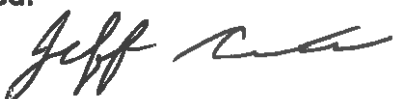




Police and Crime Commissioner for Gwent Decision	
PCCG-2019-060	Police and Crime Commissioner for Gwent Decision Session.
Subject	Appointment of Ms Pam Kelly as Chief Constable for Gwent Police.
Summary	Decision of the Police and Crime Commissioner to appoint a Chief Constable.

DECISION

1. As the Police and Crime Commissioner for Gwent, I have the power to appoint a Chief Constable in accordance with Section 38(1) of the Police Reform and Social Responsibility Act 2011 (the Act), subject to a confirmation hearing by the Police and Crime Panel (the Panel) as prescribed in paragraph 6 of Schedule 8 of the Act.
2. The Panel held a confirmation hearing on the 12th August 2019 where they voted to endorse the proposed appointment of Ms Pam Kelly as the Chief Constable for Gwent. Following the meeting, a report has been received from the Panel confirming their recommendation.
3. I therefore confirm that I will accept the recommendation from the Panel and appoint Ms Pamela Kelly, from the 13th August 2019.

Jeff Cuthbert B.SC., MDIPD, Police and Crime Commissioner for Gwent	
I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct. Any such interests are recorded below.	
The above request has my approval.	
Signed: 	Date: 12/8/19

Contact Officer	
Name	Sian Curley
Position	Chief Executive
Telephone	01633 643077
Email	Sian.Curley@gwent.pnn.police.uk
Background papers	<p>Report to Police and Crime Panel.</p> <p> CC Report & Appendices.pdf</p> <p>Police and Crime Panel Report on the Proposed Appointment of the Gwent Chief Constable.</p> <p> Final Report on the Proposed Appointment</p>

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Proposed Appointment of Chief Constable

DATE: 12th August 2019

PURPOSE: For Decision

1.	<p><u>RECOMMENDATION</u></p> <p>In accordance with the Police Reform and Social Responsibility Act 2011 (the 'Act') the Police and Crime Panel (the PCP) are invited to:</p> <ul style="list-style-type: none">a. Review the proposed appointment of Ms Pamela Kelly as Chief Constable of Gwent Police.b. Make a recommendation to the Police and Crime Commissioner (PCC) as to whether or not the candidate should be appointed.
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>On 29th March 2019, the former Chief Constable wrote to the PCC informing of his intention to retire on 30th June 2019. This paper describes the steps that have been taken by the PCC for Gwent to recruit a new Chief Constable.</p> <p>The PCC must, under the Act, notify the PCP of the proposed appointment of a Chief Constable. Paragraph 3(2) of Schedule 8 of the Act requires the PCC to provide the following information:</p> <ul style="list-style-type: none">(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. <p>The PCP is required to review the proposed appointment and hold a confirmation hearing. The procedural steps that must be followed are set out in Schedule 8 to the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.</p> <p>In progressing the recruitment of a new Chief Constable the PCC has had regard to the legislation referred to above and the College of Policing Guidance for the Appointment of Chief Officers published in March 2018.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>Advertisement - the advertisement for the role of Chief Constable was placed on the website and social media accounts of the PCC for Gwent. It was also published by the College of Policing, College of Policing Senior Leaders Hub,</p>

the Association of Police and Crime Commissioners and the National Police Chiefs Council. All eligible candidates in England and Wales also received a letter from the PCC inviting them to apply for the post.

A total of eleven social media posts were published in both Welsh and English. On Twitter this generated 3,066 impressions (the number of times the story has been seen) and there were 170 engagements (the number of people who have liked, shared or replied to a tweet). The Facebook posts had a reach of 6,717 (the number of Facebook pages a story has appeared on) resulting in 890 engagements (the number of people who have liked, shared or commented on a story) and 857 clicks to view the vacancy. On LinkedIn there were 110 impressions resulting in 9 clicks to view the vacancy. The Office of the Police and Crime Commissioner's (OPCC) website received 683 page visits, of which 507 were unique.

The College of Policing guidance on the appointment of chief officers states that vacancies must be advertised on a public website or some other form of publication which deals with police matters for a minimum period of 3 weeks. The vacancy should also be advertised nationally to ensure the opportunity is available to the widest pool of eligible candidates. The advert was placed on the OPCC website on 30th April 2019 with a closing date of 22nd May 2019, meeting the 3 week minimum requirement. The shortlisting process took place on 30th May 2019 with the interview process taking place on 27th June 2019.

Recruitment Pack - the recruitment pack was available upon request from the Chief Executive of the OPCC. This comprised a number of documents:

- **Recruitment Information Pack containing:**
 - Letter from the PCC
 - Overview of the Role
 - Detailed Role Profile
 - Behaviours
 - Particular Challenges in Gwent
 - Education, Qualifications, Skills and Experience
 - Terms and Conditions
- **Application Form and Guidance Notes**
- **Equal Opportunities and Welsh Language Monitoring Form**

A copy of the Recruitment Information Pack is attached at Appendix 1.

The Behaviours section of the information pack sets out the key personal competencies and values required to perform the role of Chief Constable for Gwent. All candidates were required to address these competencies in their application form and during the interview process where they were assessed against the College of Policing Competency and Values Framework. This is attached at appendix 2.

The independent member of the appointment panel, who has many years' experience in senior police officer recruitment, reviewed all documentation in the recruitment pack with a number of suggested amendments incorporated into the final documents.

Terms and Conditions - The term of appointment will be for a five year period at a salary of £142,689 per annum. This level of salary is the nationally set 'spot' salary for Gwent. The PCC did not consider it appropriate to vary the spot point plus/minus 10% as he is entitled to do under the determination of the Home Secretary. The role also attracts a number of benefits in accordance with Police Regulations and Determinations.

Appointment Panel – Whilst the Act states that it is the PCC's responsibility to appoint the Chief Constable, the College of Policing Guidance suggests that the PCC should convene an appointment panel (to include at least one independent panel member as set out in the Home Office Circular 013/2018 on the selection and appointment of Chief Officers). The role of the independent member is to ensure the appointment process is conducted fairly and openly and that the successful candidate is selected on merit. The independent member is also required to produce a written report on the appointment process for submission to the PCP. This is attached at appendix 4.

The PCC selected an appointment panel as follows:

- Jeff Cuthbert (PCC)
- Siân Curley, Chief Executive and Monitoring Officer (OPCC)
- Mike Cunningham, Chief Executive Officer, College of Policing
- Judith Paget, Chief Executive, Aneurin Bevan University Health Board
- Gill Lewis, Independent Panel Member.

The panel members all received a copy of the College of Policing Guidance for the Appointment of Chief Officers as well as a copy of the Competency and Values Framework against which the candidates were assessed throughout the recruitment process. The Panel was supported and advised by:

- Darren Garwood –Pask, Chief Finance Officer (OPCC)

Applications – 3 expressions of interest were received within the period the vacancy was advertised; all 3 resulted in completed applications being submitted to the OPCC. This is an increase on the number of applications received during previous Chief Constable recruitment processes.

Shortlisting - Shortlisting took place on 30th May 2019 via telephone conference due to the differing locations of the interview panel. All panel members assessed the application forms of each candidate and were asked to offer their observations on the draft presentation and interview questions. This feedback was built into the final question set which was to be used during the interview process. Due to the high calibre of the applicants, all 3 were shortlisted for Interview.

Interview Process - The interview process consisted of feedback from the psychometric tests, which the candidates completed prior to the day, an external stakeholder panel and a presentation and formal interview. The aim of the interview process was to assess the candidates against the competencies for the role using a process that was both appropriate and rigorous.

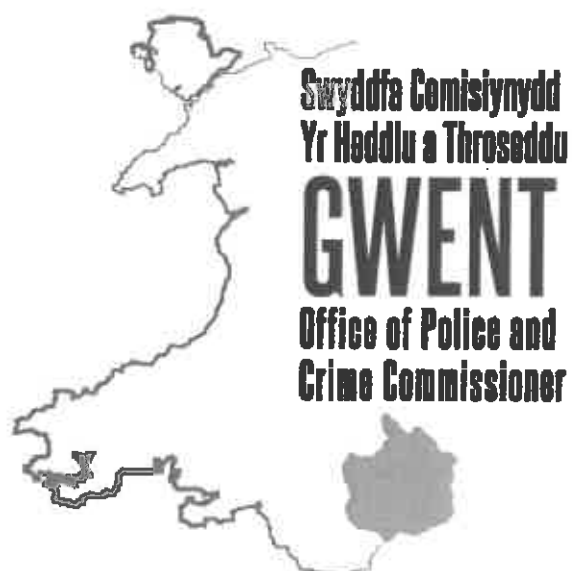
External Stakeholder Panel - It was agreed that an external stakeholder panel would be utilised in order to provide additional scrutiny and a wider perspective during the assessment process. The stakeholder panel members were invited to take part by the PCC, ensuring that there was representation from a diverse range of key partners. The stakeholder panel included representatives from the following organisations:

- Joint Audit Committee, Gwent Police and OPCC;
- Gwent High Sheriff;
- South Wales Fire and Rescue Service;
- Public Protection, Caerphilly County Borough Council; and
- Gwent Association of Voluntary Organisations.

Each member of the stakeholder panel was asked to submit a question relating to their role/area of work, with final questions being agreed prior to the interview process. Each member of the panel asked the same question of each candidate, all panel members were then able to ask supplementary questions as necessary. Each stakeholder panel session lasted for 1 hour and was facilitated by the Deputy Police and Crime Commissioner (DPCC). A short briefing was provided to the interview panel by the DPCC, prior to each candidate's presentation and interview to recommend areas which could be explored further, if applicable, during the interview process. More detailed, qualitative feedback was provided by the DPCC on behalf of the stakeholder

	<p>panel prior to the PCC making his final decision.</p> <p>Presentation and Interviews - Each candidate was provided with a candidate brief on 5th June 2019 to ensure they had sufficient time to prepare for an oral examination by the appointment panel. The candidates delivered their presentations then answered questions on that presentation.</p> <p>This was followed by formal interview questions and formed the evidence gathering upon which panel members formed their conclusion. Each candidate was measured against the College of Policing Competency and Values Framework.</p> <p>The Preferred Candidate – The candidate who scored the highest mark in the presentation and interview session was Ms Pamela Kelly, current Deputy Chief Constable of Gwent Police. Although, their process was not scored, this also reflected the opinion of the stakeholder panel.</p> <p>Accordingly, the PCC formally proposes to the PCP that Pamela Kelly be so appointed.</p> <p>Further information on how the candidate met the required criteria is attached at appendix 3.</p>
4.	<p><u>NEXT STEPS</u></p> <p>Next steps will be dependent on the decision of the PCP and are laid out in legislation.</p> <p>The preferred candidate is not currently vetted to the level required to undertake the role of Chief Constable although the process commenced prior to her appointment of temporary Chief Constable; it is hoped that the candidate will achieve developed vetting status within the coming weeks. The candidate has held security check vetting status (one level below the required vetting level) for over 25 years. It must be noted that this increased vetting level is a requirement of the role and must be completed successfully or the candidate will not be able to take up this position.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>The financial aspects of the post of Chief Constable are outlined in this report.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>The appointment process was carried out in accordance with the guidance issued by the College of Policing in March 2018.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>The appointment process was carried out in accordance with the Police Reform and Social Responsibility Act 2011.</p>

8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>In order to support the use of the Welsh language, the ability of the candidate to speak Welsh was listed as a desirable requirement within the Terms and Conditions of Appointment. The advert for the post was published in both Welsh and English and the application form and information pack were also available in both languages.</p> <p>In carrying out this role, the Chief Constable will need to have due regard to the provisions of the Equality Act 2010 and, in particular, to the general equality duty, the broad purpose of which is to integrate consideration of equality and good relations into day to day business and for consideration to be given to how public bodies can positively contribute to the advancement of equality and good community relations.</p>
9.	<p><u>RISK</u></p> <p>Failure to appoint the preferred candidate would result in the loss of an excellent quality candidate and result in a period of instability for the force, as well as a potential loss of public confidence.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>This report and appendices will be made available to the public.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Mrs Sian Curley, Chief Executive</p>
12.	<p><u>ANNEXES</u></p> <p>Appendix 1 – Recruitment Information Pack (including Terms and Conditions of Appointment)</p> <p>Appendix 2 – College of Policing Competency and Values Framework</p> <p>Appendix 3 – Suitability of Candidate for Appointment</p> <p>Appendix 4 – Independent Member Report.</p>



RECRUITMENT INFORMATION PACK

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Letter from the Police and Crime Commissioner for Gwent



I would like to encourage you to apply for the position of Chief Constable of Gwent Police if you feel that you have the right level of qualification and experience.

Gwent Police is a progressive organisation that believes very strongly in the value of partnerships working. Consequently we have strong links to all the major public services (which are of course devolved to the Welsh Government), the third sector, and to the Welsh Government itself.

We are committed to building excellent community cohesion across the diverse communities of Gwent and therefore we strive to create a police service that is as representative of our communities as possible.

The Office of the Police and Crime Commissioner for Gwent views itself as a critical friend of Gwent Police. Although I understand completely the formal relationship between the Chief Constable and me, our overwhelming purpose is to provide, by working together, the very best public service for the people and communities of Gwent.

If this describes the sort of position that you're looking for, then please consider applying.

Very best wishes

Jeff Cuthbert



Overview of the Role

We are looking for an enthusiastic, innovative energetic, focused Chief Constable to lead the delivery of policing services for the communities within the Gwent area. The individual should have strong communication skills, focus, drive and energy.

The Chief Constable will be responsible for fulfilling all professional and legal obligations of the office of Chief Constable, and must account to the Police and Crime Commissioner for the policing in Gwent. In particular the Chief Constable will be expected:

- to develop and communicate **a clear, effective and deliverable plan for Gwent Police**, which will enable it to deliver its part in the Police and Crime Plan and ensure policing across Gwent best serves the needs of local people, increases public confidence and makes the area safer.
- to **review, determine and lead changes** to the future shape and culture of the organisation to enable delivery of the strategy within financial and resource constraints, responding to both national and local demands and improving productivity and performance.
- to develop a cohesive and well led chief officer team and organisation, where the **workforce is enthused, inspired, held to account, is highly productive** yet flexible enough to respond to a changing environment whilst delivering a first class policing service, which responds to the needs of local people.
- to develop **strong, effective relationships** through influence, negotiation, trust and respect, where key partners and stakeholders at local, Welsh and UK levels want to engage in working together to achieve improved outcomes for local people.
- To be a role model for upholding high standards of professional and ethical behaviour.



Detailed Role Profile

Role Purpose:

1. The Chief Constable has overall responsibility for leading the Force, creating a vision and setting direction and culture for the Force that builds public and organisational confidence and trust and enables the delivery of an effective policing service.
2. The Chief Constable is accountable for the totality of policing within their Force area, including the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.
3. The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting and is responsible for providing a professional, effective and efficient policing service.
4. As a Corporation Sole the Chief Constable is 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.

Key Accountabilities

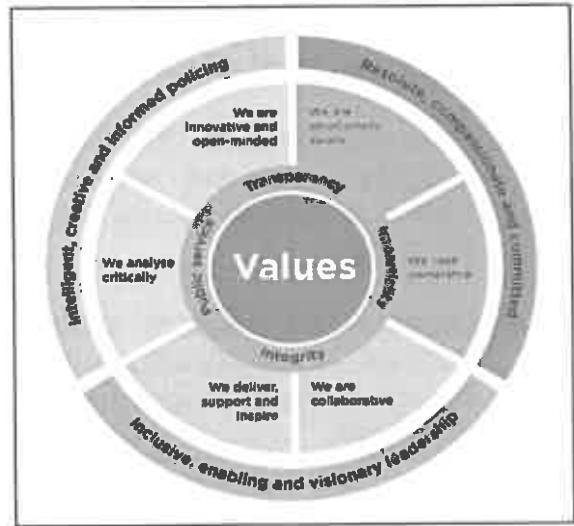
1. Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
2. Develop and maintain governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
3. Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
4. Lead 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.

5. Lead, inspire and engage 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 and goals.
6. Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
7. Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
8. Hold accountability for Force financial management and determine 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.
9. Develop and maintain 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.
10. Advise 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.
11. Represent 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. Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
13. Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
14. Play 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.



Behaviours

All roles are expected to know, understand and act within the ethics and values of the Police Service. The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.



This role requires the candidate to be achieving or working towards the following levels of the CVF:

Resolute, compassionate and committed	
We are emotionally aware	<u>Level 3</u>
We take ownership	<u>Level 3</u>
Inclusive, enabling and visionary leadership	
We are collaborative	<u>Level 3</u>
We deliver, support and inspire	<u>Level 3</u>
Intelligent, creative and Informed policing	
We analyse critically	<u>Level 3</u>
We are Innovative and open-minded	<u>Level 3</u>



Particular challenges in Gwent

- Tackling the issues of public confidence and satisfaction for both victims and the wider public.
- Working in an increasingly diverse and challenging environment both socially, geographically and economically.
- The potential for key partners and stakeholders moving away from prevention and back to core services/survival due to reducing resources. Added dimension of working in a non-devolved service alongside devolved public services in Wales.
- Organisational change and the need to constantly revisit demand and business transformation – i.e. more for less.
- Implementing our People Plan to ensure a high performing team addressing any workforce challenges impacted by local and national changes from Government, Inspectorates and terms and conditions.
- The need for a clear understanding of the role of the Police and Crime Commissioner and where operational and political influences exist within five very different local authorities.
- The national landscape which is uncertain and changing.
- The Welsh legislative and policy context, working effectively with Welsh Government and key devolved partners and stakeholders.
- The need to ensure there is a dynamic and effective Chief Officer team where a broad range of skills, styles and experience will be beneficial.
- A leadership approach to deal with increased levels of collaboration, Innovation and partnership working.
- Ensuring the organisation is equipped to deliver an accessible and adaptive policing service in the digital era.
- Gwent, like all other Forces must operate within a limited financial regime and consequently we are turning more and more to the local council tax paying population for a greater proportion of our annual income.



Education, Qualifications, Skills and Experience

Prior Education and Experience:

1. Has 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).
2. Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
3. Authorising Officer Training.
4. Wide ranging operational law enforcement experience.
5. 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.
6. Experience of successfully engaging with and influencing multi-agency partnerships.
7. Experience of implementing an effective performance management framework.
8. Experience of implementing successful organisational development, change and innovation.
9. Experience of accountability for management of significant budgets.
10. Up to date operational/technical policing knowledge.
11. Knowledge of developing legal, political, economic, social, technological and environmental factors and an understanding of the implications for strategic planning.
12. Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

Skills

13. Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.

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



TERMS & CONDITIONS OF APPOINTMENT

The post will be subject to the following terms and conditions:

1. Salary

- 1.1 Remuneration will be £142,689 per annum.

2 Term of Appointment

- 2.1 The successful candidate will take up the appointment for a five year period. The commencement date will be subject to negotiation.

3. Medical Examination

- 3.1 Applicants who are shortlisted will be required to complete a medical questionnaire and the successful candidate will be required to undertake a medical examination.

4. Vetting

- 4.1 The successful applicant will be appointed subject to obtaining security clearance at Developed Vetting (DV) level.

5. Post Service Employment

- 5.1 The Chief Constable must provide notification to the Police and Crime Commissioner of any proposed post-service employment for a period of 12 months after leaving the police service, the Police and Crime Commissioner will then make a recommendation on the suitability of the new appointment.

6. Notice Period

- 6.1 The appointment may be terminated by four months' notice in writing on either side.

7. Working Location

- 7.1 The majority of work will be carried out from Gwent Police Headquarters based in Croesyceiliog, Cwmbran. However, the nature of the work will also require travel throughout Gwent as well as nationally. This may on occasions include extensive periods of time spent working at other locations around the country.

8. Working Hours and Annual Leave

- 8.1 The post holder will be contracted to work 40 hours per week and will be paid on a monthly basis. However, as the post holder will have the responsibility of heading the service they will be required to be contactable 24 hours per day. The role may require the post holder to attend major incidents or other operational events at short notice.
- 8.2 This role will require evening and weekend working including attending meetings and events during these times.
- 8.3 The successful candidate will be required to devote his/her whole time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment or undertake a business interest without the prior written consent of the Police and Crime Commissioner.
- 8.4 The post holder will be entitled to 35 days annual leave and to re-rostered rest days.
- 8.5 It is a requirement that the Chief Constable and Police and Crime Commissioner keep each other informed about their availability and periods of leave of absence.

9. Relocation

- 9.1 To facilitate the recruitment of high quality Officers to the rank of Chief Constable, a relocation package is available to successful candidates who relocate their home upon appointment.
- 9.2 The Office of the Police and Crime Commissioner's relocation policy is available on request.

10. Remuneration Package

- 10.1 Excluding salary, the following elements are provided for in the remuneration package for the Chief Constable:
- Dependent on individual circumstances either Housing Allowance at £4,692.86 per annum or Red Circled Rent Allowance including tax deducted refunded as a payment of compensatory grant (maximum £5,698.92 for external candidates only) paid and taxed through payroll (if entitled under regulations).
 - The Police and Crime Commissioner will meet the cost of the annual legal protection reactive insurance cover and membership provided by the Chief Police Officers' Staff Association (CPOSA).
 - Chief Officer Car Leasing Scheme.
 - Reimbursement of all reasonable expenses incurred in the execution of duty (reimbursed through expenses). Mileage expenses will be paid in line with standard HMRC rates.

11. Gifts and Hospitality

- 11.1 All accepted and declined gifts and hospitality offered to the Chief Constable must be approved by the Police and Crime Commissioner.
- 11.2 Gwent Police has a Gifts and Hospitality Policy which sets out the detail and guidance on accepting gifts and hospitality in an open and transparent manner. The policy, which is available on the Force intranet, is applicable to Chief Officers who are expected to familiarise themselves with its contents and to act in accordance with its requirements.

12. Business Interests

- 12.1 The Chief Constable is required to inform the Police and Crime Commissioner of any previously approved business interests.
- 12.2 Any new business interests must be declared to and approved by the Police and Crime Commissioner prior to their commencement.
- 12.3 Gwent Police has a Business Interests policy which provides further information and is available on the Force intranet.

13. Performance and Development Review (PDR)

- 13.1 The post will be subject to performance and development reviews (PDRs) in accordance with national guidance and will be undertaken by the Police and Crime Commissioner.

14. Continued Professional Development (CPD)

- 14.1 You are expected to maintain your professional knowledge and development including your physical fitness, in accordance with the College of Policing CPD framework in line with the evolving requirements of the post. You will be expected to complete the national fitness test annually.

15. Equal Opportunities

- 15.1 The Police and Crime Commissioner for Gwent is committed to equal opportunities for existing and potential members of staff.
- 15.2 The Police and Crime Commissioner welcomes applications from candidates regardless of ethnic origin, religious belief, gender, sexual orientation, disability or any other irrelevant factor.

16. Welsh Language

- 16.1 The Office of the Police and Crime Commissioner for Gwent and Gwent Police are committed to promoting use of the Welsh language throughout both organisations. You will therefore be expected to demonstrate an understanding and positive approach towards the Welsh Language and the culture of Wales.

16.2 The ability to speak Welsh is desirable, support will be provided to any person wishing to develop their skills in this area.

17. Smoking

17.1 The whole estate is subject to a no smoking policy.

18. References

18.1 Two references will be obtained once the assessment process is complete and the successful applicant is identified.

19. Other Conditions

19.1 This post will be offered in accordance with the Police Regulations and any other Laws, Regulations or requirements in Force.



College of
Policing

college.police.uk

Competency and Values Framework for policing

Overview of framework

BetterProfessionals
for **BetterPolicing**



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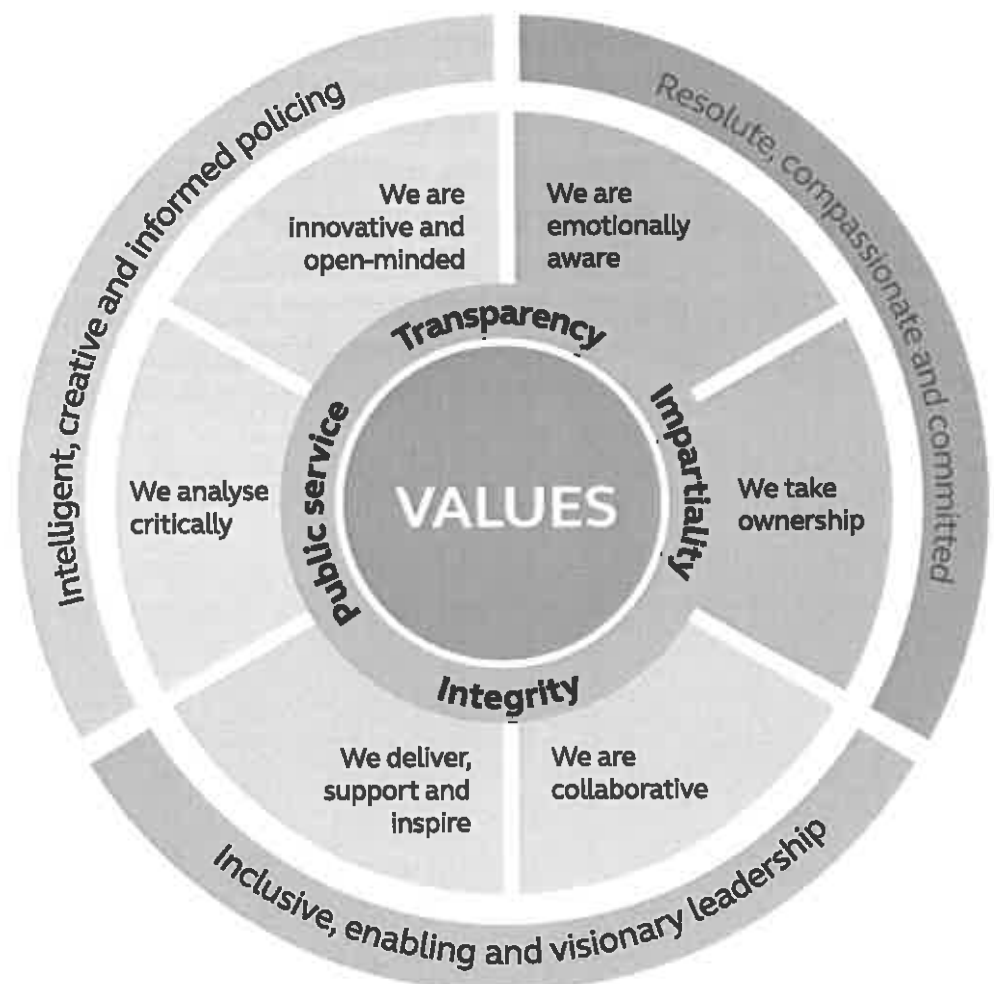
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Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

Values

Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

Integrity

This value links to the principle of integrity from the Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

Public Service

This value links to the principles of respect and selflessness from the Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances
- I share credit with everyone involved in delivering services.

Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

Cluster

Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

Competency

We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

We are emotionally aware

Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Competency

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why is it important? Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

We take ownership

Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

Level 3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Cluster

Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

Competency

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative

Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

Level 3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

Competency

We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why is it important? To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

We deliver, support and inspire

Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

Level 3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

Cluster

Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

Competency

We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

We analyse critically

Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Competency

We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and open-minded

Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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Suitability of Candidate for Appointment

The PCC must, amongst other things, provide the PCP with information on the criteria used to assess the suitability of the candidate for the appointment and further explanation of why the candidate satisfies these criteria. This document sets out the evidence which demonstrates how the criteria are met.

Experience

The candidate has almost 25 years of policing experience. She has spent the majority of her career in Dyfed Powys Police where she reached the rank of Assistant Chief Constable. She then joined Gwent Police as Temporary Deputy Chief Constable in July 2017 before being appointed permanently to the role in December 2017. For a short period she worked with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) (Inspection following the death of Victoria Climbié), she completed a short term secondment with Avon and Somerset Police and has spent some time working with Queensland and New South Wales Police in Australia.

For most of her service, the candidate has worked within the Criminal Investigation environment, serving as a Senior Investigating Officer, leading murder, kidnap and child abuse investigations. The candidate has also performed many uniform leadership roles including District and Territorial Commander. She is a Strategic Firearms Commander, a Hostage Negotiator and Public Order Commander. The candidate has also received awards for her work as a Senior Identification Manager, having played a key role in recovering the bodies of British Citizens following plane crashes in Afghanistan and Tripoli.

The candidate has a significant amount of experience in covert policing and has regularly performed the role of authorising officer for covert deployments. Throughout her career, the candidate has worked in partnership to deliver effective services for the public and has been an active member in many Public Service Boards across Wales. The candidate has Chaired Local Resilience Forums (LRFs) and successfully contributed towards and led Major/Critical Incidents through partnership; dealing with matters such as oil refinery explosions and plane crashes. More recently, as the Cyber Crime Lead for Wales, The candidate has influenced LRFs to include Cyber prevention/preparedness as a part of their performance monitoring.

Eligibility Criteria

The candidate has met the following criteria:

- Successfully completed the Police National Assessment Centre (PNAC)
- Successfully completed the Strategic Command Course (SCC)
- Served at the rank of constable in a UK police force
- Held the rank of Assistant Chief Constable, Commander or a more senior rank in a UK police force

The candidate is expected to receive Developed Vetting status within the next few weeks. A request has been made for the matter to be expedited.

Interview Competency

The panel considered the candidate's responses to the interview questions utilising the College of Policing 'Competency and Values Framework for Policing'. A high-level summary of the focus of the interview is provided:

Competency/Value – Public Service

The candidate demonstrated a passion for public service with clear values that aligned to the Code of Ethics. There was a strong vision for appropriate communication and engagement with the public. The candidate was confident in her priorities to care, innovate, and deliver and the panel felt that the presentation provided sound evidence of her level of competence in this area.

Competency/Value – We are collaborative

The candidate demonstrated a high level of political awareness and gave examples of collaborative and partnership working that she had initiated and led within Gwent and across Wales. It was clear that the candidate had taken the lead in building strong relationships and working with others to remove barriers wherever possible. A key example was a partnership arrangement, initiated by the candidate, between Gwent Police, the Health Board and a local authority to progress joint working arrangements and improve services to the public.

Competency/Value – We take ownership

The candidate provided detail of the action that would be taken to support effective decision making and performance monitoring at a local and Welsh level. It was acknowledged that this was an area that requires improvement and the panel was confident that the candidate was committed to fostering an appropriate culture and creating the circumstances for improvements to be made. The candidate provided assurance that she would take personal responsibility for this area in future.

Competency/Value – We are emotionally aware

The candidate demonstrated a high level of emotional intelligence; this was triangulated via the psychometric testing exercise. This response evidenced that appropriate action could be taken where there is a fundamental disagreement between senior colleagues or the PCC. Examples were provided of actions that had been taken to influence organisational and individual behaviours with positive outcomes.

Competency/Value – We are Innovative and open-minded

Evidence was provided of efforts to implement new and innovative ways to tackle the challenge of balancing public expectations, with service demand, HMICFRS

requirements and a reduction in real term funding. Panel members acknowledged that this was an ongoing task for the Chief Constable and were pleased to hear the plans for new and far-reaching ways of working that would mean a change of approach for the policing service. It was noted that the Force Management Statement would be a key tool in addressing the complexity of demand and ensuring that Gwent Police stays at the forefront of new and complex developments in policing.

Competency/Value – Deliver, support and inspire

The candidate expressed a dedication to wellbeing and gave evidence of efforts to link the overall vision for Gwent Police to plans and objectives. Recent work to develop a People Plan for the organisation demonstrated the push for a learning culture with investment in talent management as well as a commitment to transparent and open promotion and selection processes.

Evidence was provided of efforts to address absence rates in an attempt to remove organisational barriers that stop the service from meeting its goals.

Competency/Value – Analyse critically

The candidate gave a clear example of work undertaken to encourage significant change on a national basis in how cyber crime is dealt with. The impacts of this had been evident and it was apparent that risks and benefits had been balanced by the candidate in order to ensure improvements for all involved. It had been necessary to influence a number of external parties in order to win support and the panel acknowledged the significant amount of critical analysis and informed decision making required to deliver the project.

Stakeholder Panel Feedback

The Stakeholder Panel agreed unanimously that they supported the appointment of the preferred candidate and commented on her clear strategic vision for Gwent Police. Answers provided were comprehensive and strong. Members were encouraged by the candidate's holistic approach to partnerships and public service and were confident that she understood the transition required from her current role.

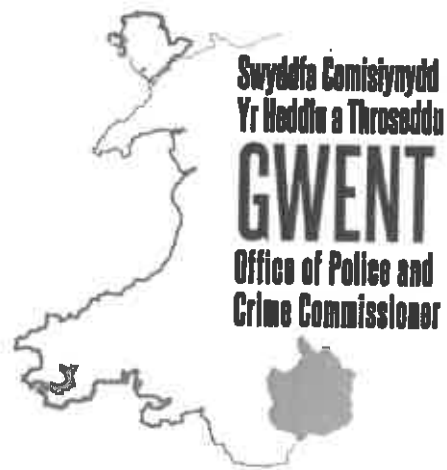
Conclusions

The Appointments Panel concluded that the candidate more than met the competencies and values required for the role. It was felt that the candidate demonstrated an excellent balance of strategic vision with practical examples of her ability to undertake the role and her optimism and enthusiasm was commended. The panel was unanimously of the view that the candidate should be appointed to the role of Chief Constable.



Siân Curley

**Chief Executive and Monitoring Officer
Office of Police and Crime Commissioner for Gwent**



**Assessment and selection for the post of
Chief Constable for Gwent Police**

Independent Member's Report

June 2019

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1. Introduction

Home Office Circular 20/2012, as updated by Circular 13/2018, 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.

This is the Independent Member's report relating to the appointment process for the next Chief Constable for Gwent Police. The process is the responsibility of Police and Crime Commissioner Jeff Cuthbert.

The aim of this report is to provide an assessment of the extent to which the appointment process in Gwent has been conducted fairly, openly and based on merit. It also details the extent to which the panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

2. Independent Member's role

The role of the Independent Member is laid out in Home Office Circular 13/2018. It is described more fully within the Guidance for Chief Officer Appointments produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing. Those consulted in its preparation have included Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, the Association of Police and Crime Commissioners, National Police Chiefs' Council, Association of Police and Crime Commissioners' Chief Executives, Police Superintendents' Association and the Home Office. It was produced under the direction of the Police Advisory Board for England and Wales Sub-group on Chief Officer Appointments.

I am an Independent Member from the list originally created by the College of Policing in 2012 and maintained by them until 2018. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment and capable of quality assuring assessment processes. I have undergone an induction to this role from the College of Policing, for whom I have also worked as an External Assessor at national senior selection centres.

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

3. Independent Member remit in the Chief Constable appointment process

I was invited by the Office of the Police and Crime Commissioner (OPCC) for Gwent to become involved at an early stage of this appointment, prior to the advert being released. Arrangements were made sufficiently well in advance, with my appointment finalised in April 2019, the advert closing in May, and shortlisting and selection exercises arranged for June 2019. The application pack with the role requirements and person specification was assembled by the OPCC. It adhered closely to the Guidance for Chief Officer Appointments.

Staff of the OPCC were very open to including me from the outset. My independent advice was welcomed and respected. I had telephone and email contact to arrange the practical details and to discuss any queries as they arose. For example, we discussed how to tighten up the testing of the draft presentation and interview questions against the criteria in the competencies and values framework, to ensure the selection process was focussed more clearly on objective criteria. We also discussed my suggestion to insert a word limit in part of the application form, to clarify expectations for candidates. The acceptance of these suggestions evidenced an open attitude, with the OPCC being keen to design a process that was fair between all candidates.

The PCC and his staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of fairness, openness and merit.

4. Appointment panel

The appointment panel role is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened 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.

It states the purpose of the panel is to challenge and test if the candidates meet 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, suitably experienced and competent in selection practices, and that they must adhere to the principles of merit, fairness and openness. All members should be provided with 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 appropriate briefing/assessor training is undertaken by all panel members. It is suggested that a panel of three to five members is convened, but this is at the discretion of the PCC.

Within this appointment process the panel had been agreed at the outset as consisting of five members:

- Jeff Cuthbert, the Police and Crime Commissioner for Gwent

- Sian Curley, Chief Executive of the OPCC, also acting as Monitoring Officer
- Judith Paget, Chief Executive of Aneurin Bevan University Health Board
- Mike Cunningham, Chief Executive of the College of Policing
- Myself, Gill Lewis, Independent Member

Darren Garwood-Pask, Chief Finance Officer of the OPCC was in attendance in an advisory capacity.

An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and design of the appointment process; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews; and supporting the PCC during decision making.

For this appointment, panel member Mike Cunningham acted as the Policing Adviser.

All panel members were identified to be part of the panel by the PCC. Their senior operational experience was sufficient to allow them to challenge and test others at executive level. All were given a copy of the Competency and Value Framework used in policing. The panel were also signposted to the Guidance for Chief Officer Appointments, ensuring they were well informed on their duties. Adherence to best practice and to merit-based, objective judgements was evident from the outset.

The five panel members were white (based on observation), consisting of two men and three women. There were no declared disabilities. The diversity of the local population served by Gwent Police varies across the local authority areas covered, with the proportion of people who are white British averaging from approximately 91% to 96%. In this context it is considered that the panel's ethnic diversity in terms of BAME representation was adequately met on this occasion. It might be an area to consider in future, to further enhance the already good selection process. However, there was no evidence that the panel mix adversely affected the outcome of the process for this appointment.

There was continuity in the composition of the panel for shortlisting, presentation and interview. Shortlisting was carried out via a teleconference.

The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation, and that it meets the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.

This role in Gwent was fulfilled by Sian Curley, Chief Executive, ably supported by Joanne Regan, Head of Assurance and Compliance. They 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.

5. Panel briefing

The PCC followed College of Policing guidance in inviting all members of the selection panel to assist in refining the design of the process at the shortlisting session. This discussion gave scope for the panel to comment on the presentation topic and interview questions. The optional use of supplementary probing interview questions was discussed, to ensure that all competency areas would be fully tested. The national competency and values framework for policing was circulated and used as the basis of the presentation, interview questions and decisions, to ensure these would be transparent, objective and based on merit. This illustrated a willingness to make sure that the selection would be made on a clear evidence base, again demonstrating openness and transparency in the process.

The guidance for the panel covered the rating scale to be used and the ORCE method (observe, record, classify, evaluate), in line with College of Policing best practice. The panel discussed in advance at shortlisting stage what the minimum acceptable scores might be to permit an appointment, as well as agreeing the key qualities that would make a difference, should two candidates score equally. The PCC's approach in establishing agreed standards and expectations in advance with all panel members was to ensure decisions would be based on evidence and merit, avoiding bias. This helped the panel equip themselves for their role in being able to challenge and test candidates fairly.

The panel was able to clarify that consensus decision was the preferred approach, but in the event of inability to achieve this, the PCC would be considered as first among equals on the panel and would make the final recommendation on the preferred candidate, subject to ratification by the Police and Crime Panel.

The panel members other than me had met the internal candidate previously in a professional capacity. The policing adviser Mike Cunningham had met all three candidates previously in a professional capacity. Other panel members had not personally met the external candidates, other than through familiarisation visits between the advert and selection dates. In order to ensure fairness of the process, it was agreed that any previous contact with candidates would be noted at the outset, and that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.

6. Stakeholder panel

An advisory stakeholder panel was also used in this process, on the same day as the formal interviews. A group of five stakeholders was selected from local partners, including the High Sheriff and representatives from local government, the Fire and Rescue service, the voluntary sector and the Joint Audit Committee. Draft questions submitted in advance from the stakeholders were refined into a common set of questions to be put to each candidate, to ensure consistency and hence fairness. The stakeholder forum was coordinated by Deputy PCC Eleri Thomas. Each forum lasted one hour.

It was agreed in advance that the opinions of the stakeholder forum would not be scored numerically, as members participating had not been trained in this and were not making measurable judgements linked to the competency areas. They were to be advisory only, to ensure that all final assessments and decisions were merit based.

7. Role profile

The panel was provided with a copy of the role profile as advertised. This reflected the national guidance, including accountabilities, the skills, knowledge and competencies required and the terms and conditions offered. In discussion with the PCC prior to the selection exercises, it was emphasised that a leader with good emotional intelligence was sought, able to work in partnership with the OPCC and external partners, and to collaborate effectively with a myriad of local stakeholders from all sectors. Understanding of the complexity of collaboration in Wales was particularly important, including understanding the implications of Welsh devolution for policing. The successful candidate would need to have a focus on good communication with the public and partners in order to improve public confidence.

8. Advert

The application pack had been drawn up by the Office of the PCC in line with the national guidance. The post had been advertised between 30 April and 22 May 2019 via the Gwent OPCC website, and via the respective websites, jobs boards and email circulation lists of the College of Policing, the College of Policing Senior Leaders' Hub, the Association of Police and Crime Commissioners and the National Police Chiefs Council, as well as in social media including Facebook, Twitter and LinkedIn. As part of this process, information on the vacancy was circulated to all forces advising them of the vacancy and the recruitment process. In this way all eligible applicants in the UK pool were made aware of the opportunity. Every effort was made to be transparent about the vacancy and to encourage all potential applicants to consider it. The aim was to attract the strongest possible field of applicants, demonstrating openness.

The published application pack was comprehensive, with links offering more detail. 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 being published.

9. 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 of skills, knowledge and experience within the last three postings related to the role profile. In being based on evidence of previous achievements, it was an appropriate tool to support merit-based judgements.

The choice of interview questions and presentation topic was also based on demonstration of evidence against the Competency and Values Framework for Policing, with a focus on six competency areas. The assessment was designed to allow the shortlisting, presentation and interview exercises to involve all panel members. A standard assessment sheet was provided, allowing each panel member to rate each candidate on a five point scale against each of the competencies. This was designed to give transparent evidence of a fair and equal process for all.

The interview questions produced by the OPCC were of good quality in that they were open, with an appropriate mix of those based on past experience and those based on hypothetical future scenarios. Following discussion between panel members, we were able to link them more specifically to the Competency and Values Framework to ensure a more precise and accurate recording of evidence.

In discussing the scoring system to be used, it was agreed that the panel would not use a simple arithmetic addition, also noting there was no clear evidence on which to base any weighting between different competencies. It was agreed in advance that the panel would compare the whole set of scores for each candidate and seek to come to a consensus decision.

The views of a stakeholder panel were taken into account, as were the results of psychometric tests, but these were not numerically scored as they were considered to be advisory.

Familiarisation visits by each candidate prior to the assessment day were included in the design of the process. The aim was to inform candidates about the local context rather than to gain additional information about them. This was once again to ensure transparency and fairness.

10. Assessment delivery

Three applications for the post were received, two external and one internal. A survey by the College of Policing has found that on average, adverts for Chief Constable posts attract two applicants. Evidence presented to a Select Committee in Parliament in 2018 found that over half Chief Constable processes only had one applicant for the job. The perceived barriers to applying have been found to be:

- Distance from home
- Whether an internal applicant was applying for the role
- Little financial incentive for promotion.
- The reputation and challenges associated with the PCC

It was evident that appropriate efforts had been made to make the process in Gwent as open as possible and that the size of the response was a considerable success, when seen in the national context.

Using the method outlined above at the design stage, it was agreed unanimously to shortlist all three applicants for interview, one man and two women. There was insufficient evidence at this stage to rule any candidate out.

The timetable for the presentation and interview allowed adequate time for each element. The candidates were given a presentation topic in advance and were asked to deliver a fifteen minute presentation, followed by fifteen minutes for panel questions. After this, an hour was allowed for the semi-structured interview. The carefully planned timetable helped to ensure that the process would be objective, fair to all candidates who might have applied, and clearly based on merit.

The Chief Executive and PCC undertook between them to deliver the final decision to candidates and to provide feedback as required to any unsuccessful applicants.

11. Assessment decision making

Each panel member first scored separately at the shortlisting, presentation and interview stages. Scores were collated and discussed where differences of opinion emerged, in order to agree a moderated consensus score. This enabled the candidates to be carefully assessed on merit, with reference to evidence throughout.

Overall consensus scores were recorded by the Chief Executive and by me, and were endorsed by the PCC. Consensus was reached throughout, and there was a unanimous recommendation regarding the preferred candidate, who achieved high scores on all six selected areas of the Competency and Value Framework.

The panel made a unanimous recommendation that DCC Pam Kelly of Gwent Police was the preferred candidate. The PCC concurred with this in making his own decision to recommend DCC Kelly to the Police and Crime Panel Confirmatory Hearing for appointment as the next Chief Constable of Gwent Police.

12. Conclusions

Through the steps outlined above, the PCC fulfilled his responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the national guidance. Well planned use of the Competency and Values Framework throughout allowed clear evidence to be recorded and evaluated in order to make objective decisions. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. Unanimous scores were readily agreed on all candidates.

As the Independent Member I found that the decision-making process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates. It was clearly based on merit, with decisions taken on careful analysis of evidence. Adherence to the highest standards throughout was taken seriously.

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 Gwent Police met the principles of fairness, openness and merit.

Gill Lewis
Independent Member
June 2019

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:
 - To provide independent advice in the shortlisting of applicants against the agreed appointment criteria.
 - 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 through the use of interviews, presentations, assessment exercises, etc).
 - 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 fulfill their purpose.

Appendix B: Independent Member pen picture - Gill Lewis

I have led or advised on senior Police recruitment at Chief Officer level since 2007, firstly to meet Police Authority requirements, and since 2013 under the revised guidance to meet PCC/Chief Constable needs. I have also worked for over ten years as an independent assessor for the College of Policing and its predecessor at the national senior police recruitment and promotion centres, including at the Senior Police National Assessment Centre; for Fast Track assessment centres for serving Constables and for external graduates; and for the Direct Entry programme at Inspector and Superintendent level.

I have led and monitored numerous appointments at the equivalent of chief executive level in a range of other public sector arenas beyond Policing, including in Probation, the NHS, and in the housing and education sectors.

My earlier career spanned senior management roles in local government, in housing and social care, and in the NHS, where latterly I was Director of Service Improvement for Suffolk Primary Care Trust. In the last 15 years I have also held a range of public appointments as a Non-executive Director or Chair in a Police Authority, Probation Trust, NHS Trust, housing association and various charities. This has included at both local and national level, for example, as Chair of the National Housing Ombudsman Board and as Chair of Norfolk and Suffolk Probation Trust. I have had wide ranging leadership experience at Board level of managing major change programmes, collaborative arrangements and challenging savings plans, balancing a commitment to excellent public service with shrinking resources, all in a climate where public confidence and political accountability are key.

For the past seven years I have also served as a volunteer with a project to support homeless and vulnerable young people.

**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

**REPORT ON THE PROPOSED APPOINTMENT OF THE CHIEF CONSTABLE FOR
GWENT POLICE**

Background

This report is made in accordance with the Panel's statutory duty contained in Paragraph 10, Schedule 1 of the Police Reform and Social Responsibility Act 2011.

Review of Appointment

The Gwent Police and Crime Commissioner notified the Panel on 23rd July 2019 of his intention to appoint Ms Pam Kelly as Chief Constable of Gwent Police.

The Panel held a public confirmation hearing to review the proposed senior appointment at Monmouthshire County Hall on 12th August 2019. The Panel considered a detailed report outlining the appointment process. A copy of the report is available on the Panel's website www.Gwentpcp.org.uk

The following Members of the Panel were present:

Mrs Gillian Howells Co-opted Member – Chair
Councillor Colin Mann – Vice Chair
Councillor Tony Easson
Councillor Christine Forehead
Councillor Mike Jeremiah
Councillor Jason Jordan
Councillor Gez Kirby
Councillor Jonathan Millard
Councillor Emma Rapier
Councillor William Routley
Mr Peter Nuttall Co-opted Member

The Panel asked Ms Gill Lewis the Independent Interview Panel Member, what the PCC could do in future to improve the ethnic diversity of the interview panel. Ms Lewis stated that she was satisfied that diversity of the panel was adequate, and she recognised that it is difficult to improve the diversity of an interview panel in this area but perhaps the PCC could consider addressing this through the Stakeholder Panel.

The Panel explored the candidate's ability to undertake the role through an appraisal of the supporting documents provided by the Commissioner and held a detailed discussion with Ms Pamela Kelly to assess her suitability for the position of Chief Constable. The Panel asked questions to establish whether Ms Pamela Kelly had the professional competence and personal independence required to meet the role specification. The

panel explored the implementation of the Police and Crime Commissioners Police and Crime Plan and how she would embed this into operational policing.

The Panel asked Ms Kelly how she would implement change and in response she highlighted the importance of involving staff in the process and how to ensure that expectations are understood. When asked how she would be the best leader for Gwent Ms Kelly emphasised her personal values of care, honesty, integrity and professionalism, and outlined her extensive operational experience as well as the importance of listening to staff.

Ms Kelly was asked to elaborate on how she would ensure that the Commissioners priorities are effectively communicated throughout Gwent Police, she explained her approach was to review and invest in corporate communications alongside the use of social media as well as ensuring that face to face visible communication is part of the approach.

The Panel asked how she would work with partners and stakeholders and Ms Kelly stated that she would be keen to implement a prevention approach, through use of community hubs and problem solving groups – a multi-agency approach.

Ms Kelly was asked what a Chief Constable should do to ensure that operational decision making is independent of the Commissioner. She emphasised that the role of the Chief Constable is to ensure they operate independent of political influence; the role is to provide operational delivery of services, and where there is disagreement it is important to have open discussion.

The panel were interested in the views of the candidate on how she would ensure value for money for the residents of Gwent. Ms Kelly gave an overview of the potential reductions in budget for the next few years and understood that council taxpayers are now providing a higher proportion of funding than previously. She emphasised the importance of ensuring that investment is made where most needed such as prevention and neighbourhood policing and also communicating that to the public.

Ms Kelly was asked to elaborate on what she considers can be done to improve public confidence and victim satisfaction. She highlighted some of the positives such as the 'Victims Board', early indications from the Peel Inspection on Domestic Abuse which has improved significantly over the past two years and public satisfaction levels. However she recognised that 45% of victims say they are not kept up to date with their cases and there is a need to improve the governance and scrutiny in this area and she would make this a priority for the next twelve months.

Finally Ms Kelly was asked what other priorities she would address in the next twelve months, she emphasised absence management, staff wellbeing, resilience, retention policies as well as training and capability. In addition Ms Kelly explained that there is a need to work with partners on national issues such as County Lines.

Recommendation

The Panel voted unanimously to fully endorse the appointment of Ms Pamela Kelly as the Chief Constable of Gwent Police.

12th August 2019