



Office of the
**Police & Crime
Commissioner**
West Yorkshire

Appointment of Chief Constable

West Yorkshire Police

**Report to the West Yorkshire Police and Crime Panel
11 November 2016**

Introduction

This is a Report written for the West Yorkshire Police and Crime Panel, following interviews held on Tuesday 1 November, to appoint a Chief Constable to lead West Yorkshire Police. The author of this Report is Carolyn Dhanraj MBE JP, the independent panel member, as defined in the College of Policing Guidance on the appointment of Chief Constables.

This Report describes the process applied to the recruitment of a new Chief Constable for West Yorkshire. The recommendation for appointment is supported by sufficient evidence to allow the Police and Crime Panel to approve the proposed candidate with the confidence that the process has been appropriately comprehensive and robust.

Recommendation

It is recommended that Dee Collins is appointed to the post of Chief Constable: West Yorkshire Police.

Mark Burns-Williamson, Police and Crime Commissioner - Statement

I am delighted that Dee was successful as a result of the robust recruitment process, undertaken by myself and the Office of the Police and Crime Commissioner; with a unanimous decision from the interview panel to recommend her appointment as the Chief Constable for West Yorkshire Police.

Dee comes to this role with a great deal of experience and understanding having served first as Deputy Chief Constable and then Temporary Chief Constable for West Yorkshire. I have worked closely with her over the last couple of years, and I know how truly passionate she is about the job, the wellbeing of police officers and staff and serving our communities positively.

Dee was Assistant Chief Constable in Derbyshire for more than six years and whilst serving there was awarded the Queen's Policing Medal for her contribution towards British Policing. She is also currently President of the British Association of Women in Policing (BAWP) and I am confident of the commitment and leadership that she will bring to the role.

I know that Dee will continue to work with myself, the public and our many partners to deliver on our joint outcomes and priorities to improve the lives of people and their families across our diverse county; helping to achieve our shared vision of 'keeping our communities safe and feeling safe'.

Candidate Summary

Candidate Name and Address:

Dee Collins, Police Headquarters, Laburnum Road, Wakefield, WF1 3QP.

Current and Previous Roles

Current Role Title: Temporary Chief Constable

Force: West Yorkshire Police

Start Date: 20.6.2014

Brief description of role and responsibilities, including key achievements:

- Positive HMIC Inspections.
- Relationships with strategic partners.
- Implementation of NPAS.
- Leading cultural change within West Yorkshire Police.

Previous Role Title: Deputy Chief Constable

Force: West Yorkshire Police

Start Date: 06.01.2014 - Finish Date: 19.6.2014

Brief description of role and responsibilities, including key achievements:

- Supported the re-structure and approach to Programme of Change.
- Developed Accountability Structures.
- Reframed the approach to Professional Standards, and also Force performance – work that has built upon whilst the Temporary Chief Constable.
- Became the British Association of Women in Policing Chair.

Previous Role Title: Assistant Chief Constable

Force: Derbyshire Police

Start Date: 02.04.2007 - Finish Date: 05.01.2014

Brief description of role and responsibilities, including key achievements:

- Led on Force Contact Management, Special Constabulary and Volunteers programme, the Force Independent Advisory Group, Force Chaplaincy.
- Led the Protective Services Operations including being a Strategic Firearms and Public Order Gold Commander.
- Sat on the Local Criminal Justice Board.
- Force portfolio for Community Safety.
- Regional lead for Firearms, Roads Policing and Air Support.
- Governor with the Derbyshire Mental Health Trust.
- Awarded the BAWP and IAWP mentoring and coaching awards and also the Queens Police Medal for services to policing.

Qualifications include:

- University of Manchester Institute of Science and Technology: BSc Jt. Hons II:2
- University of Teesside: Certificate in Policing Ethics

Training Programmes include:

- Strategic Command Course
- Strategic Firearms Commander
- Gold Public Order Commander
- SPNAC Assessor



Office of the
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November 2016

**Chief Constable
West Yorkshire Police
Appointment Process**

Independent Member Report
Carolyn Dhanraj MBE JP

1. Introduction

- 1.1 This report provides information on the appointment process for the role of Chief Constable of West Yorkshire Police and in particular, it will comment on:
- how the process met the principles of merit, fairness and openness and
 - the extent to which the Interview Panel were able to fulfil their purpose, to challenge and test the candidate against the stated criteria.
- 1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.
- 1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for West Yorkshire Police, which was the responsibility of the Police and Crime Commissioner Mark Burns-Williamson.

2. Aim

- 2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Interview Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Constable role.

3. Independent Member Role

- 3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in November 2012 and is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.
- 3.2 I am currently an Independent Member from the list provided by the College of Policing. 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, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my background are set out in the role profile in Appendix A.

4. Independent Member initial involvement in the Chief Constable Appointment Process for West Yorkshire Police

- 4.1 I was invited to join the process by the Police and Crime Commissioner and was contacted by the College of Policing to seek my participation. I contacted Jayne Davison (Senior Contracts Manager for the West Yorkshire OPCC Office) on the 27th September to introduce myself and to see what was expected along with any indicative timescales. I was impressed that the OPCC was open to my advice and active involvement from the outset, this demonstrated an openness and transparency to the process. I was sent all the documentation for the Chief Constable role which

included: letter from the Police and Crime Commissioner, advertisement, candidate pack, application form, terms and conditions, and recruitment timetable. I was invited to join via conference call a meeting that had already been scheduled by the PCC on the 29th September, to discuss the process so far, the plans for shortlisting and subsequent assessment of candidates. The OPCC demonstrated understanding of the good practice guidance by involving all Interview Panel Members involved in these aspects of the process.

- 4.2 The role had already been advertised and my involvement commenced in reviewing the candidate pack and application form, along with advising the OPCC on the use of Internal and External stakeholder panels, College of Policing Personality profiles and other assessment tools such as media interactive, critical incident management to ensure a robust process. I also suggested, based on my experience, that the PCC could write to his counterparts to encourage as many applications from eligible candidates. Taking my advice, a letter was circulated to all Chief Officers on the 30 September 2016 and an email was sent to all Police and Crime Commissioners via the Associations of Police and Crime Commissioners (APCC) informing them of the vacancy with a copy of the advert.

5. Interview panel

- 5.1 The Interview Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the guidance). This outlines that the Interview Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility.
- 5.3 The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.4 The Interview Panel appointed by the Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at a policing executive level. All Interview Panel members had read the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process. I confirmed that the Interview Panel each had previously been involved in senior recruitment and panel participation.
- 5.5 There were four Interview Panel members comprising of two male and two female members; three white men, one white woman and one minority ethnic women, who was also the Independent Member.
- 5.6 **INTERVIEW PANEL:**
- Mark Burns-Williamson, West Yorkshire Police and Crime Commissioner;
 - Isabel Owen, Deputy Police and Crime Commissioner;
 - Trevor Lake, Independent Joint Chair of the OPCC Audit and Ethics Committee and
 - Carolyn Dhanraj, Independent Member (College of Policing).

6. Role profile and attraction strategy

- 6.1 The role profile was based on the previous Chief Constable job description and further reflected the qualities identified by the PCC and on the comments received from over 5,000 members of the public who had responded to a consultation survey. The PCC also consulted his stakeholders to ensure that the Candidate pack and covering letter acknowledged the challenges that would face the new Chief Constable in relation to the PCC's Police and Crime Plan (see Appendix D for role profile and Appendix E for terms and conditions).
- 6.2 The advertisement was placed on the Police and Crime Commissioner's website, the National Police Chiefs' Council website and the College of Policing's website. It was also marketed to NPCC members by email and press release was issued. This approach demonstrated an openness and created further opportunity for those suitable, to apply for the post.
- 6.3 The post was advertised from 16th September 2016 to Sunday 9th October 2016 inclusive which was three weeks and four days; the Home Office Circular and the College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply (please see Appendix F for a copy of the advertisement).
- 6.4 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.
- 6.5 Please note to ensure absolute fairness, I checked that no direct approaches were made to eligible potential candidates, to encourage or highlight the Chief Constable vacancy. I am satisfied that this part of the process was not biased and was in keeping with transparency of process.

7. Shortlisting and Panel briefing

- 7.1 By the closing date, one application form had been received for the role of Chief Constable West Yorkshire Police; there had been two additional requests for information throughout the process which did not result in applications. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. It is worth noting, that this role attracted a similar number of candidates that other Chief Constable roles that have been advertised in the previous two years.
- 7.2 I advised the OPCC that to ensure a robust, consistent and transparent process, the application form should be securely delivered to the Interview Panel members on a thorough covering letter advising how to shortlist with set templates to ensure a consistency in scoring.
- 7.3 The shortlisting meeting was scheduled for Thursday 13th October; however due to diary commitments, two Panel members were unable to attend the meeting and the meeting was to be held with those two members of the Panel joining by Skype. Due to the one candidate being an internal applicant, I emphasised that the short listing process and any further assessment should be based on the evidence provided in the application form and not on previous knowledge. This was to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment. I am confident at this stage that there was nothing that would make the process unfair in terms of bias.

- 7.4 I also checked whether there was any friendship, family or other connections that would indicate a potential bias. I am satisfied this aspect of the process was fair, having re-affirmed that this process was to be based on merit and on the evidence provided in the application form.
- 7.5 On the shortlisting morning, the Panel communicated by conference call (Skype facilities did not work on the day) and I confirmed that the panel shortlisted using the set criteria and rating scale.
- 7.6 The Interview Panel members had individually assessed the application form against the set criteria using the College of Policing approved rating scale. To ensure a fair, merit based and transparent assessment of the candidate, the scores were gathered by a member of OPCC staff from each Panel member, with the Panel seeking clarification and evidence for the score given. I suggested that we alternated who gave their score first to ensure fairness; the Panel then agreed overall score per competency area for the candidates.
- 7.7 The candidate demonstrated in their application form clear evidence to enable them to be selected for assessment on Tuesday 1st November 2016. A Familiarisation day had already been scheduled for 19th October and this was not considered necessary.

8. Assessment design

- 8.1 The Interview Panel discussed the merits of assessment through methods such as interview, presentation, media interview, stakeholder panels. I had previously provided the OPCC with guidance on the use of stakeholder panels with an internal and external focus and the different assessment methods that could be deployed. The Panel supported the OPCC and agreed a robust and challenging process of:
- One external stakeholder panel (see Appendix B for list of participants);
 - a presentation, where the topic was provided on the day with limited time to prepare (see Appendix C for the topic) and
 - a competency based interview.
- 8.2 It was confirmed that the Policing Professional Framework (PPF) competencies and the qualities pertaining to West Yorkshire Police could be measured fairly and with face and content validity through this assessment process.
- 8.3 The Presentation subject was designed to provide evidence for the competency areas of:
- Leading Strategic Change
 - Serving the Public
 - Leading the Workforce and
 - Professionalism

The Interview measured the following competency areas:

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

9 Assessment delivery and Panel briefing

- 9.1 On Tuesday 1st November, the full Interview Panel met one hour before the presentation and the interview to review and to confirm the questions and the process. I invited Mark Burns-Williamson (PCC) to remind the Interview Panel what he was looking for in the new Chief Constable and the challenges facing West Yorkshire Police.
- 9.2 The Interview Panel were briefed on the documentation contained in each Interview Panel member's folder, which clearly outlined the PPF competencies being tested. The Interview Panel was chaired by the PCC and the questions were evenly asked by the Interview Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-5, once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner. We agreed a minimum benchmark of 60% of the total score to be appointable on Chief Constable.
- 9.3 The candidate followed the process of:
- | | |
|-----------------|---|
| 60 minutes | External Stakeholder Panel |
| 45 minutes | Presentation preparation |
| 15 minutes | Presentation delivery |
| 1hour 15minutes | Competency based interview, with flexibility to probe |

10.0 Assessment Decision Making

- 10.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.
- 10.2 After the candidate had been assessed the OPCC verbally gathered each Interview Panel Members' individual scores and I confirmed the evidence gathered to justify the grades for both the presentation and the interview. Collectively we ensured the consistency and justification of each score given.
- 10.3 To demonstrate a fair and transparent process, based on merit, the Panel agreed a score of for which a candidate would be appointable.
- 10.4 To reinforce the open and transparent process, the OPCC drew up an overall grid with the candidate's name, presentation and interview competency areas and populated the grid with the individual scores. The candidate exceeded the benchmark.
- 10.5 The Interview Panel unanimously supported Mark Burns-Williamson (PCC) in his recommendation to the Police and Crime Panel (PCP) scheduled for Friday 11th November 2016 that Dee Collins, currently Temporary Chief Constable for West Yorkshire Police, be the preferred Chief Constable for West Yorkshire Police.
- 10.6 I am wholly satisfied that the West Yorkshire Police and Crime Commissioner, Mark Burns-Williamson, fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance.
- 10.7 I am confident that the Interview Panel appointed, the PCC and the OPCC, performed their duty to challenge and assess the candidate in manner that was fair, transparent and merit based, following the College of Policing Guidance in an exemplary manner.

APPENDIX A
COLLEGE OF POLICING – INDEPENDENT MEMBER

CAROLYN DHANRAJ MBE JP BPS

Carolyn brings a breadth of experience, skills and enthusiasm to make a successful contribution in delivering transparent, fair and robust recruitment processes. She has won and managed several successful Executive Search and Selection recruitment campaigns and Assessment Centres for the appointment of central and local Government roles with OCPA and central government/sponsor department scrutiny. She is British Psychological Society (BPS) qualified and has worked in the private sector, specialising as a Client Partner for Government and Public Services (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, Metropolitan Police Authority, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has seven years experience as a College of Policing Non Service Member, assessing for Senior Police National Assessment Centre (SPNAC), High Potential Development Scheme (HPDS), the Met Police Graduate Entry process and Direct Entry for Inspectors and Superintendants. She has acted as an College of Policing Independent Member for over ten Chief Constables and Deputy and Assistant Chief Constables appointments.

Carolyn has also had a varied career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); Member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity and as a Magistrate.

Carolyn will offer you credible advice and guidance, she will support you in a practical way which will ensure the delivery of a bespoke recruitment campaign, reviewing with you the job description and personnel specification, discussing the best attraction strategy; she will train and guide the appointments panel members throughout the process, ensuring they are aware of their responsibilities to allow the recruitment process to be managed in an accountable, fair and transparent manner. Her firm but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability.

APPENDIX B

EXTERNAL STAKEHOLDER PANEL (alphabetical order)

Maureen Brewer	Chair, Crime Prevention Panel Outer North East Leeds
Martin Goldman	Chief Crown Prosecutor Yorkshire & Humber
Edwina Harrison	Wakefield District Safeguarding Children Board
Joe Holmes	PCC Youth Advisory Group
Kauser Jan	Assistant Headteacher, Bankside Primary School
Yasmin Khan	Director, Staying Put
Simon Pilling	Chief Fire Officer
Joanne Roney	Chief Executive, Wakefield Council

APPENDIX C

PRESENTATION TOPIC

"As Chief Constable of West Yorkshire you will need to deliver excellent leadership across your own force but also stand as an exemplar to others across the country.

Given that the hierarchy of policing structures has been challenged in recent times by increased scrutiny of police conduct and that operational decisions have been seen to fail the public, how will you ensure the culture of West Yorkshire Police delivers the ethics in policing and the openness and transparency that is required by the PCC?

What impact will this have for your own staff but also our communities that expect policing by consent alongside demonstrable results."

APPENDIX D

ROLE PROFILE

ROLE PROFILE



POST TITLE: CHIEF CONSTABLE

ACCOUNTABLE TO: THE POLICE AND CRIME COMMISSIONER FOR WEST YORKSHIRE

RESPONSIBLE FOR: The direction and control of West Yorkshire Police in order to provide West Yorkshire with an efficient and effective police service in accordance with the Police and Crime Commissioner's Police and Crime Plan and the fulfilment of all legal obligations of the office of Chief Constable.

Role Requirements:

1. To work with the Police and Crime Commissioner and the force to set the strategic direction for policing in the West Yorkshire area.
2. To provide high profile leadership to the force in delivering the Commissioner's Police and Crime Plan.
3. To ensure the high performance of West Yorkshire Police, in particular by:
 - (a) Having regard to the Police and Crime Commissioner's strategic and local police and crime plan.
 - (b) Responding to and influencing the changing external and internal environments affecting the force.
 - (c) Developing and implementing strategies to further the policing of West Yorkshire.
 - (d) Ensuring continuous improvement in the effective and efficient use of all the resources of the force.
 - (e) Harnessing the full potential of staff towards the aims of the force by creating an environment in which people are enabled to give their best.
4. In each case having regard to the Police and Crime Commissioner's strategic and local policing objectives and the Community Outcome Framework.
5. To ensure the provision of professional advice to the Police and Crime Commissioner to support him in fulfilling his functions.

Conditions:

1. The salary for this post is £176,238.
2. The terms and conditions as set out in the attached.

APPENDIX E

TERMS AND CONDITIONS



TERMS AND CONDITIONS FOR CHIEF CONSTABLE

The terms and conditions offered by the Police and Crime Commissioner to the Chief Constable of the West Yorkshire Police are as follows:-

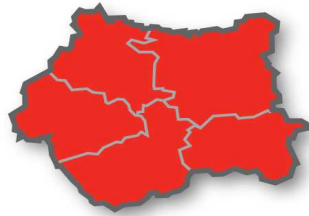
- **The Police and Crime Commissioner will make available for your use a suitable fleet vehicle.**
- **The reimbursement of reasonable expenditure in relation to domestic security should there be a clearly identified need will be considered. This is subject to approval by the Office of the Police and Crime Commissioner.**

The other terms and conditions of the appointment are in accordance with Police Regulations and Determinations made by the Secretary of State in accordance with those Regulations.

APPENDIX F

ADVERTISEMENT

CHIEF CONSTABLE, West Yorkshire Police
Salary: £176,238



Office of the
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Commissioner
West Yorkshire

As Police and Crime Commissioner for West Yorkshire, I am searching for a talented and passionate senior police officer who shares my vision for policing and community safety across the county.

The successful candidate must be able to take on the challenge of leading the fourth largest police service in England and Wales and inspire over 8,000 police officers and staff to tackle crime but also to tackle the causes and consequences of crime.

The ideal candidate will be able to:

- Balance swift and strong action with building strong relationships across diverse urban and rural communities
- Build the trust and confidence of the 2.2 million people in West Yorkshire
- Work effectively with partners to tackle crime and anti-social behavior, to safeguard those who are vulnerable and to support victims and witnesses
- Deliver improved front-line services against a background of diminishing resources

I have pledged to protect frontline policing, including PCSOs; put victims, in particular the most vulnerable, first; put more proceeds of crime back into our communities and to fight for a fairer funding deal for West Yorkshire.

If you share my vision and have the necessary skills to police this vibrant and welcoming county, I look forward to hearing from you.

A handwritten signature in black ink, appearing to read 'Mark Burns-Williamson'.

Mark Burns-Williamson

Police and Crime Commissioner for West Yorkshire

Applications are invited from suitably qualified candidates who have completed the Strategic Command Course by completion of an application form available from the Office of the Police and Crime Commissioner, email: markburns-williamson@westyorkshire.pcc.pnn.gov.uk or by telephoning 01924 294046

CLOSING DATE FOR APPLICATION: 9 OCTOBER 2016