

Notice of Meeting

Surrey Police and Crime Panel



 We're on Twitter:
@SCCdemocracy

Date & time
Tuesday, 17
January 2023
at 10.30 am

Place
Woodhatch Place,
Reigate, Surrey

Contact
Julie Armstrong, Scrutiny Officer
julie.armstrong@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please email julie.armstrong@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Julie Armstrong, Scrutiny Officer on 07816 091463.

Please note that the meeting will also be webcast live, which can be accessed via the Surrey Police and Crime Panel page on the Surrey County Council website.

This page can be accessed by following the link below:

<https://mycouncil.surreycc.gov.uk/ieListMeetings.aspx?CId=250&Year=0>

Members

Cllr Hannah Dalton	Epsom & Ewell Borough Council
Cllr Paul Kennedy	Mole Valley District Council
Cllr Victor Lewanski	Reigate & Banstead Borough Council
Cllr Barry Cheyne	Elmbridge Borough Council
Cllr John Furey	Runnymede Borough Council
Cllr Richard Morris	Guildford Borough Council
Cllr John Robini (Chairman)	Waverley Borough Council
Cllr Valerie White	Surrey Heath Borough Council
Cllr Ellen Nicolson	Woking Borough Council
Cllr Satvinder Buttar	Spelthorne Borough Council
Cllr Keith Witham	Surrey County Council
Cllr Mick Gillman (Vice-Chairman)	Tandridge District Council
Mr Martin Stilwell	Independent Member

PART 1 **IN PUBLIC**

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

3 CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF SURREY POLICE

(Pages 1 -
36)

Following notification from the Surrey Police and Crime Commissioner of her intention to appoint the preferred candidate, Mr Tim De Meyer, to the role of Chief Constable of Surrey Police, for the Surrey Police and Crime Panel to hold a Confirmation Hearing, in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.

NB The Panel will hold a closed session at the end of the agenda to agree its recommendation to the Surrey Police and Crime Commissioner.

4 DATE OF NEXT MEETING

The next public meeting of the Police and Crime Panel will be held on Friday, 3 February 2023.

5 EXCLUSION OF THE PRESS AND PUBLIC

Recommendation:

To resolve that the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if

members of the public were present during that item there would be disclosure to them of exempt information within Paragraph 3 of Part I Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person (including the authority holding the information) and, further, that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

While there may be a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendation regarding the proposed appointment, it is felt that, on balance, this is outweighed by other factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointment.

6 CLOSED SESSION TO DISCUSS PROPOSED APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF SURREY POLICE

Following notification from the Surrey Police and Crime Commissioner of her intention to appoint the preferred candidate, Mr Tim De Meyer, to the role of Chief Constable of Surrey Police, for the Surrey Police and Crime Panel to hold a closed session to agree its recommendation to the Surrey Police and Crime Commissioner.

Confidential: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**Joanna Killian
Chief Executive**

Published: Monday, 9 January 2023

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Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

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Generally the public seating areas are not filmed. However by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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SURREY POLICE AND CRIME PANEL

RECRUITMENT OF A NEW CHIEF CONSTABLE FOR SURREY POLICE

17 January 2023

SUMMARY

The current Chief Constable of Surrey Police, Gavin Stephens QPM, will leave the Force in April 2023 to take up a new role as Chair of the National Police Chief's Council (NPCC). Following a fair, open and merit-based recruitment process to find Mr Stephens' successor, PCC Lisa Townsend has selected Tim de Meyer, currently Assistant Chief Constable for Local Policing at Thames Valley Police, as her preferred candidate.

As per the Police Reform and Social Responsibility Act 2011, the Police & Crime Panel must now review the proposed appointment and make a report to the PCC with a recommendation as to whether or not the candidate should be appointed. This report is intended to assist the panel in discharging its role.

The Commissioner must include the following information in the notification:

- a. The name of the person she 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.

RECOMMENDATION:

That the Police and Crime Panel recommend the appointment of Tim de Meyer as the new Chief Constable of Surrey Police on the terms set out in this report.

1. Background

- 1.1 Following the announcement in October 2022 that Chief Constable Gavin Stephens had been successful in the election to become Chair of the National Police Chiefs' Council, PCC Lisa Townsend advised the Police & Crime Panel that she would begin a recruitment process to find Mr Stephens' successor. Mr Stephens has served 26 years with Surrey Police.
- 1.2 A person specification and role profile was drawn up and the role put out to advert on 7 November, with a closing date of 2 December 2022.

2. The Appointments Panel

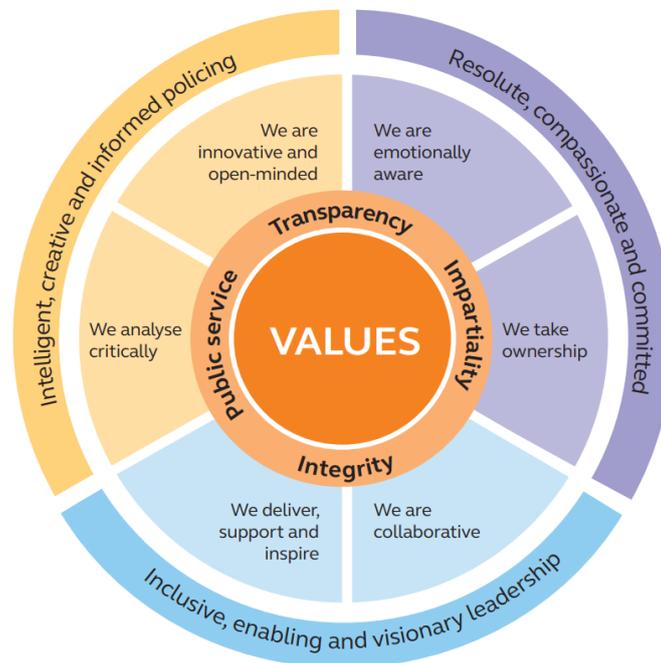
- 2.1 As per the College of Policing Guidance on Chief Officer Recruitment, PCC Townsend put in place an appointments panel to assist with her selection process from the outset. This comprised John Campbell QPM (policing advisor and outgoing Chief Constable of Thames Valley Police); Rt Hon Damian Green MP (former Minister of State for Policing & Criminal Justice); Jan Warwick (Chair of Surrey Heath Neighbourhood Watch) and Dianne Newton (HR professional and independent member). Ms Newton, who was previously unknown to the PCC, has considerable experience of senior officer selection processes including the Senior Command Course, Direct Entry Superintendent, Fast Track, and the High Potential Development Scheme. She is a fellow of the Chartered Institute of Personnel and Development.
- 2.2 Ms Newton, in her capacity as independent member, was tasked with producing a report that expressly and explicitly addresses the appointment principles of merit, fairness and openness. This report must also detail the extent to which the appointments panel was able to fulfil its purpose of challenging and testing candidates. Ms Newton's report can be found at Appendix A.

3. The Recruitment Process

- 3.1 The OPCC closely followed the College of Policing's Guidance for the Appointment of Chief Officers (2021). It contains advice for PCCs on good HR/selection practice based on the principles of merit, fairness and openness.
- 3.2 Those responsible for selection and assessing chief officers must observe the three principles of merit, fairness and openness. The PCC must have confidence in what is being measured during the assessment process; that each candidate is being assessed in the same way; and that there are transparent and justifiable reasons why ultimately, the appointed candidate is the right candidate for the position. The PCC must also ensure that the process adheres to the requirements outlined in the Equality Act 2010. Prior to the shortlisting stage, the OPCC's Chief Executive, in consultation with the Independent Member, ensured that all members of the panel were

informed of these principles, as well as given clear instructions on the assessment methodology to ensure consistency and fairness. Separate training was not deemed necessary by our independent member, given the previous experience of our panel in senior level recruitment processes.

- 3.3 The recruitment pack (attached at Appendix B) described the role purpose, skills and education/experience required for the role. It also sets out a foreword from the PCC, describing her expectations for the next Chief Constable of Surrey Police. The application form was structured around the College of Policing's Competency and Values Framework and it was against those competencies that the applications were assessed.



- 3.4 Beneath each of the six competencies, the framework also details a set of behaviours and values that would be expected of a Chief Officer. The competencies were tested at each stage of the process in a range of ways as set out below.
- 3.5 Stage 1 – applications: Police Regulations specify that vacancies must be advertised on a public website or other form of publication which deals with police matters circulating throughout England and Wales. The vacancy was advertised via 'Chief's Net', which is a website available and accessible to all Chief Officers, as well as via the Association of Police & Crime Commissioners and on the websites the Surrey OPCC, the College of Policing and the National Police Chiefs Council. We also promoted the vacancy via our social media channels.
- 3.6 It is not unusual for PCCs to receive low numbers of applications for Chief Constable roles, given a limited number of officers will have both passed

the Senior Command Course and also be actively looking for a new role, potentially in a different (and expensive) area of the country. In the past four rounds of Chief Constable recruitment, Surrey has never received more than two applications. For that reason, the PCC chose to involve the College of Policing's Leadership and Talent Development facility to ensure that those who were suitably qualified and potentially looking for a new role were proactively targeted. The PCC also met with the Chief Executive of the College to talk through the potential applicant pool.

- 3.7 The PCC was pleased to receive four applications.
- 3.8 Stage 2 – short-listing. This took place on 12 December 2022. Prior to the short-listing. Members of the PCC's appointments panel assessed the written applications against the competencies described in the recruitment pack. On this basis, four applicants were short-listed for interview, although one subsequently withdrew their application.
- 3.9 Stage 3 – selection. The PCC held a selection day on Thursday, 5 January 2023. The candidates were assessed against the competencies, as well as being questioned on their views and ideas for the future leadership of Surrey Police. All candidates completed two exercises: a stakeholder panel and a formal interview with the PCC and her appointments panel.
- 3.10 Firstly, the candidates were asked to make a presentation to a panel of stakeholders. The presentation asked candidates to consider how they would intend to address trust, legitimacy and confidence issues in the communities of Surrey, given the impact of various high-profile national incidents and reports which have had a detrimental effect on public confidence. This panel comprised 9 representatives from a range of public sector, charity, voluntary and business organisations and also included a Surrey Police Youth Cadet Leader and the Chair of Surrey Police's Association of Culture & Ethnicity. Panel members were asked to assess the candidate's performance against specific competencies and provide feedback to PCC Townsend, although the candidates' scores for this exercise did not form part of the formal scoring mechanism.
- 3.11 Secondly, during a formal interview, the candidates were asked a range of questions posed by the appointments panel, based on the required competencies and the PCC's requirements for the post.

4. The preferred candidate

- 4.1 Tim de Meyer is currently an Assistant Chief Constable (ACC) with Thames Valley Police. He began his police career in the Metropolitan Police Service in 1997 and joined TVP in 2008. In 2012, he was promoted to Chief Superintendent for Neighbourhood Policing and Partnership before becoming Head of Professional Standards in 2014. He was promoted to

Assistant Chief Constable for Crime and Criminal Justice in 2017 and moved to Local Policing in 2022.

- 4.3 The PCC believes that Mr de Meyer meets the criteria for appointment, as set out in the person specification. He scored consistently highly through all stages of the selection process and the decision to propose him as Chief Constable comes with the unanimous support of the appointment panel. Ms Townsend was particularly impressed with Mr de Meyer's clear focus and vision for Surrey to move it from a good to an outstanding force. He described a mission to engage widely, in order to inspire and galvanise colleagues and build a strong, crime-fighting workforce with high professional standards. Mr de Meyer recognised the importance of working with partners and also of bringing innovation from beyond policing, as he has demonstrated in his current role at TVP. He also set out his intention to look at productivity, ensuring the Force provides the greatest public value for money in order to both make savings and invest in critical infrastructure.
- 4.4 Part I of Schedule 8 to the Police Reform & Social Responsibility Act 2011 prescribes that a PCC must not appoint a person to the role of Chief Constable unless that person is, or has been, a constable in any part of the UK. Mr de Meyer satisfies this criterion as he currently holds the substantive rank of Assistant Chief Constable.
- 4.5 Part 2 of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, states that a person may only be appointed to the rank higher than that of Chief Superintendent if they have completed the Senior Police National Assessment Centre and the Strategic Command Course. Evidence of Mr de Meyer having completed these courses has been verified.

5. Terms and conditions of appointment

- 5.1 The summary of key conditions of appointment can be found at Appendix C. The majority of terms and conditions are standard for every chief officer across the country and some are applicable to every police officer. These are set out in the Police Act 1996, the Police Reform and Social Responsibility Act 2011 and the Police Regulations 2003.
- 5.2 Chief Constable salaries are set in Home Office determinations using a 'spot rate' that varies between forces. Surrey's 'spot rate' is £155,184. This is calculated using a formula which takes into account the size of population in the force area and the type of policing challenges faced. The PCC has the discretion to offer a salary which varies no more than 10% upwards or downwards from the relevant spot rate.
- 5.3 The term of appointment would be for five years.

6. Starting Date

- 6.1 Subject to the panel's consideration, Mr de Meyer will take up post when Mr Stephens leaves Surrey Police. This is expected to be on or around 1 April 2023.

7. References

- 7.1 Two professional references have been sought: from the candidate's current line manager (CC John Campbell); and from Mr Duncan Sharkey, Chief Executive of Somerset County Council and previous Chief Executive of the Royal Borough of Windsor & Maidenhead, who has worked with Mr de Meyer over a number of years, including on Operation London Bridge. The appointment will also be subject to usual vetting and health checks.

LEAD OFFICER: Alison Bolton, Chief Executive, OPCC

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**Assessment and Selection for the post of Chief Constable for Surrey
Police**

Independent Member Report

Di Newton

January 2023

Report of the Independent Member on the Selection and Appointment Process for the role of Chief Constable of Surrey Police

Introduction

1 The statutory requirements and principles relating to the appointment of Chief Police Officers are set out in Home Office Circular 13/2018. Police and Crime Commissioners (PCC) are responsible for the recruitment and appointment to Chief Constable (CC) vacancies within their own areas and have the flexibility to decide on the detail of the selection processes used. They must ensure that the appointment is based on the key principles of merit, fairness and openness. It is for the PCC to decide at the end of their process who they wish to appoint, subject to confirmation by the Police and Crime Panel.

2 As part of the appointments process PCCs should involve an independent member ideally from the start of the process through to the final selection stage.

3 This is the report of the Independent Member relating to the appointments exercise to select the next Chief Constable for Surrey. The aim of the report is to provide an independent and objective assessment of the extent to which the selection and appointment process was conducted in line with the key principles of merit, fairness and openness. It also describes the extent to which the panel fulfilled its responsibility to test and challenge the candidates against the requirements of the role.

Role and Involvement of the Independent Member

4 This role is described briefly in Home Office Circular 13/2018 and in more detail in the Guidance for Chief Officer Appointments produced by the College of Policing. The PCC should appoint someone who as the title suggests has no links to the PCC, is not employed directly in policing or linked bodies such as the Police College and has no potential conflicts of interest. A key requirement is that the member should be experienced and competent in assessment and selection processes.

5 I am one of several independent members who were selected on merit and trained by the College of Policing (the College) for inclusion on a central list of independent members. The selection was done via a process which focused on the knowledge and skills of candidates in the field of selection and assessment and, competence in quality assuring selection processes at senior levels. This centrally held list was maintained until 2018. In addition to being appointed to this list I have a strong background in the areas of external assessment and quality assurance particularly in the public sector. Further information about my background is at the Appendix

6 I was invited to join the appointments panel as the independent panel member in October 2022 and therefore had the opportunity to be fully involved in the selection process at every stage. I was able to review the proposed documentation for the process. e.g., the application pack including the role requirements and person specification. Much of the process followed the broad recommendations and good practice set out in the Guidance for Chief Officer Appointments. I was in regular contact with the PCC's staff throughout the design phase and my professional input into developing the details of the system such as scoring mechanisms was welcomed and taken on board. Throughout the process the PCC and Chief Executive demonstrated a very open approach and a willingness to ensure that the appointment met the principles of fairness, openness and merit.

Appointments Panel

7 The guidance states that an appointments panel should be established at an early stage of the process. The panel plays a key role in providing the test and challenge element necessary to ensure that the successful candidate fully meets the role requirements. Panel members were identified in advance and confirmed as soon as the vacancy was formally agreed. They were kept up to date and briefed as the process developed.

8 The PCC has a duty to ensure that the panel membership is diverse, suitably experienced, and competent in selection practices. The panel comprised:

- Lisa Townsend Police and Crime Commissioner
- Rt.Hon. Damian Green MP
- John Campbell QPM (Chief Constable of Thames Valley Police and policing adviser)
- Jan Warwick – Chair Neighbourhood Watch
- Dianne Newton FCIPD (designated 'Independent Member')

The panel was supported by Alison Bolton Chief Executive Officer (CEO) of the OPCC. Panel members brought a range of relevant and diverse skills with them, and all had previous experience in recruiting to senior roles. In addition, all had operated at executive level which enabled them to fully test and challenge candidates at an appropriate level.

9 To ensure consistency and understanding of the process panel members were provided with copies of the Guidance on the Appointment of Chief Officers. This document contains detailed guidance relating to the legislation, recommended selection and assessment processes and describes and explains the Competency and Values Framework (CVF) used in policing. The CVF outlines the competences and behaviours associated with effective and ethical performance in the police service. In addition, panel members were given copies of the role profile, person specification and supporting documentation.

Selection Principles

10 The selection process was based on the national guidance for senior appointments designed by the College. This framework provides a clear and objective format that PCCs can tailor to match the requirements of their individual vacancies. It has been developed in consultation with stakeholders to provide national consistency and help ensure that all Chief Officer appointments meet the core principles of merit, fairness and openness. Whilst these terms are generally broad concepts, in the context of policing and other public sector recruitment they are specifically defined as:

- Merit - appointing the best person for the role. The person must be competent to do the role and the role should be offered to the person who would do it best. The successful candidate should ideally be chosen from a sufficiently strong pool of candidates.
- Fairness - there must be no bias in the assessment process. Selection must be objective, impartial and applied consistently.
- Openness – the role must be advertised publicly with a view to attracting a range of candidates. Candidates must be given information about the role, its requirements and the selection process.

Role profile and advertising strategy

11 To ensure that there was a clear and relevant definition of the role against which candidates could be assessed, the existing role profile was reviewed and updated and agreed with the PCC. The profile and specification were based around the eight competences set out in the national Competence and Values Framework for Policing (CVF). Additional elements were included ensuring that the skills and qualities were current and relevant to the PCC's key objectives. This approach ensured that the profile and person specification were underpinned by relevant and objective criteria providing a sound basis for assessment.

12 The advertising and communication strategy was designed to ensure that the process was open, transparent and that information would reach a wide range of potential applicants. The post was advertised using a combination of social media and a variety of police specific websites including those of the College of Policing, The National Police Chiefs Council, Policing Professional, Policing Today.

13 It is common for Chief Constable vacancies to attract only a single applicant and historically, all Surrey Chief Officer vacancies have attracted either single or very low numbers of applicants. The difficulty in attracting applicants for chief officer roles across the country is a recognised national issue and one of which the PCC was very aware. From the outset the PCC demonstrated that she wished to attract as wide a selection of eligible candidates as possible. To assist with this, she engaged the services of the

College of Policing's Leadership and Talent Development service. This enabled the Commissioner or College's Chief Executive to proactively approach candidates who were suitably qualified to reiterate her personal commitment to appointing the best candidate for the job and that she would welcome applications from all eligible candidates.

14 Prospective candidates were able to download applications and supporting information and were invited to contact the PCC to discuss the role. This ensured that all potential candidates were treated consistently, had the same opportunity to discuss the role and received the same information. The advertising covered a three week period from 7 November with a closing date for applications of midday 2 December. This was sufficient time to ensure that potential candidates were aware of the vacancy and had the time to research the role and complete an applications

15 The approach taken by the PCC and her team to the promotion and marketing of the role was entirely appropriate and highly successful in that it attracted applications from four potential candidates. It also demonstrated a genuine commitment to openness and the principle of appointment based on merit.

Shortlisting

16 Members of the panel met remotely via Teams on 12 December to collectively assess the candidate applications and to decide who should progress to the final interview stage. Panel members were provided in advance with copies of the application form, the candidates covering letter to the PCC and all additional relevant documentation, such as the Local Policing Plan. Guidance was provided on how to use the Competency and Values Framework (CVF) and the assessment rating forms. Members were asked to assess the applications individually prior to the meeting and be prepared to discuss and debate their views on the day. It was known in advance that one panel member could not attend on the scheduled date, but they had provided the CEO with their assessment which was then fed into the meeting.

17 The applications and individual panel members ratings were collectively discussed to reach a final consensus rating for each candidate in all of the competence and behavioural areas. It was agreed that at this stage there was insufficient evidence to rule out any of the candidates and all four should be invited to interview. One candidate later withdrew their application leaving a final selection pool of three candidates.

Final Assessment Design

18 The assessment was scheduled for 5 January and was made up of two elements:

- a short presentation to a stakeholder panel representing a range of communities, voluntary, public and private sector followed by a

discussion around the candidates' views on engaging with the public and stakeholders

- an hour long interview with the appointments panel with questions directed at eliciting evidence of suitability against the identified skills and competences

19 The design of the final process was conducted on an open and transparent basis with all interview panel members having the opportunity to contribute to the development of the interview questions.

Stakeholder Panel

20 The stakeholder panel had an advisory role and was chaired by Ellie Vesey-Thompson, Deputy PCC. Panel members were briefed in advance about the format and purpose of the session. The presentation topic was around "how candidates would address the trust, legitimacy and confidence issues in various local communities and how they would involve partners in the work". This topic was designed to allow the panel to make observations around the candidate's approach to four competence areas within the CVF. The discussions which followed the presentation were intended to be two way whereby panel members and candidates could ask questions of the other. The feedback from this exercise was intended to inform the PCC's overall decision making but did not form part of the formal assessment.

21 The feedback from the stakeholder panel was provided by the Panel Chair and panel member Clare Simkin, ACO Surrey and Sussex Police. It was given after the appointments panel had concluded the interviews and had reached a final agreement on the candidates scores. This approach ensured that the feedback from the advisory panel did not influence the panel's scoring decisions or create any form of unfair bias.

Appointments Panel Interview

22 The overall process provided for candidates to be challenged and tested across all the requirements of the role. The panel had been given guidance on the assessment methodology and the potential interview questions in advance. Members met prior to the interview for a final briefing, and to finalise the questions. The CEO reminded members about the assessment process and the need to record the evidence before reaching a decision on the assessment rating in line with the guidance provided. I was recovering from Covid and took part remotely via a Teams video link. It was agreed that I would not participate in the questioning as originally planned as this had the potential to disrupt the flow of the interview. However, I was able to observe every stage of the day and to participate fully in the scoring process and discussions.

23 The interview questions were designed to be open and to elicit evidence against the key competency requirements of the role. There was a good mix of future based hypothetical questions, closely linked to the local

priorities for Surrey. Whilst individual members led on specific questions other members were able to pick up and probe any further points if they wished. This approach helped to ensure that the panel fulfilled its responsibility to challenge and test the candidate against all the requirements.

24 After each interview individual panel members completed an assessment of the candidate's response to each question using a five point rating scale. Where there was a difference in the individual ratings the panel discussed and debated the evidence to reach an agreed final score for each competence area. On completion of the interviews and individual assessments it was agreed that Tim de Meyer was the strongest candidate providing very good evidence of his competence in all areas. Members were then provided with feedback from the stakeholder panel on the four competency areas that they had been asked to observe.

25 At the end of the process and having taken all the evidence into account the panel was unanimous that Tim de Meyer was a very strong candidate who fully met the role requirements and would be an excellent appointment to the role of Chief Constable of Surrey

Conclusion

26 From the start of the process it was evident that PCC Lisa Townsend wanted to secure the best available field of candidates for the role of Chief Constable. The processes and practices adopted by the PCC and used throughout this appointment process closely followed the guidance developed by the College on achieving fair open and merit based recruitment processes.

27 The decision-making processes were structured, transparent and enabled the clear recording of the evidence. The PCC was assisted throughout the process by the CEO, Alison Bolton who put significant time into planning the exercise and ensuring that the appointments panel had the opportunity to test and challenge the candidates and make a full and fair assessment of their competence.

28 In view of the above I am happy to confirm that the appointment recommendation was arrived at following a rigorous, testing and challenging process. I am confident that the selection of Tim Meyer as the preferred candidate was based on the principles of fairness, openness and selection on merit.

Dianne Newton, FCIPD (Independent Member)

Di is an HR professional with extensive board-level strategic and operational management experience, with expertise in senior executive and non-executive appointments. She is a lay member of the Employment Tribunal Service, hearing a range of unfair dismissal and discrimination cases.

Until recently she was a member of the Lord Chancellor's Advisory Committee for Nottinghamshire and Derbyshire, where she was involved in the selection and appointment of magistrates. Whilst in this role she was involved in a project aimed at improving the diversity of the magistracy within the region.

Di has previously been an independent member of Leicestershire Police Authority and has sat on Police Appeals Tribunals. She was a member of the Authorities Appointments panel and was closely involved in several appointments to Chief, Deputy and Assistant Constable roles.

She is trained in the College of Policing's "ORCE" model of assessment and has previously worked as a lay assessor on a wide range of College senior selection programmes including PNAC, Senior Command Course, Fast Track, High Potential Development Scheme, Direct Entry Superintendent and Inspector programmes

As an independent member initially trained and accredited by the College, Di has worked with PCCs and Chief Constables on the selection and appointment to a range of Chief Officer posts across England and Wales.

She is a fellow of the Chartered Institute of Personnel and Development.

Chief Constable Recruitment

Information Pack



OFFICE OF THE POLICE &
CRIME COMMISSIONER FOR
SURREY



Contact us

If you are interested in this role and would like to find out more about it prior to making an application, please [email Alison Bolton](#) (Chief Executive, Office of the Police & Crime Commissioner for Surrey) who can answer questions or make an appointment for you to have an informal conversation with the Police & Crime Commissioner, Lisa Townsend.

Alison is also able to arrange for candidates to speak with Surrey Police's Chief Officers, at a mutually convenient time, to learn more about the Force and what it's like as a place to work.

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Foreword from Police and Crime Commissioner for Surrey Lisa Townsend



The appointment of Surrey’s Chief Constable represents a new chapter for Surrey Police, building on the excellent work of those who have held the office in the past. As Police & Crime Commissioner, I am privileged to lead the selection process on behalf of the people of our county and am determined to find an exceptional leader who will focus their talents on making Surrey Police the outstanding service that our communities expect and deserve.

Surrey is a fantastic place to live and work. Whilst we rightly pride ourselves on being one of the safest counties in the country, serving our population of over 1.2million residents is not without its challenges from a policing perspective. The proximity to London, travelling criminality, one of the busiest stretches of motorway in Europe and the two main UK airports on our county borders means the spotlight is never far away from the policing service we provide.

In my view, there is no more important asset to Surrey Police than the people who work for and represent the Force. Demand for their services has never been higher and I am aware of the pressure that modern day policing places on our workforce at every rank in the organisation.

“ I am looking for a leader that can not only build resilience in their Chief Officer team, but also the wider Surrey Police workforce so that we can continue to both attract and also retain the very best people to serve the residents of this county. ”

I have spent a lot of time out and about with our policing teams to get an understanding of the often varied and complex roles they carry out on a daily basis. I am always impressed by the dedication, professionalism and can-do attitude they display, sometimes in the most challenging of circumstances.

The next Chief Constable must be able to lead, motivate and inspire our people and ensure that their wellbeing, from both a physical and mental health perspective, is a key priority. You will need to lead by example, acting with integrity and transparency and fostering a Force culture based on trust. I am looking for a leader that can not only build resilience in their Chief Officer team, but also the wider Surrey Police workforce so that we can continue to both attract and retain the very best people to serve the residents of this county.

The safety of our communities must be at the heart of our policing plans and that was firmly entrenched in my Police and Crime Plan which was launched in December last year. As part of the development of the Plan, we conducted the widest consultation process ever carried out by the Commissioner’s office.

The resulting Plan is informed by the views of many key partners and of course, by the Surrey public. It is clear that there are issues that consistently cause concern such as speeding, anti-social behaviour, drugs and the safety of women and girls in our communities. But what was also clear was how highly our communities and partners value the policing service they receive.



The Chief Constable of our Force will need to deliver against the priorities set out in my Plan and help strengthen those relationships between our police teams and local communities. They will need to strike the right balance in tackling key issues such as improving our current detection rates whilst ensuring we provide that visible police presence in our communities which we know our residents want to see. This must be achieved at a time when policing budgets need to be finely balanced during the cost of living crisis.

To succeed in this role, you need to be a dynamic and visionary leader whose ambition can match that of a Force which is embarking on the boldest estates transformation in a generation. At the forefront of this is the redevelopment of our Mount Browne Headquarters site in Guildford which is at the heart of our strategy to create a force fit for modern day policing. I need a Chief Constable that can successfully drive that change and help shape the future of Surrey Police for years to come.

It is vital that the relationship between the Police & Crime Commissioner and the Chief



Constable is based on transparency, trust and a mutual respect and understanding of our respective roles. My expectation is to build an honest relationship with the Chief Constable which is both robust and challenging but with a common purpose, centred upon the delivery of excellent policing.

I am looking for a leader who is straight-talking and innovative and whose passion for public service can inspire those around them to help create a police force we can all be proud of.

If you believe that you can offer this to Surrey, then I would very much welcome your application.

Lisa Townsend

Lisa Townsend
Police and Crime Commissioner for Surrey

Further information:

- Find out more about [Lisa Townsend and the work of her office](#)
- See the [Police & Crime Plan for Surrey](#)



Police and Crime Plan 2021-25

When I was elected as Police and Crime Commissioner, I pledged to keep residents' views at the heart of my plans for the future.

The five priorities set out in my Police & Crime Plan reflect those views, as well as the professional judgement of policing and other colleagues on the issues, risks and threats facing our county. The Plan forms the basis on which I hold the Chief Constable to account for delivering efficient and effective policing and ultimately, is what I will be held accountable for delivering by the Surrey public.

Much has been achieved in the year since the Plan was put together, but I recognise that there is more to be done. It is an ambitious plan, but one that I am confident will deliver real benefits for Surrey. I look forward to working with the Chief Constable on continuing the progress made to date.



Preventing violence against women & girls



Protecting people from harm



Working with communities so that they feel safe



Ensuring safer Surrey roads



Strengthening relationships between Surrey Police and Surrey residents



About Surrey Police

With borders to the capital and the country's two busiest international airports; a blend of urban and rural environments; and contrasts between modern, densely populated towns and places rich in history and heritage, Surrey has long been seen as a pleasant, prosperous and safe place to live and work.

Whilst Surrey reaps many benefits from its strategic location in the South East, it also presents a breadth of professional challenges and complexities for its police force and the next Chief Constable. Criminality from adjacent London; rises in cyber-enabled fraud and financially-motivated crimes pose threats to the most vulnerable; and a growing and ever-more diverse population where clusters of deprivation and unemployment sit alongside areas of wealth and opportunity.

Surrey's workforce of 2,141 police officers and 1,887 police staff deliver policing services to 1.2million people across an area of 640 square miles. Surrey has a long-standing and well-embedded partnership with Sussex Police and almost a quarter of our officers and staff work in collaborated teams across both counties. It has traditionally seen low levels of crime, high levels of public confidence and mature, constructive partnerships with organisations

across the county and the region.

Surrey Police's commitment to neighbourhood policing is seen as one of its foremost strengths. The Force's work on early intervention and prevention to keep crime levels low has been recognised by HMICFRS as 'outstanding' in its most recent PEEL inspection. The Force has been graded as 'good' for engaging with the public, investigating crime, and protecting vulnerable people.



The Force recognises, however, that there is more still to be done to drive performance around investigations and positive outcomes, and in areas such as the response to non-emergency calls. Surrey Police presents a real opportunity for the next Chief Constable to strive for excellence.

By March 2023, Surrey Police will have grown by 259 officers funded by Operation Uplift and the council tax precept and, to achieve this, will have recruited in more than 800 new officers. The workforce now comprises an exceptionally high proportion of officers who are young in service and whilst this offers great future potential, it also presents challenges in terms of skills, experience and retention. The Force has invested heavily in creating a welcoming culture that values and invests in its people and their wellbeing, ensuring that officers and staff are properly equipped, supported and motivated to be the best they can be. An exciting project to redevelop our Headquarters site of almost 80 years at Mount Browne in Guildford is now well-underway and alongside other plans for our estate, will see the Force become a more modern, energetic and fit-for-purpose place for people to work.

In line with other police forces across England and Wales, Surrey Police faces its fair share of pressures in the years ahead. The impact of the pandemic on criminality; financial strain on the Force and local communities; and our ability to attract and retain staff with specialist skills in an increasingly competitive market are areas of particular risk. Surrey Police has a funding gap of approximately £18m over the next five years and work is already underway to scope and propose options for savings which will require a significant scale of change.



Surrey's previous Chief Constables have established a reputation for creativity and innovation to address such challenges and many have subsequently gone on to take up the most senior roles in policing and law enforcement in the United Kingdom. The Force is well placed to be an organisation that can adapt to future demands and responsibilities. A productive, inclusive and rewarding place to work, with ethics and integrity at the heart of everything it does and, importantly, focused on keeping Surrey safe and feeling safe.

Further information:

- Find out more [about Surrey Police](#)
- See Surrey Police's most [recent HMICFRS inspections](#)
- Learn more [about Surrey as a place to live and work](#)



AN AVERAGE DAY FOR SURREY POLICE



445

calls to 999

732 calls to 101
1136 digital contacts



101

Emergencies

125 priority responses
49 repeat victims

Including:

- 07 burglaries
- 49 antisocial behaviour incidents
- 42 mental health related incidents
- 08 missing persons
- 04 child protection cases



125

New Investigations



31

Arrests

PEEL Inspection outcomes 2021:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Preventing crime	Investigating crime	Responding to the public	Managing offenders	
	Treatment of the public	Developing a positive workplace		
	Protecting vulnerable people	Good use of resources		

PEEL Inspection outcomes 2019-2021:

NEW Providing a service to victims of crime	2021 Ungraded Commentary only	2019 Not tested
NEW Victim service assessment (VSA)	2021 Ungraded Commentary only	2019 Not tested
Engaging with and treating the public with fairness and respect	2021 Good	2019 Good
Preventing crime and anti-social behaviour	2021 Outstanding	2019 Outstanding
Responding to the public	2021 Adequate 2 x AFIs	2019 No specific grading but 1 x AFI
Investigating crime	2021 Good	2019 Good
Protecting vulnerable people	2021 Good	2019 Good
Managing offenders and suspects	2021 Requires Improvement	2019 Assessed within Investigation & PVP
Building, supporting and protecting the workforce	2021 Adequate 2 x AFIs	2019 Requires Improvement
Vetting and counter corruption	2021 Not tested	2019 Good
Strategic planning, organisational management and value for money	2021 Adequate 1 x AFI	2019 Requires Improvement

Role and purpose

The Chief Constable of Surrey Police is responsible for leading the Force, creating a vision and setting the direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient police service. The Chief Constable holds direct accountability for the operational delivery of policing services in Surrey and the effective command and leadership of the policing response to crime and major and critical incidents.

The role is also responsible for influencing the development of regional and national policing and may be accountable for national operations or standards setting.

The Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Scheme of Governance, agreed with the Police & Crime Commissioner, which determines Force governance arrangements.

Key accountabilities:

- Setting and ensuring the implementation of a clear organisational and operational strategy for policing in Surrey to deliver the vision, values and priorities as defined in the Police and Crime Plan, whilst also having regard to the development of regional and national policing and to the Strategic Policing Requirement
- Developing a mutually productive relationship with the Police & Crime Commissioner and their Office in line with the Policing Protocol, providing professional advice to support them in fulfilling their functions and taking responsibility for the accountability of the Force to the Commissioner and the people of Surrey
- Providing dynamic and high profile leadership to the Force, promoting the highest professional and ethical standards and harnessing the full potential of staff by creating an environment and culture in which people are motivated and inspired to give their very best
- Leading, inspiring and engaging the Chief Officer team; setting a culture that promotes high standards, facilitates professional development and creates an empowered team to deliver the Force's vision and goals
- Leading the organisation successfully through change, creating innovative and resilient plans to achieve necessary savings and meet current and future demands, whilst protecting and enhancing front-line delivery as far as possible
- Ensuring the achievement of high performance by the Force, in particular by driving down crime, being tenacious in bringing offenders to justice, delivering excellent support for victims and securing high levels of public satisfaction and confidence
- Accountability for Force financial management and strategic allocation of resources to provide an effective, efficient police service which achieves its goals within the strategic plans and budgets agreed by the Commissioner and ensuring that governance arrangements and processes promote effective decision-making throughout the organisation
- Fostering strong partnerships with the public and with other partner agencies to solve the problems that cause the most harm to local communities and to build trust and confidence in Surrey Police
- Playing an active role in the continuous improvement of policing practice, creating strong, strategic relationships with local, regional and national partners, and by leading the Service's thinking and policy-making within an area of specialism at national level

Education and Experience

The successful candidate will have:

- Completed the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC)
- Held the rank of Assistant Chief Constable/Commander or a more senior rank in a UK police force (or a designated role if appointed from overseas)
- Wide-ranging operational law enforcement experience and up-to-date operational /technical policing knowledge (including Authorising Officer Training)
- A demonstrable track record of successful working at a strategic level, including the leadership of law enforcement officers and staff at a senior level
- Experience of successfully engaging with and influencing multi-agency partnerships
- Experience of implementing successful organisational development, change and innovation and of effective performance management frameworks
- Experience of accountability for management of significant budgets
- Knowledge of emerging legal, political, economic, social, technological and environmental factors and their implications for policing and strategic planning
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context

Skills

The successful candidate will be:

- Highly skilled in the development of ambitious visions, strategy and policy, aligned to operational realities and wider plans/goals
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management and balancing conflicting resource demands whilst driving value for money
- Able to deliver strategic organisational change, to ensure appropriate responses to emerging trends and issues

Skills (cont.)

- Able to scan the internal and external horizon, identifying emerging trends and issues and to use these to inform strategic planning
- Skilled in leading, developing and inspiring people, engaging the organisation to account for performance and behaviours
- Able to demonstrate political astuteness; skilled in operating within the internal and external political landscape effectively
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest
- An effective communicator and influencer, able to use a range of techniques to successfully negotiate and collaborate at senior level across a range of stakeholders
- Committed to continuing professional development, keeping under review their own knowledge and skills and experience, whilst leading by example to support the professionalisation of the whole of the organisation
- Able to identify, commission and implement new or improved technologies or services that have a transformational impact on Force service delivery and/or cost

Continuing Professional Development (CPD)

All senior officers are expected to undertake CPD and should reflect upon their existing knowledge, skills and experience to identify and plan their ongoing professional development. This should include personal, professional and business skills, as well as all mandatory training required for occupational and operational competency and accreditation.

Competency and Values Framework

The Chief Constable, in common with all roles, is expected to know, understand and act within the ethics and values of the Police Service.

The College of Policing's Competency and Values Framework ensures that there are clear expectations of everyone working in policing. It defines relevant behaviours, competencies and values which uphold the principles of the Code of Ethics. Candidates will be required to evidence all six competency areas of the framework at level three.

For examples of the behaviours associated with the core policing values and examples of level three competencies, please see the [Competency and Values Framework for Policing - Overview of Framework document \(College of Policing, 2016\)](#).

Additional information

Location	The role will be based at Mount Browne Police HQ in Guildford, Surrey. The post holder is required to live within a reasonable commuting distance of Surrey Police HQ to enable them to fulfil the responsibilities of the post.
Surrey Police HQ Guildford GU3 1HG	
Salary and benefits	Chief Constable salaries are set nationally by the Home Secretary and are dependent on the size of the Force. The Surrey Chief Constable's salary is currently £155,184 per annum. The Police & Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10% on appointment, which will be actively considered for the right candidate
£155,184pa plus benefits	A package of benefits is also available to the Chief Constable. The Commissioner recognises the challenges that are inherent to re-locating to Surrey. For the right candidate, support will be considered with regards to a relocation package. Further details on this and the wider benefits package can be provided on request.
Duration	The initial fixed-term appointment will be for up to five years, to be agreed as part of the final negotiations. The appointment would commence after confirmation by the Surrey Police and Crime Panel. The current Chief Constable is expected to take up his new role on 1st April 2023.
Initial fixed term appointment of up to five years	

How do I apply?

For any queries relating to this selection process, or to request the application form, please contact Alison Bolton, Chief Executive of the Office of the Police & Crime Commissioner for Surrey, **by email** or by telephone 01483 630 200.

Selection process

Applications will be shortlisted against the requirements and the CVF competency areas detailed in this pack. Further information is available in the application form.

Successful candidates will be invited to attend an assessment day on **Thursday, 5th January 2023** at a location to be confirmed, in Surrey. This will comprise an assessed interview and presentation with the Police & Crime Commissioner and her Appointments Panel; and an exercise involving a stakeholder panel to be chaired by the Deputy Police & Crime Commissioner, Ellie Vesey-Thompson. Whilst the stakeholder session will not be scored, feedback will be provided to the Commissioner, who values the perspective of partners and communities in making this appointment.

Timelines

Closing date for applications	Midday, Friday 02 December 2022
Shortlisting	Candidates selected for interview will be advised during w/c 12th December 2022
Assessment day	Thursday, 5th January 2023 at a venue TBC in Surrey
Confirmation Hearing with Surrey Police and Crime Panel	Date TBC before Friday, 27th January





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OFFICE OF THE POLICE &
CRIME COMMISSIONER FOR
SURREY





Summary of proposed Surrey Chief Constable Terms and Conditions

January 2023

The terms and conditions of the Chief Constable's term of office are in accordance with and subject to any national or local agreements, rules and regulations currently in operation (as amended or introduced from time to time), including Police Regulations and Determinations and any Acts or Statutory provisions that may apply.

Terms and Conditions	Details
Term of Office:	Fixed term of up to five years (with the option by the PCC to extend)
Salary:	£155,184 per annum (the nationally-set spot rate for Surrey) - plus or minus up to 10% to be determined on appointment
Annual Leave:	Chief Officers are entitled to a standardised 35 days annual leave arrangement in line with relevant Regulations
Vehicle Provision or Allowance (TBC)	<p>A vehicle is provided and must be used in accordance with Force policy. All private mileage undertaken in a provided vehicle must be reimbursed in accordance with Force policy and any applicable procedure.</p> <p>OR</p> <p>You will be required to provide and maintain a suitable vehicle for use in connection with your duties and for which a fixed mileage allowance is payable</p>
Training and Development:	Reasonable funding (to be agreed with the PCC) will be made available to support continuous professional development
Professional Insurance:	Chief Police Officers Staff Association (CPOSA) professional reactive insurance premium will be paid

Private health cover	An individual's privately arranged health care insurance subscription and other costs will be reimbursed, subject to an annual ceiling and to periodic reviews. Expenditure that is not eligible for reimbursement includes glasses and dental fees. This reimbursement is subject to a maximum amount of £150 per month, equivalent to £1,800 per annum. Individuals should source the private healthcare themselves and submit details to the payroll team for reimbursement. This represents a taxable benefit.
Travel and subsistence:	Actual costs will be reimbursed, in accordance with Police Regulations and Force operating procedures. A corporate card is available for use.

Surrey Police and Crime Panel Chief Constable Confirmation Hearing Protocol

1. Background

- 1.1 This document explains the process to be followed by the Surrey Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of the preferred candidate to the role of Chief Constable.
- 1.2 The Police Reform & Social Responsibility Act 2011 requires that Police & Crime Panels hold confirmation hearings for certain key appointments to be made by the Police & Crime Commissioner (hereafter referred to as 'the Commissioner'). These requirements are detailed within two Schedules of the Act.

2. Powers of the Surrey Police and Crime Panel

- 2.1 The Panel has the functions conferred by Schedule 8 Part 1 of the Police Reform and Social Responsibility Act 2011 (Appointment of Chief Constables). This enables it to:
- I. Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
 - II. Make a report to the Commissioner on the proposed appointment;
 - III. Include a recommendation to the Commissioner as to whether or not the candidate should be appointed and may include exercising the power of veto (decision to veto to be agreed by two-thirds of the panel);
 - IV. Publish a report to the Commissioner.

3. Confirmation Hearing for the role of Chief Constable

Prior to the Hearing

- 3.1 The Panel received notification from the Surrey Police and Crime Commissioner of the proposed appointment to the role of Chief Constable on 6 January 2023.
- 3.2 In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner must provide the Panel with the following documentation:
- Name of the proposed candidate
 - Criteria used to assess the suitability of the candidate
 - How the candidate has satisfied those criteria
 - The terms and conditions on which the candidate is to be appointed

At the Hearing

3.3 The first part of the meeting will be conducted in public and structured as follows:

- The candidate will be welcomed to the meeting.
- The Chairman will outline the order of business for the meeting.
- The candidate will have an opportunity to introduce themselves to the Panel and ask any procedural questions that he or she may have.
- The Panel will have the opportunity to ask questions of the candidate.
- The candidate will be given an opportunity to clarify any answers given during the hearing and ask questions of the Panel about the next stage of the process.

3.4 The Panel will ask questions of the candidate which relate to his/her professional competence and personal independence, the answers to which will enable the Members to evaluate the candidate's suitability for the role.

On the Close of the Hearing

3.5 Following the Confirmation Hearing, at the end of the agenda, the Panel will hold a closed session in order to decide on its recommendations to the Commissioner regarding the appointment of the preferred candidate to the role of Chief Constable.

3.6 The Panel will discuss the following:

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

3.7 Where a candidate meets the standards but there is still cause for concern about his or her suitability, it may be appropriate to outline those concerns in the Panel's response to the Police and Crime Commissioner.

3.8 Where a candidate does not meet the minimum standards in the areas set out in paragraph 3.6, the Panel may choose to not recommend or veto the appointment of the candidate to the role of Chief Constable.

3.9 If the Panel is content with the proposed appointment it can agree to report to the Commissioner its endorsement of the appointment.

4. Powers of the Panel in respect of making a recommendation

4.1 The Panel have the power to veto the proposed appointment. A veto would mean that the Panel, by the required majority, have decided that the candidate should not be appointed as Chief Constable. If it takes this course of action, the Panel:

- I. Will include a statement within their report confirming that the Panel have vetoed the appointment;
 - II. Will provide a reason for the veto of the appointment;
 - III. Will provide evidence from the proceedings of the Confirmation Hearing in support of the reason for vetoing the appointment
- 4.2 Should the Panel not veto the appointment, the following steps shall be taken:
- I. The Commissioner may accept or reject the Panel's recommendation as to whether or not the candidate should be appointed.
 - II. The Police and Crime Commissioner must notify the Panel of the decision whether to accept or reject the recommendation.
- 4.3 Should the Panel veto the appointment, the following steps shall be taken:
- I. The Police and Crime Commissioner must not appoint that candidate as Chief Constable.
 - II. The Police and Crime Commissioner must propose another candidate for appointment as Chief Constable.
 - III. The Panel does not have the power to veto the Police and Crime Commissioners second choice of candidate if the Panel has already used its veto on the previous candidate.

Following the Confirmation Hearing

- 4.4 The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner in writing by the next working day.
- 4.5 It is recommended that a period of five working days should elapse before the recommendations of the Panel are made public, although this information can be released at an earlier stage if there is mutual agreement between the Panel and Commissioner.

5. Recommendations

- 5.1 That the Panel determine whether the proposed candidate should be appointed to the role of Chief Constable of Surrey Police.

Report Contact Details:

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