

# Public Document Pack

## HUMBERSIDE POLICE AND CRIME PANEL

14 July 2023

**Chairman:** To be appointed at the Annual Meeting

**Venue:** Ergo Connects Centre, Bridgehead Business Park, Hessle

**Time:** 11.00 am (NOT PUBLIC pre-meeting)  
11:30 am – Public Meeting

**E-Mail Address:** matthew.nundy@northlincs.gov.uk

### AGENDA

1. Welcome and Introductions
2. Apologies for Absence
3. Substitutions
4. Declarations of Disclosable Pecuniary Interests and Personal or Personal and Prejudicial interests (such declarations are to be made in accordance with the members' respective council's Code of Conduct).
5. Confirmation Hearing for New Chief Constable of Humberside Police - 'Preferred Candidate' - Mr Paul Anderson (Pages 1 - 2)
  - (a) Chief Constable Recruitment: Independent Members Report (Pages 3 - 16)
  - (b) Humberside PCP - Chief Constable Confirmation Hearing Procedure (Pages 17 - 22)
  - (c) LGA Guidance on Confirmation Hearings (Pages 23 - 44)
  - (d) Chief Constable Recruitment Advert (Pages 45 - 46)
  - (e) Chief Constable Recruitment Pack (Pages 47 - 82)
  - (f) Chief Constable - Job Description (Pages 83 - 88)
  - (g) Chief Constable - Blank Application Form (Pages 89 - 102)
6. Any other items that the Chairman decides are urgent by reason of special circumstances that must be specified.
7. The public are likely to be excluded from the meeting for consideration of the

following item on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

8. To discuss the proposed appointment of Mr Paul Anderson to the role of Chief Constable of Humberside Police

To consider and determine the content of the Panel's report and recommendations to the Humberside Police and Crime Commissioner for the proposed appointment to the role of Chief Constable of Humberside Police.

## HUMBERSIDE POLICE AND CRIME PANEL

<b>DATE</b>	14 July 2023
<b>REPORT OF</b>	The Police and Crime Commissioner
<b>SUBJECT</b>	Confirmation hearing for the appointment of the Chief Constable for Humberside Police.
<b>STATUS</b>	Open

### 1. Introduction

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires Police and Crime Panels to scrutinise senior appointments proposed by the Police and Crime Commissioner (PCC).
- 1.2 Schedule 8 of the Act sets out the confirmation process which must be completed before the chief constable can be appointed. The Regulations explain the process to be followed if the police and crime panel (PCP) exercises its power to veto the proposed appointment.
- 1.3 Schedule 8 requires:
  - the PCC to notify the PCP of the proposed chief constable appointment;
  - the PCC to provide the PCP with specific information in relation to the individual and the appointment;
  - the PCP to review the proposed appointment within three weeks
  - the PCP to hold a public confirmation hearing to question the candidate;
  - the PCP to write a report to the PCC on the proposed appointment, this must include a recommendation as to whether the individual should be appointed and may include exercising the power of veto;
  - a decision to veto to be agreed by two-thirds of the PCP members; and
  - the PCP's report to be published.
- 1.4 The Act and the Regulations require that when notifying the PCP of a candidate for appointment as chief constable, a PCC must provide the PCP with the following information:
  - the name of the proposed candidate;
  - the criteria that were used to assess the suitability of the candidate;
  - how the candidate has satisfied those criteria; and
  - the terms and conditions on which the candidate is to be appointed.

## **2. Proposed Appointment**

- 2.1 The PCC is proposing Mr Paul Anderson as the preferred candidate for the post of Chief Constable for Humberside Police. Mr Anderson is the current serving Deputy Chief Constable of Humberside Police and has 33 years experience in policing serving with forces across England and Scotland.
- 2.2 The Independent Members report enclosed will detail the process of the recruitment exercise used to assess the suitability of the candidate.
- 2.3 The Independent Members report also covers the extent to which the candidate met the criteria
- 2.4 It is proposed that Mr Anderson is provided with a fixed contract term of five years which has the flexibility to extend with prior negotiation from both parties. The terms also include the fixed base salary of £158,595 with the flexibility of the 10% enhancement.

## **3. Recommendations**

- 3.1 In accordance with the Police Reform and Social Responsibility Act 2011 the Panel is invited to review the proposed appointment of Mr Anderson as the Chief Constable for Humberside Police and subsequently make a recommendation to the PCC with regards the appointment.

**Jonathan Evison**  
**Police and Crime Commissioner for Humberside**



# Chief Constable Recruitment: Independent Members' Report

Report Author	Kate van der Sluis, BA, FREC, Cert IHR
Report Date	04 July 2023

## **Executive Summary**

The purpose of this report is to provide an independent view to enable members of the Police and Crime Panel to consider the Police and Crime Commissioners' preferred candidate for the appointment for the position of Chief Constable of Humberside Police.

The report provides an overview of the appointment process undertaken by the Police and Crime Commissioner for Humberside, Jonathan Evison, to select the Chief Constable for Humberside Police.

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## **Appendices**

A - Independent Member role profile

B - Independent Member

C - College of Policing Guidance for recruiting Chief Officers

## **Introduction**

Home Office Circular 013/2018 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable and which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel.

However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates. The Independent Member is responsible for providing a report to the Police and Crime Panel with their account of the process for consideration by the panel at the preferred candidate Confirmation Hearing.

The process is the responsibility of Police and Crime Commissioner Jonathan Evison. The aim of this report is to provide an assessment of the extent to which the appointment process in Humberside has been conducted fairly, openly and based on merit in line with the College of Policing Guidance for Chief Officer Appointments. In addition, it details the extent to which the panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

### **1. Independent Member's role**

The role of the Independent Member is defined in Home Office Circular 013/2018, and more fully on p14 of the Guidance for Chief Officer Appointments (provided as reference Appendix C for further reading) produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing.

As outlined within the guidance, Independent Members should be identified through a fair, open and merit-based process. Candidates can be from a pool of accredited Independent Members or assessors.

Candidates for the post of Independent Member were asked to submit an expression of interest and written application, requiring evidence of suitable experience, qualifications and skills to the Office of the Police and Crime Commissioner of Humberside. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes.

I am an experienced external independent member, who had previously acted in 2017 for the panel for the outgoing Chief Constable of Humberside, Lee Freeman. I have worked for over 20 years in the field of recruitment and selection and more widely in HR and have carried out hundreds of assessment and selection processes, from entry to C-Suite Level in both public and private sector. I am qualified and a Fellow of the Recruitment and Employment Confederation. In addition, I hold a degree in Psychology, together with qualifications in psychometric evaluations. Having no personal connection to policing enables me to view the assessment process fairly and objectively.

Further details of my role as Independent Member are set out in the role profile in Appendix A and my background in more detail in Appendix B.

## **2. Independent Member remit**

My role as independent member was confirmed on 05 May 2023, well in advance of the shortlisting and assessment process.

The application pack with the role requirements and person specification were put together by the Chief Executive for the PCC, adhered closely to the Guidance for Chief Officer Appointments and were drawn up in consultation with the College of Policing and wider panel.

From the advertisement stage onwards, I provided independent advice and acted as a “critical friend” to the panel. I had several telephone conversations and email contacts to arrange the practical details and to discuss queries as they arose both with the OPCC and fellow panel members.

For example, I advised together with the College of Policing when only one application was received for the post. We discussed the significant efforts made via the College of Policing to contact all eligible candidates with a role profile and invitation to apply. All eligible candidates we approached via letter and email twice during before the closing date. There is a limitation on essential criteria and therefore an extremely limited pool of candidates for any CC post in England. This was an example of how the Office of the PCC emphasised and actively demonstrated their commitment to adhering to the principles of fairness, openness, and merit.

## **3. Appointments panel**

The appointments panel role is set out on p13 of the Guidance for Chief Officer Appointments. This outlines that the panel should be confirmed by the PCC before any stage of the appointment process takes place and that consideration may be given to involving panel members in helping to define the requirements of the role. In addition, it states the purpose of the panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the PCC should select a panel capable of discharging this responsibility.

The PCC should also ensure that panel members are diverse and suitably experienced and competent in selection practices and that they must adhere to the principles of merit, fairness, and openness. All members should have a copy of this Guidance to ensure they are familiar with its content prior to the appointment process. In addition, it is the PCC’s responsibility to ensure that all panel members undertake appropriate briefing/assessor training.

Jonathan Evison, PCC for Humberside and his team, actively followed this advice. The panel consisted of five members:

- Jonathan Evison, the Police and Crime Commissioner for Humberside
- Peter Thorpe - Chief Executive for North Lincolnshire Council and will represent south bank and public sector.



- Catherine Bishop - Chief Executive for Tigers Trust and will represent north bank and third sector. Catherine also lives on the south bank so represents the needs and requirements of the community there.
- Helen Gibson MBE - Managing Director, Agencia. Helen represented the north bank and business community – Helen’s organisation has global reach as well as operational expertise in supporting the development of the CJ system.
- Kate van der Sluis, Independent Member and Managing Partner of Humber HR People, who operate pan Humber to support organisations with recruitment and HR at Board level.

Unfortunately, prior to shortlisting the OPCC were informed that Peter Thorpe was unable to support the process. Due to the last-minute nature of the withdrawal the panel were informed that we would continue as a four to ensure continuity. It was agreed that there was wider public sector experience we could draw from via the planned stakeholder presentation and wider panel members.

The panel represented a good range of stakeholders from the public and private sectors. It included representatives of different political parties. It was important locally that members came from the different geographical parts of the region, representing both North and South bank, city and rural. An individual with professional policing knowledge is not a compulsory component of an appointment panel. For the Humber appointment, a Policing Adviser was not on the panel but was provided via Panel Advisor, Stephen Smith from the College of Policing.

The panel’s senior operational experience was sufficient to allow them to challenge and assess others at executive level. The panel were provided a summary extract and a link to the full Guidance for Chief Officer Appointments, ensuring they were well informed on their duties in this appointments process.

The five proposed panel members were white, with no declared disabilities, consisting of three females and two males. According to the latest 2021 census, the population in Yorkshire and the Humber is 85% white, with non-white minorities representing the remaining 15% of the population. In view of the profile of the local population, I consider that diversity needs were met.

There was continuity in the composition of the panel for shortlisting, interviews, media exercise and presentation. Rachel Cook, Chief Executive of the OPCC, and her team aided the panel at each stage of the process. The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure conducted in line with requirements set out in legislation and meets the principles of fairness, openness, and selection on merit. The Chief Executive ensures appropriate monitoring of the procedures.

Rachel Cook and her team worked consistently to maintain standards, collaborating openly and helpfully with the Independent Member and other panel members throughout the planning and administration of the appointment process.

The Office of the PCC also consulted extensively with the College of Policing on technical aspects of the planning and assessment methods. Stephen Smith from the College of Policing was able to support the panel as Advisor for shortlisting and assessment.

#### **4. Panel briefing and training.**

The PCC followed College of Policing guidance in inviting all members to a training and planning meeting prior to the shortlisting process.

Stephen Smith, Psychologist for the College of Policing delivered this training. The training covered the ORCE method (observe, record, classify, evaluate), in line with College of Policing best practice. Stephen also demonstrated the pitfalls of bias, including unconscious bias, and emotive decision making.

The PCC acknowledged his potential bias towards internal candidates through familiarisation, and the desire to ensure that any recommended appointment would be by consensus, merit and evidence-based, open, and fair.

The training also highlighted of the symptoms of emotive decision making, such as over-generalizations, enthusiastic language, and fast thinking. Stephen also covered inherent risks in using a rating scale especially in British culture (no rating scale is ever perfect).

Stephen's training ensured that the Panel agreed standards in advance to ensure decisions would be based on evidence and merit, avoiding bias. Briefing of the panel immediately prior to the shortlisting process and again prior to the presentation, media exercise and interviews was well planned.

#### **5. Role profile**

The panel discussed the local context and future needs and priorities in Humberside. The role profile as advertised reflected the national Guidance, including key deliverables, competencies and terms and conditions. It also contained specific local priorities. The advert that drew out the importance of generating trust and confidence with communities, stakeholders, and the workforce, providing stability and embracing change and the opportunities it brings. It had been prepared by the Office of the PCC in conjunction with the College of Policing.

We were able to identify that because of the recent history and challenges ahead, as well as comprehensive open survey of over six hundred responses from the public (including 251 police officers, 283 members of the public, 100 partner organisations, and elected officials) that assurance within the competency framework was needed on certain competencies and qualities.

These included:

- Continuous improvement given progress already achieved in recent years.
- Concerns from the public on their top 10 crime and community safety issues as outlined in the survey response.
- Communication strategy.
- Public trust and confidence in policing.

The panel agreed that these areas would be addressed in the choice of interview questions and presentation topic. Clarification of the requirements of the role assisted in ensuring that the final decision would be impartial and based on merit, facilitating selection of the candidate who most closely met local needs.

## **6. Advert**

The OPCC created the application pack in conjunction with advice from the College of Policing. The OPCC posted the advert online, as well as on the websites of the Association of Chief Police Officers and the College of Policing. The Office of the PCC had additionally written personally to every Chief Constable, Assistant Chief and Deputy Chief Constable nationally, inviting applications. In addition to attract applicants that may have retired and considered returning to policing as eligible candidates the OPCC posted adverts with Police Professional and Police Oracle journals which are renowned publications of interest in the sector.

The OPCC made significant effort to be transparent about the availability of the post and to encourage all eligible applicants to consider it. The aim was to attract a strong field of potential applicants, demonstrating openness. The published application pack was comprehensive, with links offering more detail. The OPCC published a clear and detailed timetable to help candidates understand the process, including the advertising of a Familiarisation Day between shortlisting and interview. The pack included terms of appointment and met legal requirements. There was a clear intention to be open and transparent with candidates from the earliest stages of the process. The pack also included a link to a video introducing potential candidates to the region of the Humber and what to expect as a means of encouraging applicants from outside the areas.

## **7. Assessment design**

The application form used was in line with the College of Policing guidance. It required details of the previous three postings held by the applicant; training including successful completion of the Strategic Command Course; and evidence within the last three years of personal qualities and experience against the competencies of the College of Policing Competency and Values Framework (CVF) at level 3 which is for strategic leadership level. This supplied evidence of the level of qualifications and experience required to support merit-based selection.

The choice of interview questions, unseen presentation topic and media exercise was designed in conjunction with the panel to test areas they wished to probe further following shortlisting.

The panel and OPCC jointly designed the assessment to allow the shortlisting, interview, media, presentation exercises to involve all panel members. The panel used a standard assessment sheet, allowing each panel member to rate each candidate on a five-point scale against each of the six competencies of the CVF. This supported gathering unambiguous evidence against the competencies. The panel and OPCC designed the assessment with support from the College of Policing, ensuring they met high professional standards, were unbiased and fair to all.

In terms of assessment design, it included opportunities to evaluate each competency through a blend of evidenced past behaviour (application form and pre-issued interview questions), hypothetical future actions (pre-seen presentation and stakeholder event) and work-based evidence (unseen presentation, media exercise).

The elements of the assessment were of excellent quality in that they were open questions, linked to the CVF. It was agreed in advance that the panel would compare the full set of final scores for each candidate and seek to come to a clear consensus decision.

To complement the assessment process, providing further clarity to the panel of areas to consider further, the OPCC also ran a stakeholder briefing event. The OPCC invited partners and representatives from Humberside Police various staff associations to attend a presentation from the shortlisted candidate and to engage with him in a Q&A session. This was attended by approximately 35 stakeholders and whilst an unscored part of the process, provided opportunity for partners and staff stakeholders to feedback to the panel on areas they wished to probe further. This led to several questions being asked as supplemental questions at interview. This process was observed also by the current Humberside Police and Crime Panel chair for transparency.

## **8. Assessment delivery**

The OPCC received one internal application for the post. This was of concern to the PCC, and we discussed at the shortlisting day that the panel would be willing to decide not to shortlist and not to appoint at the final selection stage if quality standards were not met. Any candidate would need to achieve a previously agreed level on the rating scale to qualify for the next stage. Standards would not fall because of the limited applicants.

The OPCC advised that a small pool of applicants for senior posts is common in the Constabulary, and the situation is similar in other Forces. To put this into context nationally, in 2013 over 25% of Chief Constable processes received only one application, in 2017 in Humberside only two applications were received and the College of Policing confirmed that applications are low nationally.

Using the method outlined above at the design stage, the panel agreed unanimously to shortlist the applicant for the final stage. Information on queries outstanding from the shortlisting informed the framing of the interview questions at the next selection stage. The panel paid careful attention to the detail of the assessment design, to ensure fairness.

The Chief Executive of the OPCC and her team strictly observed and monitored the timetable for the presentation, media exercise and interviews.

The candidate was provided ten minutes to read and prepare for a fictitious, observed, live media interview lasting five minutes on a previously unseen, complex scenario. An experienced BBC journalist, Danny Shaw, designed and conducted the media interview and advised on the content of the exercise and gave feedback on the outcome of this to support the panels scoring.

The candidate had a further forty-five minutes to prepare a presentation on a previously unseen topic and then deliver a twenty minute presentation, followed by fifteen minutes questions. The topic was drawn from the results of the public survey ensuring that the public voice was important in the process.

A structured interview followed consisting of six pre shared questions and a set of supplemental questions drawn from the stakeholder briefing. The weighting of questions followed the previous structure and supplemental questions were grouped to avoid weighting imbalance. The OPCC Panel Advisor was insistent throughout on seeking and adhering to external technical expertise, to ensure that the process would be objective and clearly based on merit.

## **9. Assessment decision making**

On the assessment day the panel of four were supported by panel advisors Rachel Cook, Humberside OPCC Chief Executive and Stephen Smith from the College of Policing. Rachel Cook proactively facilitated the panel's scoring deliberations, Stephen Smith observed and provided feedback when panel members had made their recommendations.

Each panel member first scored separately at shortlisting, presentation, media, and interview stages. The OPCC Panel Advisor collated scores and evidence, and facilitated a discussion where differences of opinion emerged, to agree a moderated, consensus score. The quality of discussion was good, consistently using the recorded evidence to clarify any initial differences in scoring. There were two instances of positive bias from the PCC who provided additional evidence to support two competency areas. I reminded the PCC that our role was only to consider evidence provided by the candidate. This did not affect the overall fairness of the process, as the three other panel members unanimously agreed that the candidate had reached the required score in each competency before this discussion. The additional evidence did not alter the overall score or decision.

The candidate was carefully assessed on merit, with reference to evidence throughout. Stephen Smith was present throughout the process and made a particularly useful contribution at this stage, helping to inform the consensus scores and supporting the final recommendation of the panel. Rachel Cook recorded consensus scores and the PCC endorsed these.

Consensus was reached throughout, and there was a unanimous recommendation regarding the preferred candidate, who achieved high or very high scores on all six questions. The panel made a unanimous recommendation that Deputy Chief Constable (DCC) Paul Anderson was the preferred candidate. The PCC concurred with this in making his own decision to recommend DCC Anderson to the Police and Crime Panel Confirmation Hearing for appointment as the next Chief Constable of Humberside.

## **10 Conclusion and Recommendations**

Through the steps outlined above, the PCC fulfilled his responsibility to ensure the selection process was in accordance with the responsibilities set out in the Guidance. Well-planned use of the CVF throughout the process allowed unambiguous evidence to be evaluated to make objective decisions. The panel rigorously challenged and evaluated the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. There was also robust discussion between panel members to compare and weigh up recorded evidence before coming to consensus scores.

The decision-making process was demonstrably open, with stringent efforts applied to seek the best available field of candidates; it was fair, applying the pre agreed criteria throughout; it was clearly based on merit, with decisions taken on careful analysis of evidence. Thanks to the scrupulous preparation done by the PCC and his staff, and to the professional attention devoted to the process by the panel, I can confirm that the selection of the preferred candidate to be Chief Constable of Humberside met the principles of fairness, openness, and merit.

Recommendations for future:

1. That the OPCC considers making recommendations to the College of Policing and the Home Office to suggest ways to increase the pool of available candidates for CC, particularly those from more diverse backgrounds/gender.
2. The PCC gives feedback to the preferred candidate on competencies that scored less than excellent, as part of future continuous professional development.
3. That if the appointment of Paul Anderson is approved by the Panel, careful consideration be given to the appointment of DCC and ACC in terms of competencies, to support a balanced leadership team.

## Appendix A: Independent Member role profile

1. To be familiar with the Guidance for the Appointment of Chief Officers, the appointment process procedures, and to adhere to the principles of merit, fairness and openness throughout the appointments process.
2. To work collaboratively with the PCC/CC or Commissioner and other appointments panel members to challenge and test whether the candidates meet the necessary requirements to perform the role effectively throughout the appointments process.
3. In providing independent advice during the appointments process, where requested to do so, their responsibilities are likely to include the following:
  - a. To provide independent advice in the shortlisting of applicants against the agreed appointment criteria.
  - b. To play an active role (where required) as part of the appointments panel and provide independent advice in assessing shortlisted candidates against the agreed appointment criteria (this might include using interviews, presentations, psychometric measures, assessment exercises, etc).
  - c. To provide independent advice on which candidate(s) most closely meets the appointment criteria in line with the principles of merit, fairness, and openness.
4. To produce a written report on the appointment process which expressly and explicitly addresses the appointment principles of merit, fairness and openness, and the extent to which the panel were able to fulfil their purpose.
5. To provide feedback to the College of Policing on the appointment process and their role. Independent Members will be asked to share copies of their written reports with the College of Policing once released by the PCC/CC or Commissioner to help inform future training and development.

## **Appendix B: Independent Member – Kate van der Sluis**

I have advised on senior recruitment at Chief Constable level since 2017, as independent panel member under the revised guidance.

Over the past 23 years I have worked as a specialist consultant in recruitment and HR. I have worked mostly in Yorkshire and Humberside, with regional, national, and international organisations. I have led and monitored appointments at the equivalent of chief executive level in a range of other private and public sector arenas beyond policing, including in not-for-profit, education, and business sectors.

My earlier career has included teaching, consulting, and Director level roles in business as well as over 8 years in Advisory Board Level positions with Future Humber, and the HEY LEP.

I have had wide ranging leadership experience at Board level of advising on change programmes, balancing the demands of commerciality and budget responsibility with the expectations of stakeholders, in a climate of increasing volatility and political change.



## Appendix C – College of Policing Guidance for Appointing Chief Officers

[Guidance for appointing chief officers \(college.police.uk\)](https://college.police.uk)

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## Humberside Police and Crime Panel

14 July 2023

### Chief Constable Confirmation Hearing Procedure

#### Background

- 1.1 This document explains the process to be followed by the Humberside Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of the preferred candidate to the role of Chief Constable.
- 1.2 The Police Reform & Social Responsibility Act 2011, section 38 specifies that the Police & Crime Commissioner (hereafter referred to as 'the Commissioner') for a police area is to appoint the chief constable of the police force for that area.
- 1.3 The Police Reform & Social Responsibility Act 2011 requires that Police & Crime Panels hold confirmation hearings for certain key appointments to be made by the Commissioner. These requirements are detailed within Schedule 8 of the Act.
- 1.4 Schedule 8 of the 2011 Act requires that a Commissioner must notify the relevant Police & Crime Panel of the proposed appointment of a chief constable. In such cases the Commissioner must also notify the Police & Crime Panel of the following information:
  - (a) the name of the person whom the Commissioner is proposing to appoint ("the candidate")
  - (b) the criteria used to assess the suitability of the candidate for the appointment;
  - (c) why the candidate satisfies those criteria; and
  - (d) the terms and conditions on which the candidate is to be appointed.
2. Powers of the Police and Crime Panel
  - 2.1 The Panel has the functions conferred by Schedule 8 Part 1 of the Police Reform and Social Responsibility Act 2011 (Appointment of Chief Constables). This enables it to:
    - Review the proposed appointment, by holding a Confirmation Hearing following receipt of notification of the proposed appointment. A 'confirmation hearing' 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.

Supporting guidance produced by the Local Government Association (LGA) and the Centre for Public Scrutiny (CfPS) advises that a confirmation hearing should not be dealt with as an item of business at a standard Panel meeting but conducted as a separate meeting;

- Make a report to the Commissioner on the proposed appointment;
- Include a recommendation to the Commissioner as to whether or not the candidate should be appointed and may include exercising the power of veto (decision to veto to be agreed by two-thirds of the Panel);
- Publish a report to the Commissioner;
- The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a Police & Crime Panel being notified of it by the Commissioner.

### 3. Confirmation Hearing

3.1 This confirmation hearing of the Panel has been convened to enable the Panel to review and make a report on the proposed appointment by the Police & Crime Commissioner for Humberside of a Chief Constable of Humberside Police following notification of the proposed appointment by the Commissioner on 28 June 2023.

3.2 In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner must provide the Panel with the following documentation:

- Name of the proposed candidate
- Criteria used to assess the suitability of the candidate
- How the candidate has satisfied those criteria
- The terms and conditions on which the candidate is to be appointed

#### The Procedure for the Hearing

3.3 The meeting will be conducted in public and structured as follows:

1. The Chair of the Panel will welcome the candidate to the hearing and invite Panel members and host authority officers present to introduce themselves.
2. Apologies
3. Declarations of Interests

4. The Chair will ask the Panel's Monitoring Officer to outline briefly the format of the hearing.
5. The Chair will ask the candidate if he has any questions on the procedure.
6. The Chair will invite the Commissioner to outline the proposed appointment and introduce the candidate.
7. The Chair will invite Panel members to ask questions of the candidate which relate to his **professional competence** and **personal independence**, the answers to which will enable the Members to evaluate the candidate's suitability for the role.
8. When all Panel members' questions have been asked and addressed the Chair will invite the candidate to clarify any answers that he/she have given during the hearing and to ask any questions of the Panel, for example about the next steps in the process.
9. The candidate, Commissioner and any members of the public will then withdraw from the meeting.
10. The Panel will be asked to agree a resolution to exclude the press and public from the meeting, and will go into closed session to take its decision and prepare any recommendations and report to the Commissioner regarding the appointment of the preferred candidate to the role of Chief Constable.
11. The Panel will send its report to the Commissioner by the end of the working day following the date of the confirmation hearing.
12. The Panel will publish its report after 5 working days of the confirmation hearing, after liaising with the Commissioner to reflect that the Commissioner will also publish his own final decision on the proposed appointment following the hearing.

3.4 At the closed session the Panel will discuss the following:

- Whether the candidate has the professional competence to exercise the role as set out in the role profile.
- Whether the Panel feels that the candidate has the personal independence to exercise the role.

- 3.5 If the Panel is satisfied that the candidate meets the required standards it can recommend to the Commissioner that the appointment be made. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.
- 3.6 If the Panel considers that the candidate meets the required standards but has a query or concern about their suitability it can make a recommendation to this effect to the Commissioner. Ultimately, the Panel has the option of recommending to the Commissioner that the appointment not be made. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.
- 3.7 If the Panel considers that the candidate clearly does not meet the minimum standards necessary for the position the Panel can veto the proposed appointment. A decision to veto a proposed appointment must be supported by at least two-thirds of the members of the Panel (see below).
4. Powers of the Panel in respect of making a recommendation
- 4.1 The Panel have the power to veto the proposed appointment. A veto would mean that the Panel, by the required majority, have decided that the candidate should not be appointed as Chief Constable. If it takes this course of action, the Panel will:
- include a statement within their report confirming that the Panel have vetoed the appointment;
  - provide a reason for the veto of the appointment;
  - provide evidence from the proceedings of the Confirmation Hearing in support of the reason for vetoing the appointment.
- 4.2 Should the Panel not veto the appointment, the following steps shall be taken:
- The Commissioner may accept or reject the Panel's recommendation as to whether or not the candidate should be appointed.
  - The Commissioner must notify the Panel of the decision whether to accept or reject the recommendation.
- 4.3 Should the Panel veto the appointment, the following steps shall be taken:
- The Commissioner must not appoint that candidate as Chief Constable.
  - The Commissioner must propose another candidate for appointment as Chief Constable. This proposed appointment will be subject to review by the Panel at a second confirmation hearing, resulting in a report to the Commissioner making a recommendation about the appointment of the reserve candidate. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.

- The Panel does not have the power to veto the Commissioner's second choice of candidate if the Panel has already used its veto on the previous candidate.

4.4 The veto should only be used in exceptional circumstances. A Commissioner's power to appoint a chief constable should be backed up by appropriate human resources functions and appointment procedures designed to provide a "due diligence" check on the suitability of the candidate that a Commissioner proposes for appointment. A proposed appointment should only be vetoed if a Police & Crime Panel considers that there has been a significant failure of this "due diligence" check, to the extent that the candidate is not appointable.

#### Following the Confirmation Hearing

4.5 The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner in writing by the next working day.

4.6 It is recommended that a period of five working days should elapse before the recommendations of the Panel are made public, although this information can be released at an earlier stage if there is mutual agreement between the Panel and Commissioner.

#### 5. Recommendations

5.1 That the Panel determine whether the proposed candidate, Mr Paul Anderson should be appointed to the role of Chief Constable of Humberside Police.

#### Background Papers and Published Documents

Police Reform & Social Responsibility Act 2011

The Police & Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

Police & Crime Panels Guidance on Confirmation Hearings Local Government Association and Centre for Public Scrutiny (August 2012)

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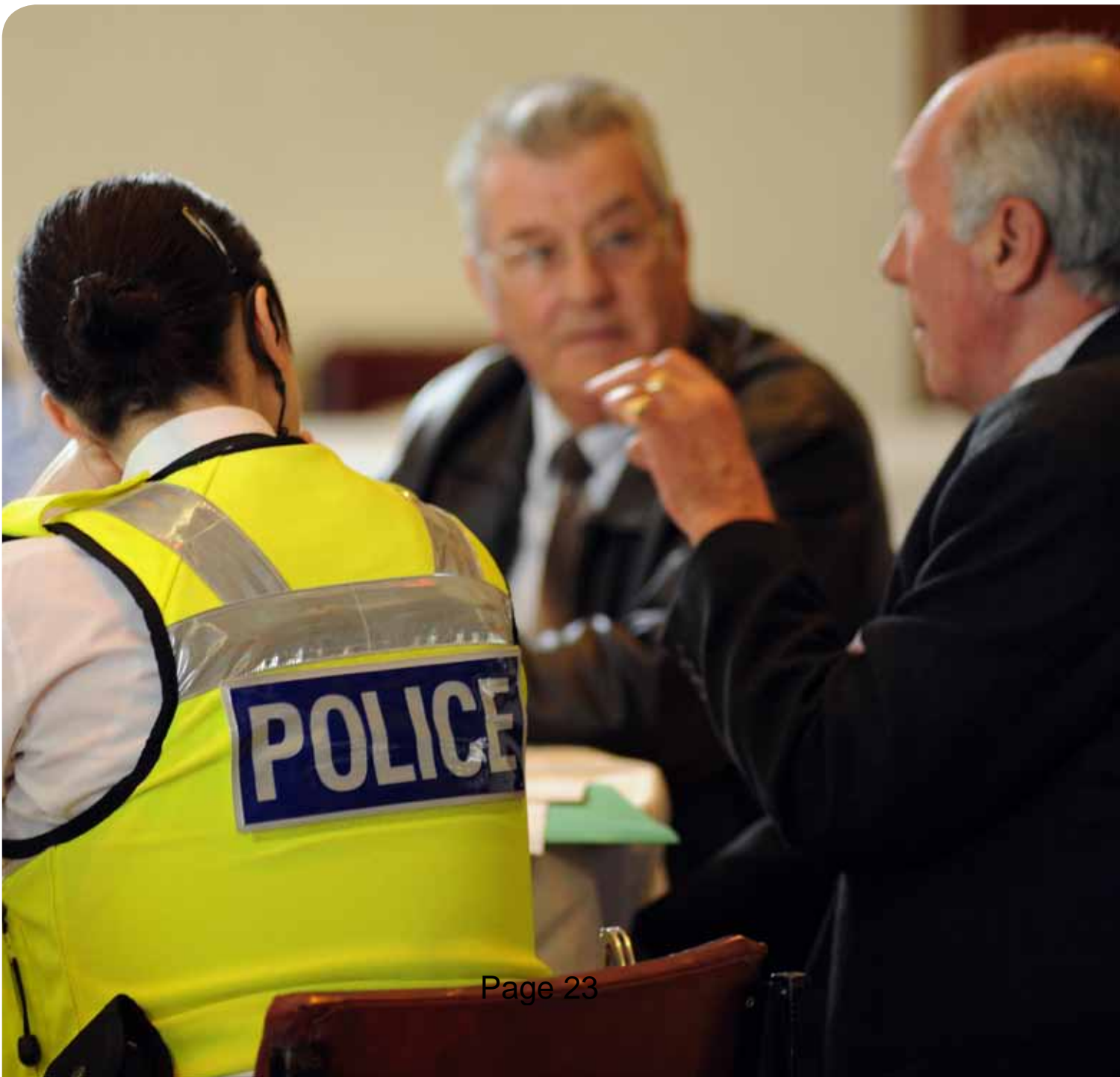
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# Police and crime panels

## Guidance on confirmation hearings



This guidance has been prepared by the Centre for Public Scrutiny and the Local Government Association. Every attempt has been made to provide a fair picture of the current state of the law, to present an accurate and comprehensive assessment of our recommended interpretation of the provisions of the Police Reform and Social Responsibility Act 2011 as it applies to police and crime panels, and to suggest ways of working to ensure that panels can be effective, and their work proportionate, relevant and timely. However:

- This guidance should not be relied upon as giving legal advice, and it will be for monitoring officers in individual authorities to come to their own decisions, working with councillors, to decide on the right approach.
- This guidance should not be interpreted as setting out the view of the Home Office, and the recommendations, suggestions and advice given should not be interpreted as being endorsed or approved by the Home Office. The views expressed in the guidance are those solely of the Centre for Public Scrutiny and the Local Government Association.

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# Introduction

## Background

From November 2012, structural reforms in policing in England and Wales will result in the abolition of police authorities and the creation of new arrangements for accountability. The Police Reform and Social Responsibility Act<sup>1</sup> creates the post of elected police and crime commissioner (PCC) for each force area, who will be responsible for holding the chief constable to account. The PCC themselves will be scrutinised by a police and crime panel (referred to in this guidance as the panel) made up of local councillors from the force area, and some co-optees. More details on the general role of the panel can be found in the companion guidance to this publication produced by LGA/CfPS in October 2011<sup>2</sup>.

Under the Act<sup>3</sup>, a principal role for the new panels will be to conduct hearings for certain senior staff including the chief constable, before they are confirmed in their posts. There is little precedent for this activity in the context of local government, with the most prominent UK examples of such hearings being in the House of Commons, and the London Assembly. Even there, they are a relatively recent phenomenon.

Under the Act, a Part 2 panel operates as a local government joint committee, led by a host authority. Under Part 3, the Secretary of State reserves the right to run a panel directly where local agreement on its operation cannot be reached. All Welsh panels will be Part 3 panels. Support for the operation of Part 3 panels will be provided by the Home Office. However, it is not anticipated that there will be any material difference between Part 2 and Part 3 panels in their operation of confirmation hearings.

## Key issues

Confirmation hearings will need to be handled in a different way to other evidence-gathering sessions. They will however need to operate within the requirement, in employment law, for a particular degree of fairness. They will be an important element of an appointment process that will need to focus closely on an individual's capabilities and expertise, but will need to be carried out so as to ensure that justified scrutiny of these attributes does not descend into unwarranted intrusion or lines of questioning that might be unfair or unreasonable.

<sup>1</sup> Referred to in this guidance as 'the Act'

<sup>2</sup> [www.cfps.org.uk/publications?item=7002&offset=0%20](http://www.cfps.org.uk/publications?item=7002&offset=0%20)

<sup>3</sup> Schedules 1 and 8

Confirmation hearings will need to complement, rather than duplicate, the other internal systems for appointing staff. There is no point in a panel confirmation hearing being simply a restaging of a previous interview panel.

Lines of questioning will therefore need to be carefully designed, and used to get the maximum value out of the process – for the panel, candidate and for the local community.

This guidance will examine in detail the steps that local authorities, and the panels they support, should take in preparing for confirmation hearings and in carrying them out. There are clear pitfalls that careful planning can avoid, but inevitably there will be occasions where quick thinking, tact and diplomacy will be required from all involved in these hearings, to ensure that they are genuinely useful.

We suggest that PCCs and panels in individual force areas review this guidance and seek to incorporate it as part of any wider protocol that will govern their relationship. This would include, for example:

- timescales (supplementing and complementing existing provisions on timescales in Schedules 1 and 8)
- mutual expectations about the detail of information which will be provided on candidates and their background
- mutual expectations about the conduct of the hearings themselves.

Reaching agreement on these issues as soon as possible following the election of the PCC will minimise the risk of delay or misunderstandings when the first Schedule 1 or Schedule 8 appointment is scrutinised. The panel should have the systems in place ready to carry out its duties from November 2012.

# Drawing comparisons

## Experience of hearings elsewhere

UK examples of confirmation hearings can be drawn from the House of Commons, where they have operated since 2008, and from processes established in relation to the London Assembly, which has a role in confirming certain mayoral appointments.

In the USA, a number of local areas run confirmation hearings for police officials, especially where they are appointed by an elected commissioner or chief of police.

Research elsewhere has explored these confirmation hearings and a discussion of their strengths and weaknesses goes beyond the scope of this guidance; however, we have sought to recognise the experience in the US and other jurisdictions in this document.

In the UK, confirmation hearings (or 'pre-appointment hearings'<sup>4</sup>) were initially proposed by government as part of the 2007 Governance of Britain Green Paper.

A process of negotiation between the government and the Commons Liaison Committee<sup>5</sup> led to the adoption of a process in 2008 that focused on the professional competence and personal independence of candidates, covering a range of public appointments. The Liaison Committee produced a process for hearings which has been adopted and followed by all select committees and, since 2008, significant numbers have been carried out.

In 2010, the Constitution Unit carried out a review of confirmation hearings that had been held to date<sup>6</sup>. It highlighted some concerns about the operation of such procedures but overall concluded that the aim of increasing transparency in appointments had been achieved.

On the point of the exercise of a veto (not an option open to Select Committees) it has been suggested that this might deter candidates from applying. This is a risk we will consider and suggest a way to mitigate, through panels carefully restricting their use of the veto, which we discuss in more detail below.

<sup>4</sup> Schedules 1 and 8 of the Act make clear that the confirmation hearing process is a pre-appointment, rather than a post-appointment, process.

<sup>5</sup> Maer L, 'Parliamentary involvement in public appointments' (House of Commons Library Paper SN/PC/4387), <http://www.parliament.uk/documents/commons/lib/research/briefings/snpc-04387.pdf>

<sup>6</sup> Waller, P and Chalmers M, "An evaluation of pre-appointment scrutiny hearings" (UCL Constitution Unit, 2010), <http://www.ucl.ac.uk/constitution-unit/research/consultancy/consultancy-projects/PASreport>

## Lessons learned

There are several lessons that can be learned from the experiences in the UK Parliament, in the USA and at the London Assembly:

- Confirmation hearings need to be rigorously and carefully planned by the panels carrying them out – but this does not mean hearings are a bureaucratic, ‘tick box’ exercise.
- Candidates need to know what to expect and panels should keep to a relatively narrow set of questions which relate directly to professional competence and personal independence – but this does not mean hearings are not challenging.
- Both the veto (where legal), and the recommendation not to appoint, should be used very rarely, based on the principle that candidates will have already been subject to an internal recruitment process – but this does not mean that hearings are simply a rubber stamp.
- Hearings should take place quickly, with minimal time taken between notification of the appointment, the hearing and reports and recommendations being made to the PCC – but this does not mean the process should be rushed.
- Candidates should be treated with courtesy and respect, not just at hearings themselves, but also in correspondence or public statements relating to recommendations made by the panel (this is particularly important if there is a decision taken to veto) – but this does not mean that panels should not be transparent about their findings.



# The legislation – initial considerations

## Scope

Scrutiny of senior appointments by the police and crime panel is determined in Schedules 1 and 8 of the Act. These Schedules provide information on what the panel must do, in holding a confirmation hearing.

The rest of this guidance provides details on how these obligations could be interpreted, and how confirmation hearings could be used to add value to local policing. Throughout the guidance we have used the word ‘should’ to put forward how we would suggest that panels should plan their work. There is however no legal obligation on any panel to follow our recommendations.

## Schedule 1

Schedule 1 covers the appointment of the PCC’s chief executive, chief finance officer and any deputy police and crime commissioners<sup>7</sup>. It states that the PCC must notify the panel of such a ‘proposed senior appointment’<sup>8</sup>, providing the name of the candidate, the criteria used to assess his or her suitability, why the candidate satisfies those criteria, and the terms and conditions on which the candidate is to be appointed<sup>9</sup>.

Once this notification has occurred, the panel must review the senior appointment<sup>10</sup>, and make a report on it to the PCC<sup>11</sup>, which must include a recommendation as to whether or not the candidate should be appointed<sup>12</sup>.

This must all happen within a period of three weeks, beginning on the day that the panel receives the notification from the PCC<sup>13</sup>. Under Schedule 6 to the Act, confirmation hearings carried out under Schedule 1 are ‘special functions’ of the panel, and so may not be discharged by a sub-committee.

A confirmation hearing must be held before the report is submitted to the PCC. This is defined as ‘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’<sup>14</sup>.

In response to the panel’s report, the PCC must then notify the panel whether they will accept or reject the recommendation<sup>15</sup>. There is no duty for the PCC to give reasons for their decision.

<sup>7</sup> Paragraph 9(1) of Schedule 1

<sup>8</sup> Paragraph 9(2) of Schedule 1

<sup>9</sup> This will include the candidate’s salary

<sup>10</sup> Paragraph 10(2) of Schedule 1

<sup>11</sup> Paragraph 10(3) of Schedule 1

<sup>12</sup> Paragraph 10(4) of Schedule 1

<sup>13</sup> Paragraph 10(5) of Schedule 1

<sup>14</sup> Paragraph 11(2) of Schedule 1

<sup>15</sup> Paragraph 12(1) and (2) of Schedule 1



## Schedule 8

Schedule 8 covers the appointment of the chief constable. Most of the provisions are identical to those in Schedule 1. There are two crucial differences:

- The panel has a veto<sup>16</sup> over the appointment of the chief constable. The panel may recommend that the PCC does not make the appointment<sup>17</sup>, but in the event of a veto then the candidate must not be appointed<sup>18</sup>. What happens once the veto has been exercised will be subject to regulations<sup>19</sup>, which are likely to go into this matter in more detail. The procedure suggested at the end of this document for the exercise of the veto has been designed so that it should fit with the regulations once they are published.
- Although the panel is obliged to conduct a confirmation hearing for the chief constable and then report its recommendations to the PCC, if a report is not made following a period of three weeks, then the PCC can go ahead and appoint<sup>20</sup>.

It should also be noted that the panel cannot delegate its scrutiny of the appointment of the chief constable to a sub-committee, as it is a 'special function' of the panel under Paragraph 27 of Schedule 6.

In this guidance, we will refer to appointments of the chief constable as **Schedule 8 appointments**. All other appointments subject to a confirmation hearing under the Act will be referred to as **Schedule 1 appointments**.

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<sup>16</sup> Under the Act, the panel may veto such an appointment with a two-thirds majority

<sup>17</sup> Regulation 4(4) of Schedule 8

<sup>18</sup> Paragraph 8 of Schedule 8

<sup>19</sup> Paragraph 9 and 10 of Schedule 8 (Regulations to be issued)

<sup>20</sup> Paragraphs 2(3) and 6(1) of Schedule 8

## Existing staff

Some staff may be transferred, via TUPE, from police authorities to the PCC's secretariat. Even if under normal circumstances such transfers would be subject to a hearing, this would not be necessary during the November 2012 transition phase when the PCC's secretariat is first being established. However, the appointment by the PCC of a deputy will require a confirmation hearing to be held.

# Professional competence and personal independence

We recommend that confirmation hearings focus on issues of **professional competence and personal independence**.

These are the standards that have been adopted in the House of Commons and have been identified by MPs as providing them with the focus necessary to carry out effective confirmation hearings.

Minimum standards should be seen as applying to particular attributes; ie there should be minimum standards below which it would not be appropriate to appoint under any circumstances. Above this bar, the panel might have concerns but the candidate will be 'appointable' subject to the discretion of the PCC. We comment on minimum standards in more detail in the section on the exercise of the veto.

Professional competence relates to a candidate's ability to carry out the role. This should be apparent from a comparison of the candidate's CV and the role profile, and from the answers to questions which relate to (for example) issues around professional judgment and insight which might be asked as part of the confirmation hearing process.

Personal independence relates to the need for a candidate to act in a manner that is operationally independent of the PCC (although see below on how this will apply to deputy commissioners).

This will be particularly important for Schedule 8 candidates, but for Schedule 1 candidates the panel will still need to assure themselves that the candidate will have the ability to advise the PCC effectively, and to understand the need to respond constructively in situations when they might be held to account by the panel.

# Planning and preparation

## Receiving notification from the PCC

When the PCC notifies the panel of a proposed senior appointment, the panel will need information relating to the candidate in order to carry out the hearing properly.

Notification from the PCC should therefore be accompanied by some form of background information (to minimise the risk that time will be wasted chasing this information up through other means). This should usually be the same information that the PCC has had access to during the rest of the appointment process. Under the Act the panel **must** be provided with the following information:

- the names of the person whom the PCC is proposing to appoint
- the criteria used to assess the suitability of the candidate for the appointment
- why the candidate satisfies those criteria
- the terms and conditions on which the candidate is to be appointed.

The PCC might provide other information about the candidate, for example background information (such as a CV) or a personal statement.

This information would be used to allow the panel to draw together questions around whether the candidate could evidence both **professional competence and personal**

**independence.** It is unlikely that the panel would be able to, or would wish to, carry out its own research on the candidate within the three week timescale because:

- resource constraints would make this level of research unfeasible
- this raises the prospect of questions being asked on issues which do not relate to professional competence and personal independence.

The issue of additional information is covered in the section on pre-meetings below.

Given that notification triggers a hearing within three weeks, the first task for the panel on receiving the notification will be to set a date for a meeting. This meeting should not be used for any other business (ie if there is already a panel business meeting scheduled for that period, the appointment meeting should be held separately).

## Notifying the candidate

Following the PCC's notification to the panel, and the scheduling of the hearing, the chair of the panel should write to the candidate, advising them of the date of the meeting and notifying them of the principles of professional competence and personal independence on which they propose to evaluate the candidate.

This should refer to the relevant provisions in legislation.

This letter should advise that the information provided by the candidate (see above) would need to be put on public deposit in the same manner as a standard report going to the panel.

If it has been agreed that the candidate's references will be provided to the panel, the PCC will need to advise the relevant referees that the references they submit will be put on public deposit to assist the panel in the performance of its duties.

## Briefing and pre-meeting

Steps should be taken to arrange a pre-meeting for the panel to go through some of the key issues and possible questions. The pre-meeting should not be held immediately before the confirmation hearing itself, to allow sufficient time for any unexpected issues, or gaps in information provided, to be addressed.

The information provided alongside the notification by the PCC should be used by the chair of the panel and the lead officer supporting the panel to draw together a list of potential issues for the panel to discuss at a pre-meeting. This could highlight possible question topics and themes, highlight background information on which members might wish to focus and remind members of the process taken at the meeting itself.

The pre-meeting is the most important element of the preparations for the confirmation process, because it is here that members of the panel will decide on the scope and thrust of their questioning.

This meeting should be held in private, and members of the panel should be assisted by the monitoring officer and a senior HR representative from the host authority to provide specialist and technical advice, along with whichever officer is responsible for providing support to the panel (ie a scrutiny officer).

People serving on panels may already have some experience of councillor-level appointment panels, for example to fill senior management posts. However, confirmation hearings are different in several crucial ways, which require them to be managed even more carefully. The panel will need to bear these factors in mind at the pre-meeting:

- confirmation hearings will be held in public, and Schedule 8 appointments (those of the chief constable) in particular are likely to be high profile
- the appointment is being made to an external body, not the councils represented on the panel
- hearings are an integral, but independent, part of the appointments process.

The focus of questioning will, therefore, need to rest on the professional competence of the candidate and their personal independence. Questioning will need to rely on the documents provided to support the panel's deliberations.

Where members of the panel propose to consider additional information relating to the candidate, not provided by the PCC but available elsewhere, this should be considered by the monitoring officer and the HR representative to ensure that the process will be fair, and that it will help the panel assess competence and independence.

This will be of particular importance for Schedule 8 appointments, where there may be a fair amount of information in the public domain relating to the candidate on which the panel might like to draw, but care will be needed in researching and analysing this information.

Within the two broad themes of competence and independence the panel might wish to focus on particular areas. These should be discerned with reference to the role profile, and the police and crime plan, which will allow the panel to understand the regular duties that the postholder will be expected to undertake, and the key policies that they will have to implement.

Broad questioning themes should be developed, such as evidence that the candidate has:

- an understanding of the various stakeholders that would need to be involved and engaged with (and in what way, with what outcome) in the development and delivery of a major strategy (professional competence)
- a pragmatic understanding of the separation of the PCC from operational responsibility (personal independence).

Personal independence is likely to be a nuanced issue in relation to the PCC's deputy. These are likely to be political appointments, and as such a lower standard of independence might be expected, reflecting the fact that these deputies have been appointed to provide political support, and to directly assist the PCC in driving his or her particular vision and priorities.

However, the panel in these cases, will still need to be assured that the deputy recognises the separation of political and operational responsibilities.

Members of the panel should consider, at the pre-meeting, the kind of evidence they would want to adduce to demonstrate under each theme that the minimum standards for the post had been met.

Under each of these themes individual questions should be drawn out, and assigned to relevant members of the panel. It may be necessary for the panel member asking questions at the meeting to ask supplementary questions, to 'tease out' the response to an answer. The chair of the panel will, under these circumstances, need to monitor closely such supplementary questions, and their responses, to be assured that they are relevant. The chair should receive senior officer support at the meeting.

Inappropriate questions are considered below.

# The hearing itself

The hearing will be a relatively focused opportunity to explore key issues relating to professional competence and personal independence.

As we have made clear it should not be treated as a chance for the panel to explore the candidate's views on various areas of the PCC's policies, national policy issues, or their plans once they assume the post, except insofar as those questions might relate directly to professional competence and personal independence.

Confirmation hearings should therefore be relatively short and focused. Members will have agreed questions, and questioning themes, at the pre-meeting and these should be kept to (other than to ask necessary supplementary questions – see above).

In broad terms, the meeting should be framed so as to allow the panel to make an informed decision about the candidate. In the next section the decision-making process is looked at in more detail but, fundamentally, it comprises two linked steps:

- Does the person meet the criteria set out in the role profile for the post?
  - Do they have the professional competence to carry out the role?
  - Do they have the personal independence to carry out the role? (although see comments elsewhere in this guidance on political appointments)

- Should, consequently, the panel recommend that the candidate should not be appointed or use its power of veto?

The chair should open the meeting by welcoming the candidate, and others present, and outlining for the benefit of the candidate the key themes that the panel hopes to explore. The chair should explain the process for approval, refusal or veto of appointments and allow the candidate to ask any procedural questions that he or she might have before the questioning gets under way.

The chair should be aware – notwithstanding the pre-meeting – of the risk that inappropriate questions might be asked. An inappropriate question is one that does not relate to the professional competence or personal independence of the candidate. Some questions that may appear to the questioner to relate to one or both of these issues might still be inappropriate. Some examples might be questions:

- relating to the personal political (or other) views of the candidate – eg whether the candidate agrees or disagrees with the police and crime plan, and so on
- seeking to substantively hold to account the candidate for decisions made in a previous role, unless they are phrased in such a way that directly relates to (for example) learning lessons from past experience

- on what the candidate will do, substantively, once in the post (ie questions relating to operational strategy)
- which are hypothetical and designed to obtain the candidate's views on a position of local controversy.

This is not an exhaustive list. The panel's senior HR adviser will be able to further advise the panel and the chair as to appropriate, and inappropriate, questions in this context.

The panel should also be able to use its own considered judgment on this matter, and does not have to take the officer advice it is given.

At all times the candidate should be treated fairly and politely. The panel should avoid getting into debate and discussion with the candidate on any issue, remembering that it has a task to perform and a limited amount of time to do it.

Members of the panel should refrain from making general statements about any issue, other than the short opening and closing statements referred to above.

At the end of the session the candidate should be given the opportunity to clarify any answers that he or she has given in the course of the hearing, and ask any questions of the panel, for example about the next steps or the decision-making process.



# The decision-making process

Immediately following the confirmation hearing, the panel should go into closed session to decide on its recommendations. Whilst the Local Government Act 1972 Schedule 12A would normally apply to the panel's operation at this point, the Home Office suggests that panels are joint committees under the Police Reform and Social Responsibility Act rather than the Local Government Act 1972. The Home Office will shortly issue Regulations to clarify how parts of the 1972 Act will apply to panels. The monitoring officer and a senior HR professional should be present to provide advice to the panel on its deliberations.

## Meeting the role profile requirements

The following questions follow on from the issues mentioned in the section above. They are indicative only, suggesting the kind of issues that the panel would most need to be able to evaluate in order to come to a judgment on the suitability of the candidate.

Depending on the role, and the role profile, different questions could be asked specific to the candidate's forthcoming responsibilities, for example:

- Whether the panel feels that the candidate has the professional competence to exercise the role, as set out in the role profile
  - Do they have the ability and insight to work across multiple different agencies to achieve the PCC's priorities, and wider priorities for the area?
  - Do they have the ability to respond, credibly and proportionately, to pressures such as the need to make short-term responses to unexpected requirements?
  - Do they have the ability to translate strategic objectives into operational change on the ground?
- Whether the panel feels that the candidate has the personal independence to exercise the role, as set out in the role profile
  - Do they have the ability to advise the PCC, but to resist any attempt at improper influence?
  - Do they have the ability and confidence to take personal responsibility for relevant successes and failures?



## Minimum standards

In an earlier section we made reference to 'minimum standards' of professional competence and personal independence. Members should be familiar with the required minimum standards in the role profile and should use these to make an assessment as to whether the candidate fulfils those standards.

Where a candidate does not meet these standards it should be self-evident, and this will be suggestive of a significant failure in the appointments process undertaken by the PCC.

Under these circumstances (and only these circumstances) it may be appropriate to use the veto, if the candidate is a Schedule 8 appointment.

Where a candidate meets these standards, but there is still a cause for concern about his or her suitability, it may be appropriate to outline these concerns in the panel's response to the PCC.

Where a Schedule 1 candidate does not, in the panel's view, meet the minimum requirements for the post, providing advice to the PCC in the form of a letter is the only option open to the panel. For these situations for Schedule 8 candidates, making a recommendation provides an alternative to use of the veto.

# Making recommendations on Schedule 1 and Schedule 8 appointments

Under the Act the panel may recommend to the PCC that the appointment be made, or that it not be made. A recommendation that an appointment is not made is not the same as a veto, and the PCC can, if he or she chooses, ignore such a recommendation.

The only example of a pre-appointment hearing in the Commons leading to a recommendation not to appoint was that of the proposed children's commissioner. In this section, we will draw lessons from that experience and examine how a process for recommending approval, and rejection, might work in practice.

It is important to appreciate that any negative determination by the panel could have an undesirable effect on the candidate's career options. It is suggested therefore that the affected candidate should ideally have at least a few days to consider their position and ask any further questions they may have about the process before information is released to the press and general public.

To achieve this, it is suggested that a five working day period should elapse between the hearing and the release of information about ANY recommendation from the panel whether positive or otherwise.

An understanding about this arrangement would need to be discussed and agreed with the PCC and their staff who might otherwise release information about appointments separately from the panel.

Delaying any announcement about favourable panel recommendations and associated appointment announcements would be necessary to avoid unfavourable recommendations becoming automatically associated with a delay. This would in effect create the same outcome for unfavourable recommendations as if the information had been released straight away.

Although the five day period is suggested in order to ensure fairness to the candidate, it is recognised that there may be some circumstances where their best interest would be served by a quicker release of information. In all cases, a consistent approach to the release of information would need to be discussed and agreed with the PCC and their staff.

## Recommending approval

This will be straightforward. The Act requires that recommendations to appoint should be communicated to the PCC in writing. This should happen immediately following the making of the decision (ie the next working day).

The candidate should be copied into the communication. It is suggested however that the PCC should be asked not to make the result of the appointment public until five days has elapsed following the date of the hearing for the reasons explained above.

Similarly the panel should wait five working days before it releases any information about its recommendations. In any event the panel should also ensure that the PCC has received and acknowledged the panel's recommendations before making its recommendations public.

## Recommending refusal

This will involve more work. Refusal should only be recommended rarely, under the circumstances identified in the section on the decision-making process.

Where refusal is recommended, on the next working day the PCC should be notified of the refusal in writing. Appended to the refusal should be a summary of the principal reasons for that refusal.

Both should be treated as separate documents so that the letter recommending refusal can later be formally published without risking a breach of the Data Protection Act.

The next four working days will be available to all parties – including the candidate – to consider their next moves before the recommendation is made public. The reason why we suggest that no information be disseminated publicly until after this time is to ensure that the process is fair to the candidate as explained above.

There are three likely scenarios that might follow a refusal recommendation by the panel:

- The PCC continues with the appointment. If this happens the recommendation to refuse would be published after five working days, along with a summary as to why the recommendation was made. The PCC should make a response at the same time as the publication of the recommendation, focusing on why he/she felt that the candidate did in fact meet the minimum standards for the post.
- The candidate decides to withdraw. If this happens the recommendation to refuse would be published after five working days along with the relevant summary, but no further information would be published from either side.
- The PCC decides not to appoint. If this happens, the recommendation to refuse, and the summary, would be published alongside a statement by the PCC setting out a timetable and process to make a new appointment.

At each point the candidate will need to liaise with the PCC. The panel should not attempt to liaise with the candidate either directly, or through the host authority's monitoring officer or leading HR officer.

The panel may wish to recommend refusal, rather than exercising the veto, in the case of a Schedule 8 appointment.

This might be considered when the panel feels that the candidate essentially meets the minimum standards, but has shortcomings that mean it would be inappropriate to appoint. It is envisaged that the veto would only be used in exceptional situations.

# The veto (for Schedule 8 appointments only)

## Use of the power of veto

In an earlier section we considered the effect that the veto might have on potential candidates for the role of chief constable. Research carried out by the Constitution Unit in 2010 concluded that the introduction of a veto into the existing system of select committee pre-appointment hearings might well act to dissuade candidates from coming forward.

It should be recognised that the PCC's power to appoint – subject to the confirmation hearings process – has been provided by the Government to allow the PCC to appoint the person thought most appropriate. This will be a corporate decision, led by the PCC as an individual, but backed up through their secretariat, whose HR functions and internal appointment procedures will provide a 'due diligence' check on the candidate's suitability. The veto should only be exercised where it is clear to the panel that there has been a significant failure of those 'due diligence' checks, to the extent that the candidate is not appointable. This is, rightly, a very high bar.

Systems and processes will therefore need to be designed to ensure that the veto is used extremely rarely. It should be used only where the panel feels that the candidate fails to make the minimum standards for the post.

## Process for the veto

A possible process for the veto is set out below. In designing arrangements for the use of the veto, the content of any relevant Home Office Regulations should also be considered carefully<sup>21</sup>.

Where the veto is exercised on a Schedule 8 appointment, the PCC must not appoint. The veto should be notified to the PCC on the next working day following the hearing. The PCC will be responsible for notifying the candidate.

It is suggested that after five working days the panel will publish its veto and the PCC, alongside this information, will publish information setting out the steps that will be taken to make another appointment. As we have suggested for recommendations of refusal of appointments, the five day period following the hearing can be used by the relevant parties to consider their responses. If however the candidate's interests would be better served by a quicker release of information, this can be discussed and agreed with the PCC.

<sup>21</sup> At the time of writing this guidance, the content of pending Home Office Regulations covering the use of the veto has not been finally determined. Early drafts of the Regulations indicate that the panel will not be able to veto the PCC's second choice of candidate if the panel has already used its veto on the previous candidate.

The exercise of the veto (or a recommendation for refusal) should act as the impetus to a discussion between the panel and PCC about how HR processes within the PCC's secretariat might be reviewed.



**Local Government Association**

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For a copy in Braille, larger print or audio,  
please contact us on 020 7664 3000.  
We consider requests on an individual basis.

## Chief Constable of Humberside Police

**The Police and Crime Commissioner for Humberside is inviting applications for the post of Chief Constable**

Salary: £158,595 +/-10%

Contract: Up to 5 years (negotiable)

Location: Humberside Police HQ, Priory Road, Hull HU5 5SF

Humberside Police is on a continuous journey of improvement which has seen it transform from a force in special measures with HMICFRS in 2016 to be graded as outstanding by the Inspectorate in 2022 and has become an exemplar for other forces nationwide in many areas of its operations. We are seeking an exceptional individual to continue this trend and lead the organisation to further improvement and deliver the best service to the public.

As Chief Constable you will lead the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, enabling the delivery of a professional, effective and efficient policing service.

You will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime and major and critical incidents. You will also be responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

Whilst performance is consistently good in Humberside Police there is the ongoing challenge of ensuring the communities we serve truly feel the benefit of a high performing force. Public confidence in policing has taken a hit nationally and Humberside Police is not immune to that. Our next leader should come ready to build further the trust of the community in the police, putting the community at the heart of policing to ensure legitimacy.

You will be joining an outstanding force with high levels of staff engagement, morale and an absolute commitment to the continued improvement of wellbeing amongst its staff.

You will lead a talented executive who rely on their team to deliver an outstanding service to our communities. Humberside Police is committed to listening to others and developing a culture of trust, innovation and high performance, where its staff and communities continue to have a voice in everything it does.

Download our application pack at [www.humberside-pcc.gov.uk/News/News-Archive/2023/Chief-Constable-Recruitment.aspx](http://www.humberside-pcc.gov.uk/News/News-Archive/2023/Chief-Constable-Recruitment.aspx)

**Closing date 12th June 2023 23:59**

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**HUMBERSIDE**  
POLICE & CRIME  
COMMISSIONER



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**CHIEF CONSTABLE**  
RECRUITMENT PACK

Agenda Item 5e

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Dear Potential Candidate,

## APPOINTMENT OF CHIEF CONSTABLE, HUMBERSIDE POLICE

Thank you for your interest in the post of Chief Constable for Humberside Police. This application pack will provide you with information on how to apply, our role profile and where you can find more information about whether this vacancy is the right opportunity for you.

Whilst performance is consistently high in our Force there is the ongoing challenge of ensuring the communities we serve truly feel the benefit of a high performing Force. Public confidence in policing has taken a hit nationally and Humberside Police is not immune to that. Our next leader should come ready to build further the trust of the community in the police, putting the community at the heart of policing to ensure legitimacy.

If you don't know the Humber area, please take a minute to watch the short video that the office has produced to let you know a little about our part of the world.

<https://www.youtube.com/watch?v=Hnv6GVvSk-Q>

My police and crime plan can be found within this pack along with a copy of the Force's Plan on a Page. You will see clear objectives in my plan for all partners including the police Force.

My office and I have a process of assurance and holding to account of the Force which is based on the principle of high challenge, high support, shared objectives and respecting the operational parameters of the PCC. We look to minimise bureaucracy and use our organisational values to create conditions for success.

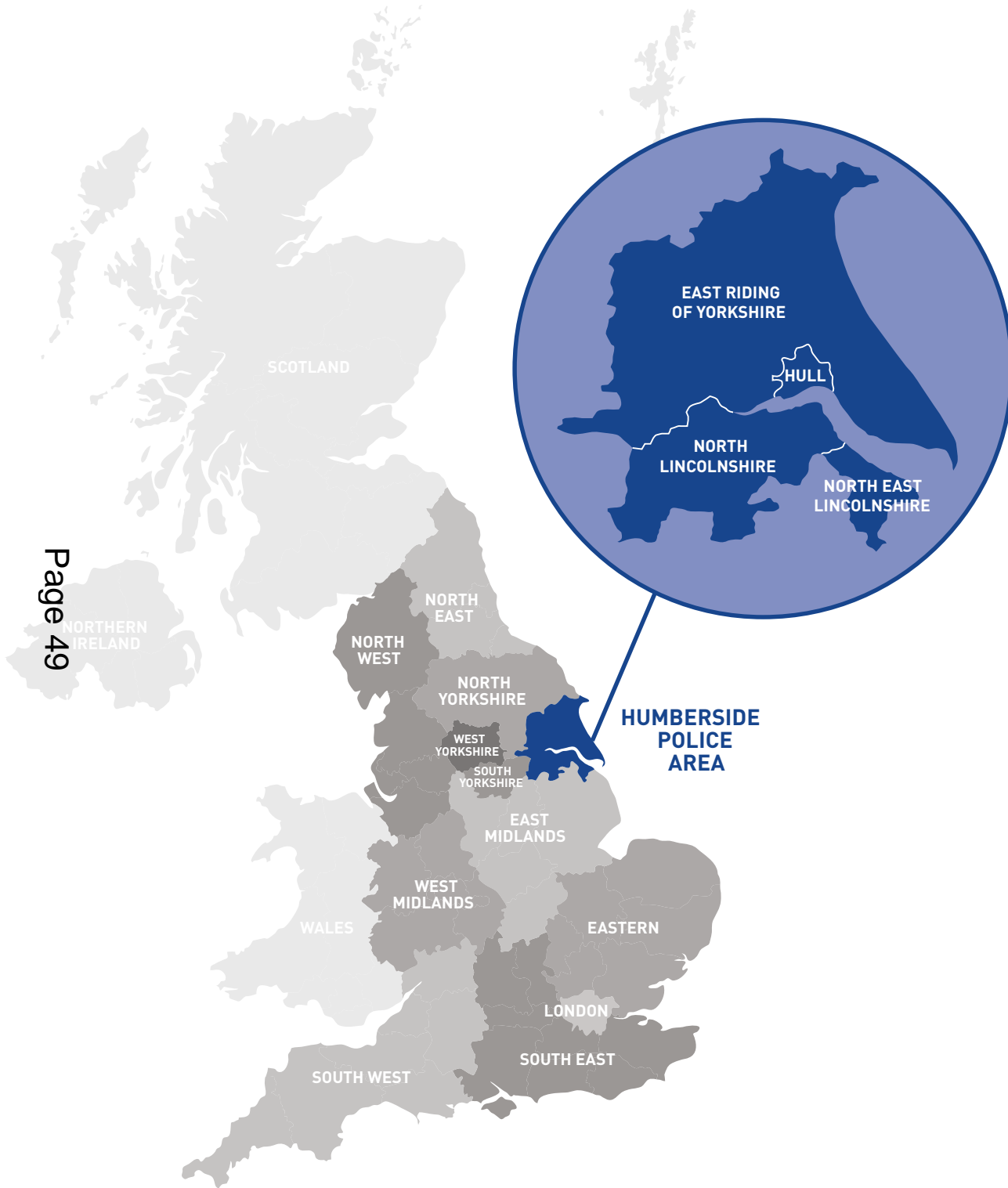
I welcome all applicants who have the ambition to be the best, to lead the best and demonstrate to the residents of our area that they can have confidence that Humberside Police would be safe under your guardianship.

If you are interested in visiting the area and finding out more about the vacancy please contact my Chief Executive, Rachel Cook ([pcc@humberside.pnn.police.uk](mailto:pcc@humberside.pnn.police.uk)) to register for a place at our familiarisation event to be held in Cottingham on May 24th or for an informal conversation.

Yours faithfully

Jonathan Evison  
Humberside  
Police and Crime  
Commissioner





## OUR CORNER OF THE COUNTRY IS A HIDDEN GEM

From rural East Riding and North Lincolnshire, down the coast from Bridlington to North East Lincolnshire and the City of Hull, we've got expansive areas of natural beauty, history and heritage, alongside a thriving cultural scene. You may remember Hull was UK City of Culture in 2017, a title we're still riding high on.

With excellent schools, colleges, The University of Hull and The University of Lincoln on the doorstep, it's a vibrant area. You'll never be short of ideas for days out, from sunny beach days to rainy museum days, there's a host of attractions to choose from.

We've got miles of country lanes to explore, the 79-mile Yorkshire Wolds Way National Trail to walk, and if you're into cycling, the Tour de Yorkshire and Tour of Britain have been known to pass through. Beverley, one of our East Riding market towns, was recently voted one of The Sunday Times' top places to live.

We're well connected. The Humber Bridge connects the North and South banks of the Humber Estuary and the M62 and M18 provides easy access to the whole country. Not to mention the direct rail services, an international airport and ferry port with daily crossings to mainland Europe.

We're proud to have Humberside in our name and be one of the region's biggest employers.



# CHIEF CONSTABLE OF HUMBERSIDE POLICE

The Police and Crime Commissioner for Humberside is inviting applications for the post of Chief Constable

**Salary:** £158,595 +/-10%  
**Contract:** Up to 5 years (negotiable)  
**Location:** Humberside Police HQ, Priory Road, Hull HU5 5SF



Humberside Police is on a continuous journey of improvement which has seen it transform from a Force in special measures with HMICFRS in 2016 to be graded as outstanding by the Inspectorate in 2022 and has become an exemplar for other Forces nationwide in many areas of its operations. We are seeking an exceptional individual to continue this trend and lead the organisation to further improvement and deliver the best service to the public. As Chief Constable you will lead the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, enabling the delivery of a professional, effective and efficient policing service.

You will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime and major and critical incidents. You will also be responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

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You will be joining an outstanding Force with high levels of staff engagement, morale and an absolute commitment to the continued improvement of wellbeing amongst its staff.

You will lead a talented executive who rely on their team to deliver an outstanding service to our communities. Humberside Police is committed to listening to others and developing a culture of trust, innovation and high performance, where its staff and communities continue to have a voice in everything it does.

To request an application form please contact Rachel Cook, Chief Executive for the OPCC on the details below. We are committed to equality and diversity and welcome applications from all suitably qualified candidates. If you require any special arrangements to support the submission of your application please note these when making contact via [pcc@humberside.pnn.police.uk](mailto:pcc@humberside.pnn.police.uk)

**APPOINTMENT OF CHIEF CONSTABLE  
RECRUITMENT AND SELECTION PROCESS TIMETABLE**

DATE	EVENT
15 May 2023	Advertisement
24 May 2023	Familiarisation Day
12 June 2023 - midnight	Closing date for receipt of completed applications
15 June 2023	Shortlisting meeting
26 June 2023	Pre Selection Panel event with partners/staff groups
27 June 2023	Assessment process and selection
14 July 2023 tbc	Police and Crime Panel Confirmation Hearing
July / August 2023 tbc	Police and Crime Panels report to the Police and Crime Commissioner on the Chief Constable's appointment





# ROLE PROFILE

## JOB TITLE

Chief Constable for Humberside Police

## THE SALARY AND REWARDS

Negotiable up to five-year contract £158,595 (+/- 10%)

Your contribution will be leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.

As Chief Constable you will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents. You are also responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, you as Chief Constable are responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine Force governance arrangements.



## YOUR BUSINESS AS USUAL WILL INCLUDE

1. Setting and ensuring the implementation of organisational and operational strategies for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement to provide an effective and efficient policing service that meets current and future policing demands of the communities in the Humberside area.
2. Developing a mutually productive strategic relationship with the Police and Crime Commissioner and their office in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
3. Developing and maintaining governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation to achieve and maintain high performance.
4. Leading the Force, communicating a clear direction, setting organisational culture, and promoting values, ethics, and high standards of professional conduct to enable an effective and professional service that builds the confidence of the public whilst empowering your team.
5. Leading, inspiring, and engaging the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision, values, and objectives.
6. Holding accountability for Force financial management and determining functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
7. Fulfilling the authorising responsibilities of a Chief Constable e.g., authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, to protect the public and further develop the Force's operational strategies.
8. Leading and commanding the operational policing responses on occasion, in the highest risk and high-profile instances, to protect the public and ensure an appropriate and effective response.
9. Advising national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
10. Developing and maintaining strategic relationships with local, regional, and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
11. Representing the Force at a local, regional, and national level to the public, media, and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
12. Leading national thinking, policy, and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
13. Creating and driving a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
14. Playing an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

## REQUIRED COMPETENCIES

### We are emotionally aware

- ▶ 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

### We take ownership

- ▶ 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

### We are collaborative

- ▶ 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.

### We deliver, support, and inspire

- ▶ 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.



## We analyse critically

- ▶ 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



## We are innovative and open minded

- ▶ 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.

## OUR VALUES IN THE OPCC

We are passionate about our values, and you will be too.

### AMBITION

We challenge and drive the highest standards and aspirations for ourselves and others.

### COMPASSION

We put people first, acting with kindness and understanding to listen and respond.

### ENABLING

We create an environment that empowers, facilitates, connects, and drives solutions.

### INTEGRITY & TRUST

We demonstrate the highest ethical standards to uphold reliability, transparency, honesty, and respect.

## TO BE ELIGIBLE TO APPLY FOR THIS POST YOU WILL HAVE

- ▶ Held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
- ▶ Authorising Officer Training.



## WE WILL ALSO BE LOOKING FOR CANDIDATES THAT CAN DEMONSTRATE THE FOLLOWING SKILLS AND EXPERIENCE THROUGH THE ASSESSMENT PROCESS

- ▶ Wide ranging operational law enforcement experience.
- ▶ A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- ▶ Experience of successfully engaging with and influencing multi-agency partnerships.
- ▶ Experience of implementing an effective performance management framework.
- ▶ Experience of implementing successful organisational development, change and innovation.
- ▶ Experience of accountability for management of significant budgets.
- ▶ Up to date operational/technical policing knowledge.
- ▶ Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
- ▶ Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.
- ▶ Experience of development of an ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- ▶ Ability to operate with high levels of commercial acumen, be skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- ▶ Ability to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- ▶ Ability to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- ▶ Ability to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- ▶ Ability to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- ▶ Skills in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- ▶ Skills in leading, developing, and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- ▶ Ability to reflect on and hold themselves, individuals, and the organisation to account for performance and behaviours.
- ▶ Ability to identify, commission and implement new or improved technologies/ services that have a transformational impact on Force service delivery and/or cost.

# APPOINTMENT PROCESS AND HOW TO APPLY

## Application Form Guidance Notes

All sections of the Application Form must be typed using Arial point 12. The form must not be modified. Please also refer to the 'Instructions for Completion' notes within the Application Form.

Please provide a covering letter that highlights your motivation for the role and what you would want to achieve as Chief Constable of Humberside Police. A maximum of two sides of A4 is required and should be typed in Arial point 12.

The following documents need to be completed and returned to Rachel Cook, Chief Executive, Office of the Police and Crime Commissioner for Humberside, The Lawns, Harland Way, Cottingham, East Riding of Yorkshire HU16 5SN or [pcc@humberside.pnn.police.uk](mailto:pcc@humberside.pnn.police.uk) **by midnight on 12th June 2023.**

- Covering Letter
- Application form
- Diversity Monitoring Form

No other supporting documents can be included, e.g. CV, supporting evidence or other letters. These will not be considered and will be removed from the application prior to the shortlisting process.

Should you require any reasonable adjustments in submitting your application or participating in the Assessment Process please make contact with Rachel Cook, Chief Executive via [pcc@humberside.pnn.police.uk](mailto:pcc@humberside.pnn.police.uk)

## Familiarisation Day

A familiarisation day will be held on 24th May 2023. Please note that attendance at this event will not form part of the assessment process. To register to attend please contact Rachel Cook ([pcc@humberside.pnn.police.uk](mailto:pcc@humberside.pnn.police.uk)).

## Shortlisting Panel

The Shortlisting Panel will comprise of:

<b>Jonathan Evison</b>	<b>Police and Crime Commissioner for Humberside</b>
<b>Kate Van Der Sluis</b>	<b>Managing Partner, Humber HR People</b>
<b>Catherine Bishop</b>	<b>Chief Executive, Tigers Trust</b>
<b>Peter Thorpe</b>	<b>Chief Executive, North Lincolnshire Council</b>
<b>Helen Gibson MBE</b>	<b>Managing Director, Agencia Ltd</b>

Rachel Cook (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel as will Stephen Smith (Higher Psychologist, College of Policing).

Candidates will be shortlisted on the basis of their written applications and covering letter.

The Panel will be making their assessment against the competencies as per the College of Policing Competency and Values Framework for policing. The Shortlisting Panel will take place on 15th June 2023.

Successful candidates at the shortlisting stage will be invited to attend the Selection Panel as detailed below.



## Pre Selection Panel Event

On the evening of 26th June, candidates will be required to attend and to provide a presentation on their leadership style, aims and ambitions and vision for Humberside Police, should they be successful. The audience will comprise of partners and staff associations. Attendees at this event will be asked for their thoughts on the candidates which will be provided to the members of the Selection Panel. Feedback from this event will be considered by the Panel and may be used to probe further at interview but will not form part of the formal selection process.

## Selection Panel

The Selection Panel will comprise of:

Jonathan Evison	Police and Crime Commissioner for Humberside
Kees Van Der Sluis	Managing Partner, Humber HR People
Catherine Bishop	Chief Executive, Tigers Trust
Peter Thorpe	Chief Executive, North Lincolnshire Council
Helen Gibson MBE	Managing Director, Agencia Ltd

Rachel Cook (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel as will Stephen Smith (Higher Psychologist, from the College of Policing).

A representative of the Police and Crime Panel may also be in attendance as an observer.

In addition to a formal interview candidates will be required to undertake 2 exercises – a presentation on an unseen subject for which 1 hour will be given to prepare and a media exercise.

**The Selection Panel will take place on 27th June 2023.**

Following the Selection Panel a “preferred candidate” will be notified.

## Vetting and Medical

The preferred candidate will be subject to Developed Vetting and a Medical.

## Confirmation Hearing

The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing. It is anticipated that this will be on July 14th (to be confirmed).

The purpose of attendance will be to answer any questions the Police and Crime Panel may have relating to the appointment.

Please note that the Police and Crime Panel has a power to veto the appointment.

Following the Confirmation Hearing the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

## Appointment

Subject to any Police and Crime Panel veto, following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks e.g. conduct, medical, vetting).

## Further information

Any questions in relation to this selection process please contact: Rachel Cook, Chief Executive on 01482 220786 or [pcc@humberside.pnn.police.uk](mailto:pcc@humberside.pnn.police.uk).







JONATHAN EVISON  
**HUMBERSIDE**  
POLICE & CRIME  
COMMISSIONER



# POLICE AND CRIME PLAN

2021 - 2025



**Engaged, Resilient and  
Inclusive Communities**



**Safer  
Communities**



**Effective  
Organisations**

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# FOREWORD FROM JONATHAN EVISON POLICE AND CRIME COMMISSIONER

Welcome to my Police and Crime Plan.

When I was elected in May 2021 as your Police and Crime Commissioner, your local representative on policing and community safety, I pledged to engage more with the public and local communities – rural, coastal and urban.

I have a strong sense of purpose and desire to improve people's lives and I want to be as effective as I can be in my role. I would like Humberside Police and our community safety stakeholders to have the tools required to be equally effective in how they deliver their services. I also would like the communities of East Yorkshire, Hull and Northern Lincolnshire to know that they have a fully committed advocate who represents their aspirations and who has their safety and wellbeing at heart.

During my election campaign and upon taking office, I asked local people, communities and stakeholders for their views on community safety. It is my strongly held desire that the Police and Crime Plan must belong to everyone. It must have maximum buy-in, because together we are stronger as communities and able to achieve more. That's why one of my main aims is to help partnerships, people and organisations to work together more effectively to deliver for our area.

This Plan was informed by the ideas and concerns put forward from across the area during public consultation. It has a clear and tangible drive and direction, with specific objectives that will be straightforward to track progress on. It contains several key things that we will do together, including:

- ▶ Progressing the resources available for tackling crime in rural, coastal and urban areas
- ▶ Increasing the number of police officers and improving their visibility
- ▶ Enhancing our crime reporting systems and the way we communicate, listening to our communities
- ▶ Improving education and diversionary activities to stop more young people falling into crime

The roadmap included in this Plan highlights some important things that will be delivered by 2024, with further detail in the Annual Delivery Plans for my office.

To achieve this and much more, we will:

- ▶ Be ambitious and creative in attracting extra resources for our area, including from national grant funding and operating through a charity to secure funding from other bodies.
- ▶ Implement proven solutions and be bold in innovating to develop new ones.
- ▶ Be collaborative by working in partnership with community stakeholders.
- ▶ Share our progress and opportunities to be involved widely and encourage more people to engage with me and the organisations that serve our communities.

The Plan I have set will require a great deal of hard work and determination, but I am confident that together we can rise to the challenge and make great progress for our communities.



# INTRODUCTION

## THE POLICE AND CRIME COMMISSIONER

The Police and Crime Commissioner (PCC) is not the Police. The PCC is the voice of the public, elected to work on your behalf and hold the police to account, effectively making the police answerable to the communities they serve.

The PCC for the Humberside Police area is Jonathan Evison, elected in 2021 for a three-year term. The PCC is supported by a non-political team of permanent staff, known as the Office of the Police and Crime Commissioner (OPCC), which implement the PCC's priorities and support him to carry out his duties.

The main statutory responsibilities of the PCC are:

- ▶ Secure an efficient and effective police force for their area.
- ▶ Appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them.
- ▶ Set the police and crime objectives for their area through a Police and Crime Plan.
- ▶ Set the force budget and determine the council tax precept.
- ▶ Obtain the views of local people and victims of crime before the Police and Crime Plan is issued and before the precept is set.
- ▶ Bring together community safety and criminal justice partners, to make sure local priorities are joined up.
- ▶ Commission services to help cut crime, improve community safety and provide support for victims of crime.
- ▶ Deal with complaints against the Chief Constable as the Appropriate Authority.
- ▶ Acts as an impartial Review Body in relation to formally recorded complaints about Humberside Police, following handling by the Appropriate Authority.
- ▶ Contribute to the national and international policing capabilities set out by the Home Secretary.
- ▶ Publish, in a prominent place, additional information under a Specified Information Order, including force performance against the Government's published national policing priorities, HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) performance reports on the force, and complaint handling.

## THE POLICE AND CRIME PLAN

The Police and Crime Plan is issued by the PCC for his term of office. It sets the strategic police and crime objectives for the area, including the policing which the Chief Constable is to provide and the financial resources the PCC will make available. Several other organisations – including local authorities, the Probation Service, Humberside Fire & Rescue Authority and Clinical Commissioning Groups – are also required to take account of these objectives in carrying out their work.

This Plan was developed after wide consultation with the public, their elected representatives and numerous organisations – including Humberside Police, local councils and other organisations with a statutory role in community safety; community and voluntary sector organisations; and representatives of the business community. In developing the plan, the PCC has also taken into account other organisations' plans, Government policy and the latest data about the local area.





# THE HUMBERSIDE POLICE FORCE AREA



**1,250**  
square miles

**932,800**  
people



**30,245**  
businesses

Page 65  
Over **230**  
town and  
parish councils



A third of the population  
lives in rural towns  
and villages



Over a fifth of the area in  
the **10% most deprived**  
places in England



One of the UK's  
main industrial  
clusters



The largest  
ports complex  
in the country



**4**  
unitary councils

# WHERE WE ARE NOW

## HUMBERSIDE POLICE

Humberside Police has made significant improvements in recent years and achieved a Silver Award for national "Police Service of the Year" in 2021 in the Public Sector Transformation Awards. They have embraced innovation and positive cultural change.

But we can't be complacent. Demands on the police continually evolve, and there is still more to do to improve public confidence and work towards a force that is not just "good" but "outstanding".



**'Good' Inspection Gradings:** the Force achieved 'Good' inspection gradings for the first time in history – the most improved Force in the country.



**Nearly 600 extra police officers since 2017:** there are now around 2,100 police officers, which is nearly 600 more than in 2017. Visibility is improving but the public tell us that only 4 in 10 are confident in being able to contact their local policing team.



**High Workforce Morale:** the Force has gone from worst to best in the last three years in the Police Federation pay and morale survey.



**Focus on Neighbourhood Policing:** every area now has its own team, many in previously abandoned police stations. The public are able to check on the Humberside Police website who their local team is and how to contact them.



**Crime Reporting:** levels have fallen in the last 12 months and the nature of crime is changing – fraud and cybercrime are rising. The public have told us around 4 in 10 victims don't report crime, so we need to enhance our crime reporting systems.



**Focus on Victims, Vulnerable People and Tackling Criminals:** the force currently has the highest arrest rate in the country. The public want to see visible local policing that can deter criminal activity and catch offenders. We will work together to reduce high-harm offending and reoffending to protect the most vulnerable.



**'Best in class' call handling:** the average wait time for Emergency Response (999) is only 9 seconds and the public tell us that almost 8 out of 10 have confidence in the 999 response. Over 8 out of 10 Non-Emergency (101) calls are answered in 30 seconds. The public have told us that less than 6 out of 10 have confidence in the 101 response, so there is still a need to enhance the way we communicate these improvements.



**Targeting ASB:** there has been a reduction in ASB incidents in the last 12 months, although rates are three-times higher in urban areas, and nuisance ASB (which includes street drinking) accounts for three-quarters of recorded ASB. Around half of the public have told us that crime and ASB has got worse in the last 5 years, so we need to progress the resources available for tackling crime and ASB in rural, coastal and urban areas.



**Domestic Abuse:** the domestic abuse arrest rate is rising but levels of domestic abuse are still higher than many others. We will develop a multi-agency public health approach to deal with domestic abuse causes and perpetrators.

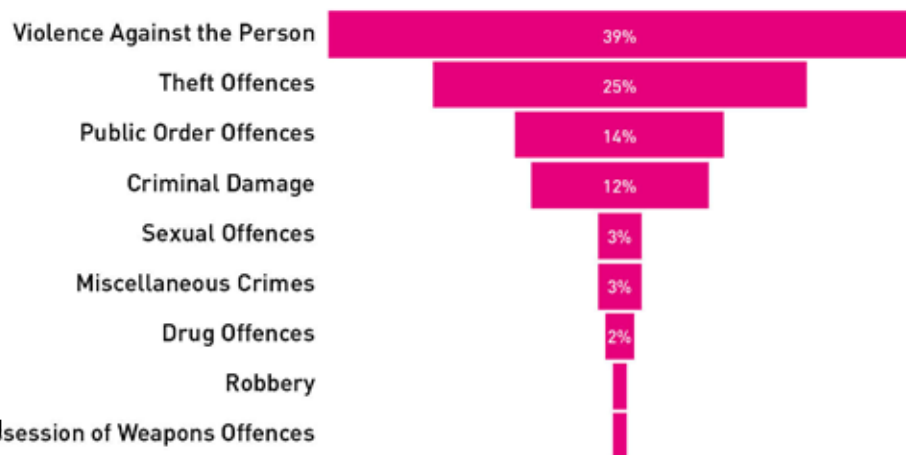


**Violent and Sexual Offences:** the public want us to focus on violence against women and girls – violence and sexual offences account for around 2 in 5 recorded crimes.

The Government's commitment to recruiting 20,000 additional police officers means that police numbers will increase further in the Humber area, and it is important that people feel the benefit of this. Planned investment in digital technology will make it easier than ever to report crimes – so we need to ensure people are confident enough in the response to do so. Closer working with partners and local communities will also help to solve problems as they emerge, improve the service victims of crime receive and make our area safer.



## Recorded Crime Levels in 2020/21 - Humberside Police



Source: ONS. Excludes fraud and cybercrime, which are recorded nationally

## GOVERNMENT POLICY

Legislation and Government policy in relation to policing and community safety continues to evolve, and it is important that the PCC takes account of this. Most recently this has included:

- ▶ The Government's Beating Crime Plan (2021), which set out its priority focus on cutting homicide, serious violence, and neighbourhood crime; exposing and ending "hidden harms" like child sexual abuse, violence against women and girls and modern slavery; and building capability and capacity to deal with fraud and online crime.
- ▶ The Government's Tackling Violence Against Women and Girls Strategy (2021) which sets out how they will prioritise prevention, support survivors, pursue perpetrators and create a stronger system.
- ▶ The Victims' Code (2021), which brings together victims' rights for information and support in the justice process. Government plans to consult on a Victims' Law to put these rights into legislation.
- ▶ The Domestic Abuse Act (2021), which seeks to improve the effectiveness of the justice system and strengthen support for victims.
- ▶ The Police, Crime, Sentencing and Courts Bill, which includes a range of proposed powers and duties.

The role of PCCs has expanded since they were introduced in 2011. The Government is currently carrying out Part Two of a review into further strengthening their role, including offender management and partnership working, and will consult on fire governance later this year. Any further changes are planned to be implemented before the 2024 PCC elections, meaning we will need to work on these during the lifetime of this Plan.

Local authorities in the Humber area are exploring the potential devolution of powers from central government. Whilst this would not change the area covered by the PCC and Humberside Police, they and other agencies will need to consider how to work best with any new combined authorities that may be established.

### DID YOU KNOW?

An increase in recorded crime doesn't necessarily mean more crimes are being committed – it can also mean the police have been successful in identifying crimes that may have gone unreported. In July 2021, a four-week intensification of Humberside Police's proactive Operation Galaxy led to 256 arrests as well as £459,000 of drugs and a number of offensive weapons being recovered.

### DID YOU KNOW?

PCCs are required to publish certain information to help the public hold them to account, including how the police are performing and how complaints are handled. You can find this on the PCC's website - [www.humberside-pcc.gov.uk](http://www.humberside-pcc.gov.uk).

## 2. Safer Communities

### AIM

To focus activities on interventions that significantly impact on local crime levels.

### CONTEXT

Community safety is integral to people's quality of life. People want to live in places that feel safe, are cared for and where crime and antisocial behaviour do not go unchallenged. The damaging impact that crime has on victims, local communities and offenders themselves, and the considerable cost to society as a whole, mean that it is in everyone's interests to root it out.

Respondents to the Police and Crime Plan survey were clear about the need to tackle the kinds of persistent crime and antisocial behaviour – like drug use and dealing, burglary, fly-tipping, speeding, the misuse of motorbikes, and damage and graffiti – that can drag places down. They want to see visible local policing that can deter criminal activity and catch offenders, and a joined up response from agencies to deal with problems.

Not all crime is easy to see or report. It is critical that we also act to reduce the sometimes hidden crimes that can affect the most vulnerable in our communities – like child grooming and exploitation, domestic abuse, violence against women and girls, modern slavery and hate crime. This means raising awareness, working proactively to protect and safeguard vulnerable people, supporting victims, ensuring offenders are brought to justice and seeking to prevent reoffending.

Early intervention is key: stopping problems from escalating, and educating and supporting children and young people to prevent them from being drawn into criminal activity. The Humber area has seen a continual reduction in young first-time entrants to the criminal justice system, but re-offending rates are higher than in similar places. Recently the carrying of weapons and organised criminal activity (such as "County Lines") that have blighted some parts of the country have also started to rise here from a low level, while violence towards parents has also increased.

Agencies need to work together to address the factors that can lead to criminal behaviour, including drug and alcohol use, as well as the conditions that enable it – like unloved public spaces that feel unsafe to be in at night and a lack of positive activities for young people to take part in. This includes supporting prison-leavers to integrate back into society and lead productive lives, rather than becoming trapped in a cycle of reoffending.

Proactive action to address these issues, alongside visible and responsive policing, can help to make our communities safer.







## OUTCOMES

This plan aims to deliver:

1. Education and support for young people, preventing them being impacted by crime
2. Reduced harm through sustainable interventions aimed at domestic abuse perpetrators
3. Reduced impact of drugs in our communities
4. Reduced high-harm offending/reoffending by working together to protect the most vulnerable in society
5. Safer roads for all users



## OBJECTIVES

The PCC will work with others to:

1. Prevent crime through an evidence-based approach to issues affecting our communities
2. Ensure every young person benefits from access to resources that reduce their risk of being impacted by crime
3. Divert young people from crime by supporting access to positive activities
4. Develop a multi-agency public health approach to deal with domestic abuse causes and perpetrators
5. Raise awareness of and tackle 'hidden harms' with partners, e.g. child exploitation and modern slavery
6. Reduce the supply and demand of drugs
7. Eliminate violence against women and girls through working together
8. Improve the safety of public spaces by working with local authorities
9. Commission services that reduce reoffending and raise community sentencing through working with the Probation Service and others
10. Ensure safer roads for everyone through supporting Community Speed Watch and working in partnership with Safer Roads Humber



## PCC'S COMMITMENTS

In working towards these outcomes, I will:

1. Raise awareness of child exploitation, modern slavery, and drugs issues through NIOC (Not In Our Community)
2. Invest in Youth Offending Services in each local authority area to divert young people from entering the Criminal Justice System
3. Develop a multi-agency public health approach to domestic abuse
4. Commission services that reduce reoffending and raise community sentencing
5. Act as the public advocate to ensure road safety issues are directed towards Safer Roads Humber
6. Publish performance information to provide the public with an understanding of our progress and achievements



### A PUBLIC HEALTH APPROACH TO REDUCING VIOLENCE

The public health approach uses evidence on the nature and underlying causes of a problem to target interventions to address it. Public health interventions operate through modifying the risk factors that make an individual, family or community vulnerable to violence (as victims, perpetrators, or both) and by promoting protective factors.

## 3. Effective Organisations

### AIM

To make the system work better for local communities.

### CONTEXT

Responsibilities for dealing with crime, justice and community safety issues are distributed amongst numerous agencies. Communities should be able to expect high-performing public services that work together, and collaboratively with voluntary and private sector organisations, to meet their needs. Joint leadership structures like the Local Criminal Justice Board and Community Safety Partnerships (see page 18) should help to drive this.

Because crime does not stop at police force boundaries and some threats are national, Humberside Police needs to be able to make a wider contribution to the national Strategic Policing Requirement. Where appropriate, collaboration with other police forces and emergency services can also deepen specialist expertise, provide resilience and increase efficiency – so long as this is not at the expense of local policing.

Collaboration, flexibility and joint planning amongst emergency services, local authorities and other partners also underpins the Humber's resilience to major incidents that affect communities, like the Covid-19 pandemic and flooding.

To be effective, organisations that support community safety should be creative and ambitious in seeking extra resources for our area. They should be careful in how they use them, willing to learn from one another and consider what has worked elsewhere. They should know what is happening on the ground through community engagement and intelligence, and share this with partners. By default they should consider how their investment can achieve best value for taxpayers for the long term, including the wider value it can bring to communities and the environment.

Effective organisations need to be able to attract and retain skilled and motivated people, representative of their communities. They should be "Employers of Choice" – organisations that people want to work for, that invest in and support their staff and help to nurture local talent.







## OUTCOMES

This plan aims to deliver:

1. Better partnership working
2. More funding and resources for the Humber region
3. More social value from your money
4. Innovative approaches to community safety
5. Shift to Net Zero carbon emissions for our area
6. Collaboration with other organisations only where it demonstrates improved service to the public
7. Workplaces that are diverse, inclusive and seen as 'Employer of Choice'

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## OBJECTIVES

The PCC will work with others to:

1. Increase police officer numbers through the national uplift programme
2. Support and bring together local organisations to tackle local issues
3. Improve the Criminal Justice System by bringing organisations together
4. Secure more funding from Government and others by being ambitious and collaborating with local organisations
5. Use grant funding and partnership working to increase the uptake of innovative technologies
6. Improve the local environment by exploring unpaid work opportunities for offenders
7. Ensure all our funding and commissioning decisions focus on sustainability, environmental impact, and social value
8. Explore opportunities for joined-up commissioning of services



## PCC'S COMMITMENTS

In working towards these outcomes, I will:

1. Increase and sustain police officer numbers ensuring a diverse and inclusive workforce
2. Provide funding to Community Safety Partnerships to help them respond to local needs
3. Chair the Local Criminal Justice Board and drive shared improvements
4. Invest in modern IT and buildings to meet future needs within Humberside Police
5. Ensure we collaborate with other police forces where it meets statutory requirements including the Strategic Policing Requirement
6. Achieve 'Employer of Choice' for the OPCC
7. Secure more funding and resources for community safety in the Humber region

## ROADMAP

PCCs are required to issue their Police and Crime Plans as soon as practicable after taking office and, in any case, before the end of the financial year (31 March) in which the PCC is elected.

Because the PCC elections were delayed from 2020 to 2021, this Plan covers three years rather than the usual four. The next Police and Crime Plan for the Humberside area will be published after the elections scheduled for May 2024. This Plan will remain in force until then.

Below you can see at a glance some of the key actions planned for each year of this Plan, and the preparations that are being made for future years. More details will be published in Annual Delivery Plans on the PCC's website.

- ▶ Delivery Fund launched to support innovation, community resilience and reduce local crime
- ▶ New partnership established to improve crime education for young people
- ▶ Clear performance data published to see how the police force are doing
- ▶ Increased visibility of the Police and Crime Commissioner
- ▶ New funding structure implemented for CSPs
- ▶ Multi-agency public health approach to domestic abuse
- ▶ Roll-out of campaigns to raise awareness of crime and safety issues

2021-  
2022

ANNUAL INCREASE  
IN POLICE OFFICER  
NUMBERS







**2023-2024**

- ▶ Recommission victim support services under a new model that will improve the support available to victims of crime to help them cope and recover
- ▶ New commissioned service for victims of sexual assault
- ▶ Development of new South Bank station

**2022-2023**

**£4M ADDITIONAL INVESTMENT SECURED AND DELIVERED IN THE HUMBER REGION**

**NEXT PCC ELECTION (MAY 2024)**

**ANNUAL INVESTMENT IN YOUTH OFFENDING SERVICES IN EACH LOCAL AUTHORITY AREA TO DIVERT YOUNG PEOPLE FROM ENTERING THE CRIMINAL JUSTICE SYSTEM**

- ▶ New victims' hub that hears the voice of the victim and others affected by crime and ASB
- ▶ Volunteering opportunities expanded and easier to access
- ▶ New business crime forum established
- ▶ Roll-out of campaigns to raise awareness of crime and safety issues
- ▶ New Smart Contact product operational which will make it easier to report crime and ASB
- ▶ Analytical capabilities which allow us to publish rural, coastal, and urban community safety issues for the public
- ▶ Opening of Melton 2 police building
- ▶ New Niche Crime System in Humberside Police

# HOW THIS PLAN WILL BE DELIVERED

The PCC is the voice of the public and sets the objectives for policing and crime in the area, but many organisations – and all local residents – also have parts to play in making our communities safer. This Plan will be most successful where organisations and individuals work together.

The PCC is committed to improving community engagement and developing stronger and more effective partnerships. He intends to work in a collaborative way, but he also has a specific responsibility to hold Humberside Police to account for their performance.

## KEY PARTNERSHIPS

The PCC and the OPCC are formally involved or represented at several key partnerships:

### IN EACH LOCAL AUTHORITY AREA:

**Community Safety Partnerships** – statutory partnerships of local authorities, police, fire and rescue, probation and Clinical Commissioning Groups responsible for local strategies to reduce crime and antisocial behaviour, the misuse of drugs and reoffending.

**Place Boards** – focussing on the wider community impact.

**Youth Offending Service boards.**

### AT THE HUMBERSIDE FORCE AREA:

**Humberside Criminal Justice Board** – chaired by the PCC and facilitated by his office, this brings together the criminal justice system (including the Police, Courts, Crown Prosecution, Prisons, Probation and Youth Offending) at the local level.

**Safer Roads Humber** – a non-statutory body that seeks to reduce road casualties in the Humber area.

**Humber Modern Slavery Partnership** – a strategic partnership of front line organisations dedicated to identifying and tackling all forms of modern slavery and exploitation, facilitated by a Modern Slavery Coordinator post funded by the PCC.

### ACROSS YORKSHIRE AND THE HUMBER:

**Yorkshire and the Humber Rehabilitation Partnership** – a partnership of PCCs, the Probation Service, prisons, public health and the Department for Work and Pensions, focussed on reducing reoffending.



The OPCC is also a member of several organisations to help support the PCC’s activities. Nationally, this includes the Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives and National Anti-Trafficking and Modern Slavery Network. Locally, the OPCC is a member of Marketing Humber and Hull & Humber Chamber of Commerce. Further details are available on the PCC’s website.

# RESOURCES

## The PCC's budget

In 2021/22 the PCC's budget is £212.8m, with around two thirds of this coming from central government grants. Most of the rest is raised locally through the Council Tax Precept, set each year by the PCC, with the remainder drawn down from previously-accumulated reserves.

£200.9m (94%) of the PCC's budget is provided to the Chief Constable to fund Humberside Police. £4.1m is used by the PCC to commission services for victims or provide funding to other organisations and partnerships with a role in crime and community safety. Less than 1% is used to fund the Office of the Police and Crime Commissioner (OPCC), which manages these activities, secures additional funding and supports the PCC to deliver the Police and Crime Plan and his statutory duties.

The PCC's annual budget is underpinned by a Medium-Term Resource Strategy for 2021/22-2025/26 which describes the financial direction of the organisation and is reviewed annually. Details of this are available on our website.

The resources available to the PCC are heavily influenced by Government decisions. The Government is due to publish a Spending Review in October 2021 that will set the direction of public finances for the coming years, and the PCC will need to respond appropriately.

## 2021/22 Budget

	£m
Chief Constable	200.9
PCC	0.1
OPCC	1.7
Commissioned services and partnerships	4.1
Capital financing (e.g. police buildings)	6.0
<b>Net Expenditure</b>	<b>212.8</b>
Central Government Grants	130.9
Council Tax Precept Support Grant	10.0
Council Tax Precept	66.5
Council Tax Precept surplus/(deficit)	(0.2)
<b>Central Grant and Precept Total</b>	<b>207.2</b>
Appropriations (to)/from reserves	5.6

## External funding

The core resources provided to the PCC are bolstered by funding from other sources, particularly bidding to central Government for extra investment to deliver specific projects and services. The OPCC will work closely with local authorities and the voluntary and community sector to secure additional funding for the area, and the PCC will encourage organisations to work collaboratively for the best chances of success. The PCC also aims to diversify sources of funding that support community safety, including charitable donations and acting more commercially where appropriate.

This Plan sets a target of securing £4m of extra investment over the term of the PCC on top of the core budget to support policing and address the issues affecting communities.

## Effective investment

The PCC wants to see taxpayers' funds invested wisely. This means making well-informed decisions based on evidence, monitoring investments to make sure they are delivered according to plan, and evaluating what works – aiming to continue activities that are effective and stopping any that aren't.

At times this will also mean taking calculated risks – whether testing a new technology or trialling a different approach – to ensure our area can benefit from the latest in modern policing and community safety.

Effective investment also means delivering maximum value and considering the wider social impact that can be achieved. For example, this could mean encouraging suppliers to create apprenticeships and employ local people and ex-offenders where appropriate, and work with the PCC to raise awareness of issues like domestic abuse and modern slavery amongst their staff and their customers.





## COMMISSIONED SERVICES

The PCC will commission the following services during this Plan:

**Victim Referral and Liaison services:** Flexible support for all victims across a broad range of crimes, ensuring service users are informed of their rights and kept up to date with case progress.

**Restorative Justice:** Brings those harmed by crime or conflict and those responsible for the harm into communication, enabling all affected by an incident to play a part in repairing the harm and finding a positive way forward.

**Independent Domestic Violence Advisors:** Hosted in the Police control room, this service provides advice to victims close to their initial contact. It offers early identification, assessment and immediate referral into support services.

**Independent Sexual Violence Advisors:** Specialist support for victims of sexual assault throughout the criminal justice process, including advice on procedures, liaison with the police and CPS on behalf of the victim, attending trials and ensuring ongoing safety.

**Child Sexual Assault Assessment Service:** Medical and forensic assessment for sexual abuse at the request of Humberside Police and Local Authorities' Children's Services, supported by registered nursing staff with paediatric experience. Jointly funded by NHS England.

**Who's in Charge:** An Adolescent to Parent Violence programme for the South Bank of the Humber; a programme aimed at parents whose children are being abusive or violent toward them or who appear out of parental control. The programme seeks to change unwanted behaviour in both young people and adults. Equivalent provision is available on the North Bank.

**Humberside Young Witness Service:** Achieving Best Evidence: A police-run service that provides support and advice for child/young witnesses who may be required to testify in criminal proceedings.

## GRANT FUNDING

The PCC will provide grant funding to Community Safety Partnerships, Safeguarding Adults Boards, Safeguarding Children Partnerships, and Youth Offending Services. This will be restructured from 1 April 2022 to reduce inefficiencies in the previous system, improve effectiveness and encourage more collaboration. Funding will cover core partnership facilitation and activity over a three-year period, and will be set following a business case process in autumn 2021.

The PCC will also establish a new Delivery Fund to support organisations across the area to address community safety issues. This will be launched shortly.

Full details of grant funding provided by the PCC and projects supported will be published on the PCC's website.





## MEASURING PROGRESS AND IMPACT

The aims and outcomes set out in this Plan will be supported by clear measures, which will be published on a regular basis so people can see for themselves whether progress is being made. The OPCC will work with partners to gather the data for these measures, and carry out engagement and consultation exercises with local residents and organisations to understand their views. These locally-defined measures will complement the National Crime and Policing Measures set by the Home Secretary, which the PCC will also report on to the public.

The objectives the PCC has set to contribute to these aims and outcomes will be reported on through the PCC's Annual Report, with a simple traffic light rating to show whether or not we are on track. Any additional objectives will be added to the Annual Delivery Plan for the OPCC and reported on in the same way.

The OPCC will also work with local and national partners to contribute to collective understanding of "what works" in policing and community safety, so we can learn from one another and good practice elsewhere. We recognise the diverse geography of the Humber area and specifically what works for urban, rural and coastal communities. Larger projects will be formally evaluated where possible so learnings are captured, and the OPCC will continue to work with experts in academia (particularly the University of Humber) and non-profit organisations to draw on their knowledge.

The OPCC is a commissioning office. We are responsible for managing each of the services listed on page 20.

Our commissioning cycle involves:

- ▶ Interpreting and ensuring implementation of current and emerging national guidance, legislation and quality standards
- ▶ Monitoring impact and progress against agreed performance measures
- ▶ Developing systems to bring together relevant data on finance, performance and outcomes
- ▶ Ensuring our learning influences strategic priorities, targets and assurance processes
- ▶ Reviewing community demand and the overall impact of services
- ▶ Being continually ambitious in our approach and ensuring the best services for our communities



# GOVERNANCE AND ACCOUNTABILITY



## HOLDING THE CHIEF CONSTABLE TO ACCOUNT

The Chief Constable is responsible for operational policing matters, direction and control of police personnel, and for putting in place proper arrangements for governance of the force. The PCC is required to hold him to account for the exercise of those functions and those of persons under his direction and control. The relationship between the PCC, Chief Constable, Police and Crime Panel and Home Secretary is guided by the Policing Protocol Order 2011.

The PCC and Chief Constable have separate but complementary governance structures to monitor and assess performance, set out in a Joint Scheme of Corporate Governance. A formal Accountability Board ensures proper governance of Humberside Police and the PCC through open, constructive debate of their respective statutory duties and the efficiency and effectiveness of the force.

The PCC will hold the Chief Constable to account through a published annual Strategic Delivery Plan provided by the Force and focused on delivery against the Police and Crime Plan.

Further assurance arrangements include:

- ▶ Daily informal interaction between the PCC, OPCC and Humberside Police
- ▶ Joint PCC/Chief Constable weekly briefings
- ▶ Joint Chief Executive/Deputy Chief Constable monthly briefings
- ▶ Assurance conversations every month/quarter with Chief and Senior Officers
- ▶ Bespoke briefings, attendance at key meetings and meetings with other public bodies
- ▶ Internal audit plans and oversight of Force inspections



## SCRUTINY

To ensure the PCC can hold the Chief Constable to account effectively, key issues and activities are scrutinised through either a community-led approach or an independent approach from specialist agencies. These include:

- ▶ **Use of Police Powers:** local volunteers scrutinise police use of powers (including Use of Force and Stop & Search) through group discussions and interpretation of police records, statistics and site visits, and consider how these impact on our communities.
- ▶ **Hate Crime:** local volunteers scrutinise common themes and trends in the statistics and decision-making process and how these impact on diverse and vulnerable communities.
- ▶ **Custody Visiting:** local volunteers make unannounced visits to the two custody suites to check and report on the welfare of people being held there.
- ▶ **Domestic Abuse:** working with other organisations to review and improve the investigation of domestic abuse and supporting/safeguarding of victims. This scrutiny is undertaken by various organisations involved in the provision of domestic abuse services.

An independently-chaired Ethics and Scrutiny Board supports the PCC in exploring ethical issues and matters raised through scrutiny. This generates organisational learning, informs policy and priorities, challenges where appropriate and encourages openness and transparency.

A Joint Independent Audit Committee meets quarterly to provide independent advice and recommendations to the PCC and Chief Constable on governance and risk, internal controls, financial reporting and audit.





## POLICE AND CRIME PANEL

The Police and Crime Panel exists to scrutinise the PCC's activities, and has a formal role in reviewing the Police and Crime Plan and annual report. The Panel can also veto decisions on the local Council Tax precept and the appointment of a new Chief Constable. The Panel do not hold the police to account, as that is the role of the PCC.

The four Humber local authorities are responsible for establishing and maintaining the Panel, which is made up of councillors from each area and a number of independent members. North Lincolnshire Council is the lead authority and publishes Panel information on its website.



## POLICE COMPLAINTS

The PCC has a statutory duty to review the handling and outcome of formally recorded complaints, ensuring that outcomes are reasonable and proportionate. Reviews are undertaken by an independent Review Officer to ensure impartiality and transparency.

The PCC holds the Chief Constable to account for ensuring that the Force is able to deal with complaints effectively and efficiently, and has a duty to monitor complaint investigations which exceed 12 months.

The PCC is the Appropriate Authority to address complaints about the Chief Constable, in circumstances where the Chief Constable's own personal actions have had an adverse effect on the complainant.

The OPCC has a duty to appoint independent panel members and legally qualified chairs to support and ensure impartiality of Force Misconduct Hearings, and to that end we have recruited and provided training to a 'bank' of local Independent Members. Where an officer is dismissed and a panel decision is appealed, applications to Police Appeals Tribunals are managed by the OPCC.



## TRANSPARENCY

The PCC and OPCC are committed to operating transparently in all that we do. As a public sector body, we are subject to the Freedom of Information Act and are required to publish various information such as our policies, decisions and expenditure. We have a proactive publication scheme setting out what we will publish and a clear mechanism for the public to request additional information.

PCCs are also required to publish some specific information under the Elected Local Policing Bodies (Specified Information) Order 2011 (as amended). From 2021 this also includes publishing and/or signposting the following in a prominent place on our website on publication of the Police and Crime Plan:

- ▶ Performance against the Government's national priorities for policing.
- ▶ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) most recent PEEL (Police Effectiveness, Efficiency and Legitimacy) performance report.
- ▶ Independent Office for Police Conduct (IOPC) data and PCC narrative report within one month of publication by the IOPC.

All documents and further information are available in the dedicated transparency area of our website.

# PLAN ON A PAGE SETS OUT HOW WE DELIVER THIS MISSION:



**People:** We prioritise the health and wellbeing of our staff, retain and develop the best people and aim to be an employer of choice.



**Resources:** To enable us to continuously improve we will optimise the use of our resources to deliver victim focussed outcomes, be innovative and transformational and apply organisational learning.



**Partnerships:** To deliver the right services we will be accessible to, engage and work effectively with our partners, understand and prioritise the needs and demands in our communities.



**Communities:** To serve our communities to make them safer and stronger we will deliver a visible and accessible police service. Prevent, reduce and investigate crime and anti-social behaviour, build trust and confidence.



**Our promise to you.** We strive to create a working environment where you feel empowered, valued, trusted and optimistic.



## CULTURE, VALUES AND BEHAVIOURS

Our **values** are that we always act with **Fairness, Integrity and Respect** and deliver policing with **Professionalism, Compassion** and a strong **Victim Focus**.

### To deliver our mission, we will:



- Ensure Humberside Police is a place where our people feel engaged, can be themselves and are proud to work for an organisation that our communities trust.
- Help our staff and communities to feel they have a voice which is listened to and that can make a difference.
- Encourage innovation so that it is seen as a big part of who we are.

We recognise that the public come first, but how we involve, value and treat our staff is fundamental to us ensuring that we can serve our communities to make them safer and stronger. Every single person in Humberside Police has a role to play in bringing these values to life.

## PEOPLE

### Our staff are the key to our success, we will:



#### Prioritise the health and wellbeing of our staff

- To support their physical and mental wellbeing.
- Create an environment where people are developed and stretched, encouraging them to be accountable, take personal responsibility, recognising problems and responding quickly with solutions.

#### Retain and develop the best people

- Through a culture of continuous improvement and organisational learning, provide our staff with the skills they require to respond to the increasingly complex demands that we face.
- Develop diverse leaders who lead by example, are positive role models and who gain trust and respect by actively listening to the needs of their staff and the communities we serve.



#### Be an employer of choice

- Build on our reputation as a great place to work.
- Attract, recruit and retain talented and passionate people who reflect our diverse communities and our values.



#### Optimise the use of our resources to deliver victim focussed outcomes

- Effectively align our resources to meet both current and future demand.
- Develop the most effective and efficient working practices to deliver value for money.



#### Be innovative and transformational

- Support our staff to proactively put forward new ideas about how to work better and improve performance.
- Continue our commitment to support change initiatives and new ideas.
  - Continue with our investment in digital innovation to transform our services.
  - Intelligently use data to inform evidence based decision-making.



#### Apply organisational learning

- Continue to learn and develop from what has gone well and what has not gone so well.
- Create a safe and transparent learning environment that allow us to clarify and verify the outcomes of our actions.

## SERVING OUR COMMUNITIES TO MAKE THEM SAFER AND STRONGER

## PARTNERSHIPS

### To deliver the right services, we will:



#### Be accessible to, and engage with, our partners

- Work together with our communities, partners, third sector organisations and volunteers to deliver services that improve people's lives.
- Work with partners to ensure that we can identify, assess and effectively manage the most vulnerable in our communities and jointly provide long-term solutions.



#### Understand and prioritise the needs and demands in our communities

- Recognise the diverse challenges of our communities, responding to those who require our help and that of our partners, ensuring we work together to protect those who are most vulnerable.



#### Work effectively with partners

- Work together to develop effective preventative strategies which focus on multi-agency delivery.
- Through early intervention, work to ensure those in need of additional support will receive the right care by the right organisation.



## COMMUNITIES

### To serve our communities to make them safer and stronger, we will:

#### Deliver a visible and accessible police service

- Continue to deliver a place based policing service that places victims at the heart of how we deal with them.
- Our Neighbourhood Policing Team's will be focussed on the delivery of Problem Orientated Policing which will incorporate both early intervention and crime prevention.

#### Prevent, reduce and investigate crime and anti-social behaviour (ASB)

- Provide a victim focussed response to offences which have taken place.
- Deliver proactive and preventative activities to reduce crime and ASB, including the proactive management of offenders.
- Continue to proactively target and disrupt organised crime groups.



#### Build trust and confidence

- We will communicate openly and honestly with the public, ensuring that our actions and intentions align.
- Give a voice to our communities by actively seeking and listening to their feedback to improve our response in line with their needs.
- Ensure that we treat everyone with fairness, respect and compassion.



[www.humberside-pcc.gov.uk](http://www.humberside-pcc.gov.uk)

**Job Title** – Chief Constable for Humberside Police

**The Salary and Rewards** – Negotiable up to five-year contract £158,595 (+/- 10%)

**Your contribution will be** leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.

As Chief Constable you will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents. You are also responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, you as Chief Constable are responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements.

#### **Your business as usual will include**

1. Setting and ensuring the implementation of organisational and operational strategies for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement to provide an effective and efficient policing service that meets current and future policing demands of the communities in the Humberside area.
2. Developing a mutually productive strategic relationship with the Police and Crime Commissioner and their office in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
3. Developing and maintaining governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation to achieve and maintain high performance.
4. Leading the Force, communicating a clear direction, setting organisational culture, and promoting values, ethics, and high standards of professional conduct to enable an effective and professional service that builds the confidence of the public whilst empowering your team.



5. Leading, inspiring, and engaging the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision, values, and objectives.
6. Holding accountability for Force financial management and determining functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
7. Fulfilling the authorising responsibilities of a Chief Constable e.g., authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, to protect the public and further develop the Force's operational strategies.
8. Leading and commanding the operational policing responses on occasion, in the highest risk and high-profile instances, to protect the public and ensure an appropriate and effective response.
9. Advising national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
10. Developing and maintaining strategic relationships with local, regional, and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
11. Representing the Force at a local, regional, and national level to the public, media, and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
12. Leading national thinking, policy, and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
13. Creating and driving a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
14. Playing an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

## Required Competencies

### We are emotionally aware

- 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

### We take ownership

- 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

### We are collaborative

- 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.

### **We deliver, support, and inspire**

- 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.

### **We analyse critically**

- 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

### **We are innovative and open minded**

- 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.



## Our Values in the OPCC

We are passionate about our values, and you will be too.

<b>Ambition</b>	We challenge and drive the highest standards and aspirations for ourselves and others.
<b>Compassion</b>	We put people first, acting with kindness and understanding to listen and respond.
<b>Enabling</b>	We create an environment that empowers, facilitates, connects, and drives solutions.
<b>Integrity &amp; Trust</b>	We demonstrate the highest ethical standards to uphold reliability, transparency, honesty, and respect.

## To be eligible to apply for this post you will have

- Held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
- Authorising Officer Training.

## We will also be looking for candidates that can demonstrate the following skills and experience through the assessment process

- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Experience of accountability for management of significant budgets.
- Up to date operational/technical policing knowledge.
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.
- Experience of development of an ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.

- Ability to operate with high levels of commercial acumen, be skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Ability to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Ability to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Ability to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Ability to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Skills in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skills in leading, developing, and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- Ability to reflect on and hold themselves, individuals, and the organisation to account for performance and behaviours.
- Ability to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.



**APPLICATION FOR THE POST OF  
CHIEF CONSTABLE  
HUMBERSIDE POLICE**

**NAME OF APPLICANT:** .....

**Completed forms to be returned to:**

Rachel Cook  
Chief Executive  
Office of the Police and Crime Commissioner for Humberside  
The Lawns  
Harland Way  
Cottingham  
East Riding of Yorkshire  
HU16 5SN

rachel.cook@humberside.pnn.police.uk

**by midnight on 12 June 2023**

FOR OFFICE USE ONLY
Application No:
Date Received:

## INSTRUCTIONS FOR COMPLETION

**Before completing this application form candidates are advised to read the instructions for completion (below).**

- a. The form should be completed in black ink or type-face (Arial 12 font). No attempt should be made to redesign the form.
- b. Answers must be restricted to the space provided on the form and/or the number of words indicated. Additional pages are not permitted.
- c. Applicants are required to complete all sections of the form.
- d. It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on **your personal involvement/experience** and actions. The evidence you present must be from within the **last three years**. The success of your application will be determined by the extent to which your evidence relates to the competency area, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Humberside Police.
- e. At the end of each section in **Part Three**, you are required to provide a verifier who can vouch for the accuracy of the information you have provided. As part of the assessment this person may be contacted to verify the information provided.
- f. It is your responsibility to ensure the application form and Equal Opportunities Monitoring form are completed and are returned to the address specified above.
- g. Upon returning your completed forms please ensure you provide a covering letter (no more than two sides of A4) which clearly sets out your motivation for the role and what you would want to achieve as Chief Constable of Humberside Police.
- h. It is your responsibility to ensure all paperwork is returned by midnight on 12 June 2023. Late applications will not be accepted.
- i. The successful applicant will be appointed subject to conduct, medical and security vetting checks.
- j. Should you require any support or reasonable adjustments in meeting these requirements please contact Rachel Cook, Chief Executive of Humberside OPCC on [rachel.cook@humberside.pnn.police.uk](mailto:rachel.cook@humberside.pnn.police.uk)

**PART ONE**

**Last Name:**

**Forename(s):**

.....

**Home Address:**

**Work Address:**

.....  
.....  
.....  
.....

**Preferred telephone number:**

**Preferred email address:**

.....

**Please provide details of any special arrangements you would require on the day of your assessment (e.g. building access):**

.....

This post requires all candidates to meet eligibility criteria as per the Police Reform and Social Responsibility Act 2011, Section 38 of and Section 8 to the 2011 Act, paragraph 2(1A) (a) and Police Regulations 2003 (SI 2003/527) Regulation 11 (Annex B), (1A) - [https://assets.college.police.uk/s3fs-public/cop-chief-officer-guidance-2020\\_0.pdf](https://assets.college.police.uk/s3fs-public/cop-chief-officer-guidance-2020_0.pdf) See pages 7 /8 for more information.

**Please state how you meet these requirements?**

*Humberson's Police and Crime Commissioner is committed to equality and diversity and welcomes applications from all suitably qualified candidates*

**PART TWO**

**i) Details of current and previous two posts**

<b>Current Role Title:</b>	<b>Current Employer:</b>
<b>Start Date:</b>	

<b>Brief description of role and responsibilities, including key achievements:</b>	

<b>Previous Role Title:</b>	<b>Employer:</b>
<b>Start Date:</b>	<b>Finish Date:</b>
<b>Brief description of role and responsibilities, including key achievements:</b>	

<b>Previous Role Title:</b>	<b>Employer:</b>
<b>Start Date:</b>	<b>Finish Date:</b>
<b>Brief description of role and responsibilities, including key achievements:</b>	

**ii) Details of relevant training attended**

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

Colleges, university attended or correspondence courses taken	From	To	Qualifications and grade attained

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

Course Title	From	To	Summary of course contents

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

Course Title	From	To	Summary of course contents

### PART THREE

Please provide clear evidence from your experience of how you meet each of the competencies from the College of Policing Competency and Values Framework for Policing. Copy of which can be found via this link [Competency and Values - College of Policing](#)

**i) We are emotionally aware** (Maximum = 500 words)



**Date of example provided:**

**Verifier:**

**Contact Number:**

*Official Use – Assessor Notes*

*Rating*

**ii) We take ownership** Maximum = 500 words)

**Date of example provided:**

**Verifier:**

**Contact Number:**

*Official Use – Assessor Notes*

*Rating*

**iii) We are collaborative** (Maximum = 500 words)

**Date of example provided:**

**Verifier:**

**Contact Number:**

*Official Use – Assessor Notes*

*Rating*

**iv) We deliver, support and inspire (Maximum = 500 words)**

**Date of example provided:**

**Verifier:**

**Contact Number:**

*Official Use – Assessor Notes*

*Rating*

**v) We analyse critically** (Maximum = 500 words)

**Date of example provided:**

**Verifier:**

**Contact Number:**

*Official Use – Assessor Notes*

*Rating*



**vi) We are innovative and open minded (Maximum = 500 words)**

**Date of example provided:**

**Verifier:**

**Contact Number:**

*Official Use – Assessor Notes*

*Rating*

**PART FOUR**

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

Do you currently have any job or business interest which you intend to continue should you be successful in this application?

Please indicate yes or no: .....

If yes please state the nature of this job or business and the extent of your involvement (e.g. actively involved, non-executive director). Include hours spent on it.

Number of days sickness absence in the 12 months since 1 March 2016.

Please give details of any relationship to the Police and Crime Commissioner, staff of the Office of the Police and Crime Commissioner or officers of Humberside Police or any member of the Selection Panel. (Answer 'none' if no relationship exists).

Please give names and addresses of two referees not related to you who have agreed to support your application.

<b>Name:</b> .....	<b>Name:</b> .....
-----------------------	-----------------------

<b>Address:</b> ..... ..... ..... .....	<b>Address:</b> ..... ..... ..... .....
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<b>Occupation:</b> .....	<b>Occupation:</b> .....
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<b>Contact Number:</b> .....	<b>Contact Number:</b> .....
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**DECLARATION**

I apply for the appointment of Chief Constable in accordance with the terms of the selection process and I declare that, to the best of my knowledge and belief, all the statements contained in this form are correct. I understand that canvassing of the Police and Crime Commissioner, staff of the Office of the Police and Crime Commissioner or officers of Humberside Police directly or indirectly will disqualify me from appointment.

**Signature:**

**Date:**

.....

## **Application for Employment**

### **Privacy Statement**

The Office of the Police and Crime Commissioner for Humberside will use your personal information to administer your application for employment. This privacy statement explains what personal data we collect from you and how we use it.

### **Personal Data We Collect**

We collect the following personal data relating to your employment application:

- Contact Details (Name, Address, Email Address, Telephone &/or Mobile Number)
- Employment history
- Qualifications
- Equality of Opportunity (Ethnicity, Disability Details) under Special Categories

### **How We Use Personal Data**

Your personal data will be used to process your employment application.

### **How Long We Will Hold Personal Data**

Successful candidate's data will be held under the company's Retention Policy, details of which will be made available upon the offer of employment. Unsuccessful candidates' data will be held securely for a period of 6 months from the date of shortlisting, whereupon it will be confidentially destroyed.

### **Reasons We Share Personal Data**

We may share your personal data with:

- A Human Resources (HR) consultant to aid our selection process.
- Humberside Police and the Disclosure and Barring service for DBS and vetting checks, where required for the post

We will not normally share personal data with anyone else, but may do so where:

- There is an issue that puts the safety of our staff at risk
- We need to liaise with other agencies or third parties – we will seek consent as necessary before doing this
- We need to complete security vetting, which may include the transfer of sensitive personal data to a sub-processor by Humberside Police.

We will also share personal data with law enforcement and government bodies where we are legally required to do so, including for:

- The prevention or detection of crime and/or fraud
- The apprehension or prosecution of offenders  
In connection with legal proceedings
- Where the disclosure is required to satisfy our legal obligations

### **How We Protect Your Personal Data**

We use secure systems to store and transfer electronic data and have password access controls in place. If paper copies are utilised, information is held in secure locked cabinets with controlled access.

#### **Consent**

I have read and consent to my personal data – including any special category personal data I provide - being held and utilised for the purposes stated.

Signed: ..... Date: .....