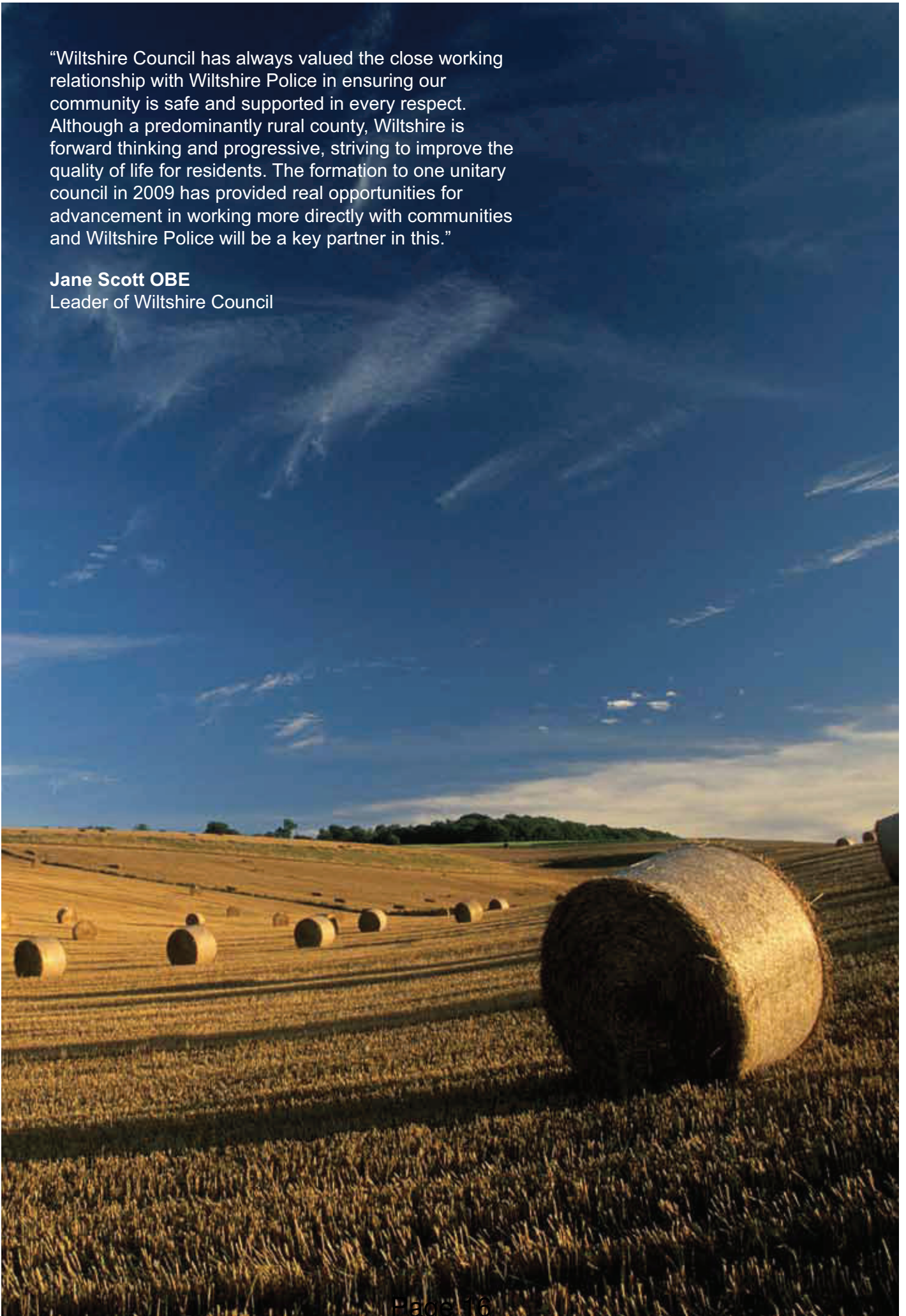
1. Generally, ensuring that Wiltshire becomes a progressively safer place and, specifically, achieving continuing reductions in the amount of crime in Wiltshire and continuing increases in the proportion of offences dealt with effectively and in the public's reported feelings of security and satisfaction with the performance of Wiltshire Constabulary .
2. Ensuring that police officers and staff in Wiltshire are increasingly in touch with the local communities they serve, visible on the streets, approachable (in person, at police stations, by telephone and e-mail), known in their local communities as effective problem solvers and valued and trusted by local partners and local people.
3. Ensuring that the capacity and capability of Wiltshire Constabulary with regard to protective services is robust and resilient, taking into account the threats and risks which the area faces and is likely to face in the future, and that protective services in Wiltshire are enhanced to the standards set by the Commissioner and, where appropriate, in collaboration with partners within the police service, local government and the private sector.
4. Generally, raising the overall standing of Wiltshire within the communities it serves. Achieving top quartile performance with a bottom quartile cost has been a Force benchmark which must be maintained.
5. Maintaining excellent financial management and use of resources, continuing to achieve efficiency savings and leading the response of Wiltshire Constabulary to the challenge faced by the needs to enhance performance within a diminishing resource envelope.
6. Working with the OPCC to anticipate and provide for changes in the membership of the Chief Officer team, as the result of retirements and promotions, and advising the Commissioner on the construction of a balanced team, with complementary skills and a commitment to team working.



“Wiltshire Council has always valued the close working relationship with Wiltshire Police in ensuring our community is safe and supported in every respect. Although a predominantly rural county, Wiltshire is forward thinking and progressive, striving to improve the quality of life for residents. The formation to one unitary council in 2009 has provided real opportunities for advancement in working more directly with communities and Wiltshire Police will be a key partner in this.”

Jane Scott OBE

Leader of Wiltshire Council



Chief Constable of Wiltshire

Person Specification

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 staff at all levels.
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 and collaboratively 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:

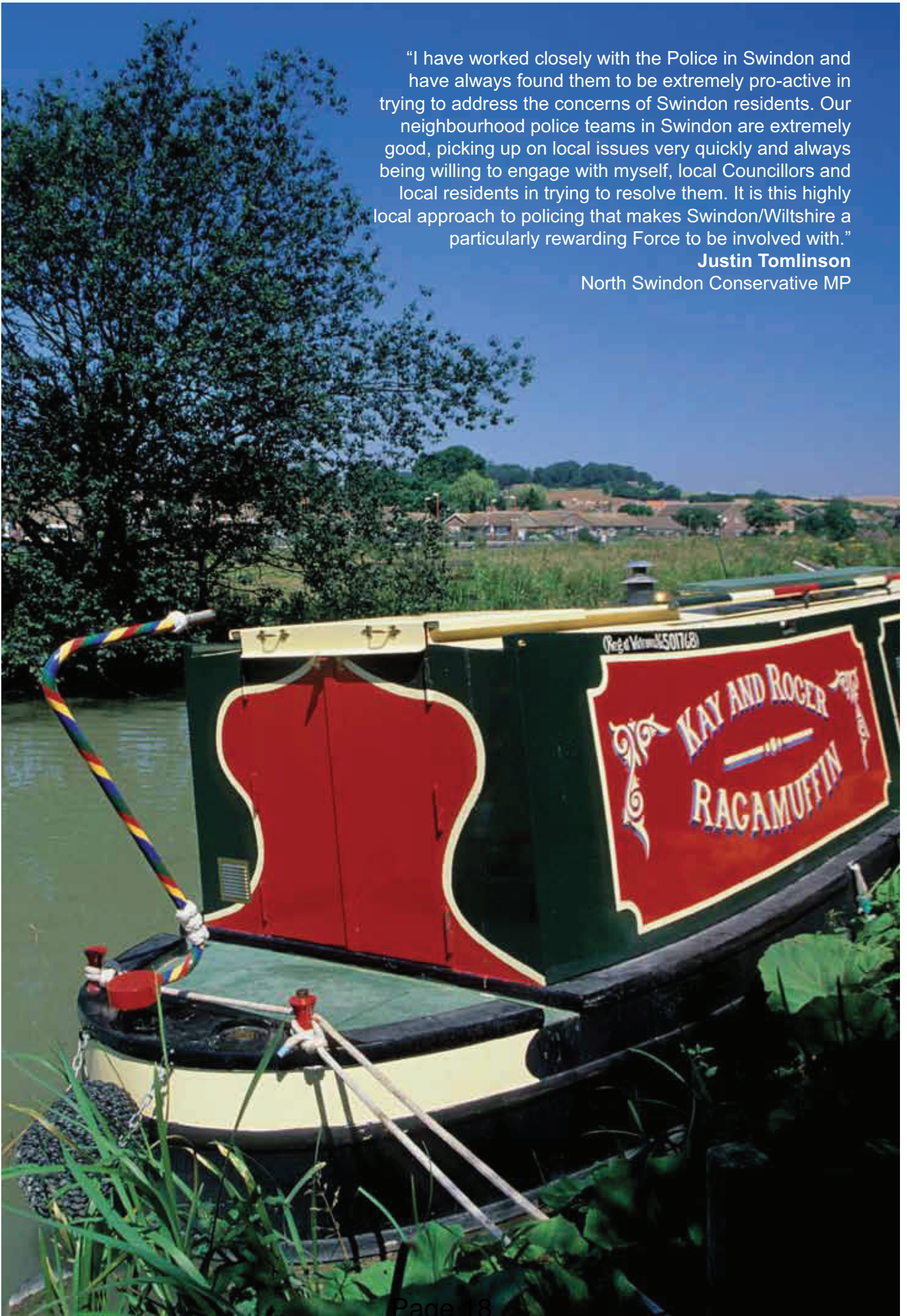
1. Partnership working, particularly the capacity to develop a positive working relationship with the Commissioner and his office; and a pattern of achieving additional benefit to the public through partnership.
2. Inspirational leadership, including articulating and shaping the vision for the future of policing in Wiltshire set by the Commissioner 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.
3. 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.
4. Community and customer focus, including victims. Working in partnership to build the confidence of local communities in law, order and the criminal justice system.
5. Operational resilience, including the ability to take command in critical and ambiguous situations of potentially national and international significance.



“I have worked closely with the Police in Swindon and have always found them to be extremely pro-active in trying to address the concerns of Swindon residents. Our neighbourhood police teams in Swindon are extremely good, picking up on local issues very quickly and always being willing to engage with myself, local Councillors and local residents in trying to resolve them. It is this highly local approach to policing that makes Swindon/Wiltshire a particularly rewarding Force to be involved with.”

Justin Tomlinson

North Swindon Conservative MP



Terms and Conditions

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 the date of appointment and may be extended by mutual agreement.
5. The appointment will include regular performance development/appraisal by the Commissioner.
6. The primary focus of the postholder is to be the delivery and development of the Policing and Crime Plan for Wiltshire and Swindon. National 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 Chief Constable will normally be required to take up permanent main residence in Wiltshire within six months of the date of the appointment.
9. The OPCC will meet the full cost of reasonable removal and resettlement expenses incurred by the Chief Constable in taking up the appointment.
10. A housing allowance or transitional housing allowance will be paid, if appropriate, in accordance with the Police Regulations.
11. Rental for one home telephone line is paid and business calls from home are claimable.
12. 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.
13. The Chief Constable may, at the OPCC's expense, join an appropriate healthcare scheme agreed by the OPCC.
14. A uniform will be provided.
15. 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. Arrangement may be made for short-listed candidates to be examined and for the results of the medical examination to be available to the Appointment Panel when it reaches its decision.
16. The appointment is determinable in accordance with the relevant Police Acts and Regulations for the time being in force, or by the Chief Constable giving three months' notice in writing.
17. Canvassing members of the Commissioner's Selection Panel, either directly or indirectly, will be a disqualification. Applicants must disclose any relationship to a member of the Commissioner's Selection Panel and failure to disclose will be a disqualification.



Application process

Interested candidates should complete the application form sent with this information and return it before 12pm on 19th December 2012 to:

Kieran Kilgallen, OPCC Chief Executive, London Road, Devizes, Wiltshire SN10 2RD

E-mail: kieran.kilgallen@wiltshire.pnn.police.uk

References will be taken up before interview. Please provide as soon as possible the name and address of your current Chief Constable and the Chair of your previous Police Authority. Please also provide the name and address of the Chief Executive of the largest principle authority in your area.

The final selection process will take place on 7th January 2013 at Police Headquarters, Devizes.

The Chief Constable appointment will be subject to a confirmation hearing by the Police and Crime Panel at a meeting in January 2013.

The selection process will involve a presentation to and an interview by the Police and Crime Commissioner's Appointment Panel which will

make the decision. The Panel comprises the Police and Crime Commissioner, leaders of our two local authorities, a leading member of a local voluntary organisation, an independent person approved by the Office for the Commissioner of Public Appointments and will be advised by the Chief Executive.

Potential candidates are advised to visit the OPCC and Wiltshire Police websites (www.wiltshire.police.uk and www.wiltshire-pcc.gov.uk) where relevant information can be accessed. The Chief Executive is happy to discuss the post informally with potential candidates. His contact details are:

Kieran Kilgallen, telephone 01380 734022.



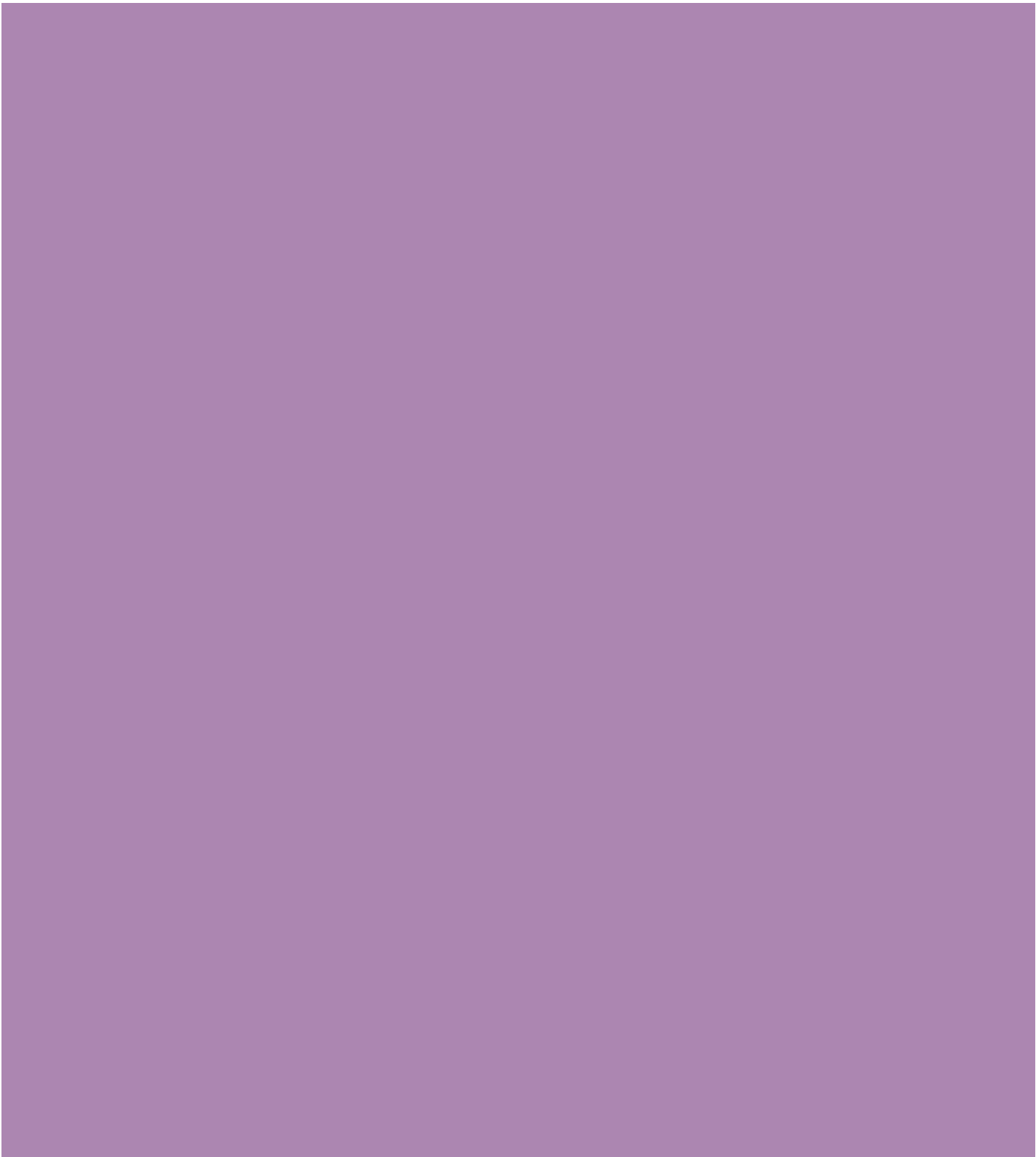
Kieran Kilgallen

Chief Executive of the Office of the Police and Crime Commissioner for Wiltshire and Swindon





Notes



OPCC,
London Road, Devizes,
Wiltshire SN10 2RD