



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

ORIGINATOR: CHIEF EXECUTIVE

DECISION NO. 2013/26

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: PROPOSED APPOINTMENT OF CHIEF CONSTABLE

SUMMARY:

This paper describes the steps that have been taken by the Police and Crime Commissioner to recruit a new Chief Constable for Norfolk as well as the details for consideration by the Police and Crime Panel to support the Police and Crime Commissioner's proposed candidate for appointment.

RECOMMENDATION:

It is recommended that:

- (i) the Police and Crime Panel be notified of the proposed appointment of Simon Bailey as Chief Constable by the Police and Crime Commissioner;
- (ii) this decision paper be submitted to the Police and Crime Panel for consideration at the Confirmation Hearing on 25 October 2013.

OUTCOME/APPROVAL BY: POLICE AND CRIME COMMISSIONER

The above request has my approval

Signature

A. W. Bett

Date

8/10/13

S W Bett – Police & Crime Commissioner – Norfolk

DETAIL OF THE SUBMISSION

1. INTRODUCTION

- 1.1 On 29 April 2012 it was announced that the then Chief Constable Phil Gormley would take up the appointment as Deputy Director of the soon to be formed National Crime Agency (NCA). Mr Gormley was released early to that role by the Police and Crime Commissioner for Norfolk (PCC) on 10 June 2013.
- 1.2 This paper describes the steps that have since been taken by the PCC to recruit a new Chief Constable.
- 1.3 The PCC must, under the Police Reform and Social Responsibility Act 2011 (the Act), notify the Police and Crime Panel (PCP) of the proposed appointment of a Chief Constable by the PCC. The paper sets out the PCC's proposed appointment and goes on to provide the information required by paragraph 3(2) of Schedule 8 to the Act namely:
- “(a) the name of the person whom the Commissioner is proposing to appoint
 - (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.”
- 1.4 The PCP is required to review the proposed appointment and hold a confirmation hearing. This hearing is set for 25 October 2013. 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.
- 1.5 In progressing the recruitment of a new Chief Constable the PCC has had regard to the legislation referred to above as well as the College of Policing Guidance for the Appointment of Chief Officers published in November 2011.

2. ADVERT

- 2.1 The advert for the role of Chief Constable was, in common with adverts for chief officers for other policing areas, placed in one national newspaper (The Guardian) and also on its website jobs pages (Appendix E). It was also circulated by the Association of Police and Crime Commissioners and the Association of Policing & Crime Chief Executives (APAC²E) and placed on the Association of Chief Police Officers website on 7 August 2013. The vacancy was also publicised on the website of the PCC from the same date. The closing date for applications was given as 6 September 2013. Given that there was only one application for the post, the PCC truncated the Selection and Assessment process and arranged for that to take place on the 18/19 September 2013.

3. APPLICATION PACK

3.1 The Application Pack was available upon request from the Office of the Police and Crime Commissioner or via the PCC website (www.norfolk-pcc.gov.uk). This comprised a number of documents:

- Advertisement;
- Selection Process Summary;
- Role Profile;
- Application Form;
- Chief Constable's Assessment Form;
- General Conditions of Appointment;
- Equal Opportunities Monitoring Form;
- Briefing Document for PCC candidates;
- PCC's Ten Point Pledge
- Police and Crime Commissioner's Police & Crime Plan 2013 - 2017.

3.2 Role Profile

3.2.1 The Role Profile is a key document in the appointment process. It is attached to this paper at Appendix A. It sets out the Job Purpose/Aims, Eligibility Criteria and the Person Specification. The Eligibility Criteria required, pursuant to the Determinations of the Home Secretary, satisfactory completion of the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course. Further the PCC required at least 12 months' experience at Deputy Chief Constable level or equivalent and evidence of personal commitment to continuous professional development.

3.2.2 The Person Specification set out the key personal competencies required to perform the role of Chief Constable of Norfolk Constabulary. The PCC chose to rely on the seven core competencies found within the national Policing Professional Framework. The Role Profile advised that these competencies would be assessed using the information provided in the application form and during the Assessment and Selection process.

3.2.3 The Role Profile at Appendix A is the critical document and provides the criteria used to assess the suitability of the proposed candidate for appointment.

3.3 General Conditions of Appointment

3.3.1 The General Conditions of Appointment developed in accordance with the national Regulations and Determinations are attached to this paper at Appendix B. In short the published Particulars provided that the term of appointment will be for a five year period, together with any extensions that may be approved by the PCC, at a salary of £137,454 p.a #. This level of salary is the nationally set 'spot' point for Norfolk (Appendix C). [# = this has now been raised for the first time in 3 years with a 1% increase. That will be applied w.e.f. 1 September, 2013.]

3.3.2 The PCC does consider it appropriate to vary that spot point plus 10% as he is entitled to do under a Determination of the Home Secretary. The outlined Conditions of Appointment in Appendix B permits the PCC to do this. However his proposal is to determine that annually in arrears linked to performance criteria that he will set through a Performance & Development Review procedure. It is his intention to

consider this through staged payments of up to 2% per annum over the period of the FTC (as may be extended) up to the maximum of 10% permitted within the rules.

3.3.3 The role also attracts a number of other benefits negotiated locally and in accordance with Police Regulations and Determinations thereto as spelt out in the Terms & Conditions. (These are all taxable and subject to NI contributions as appropriate.)

3.4 Application Form

3.4.1 The Application Form required completion to show that the Eligibility Criteria were met. In addition references were required from two referees, one of which was required to be the candidate's current or immediate past Chief Constable (which would be taken up before shortlisting).

4. **APPOINTMENT PANEL**

4.1 Whilst the Act provides 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 Advisory Panel (to include at least one independent panel member). The role of the independent member is to ensure the appointment process is conducted in line with the principles of merit, fairness and openness and that the successful candidate is selected on merit. Amongst other things they are required to produce a written report on the appointment process for submission to the PCP. This is included as Appendix D.

4.2 The PCC selected an Advisory Appointment Panel (AAP) as follows:

- Stephen Bett (PCC);
- Jenny McKibben (Deputy PCC);
- Sir Hugh Orde OBE, QPM (President of the Association of Chief Police Officers (ACPO))
- Ms Laura McGillivray (Chief Executive, Norwich City Council) (Independent Member);

All had previous experience of selection processes. Both Sir Hugh and Ms McGillivray were selected by the PCC as persons of high standing and professional calibre in their fields with significant knowledge of the current landscape of policing nationally and recent experience at the highest level of policing in the UK or in Local Government, and both with experience of recruitment and appointment processes at a senior level. The AAP was advised by:

- Chris Harding (Chief Executive OPCCN)

4.3 He has had appropriate training for senior appointments and previous experience of a number of chief officer selection processes in Norfolk and elsewhere.

4.4 The AAP was assisted in the process by a report from a specialist in appointments and psychometrics, Keron Beattie. He has assisted the former Norfolk Police Authority in previous Chief Officer appointment processes and was able to profile Mr Bailey in the context of the role of Chief Constable and link that to profiles done for the PCC/DPCC and the new Chief Executive as well as the other members of the existing Command Team. This enabled questions to be focussed, and assessment made in terms of the dynamics of the key characters in the Constabulary and Office of the Police and Crime Commissioner for Norfolk.

4.5 The PCC also selected a Stakeholders Panel to play an advisory role (see paragraph 8.2 below) in the Selection and Assessment process as follows:

- Shelia Oxtoby – Chief Executive – North Norfolk District Council;
- Lady Joyce Hopwood – Chair of Norfolk Older People’s Strategic Partnership Board and the Norwich Older People’s Forum
- The Very Reverend Graham Smith – Dean of Norwich Cathedral

5. APPLICATIONS & SHORTLISTING

5.1 At the closing date for applications on 6 September 2013 one application had been received.

5.2 Whilst there are or have been a significant number of Chief Constable recruitment campaigns in train following on from the election of PCCs in November and where as many as eight applications were attracted in one case, it is also known that four other police areas had the same response as Norfolk with one application received in each case (including neighbouring force, Suffolk). Those police areas proceeded to run their Selection and Assessment processes with one candidate. Conversations with specialists in the field indicated that re-advertising the post would be most unlikely to attract other suitable candidates.

5.3 With there being 43 police forces in England & Wales and twenty-plus such senior appointments (CC and DCC roles) having been made since the election of PCCs in November 2012 it must be recognised that the size of the pool of potential candidates is not large. Given that Norfolk’s Chief is paid at or near a level of a number of Deputy rank officers in bigger forces, which too limits the field. All applicants for Chief Constable roles must be constables and must have completed Senior PNAC and the Strategic Command Course.

5.4 The AAP was made aware of the three principles of merit, fairness and openness which are explained in the College of Policing guidance.

5.5 Given the single application and the evidence from all external advisers being that this would not likely change on re-advertisement (not to mention the costs), and taking account of the strong merits of the single application, the APP and PCC determined to proceed with the appointment process. The timetable was truncated and the process took place over the 18 and 19 September.

5.6 In short there was prima facie evidence that the applicant was appointable to the role of Chief Constable.

6. THE APPLICANT

6.1 Thus the candidate whose application proceeded to the Selection and Assessment day was Simon Bailey. He is currently the Temporary Chief Constable of Norfolk and the substantive Deputy Chief Constable of Norfolk Constabulary.

6.2 Mr Bailey commenced his police service in Norfolk. He has risen through the ranks in various posting around the county. He was a detective for a substantial part of that time. He also undertook a number of roles outside of Norfolk. He will be the first Chief Officer to have risen through the ranks of one police force following rule

changes that occurred following the Winsor Review and consequential Police Regulation changes.

7. SELECTION AND ASSESSMENT

- 7.1 On 18 September 2013 the Stakeholder Panel met with Mr Bailey for an hour and 15 minutes.
- 7.2 The objective of this session was to involve a range of stakeholder interests in the selection process in view of the need for many organisations to work in partnership with the PCC and the Constabulary. The participants were able to sound-out the candidate about his approach and understanding of such matters, with particular reference to those aspects of policing and other issues which they felt important. They then fed back to the PCC and DPCC and the Chief Executive. Their views would help the PCC/DPCC pursue any identified areas during the remainder of the selection process. They unanimously endorsed Mr Bailey as a very suitable person for appointment to the post of Chief Constable.
- 7.3 The Advisory Appointment Panel met on 19 September 2013 and assessed the performance of the candidate in the interview taking account of the requirements of the role as set out in the various supporting materials.

8. SATISFACTION OF THE ELIGIBILITY CRITERIA AND COMPETENCIES

- 8.1 The Panel concluded its assessment of the candidate taking account of the competencies set out in the Role Profile.
- 8.2 In view of the outcome from assessment process, the AAP concluded unanimously that the candidate should be appointed as the next Chief Constable of Norfolk. The PCC too was totally satisfied that Simon Bailey was eminently suitable as the next Chief Constable. Accordingly the PCC would formally propose to the Police and Crime Panel that Simon Bailey be so appointed.
- 8.3 Following the assessment process the PCC authorised the Chief Executive to hold discussions with the candidate upon the detail of the particulars and terms of appointment. Other than the salary and performance linked plusages (paragraph 3 above) the PCC proposes to appoint the candidate upon the published particulars and terms of appointment as at Appendix B.
- 8.4 It is intended that, subject to the Police and Crime Panel's deliberations, the candidate will commence duty in the substantive role of Chief Constable in the Norfolk Constabulary with immediate effect.

PUBLIC ACCESS TO INFORMATION: *Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.*

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No – originator is the Solicitor and Monitoring Officer.
Has the PCC's Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Not applicable.
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Not applicable
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to the PCC).

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

Signature:



Date

07/10/2013



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

APPOINTMENT OF CHIEF CONSTABLE – NORFOLK CONSTABULARY

ROLE PROFILE

1. Post Overview

Post:	Chief Constable.
Accountable to:	The Police and Crime Commissioner for Norfolk
Location:	OCC, Jubilee House, Falconers Chase, Wymondham, Norfolk
Responsible for:	The direction and control of the Norfolk Constabulary in order to provide Norfolk with an effective and efficient Police Service and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

2. Job Purpose/Aims

- To ensure delivery in line with the police and crime objectives set by the Police and Crime Commissioner's Police and Crime Plan and in particular to keep Norfolk safe and secure;
- To direct and control the Norfolk Constabulary to deliver an effective and efficient police service;
- To fulfil the statutory and legal obligations of the office of Chief Constable;
- To lead the Constabulary in its strategic management and development to ensure enhanced productivity, value for money and continuous improvement in organisational effectiveness against a background of reducing resources;
- To be a strong, effective leader of the Constabulary, communicating a consistent, forward-looking and inspiring vision to all;
- To undertake a leading role in promoting strategies that ensure a customer-focussed service and high levels of public confidence;
- To consolidate and progress collaboration with Suffolk Constabulary and to progress and expand collaboration with other policing and public sector partners to further enhance the effective and efficient policing of the county;
- To work with partners to progress the delivery of the police and crime objectives and enhance the delivery of community safety outcomes;
- To promote the highest levels of professional conduct and integrity within the Constabulary;

- To champion equality, diversity and human rights in the Constabulary's working practices and the delivery of policing services;
- To harness the full potential of all staff towards organisational goals;
- To represent the Constabulary at local, regional and national level and to protect and foster the image of the Constabulary;
- To take responsibility, on a shared basis, for operational policing (Gold Command);
- To play an active part nationally through membership of appropriate ACPO working groups to develop the police service (subject to the specific written consent of the Police and Crime Commissioner);
- To provide professional policing advice to the Police and Crime Commissioner to support them in fulfilling their functions;
- To undertake such other tasks commensurate with the rank of Chief Constable as the Police and Crime Commissioner shall require.

3. Eligibility/Experience

The following criteria should be satisfied to perform the role of Chief Constable of Norfolk Constabulary and must be addressed in the completion of the Application Form:

- At least twelve months experience at Deputy Chief Constable level or equivalent;
- Experience at a Senior Level in a wide range of operational policing including demonstrable track record in delivery of ethical performance and serious collaboration;
- Proven ability to think outside the box and take considered risks;
- Evidence of personal commitment to continuous professional development;

4. Person Specification

PART 1

Key Personal Competencies

The following are the key personal competencies required to perform the role of Chief Constable of Norfolk Constabulary to a satisfactory standard. These personal competences will require to be addressed in the completion of the Application Form.

- Operational competence particularly around Level 1 and Level 2 crime;
- Excellent verbal and written communication skills and the ability to communicate and inspire individuals to achieve organisational goals;
- Evidence of managing and delivering successful strategic change and improved performance in a climate of change;
- The ability to deliver transformational step change in times of slower funding

growth;

- A demonstrable ability to identify, lead and deliver improved productivity and efficiency across the force;
- A commitment to modernisation and an entrepreneurial and innovative approach to achieving change;
- A high degree of sensitivity to public concerns and demonstrable evidence of addressing them;
- A proven track record of developing effective working relationships and partnerships with stakeholders, the community and a wide range of agencies and partner organisations;
- Evidence of championing diversity and promoting racial equality;
- A track record and commitment to working in collaboration with both other forces and public sector partners;
- Evidence of delivering culture change that is inclusive of police officers, police staff and the extended police family;
- Demonstrable ability to enable officers to fulfil their potential on an individual and collective basis.

PART II

Policing Professional Framework

The postholder should also fulfil the following personal competencies from the Policing Professional Framework. These competencies will be assessed using the information provided in the application form and during the Assessment and Selection process:

Serving the Public

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests;
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them;
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level;
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

Leading Strategic Change

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force;

- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required;
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

Leading the Workforce

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change;
- Gives direction and states expectations clearly;
- Talks positively about policing and what it can achieve, building pride and self-esteem;
- Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Managing Performance

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it;
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met;
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money;
- Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

Professionalism

- Acts with integrity, in line with the values and ethical standards of the Police Service;
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done;
- Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force.
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances;

- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty;
- Openly acknowledges shortcomings in service and commits to putting them right.

Decision Making

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions;
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists;
- Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation;
- Identifies the key issues clearly, and the inter-relationship between different factors;
- Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty;
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Working with Others

- Builds effective working relationships through clear communication and a collaborative approach;
- Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies;
- Consults widely and involves people in decision-making, speaking in a way they understand and can engage with;
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination;
- Treats people as individuals, showing tact, empathy and compassion;
- Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions;
- Expresses own views positively and constructively. Fully commits to team decisions.



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

GENERAL CONDITIONS OF APPOINTMENT

[Other, locally agreed, substantial terms and conditions may be applicable and will be provided to shortlisted candidates.]

1. POLICE REGULATIONS

The appointment of Chief Constable will be made in accordance with current Police Regulations, which the Secretary of State may vary from time to time and will be subject to confirmation by the Secretary of State and to satisfactory medical clearance, including medical examination.

2. SALARY

The salary for the post is currently £137,454 per annum (with effect from 1 September 2013). A 10% addition to base salary may be payable to an exceptional appointee at the discretion of the PCC. Such discretion to be reviewed annually.

The Office of the Police and Crime Commissioner for Norfolk is looking to appoint for a 5 year fixed term contract and will expect the successful candidate to commit to such a term.

3. EFFECTIVE DATE OF APPOINTMENT

The person appointed shall commence duties on a date to be agreed with the Office of the Police and Crime Commissioner for Norfolk.

4. WORKING HOURS

Working hours will be such as are needed to fulfil the requirements of the post.

5. PERIOD OF NOTICE

The appointment is subject to 3 months' written notice or such shorter notice as may be accepted by the Office of the Police and Crime Commissioner for Norfolk.

6. REFEREES

The appointment is subject to receipt of two satisfactory references.

7. CAR ALLOWANCE

The post is eligible for the provision of a car and driver.

8. HOUSING/RENT ALLOWANCE

The person appointed to the post of Chief Constable will be paid a housing or rent allowance, if appropriate, in accordance with their existing arrangements.

9. RELOCATION EXPENSES

The Office of the Police and Crime Commissioner for Norfolk will pay reasonable expenses in accordance with its relocation scheme.

10. TEMPORARY ACCOMMODATION

Temporary accommodation may be made available for an agreed period.

11. WHOLE-TIME SERVICE

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 without the prior written consent of the Office of the Police and Crime Commissioner for Norfolk, this includes roles within ACPO.

12. SUPERANNUATION

Superannuation contributions will be deducted at the rate specified in the Police Pensions Regulations.

13. PERFORMANCE REVIEW

There will be periodic performance related reviews in accordance with Home Office Guidance which may be linked to the "exceptional payment" allowance as the PCC determines (para 2 above).

14. OTHER ALLOWANCES

- (a) A telephone allowance of rental for one home telephone line is paid and business calls from home reimbursed.
- (b) The Office of the Police and Crime Commissioner for Norfolk will reimburse the annual membership fee for ACPO and the CPOSA personal insurance premium to the extent that this is applicable to professional duties only. No element of this insurance will relate to cover for employment or dismissal or other removal from office.
- (c) Appropriate uniform is provided.
- (d) The successful candidate and immediate family (husband/wife/partner and children (up to and including age 17(or in full time education) – if within the FTA period) are eligible for free health insurance (premiums only) provided through a scheme approved by the Office of the Police and Crime Commissioner for Norfolk.
- (e) The Office of the Police and Crime Commissioner for Norfolk will pay for the installation (if advised as necessary) and maintenance costs of an appropriate security/alarm system for the successful candidate's domestic residence.

PNB Circular 2013/3

POLICE NEGOTIATING BOARD

Independent Secretary:
Bill Blase
Office of Manpower Economics
Victoria House
Southampton Row
London WC1B 4AD

AGREEMENT REACHED IN THE POLICE NEGOTIATING BOARD

1. The Official and Staff Sides of PNB have reached an agreement on the pay of chief police officers. Details are set out in the attached memorandum and annex.
2. This PNB agreement has been approved by the Secretary of State for the Home Department and the Minister of Justice in Northern Ireland. Local policing bodies now have the authority to implement this agreement*. This award will be promulgated in a Home Office circular and a circular from the Department of Justice in Northern Ireland. In due course, the relevant Ministers will make formal determinations.
3. Any enquiries about this circular should be addressed to the Independent Secretariat at the Office of Manpower Economics ☎ 020 7271 0472, to the Official Side Secretary ☎ 020 7187 7341 or the Staff Side Secretary ☎ 020 7027 8982. Enquiries to the Independent Secretariat relating to the interpretation of this circular should be made in writing.

12 June 2013

* PNB Circulars form a single numerical series. Those which in themselves provide authority to implement an agreement carry the serial number alone, while those which are advisory are designated as such after the serial number.

MEMORANDUM

The following agreement has been reached in the Police Negotiating Board for chief officers in England and Wales, and Northern Ireland.

Pay Structure w.e.f. 1 September 2013

Force Weighting	Forces	C C Salary	D C C Salary
10.0	MPS (4XACs) West Midlands Greater Manchester	£183,270	£140,511 (MPS 8 x DACs)
8.0	West Yorkshire	£171,054	£136,845
6.5	Thames Valley	£161,892	£133,560
6.0	Merseyside Northumbria	£158,832	£131,040
5.5	Hampshire	£155,775	£128,520
5.0	Kent Lancashire Devon & Cornwall	£152,727	£125,997
4.5	South Yorkshire Essex Avon & Somerset Sussex South Wales	£149,676	£123,480
3.5	Nottinghamshire	£143,565	£118,437
3.0	Hertfordshire West Mercia Cheshire Humberside Staffordshire Leicestershire Derbyshire	£140,511	£115,920
2.5	Surrey Norfolk	£137,454 * Still to be updated following 1% increase wef 1 September	£113,400
2.0	Cleveland Durham Cambridgeshire North Wales North Yorkshire Gwent Northamptonshire Suffolk Dorset Wiltshire Bedfordshire	£134,400	£110,880
1.5	Gloucestershire Lincolnshire	£131,343	£109,962

	Cumbria Warwickshire Dyfed-Powys		
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Metropolitan Police Service

Commissioner - £262,689

Deputy Commissioner - £216,870

Police Service of Northern Ireland

Chief Constable - £195,483

Deputy Chief Constable - £158,829

Assistant Chief Constables and Commanders

1. £91,932
2. £94,692
3. £97,749
4. £100,797
5. £103,857
6. £106,908

City of London Commissioner and Assistant Commissioner

Commissioner - £162,510

Assistant Commissioner - £134,040



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

SUITABILITY OF SIMON BAILEY (SRB) FOR APPOINTMENT AS CHIEF CONSTABLE – NORFOLK CONSTABULARY AAP Independent Member Report Ms L McGillivray

The PCC must, amongst other things, provide to the PCP information upon the criteria used to assess the suitability of the candidate for the appointment and further a brief explanation of why the candidate satisfies these criteria. This document sets out the criteria and the material which demonstrates how the criteria are satisfied.

In completing this report, I have drawn from, the application form, the psychological assessment, formal interview, references and my own personal experience of the candidate.

1. Eligibility Criteria

1.1 Satisfactory completion of the Senior Police National Assessment Course.

Completed in 2008 – verified with College of Policing.

1.2 Satisfactory completion of the Strategic Command Course.

Completed in 2008 – verified with College of Policing.

1.3 At least 12 months experience at Deputy Chief Constable level or equivalent.

Served as Deputy Chief Constable with Norfolk Constabulary from 7 October 2010 to 18 June 2013 and T/Chief Constable since then.

1.4 Evidence of personal commitment to continuous professional development.

Continuous attendance at role-appropriate training courses from 2004 to date, including a Masters Degree from Cambridge University in Criminology and Police Leadership.

2. Key Personal Competencies

2.1 Role Profile Section 5 Part 1

2.1.1 Operational competence particularly around Level 1 and Level 2 crime.

SRB has had extensive experience of this during his time with Norfolk and whilst out-posted to Northern Ireland.

- 2.2.2 Excellent verbal and written communication skills and the ability to communicate and inspire individuals to achieve organisational goals.

SRB has demonstrated this on many occasions internally and with external partners (some of which involved me and which I was able to witness first hand).

- 2.1.3 Evidence of managing and delivering successful strategic change and improved performance in a climate of change.

SRB was able to demonstrate this as co-architect and key driver of many of the successful changes (that successive recent Chief's that he has worked under) have implemented.

- 2.1.4 The ability to deliver transformational step change in times of slower funding growth.

Linked to the previous statement, this has been a dominant influence during SRB's time as Assistant, then Deputy, Chief Constable, and he is well aware of the future challenge that the Force faces with a further circa £20M of budget reductions to come in the next four years.

- 2.1.5 A demonstrable ability to identify, lead and deliver improved productivity and efficiency across the Force.

SRB has been a key member of the Norfolk ACPO team since 2008 and thus was able to show how such he had been part responsible for the measures taken in these critical areas of management activity, which has placed Norfolk Constabulary in a relatively good place financially, whilst maintaining and, indeed, improving overall performance of the Force.

- 2.1.6 A commitment to modernisation and an entrepreneurial and innovative approach to achieving change.

SRB was able to address this competency with a reference to many areas of change that Norfolk Constabulary had implemented in recent years, of which he was able to claim, at least, part 'ownership' His personal style is open and responsive to change. .

- 2.1.7 A high degree of sensitivity to public concerns and demonstrable evidence of addressing them.

SRB was able to point to work done to improve local policing and the quality of work done, with particular evidence of improved feedback to victims resulting in a consistent upward trend in service user satisfaction levels.

- 2.1.8 A proven track record of developing effective working relationships and partnerships with stakeholders, the community and a wide range of agencies and partner organisations.

This is a particular aim and strength of SRB. I have seen that at first hand and know from my network of contacts in the City and further afield in Norfolk, of his genuine commitment to this aspect of working. He is participative and collaborative in style which facilitates positive working relationships.

2.1.9 Evidence of championing diversity and promoting racial equality.

SRB has a proven track record in Norwich and Norfolk in this regard. Again, I have seen that at first hand. He works with the PCC (and formerly the NPA) in positively promoting equalities and uses the IAG to good effect to engender enhanced awareness and engagement with minority groups. He demonstrates a personal leadership in this regard to the rest of the Constabulary.

2.1.10 A track record and commitment to working in collaboration with both other forces and public sector partners.

SRB clearly demonstrates significant commitment and delivery in this area given the work with Suffolk Constabulary – and further afield. That applies to partnerships with County, City, Borough and Districts as well as with Health and the Voluntary sector in Norfolk. SRB is well aware that more needs to be done here given the financial challenges we face for the duration of the next Parliament.

2.1.11 Evidence of delivering culture change that is inclusive of police officers, police staff and the extended police family.

SRB was able to illustrate his commitment to the quality of service given by his personnel to the public and an overall improvement in satisfaction levels for the work done by the force across Norfolk. I was impressed by his passion for this aspect of engagement – a passion shared by the PCC.

2.1.12 Demonstrable ability to enable officers to fulfil their potential on an individual and collective basis.

SRB has continued his own personal development and encourages others in the Force to similar self improvement. The levels of fairness at work complaints are down, sickness levels are minimal; performance is high (even with significant reductions in resources) and morale is good within the Force. Given the turmoil following the Winsor Recommendations, this is a testament to the Norfolk ACPO team, and SRB played a significant part in that as DCC.

2.2 Policing Professional Framework Competencies (Role Profile Section 5 Part II)

2.2.1 The following are cited, but not separately evidenced, as the PCC chose to address them in the generality of the Selection and Assessment process. However, to a great extent they are overlapping to the Part 1 competencies, and I and the AAP, along with the PCC, felt these were generally, and satisfactorily, evidenced in SRB's application and orally in the interview process.

- Serving the Public
- Leading Strategic Change
- Leading the Workforce
- Managing Performance
- Professionalism
- Decision-Making
- Working with Others

3. Overall during the Selection and Assessment process the AAP considered that the candidate provided evidence to a high level in terms of meeting the competency areas above.

4. References

4.1 Two references were sought by the PCC.

The first was from his immediate past Chief Constable, Phil Gormley. This was in the recommended format under the guidance for this type of reference. It graded Simon as an “excellent” candidate.

The second reference was from Ian McPherson, his previous Chief, and now Police Consultant Director in KPMG Canada. That too spoke in meritorious terms of SRBs abilities and his development as a Chief Officer.

I am satisfied as to the appropriateness of the two references and of their unqualified support for their former ACC, DCC to take the next step as Chief Constable in Norfolk Constabulary.

5. Conclusions

5.1 The Panel concluded that the candidate comfortably met the competencies required for the role. Additionally, the candidate was supported by two excellent and unreserved references. The Advisory Appointment Panel was unanimously of the view that the candidate should be appointed to the role of Chief Constable.

Laura McGillivray, BA, MBA
AAP Independent Member
Chief Executive
Norwich City Council

As Chief executive officer of Norwich City Council and Chair of the countywide Community Safety Partnership, I have regular contact with the constabulary, locally and countywide.

I have extensive experience of appointment and selection for senior public sector roles, including positions of Chief executive and Directors in County, Unitary and District Councils. I have participated in senior health appointments, Deputy chief constable and Assistant chief constable appointments, and served as Independent advisor for the Northern Ireland Staff Commission.



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

Chief Constable Norfolk

Following the appointment of Phil Gormley as Deputy Director of the NCA, Stephen Bett (Police and Crime Commissioner for Norfolk) is looking to appoint a top calibre officer as the new Chief Constable.

Norfolk Constabulary is already a high-performing Force; the Police and Crime Commissioner wants the new appointee to share in and deliver the vision set out in his Police & Crime Plan 2013/17 and other published strategies. Only exceptional candidates with a proven ability to think outside the box and prepared to take considered risks, alongside a demonstrable track record in delivery of ethical performance and serious collaboration, should apply.

Details are available online via www.norfolk-pcc.gov.uk . Please ensure you consider the material before following up with any queries. You may speak to Chris Harding, Head of Staff, OPCCN on 01953 424451 as to any details that are unclear.