

## SURREY POLICE AND CRIME PANEL

### RECRUITMENT OF A NEW CHIEF CONSTABLE FOR SURREY POLICE

5<sup>TH</sup> JULY 2016

#### SUMMARY

The previous Chief Constable of Surrey Police, Lynne Owens CBE, QPM, left the Force in January 2016 to take up her new role as Director General of the National Crime Agency. Following a fair, open and merit-based recruitment process to find Mrs Owens' successor, PCC David Munro has selected Nick Ephgrave QPM, currently Temporary Chief Constable of Surrey Police, as his 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 he is proposing to appoint
- b. The criteria used to assess the suitability of the candidate for the appointment;
- c. Why the candidate satisfies those criteria; and
- d. The terms and conditions on which the candidate is to be appointed.

## 1. Background

- 1.1 Following the departure of Lynne Owens in January 2016, former PCC Kevin Hurley advised the Police & Crime Panel that he would initiate the start of a recruitment process to find her successor, but the final decisions around selection and appointment should be made following the PCC elections in May.
- 1.2 A person specification and role profile was drawn up and the role put out to advert on 24<sup>th</sup> March with a closing date of 29<sup>th</sup> April 2016.
- 1.3 Following the elections on 5<sup>th</sup> May, newly-elected PCC David Munro reviewed the process to date and proposed timescales and, having taken advice, decided to proceed along the original timescales set by the former PCC.

## 2. The Appointments Panel

- 2.1 As per the College of Policing Guidance on Senior Officer Recruitment, PCC Munro put in place an appointments panel to assist with his selection process from the outset after the elections. This comprised Simon Parr QPM (policing advisor and former Chief Constable of Cambridgeshire Constabulary); Carolyn Dhanraj (independent member accredited by the College of Policing) and Ian Burks (CEO of the YMCA in East Surrey and local resident).
- 2.2 Ms Dhanraj was appointed prior to the PCC elections but remained on the panel. In her capacity as independent member, she was tasked with producing a report that expressly and explicitly addresses the appointment principles of merit, fairness and openness, as detailed in Home Office circular 20/2012. This report must also detail the extent to which the appointments panel were able to fulfil their purpose of challenging and testing candidates. The report of Ms Dhanraj can be found at Appendix A.

## 3. The Recruitment Process

- 3.1 The OPCC closely followed the College of Policing's 'Toolkit for the Selection of Chief Officers' which is designed to complement the formal Guidance for the Appointment of Chief Officers. It contains guidance on good HR/selection practice based on the principles of merit, fairness and openness.
- 3.2 The criteria used to judge candidates were set out in the person specification provided to candidates and which formed part of the application pack. The application material is attached at Appendix B and includes the advertisement, person specification, role profile, a letter from the PCC inviting applications and a follow up letter from Mr Munro setting

- out his priorities for a new Chief. The competencies are based on those which are nationally set for Chief Officers, with minor amendments made to ensure the right candidate for Surrey was selected.
- 3.3 These competencies were tested at each stage of the process in a range of ways as set out below.
  - 3.4 Stage 1 – applications: Part 2 of Annex B of the Secretary of State's determinations, made under the Police Regulations 2003, specifies 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 in the Police Professional publication and on its website and on the websites of the Surrey OPCC, Surrey Police, the Association of Police & Crime Commissioners, the College of Policing and the National Police Chiefs Council. In addition, following the elections, the Chief Executive of the OPCC wrote to every OPCC to highlight the vacancy. The application period opened on 24<sup>th</sup> March and closed on 29<sup>th</sup> April 2016.
  - 3.5 Stage 2 – short-listing. This took place on 23<sup>rd</sup> May. Prior to the short-listing, panel members undertook training on the process from a College of Policing Senior Psychologist. Members of the PCC's appointments panel assessed the written applications against the competencies in the person specification. On this basis, both of the two applicants were short-listed for interview.
  - 3.7 Stage 3 – selection. The PCC held a selection day on Monday, 13<sup>th</sup> June. Candidates were assessed against the competencies set out in the person specification across four different activities.
  - 3.8 Firstly, candidates were each asked to make a presentation to a panel of stakeholders. The presentation focused on how, in a climate of reducing budgets and increasing demands on the police, the Chief Constable would ensure the continued effective partnership working with other agencies. This panel comprised seven representatives from a range of public sector, charity, voluntary and business organisations. Panel members were asked to assess the candidates' performance against three specific competencies and provide feedback to PCC Munro.
  - 3.9 Secondly, candidates were asked to undertake a filmed media interview about a fictitious but significant incident, responding to public criticism and community unrest.
  - 3.10 Thirdly, candidates were asked to make a presentation to the PCC and his appointments panel on a topic given to them on the day of the interview, then answer questions that followed. This focused on the inherent

tensions between meeting public demand for visible policing, balanced with addressing rises in crime that takes place in the 'private space'.

- 3.11 Lastly, during a formal interview, the candidates were asked a range of questions posed by the appointments panel, based on the required competencies and the feedback from the other exercises.

#### **4. The preferred candidate**

- 4.1 Nick Ephgrave is currently Temporary Chief Constable of Surrey Police and has been in this role since December 2015. Prior to this, Mr Ephgrave was Deputy Chief Constable for Surrey, a post he has held since July 2013. He was recently awarded the Queen's Police Medal for distinguished service in the Queen's Birthday Honours.
- 4.2 Previous to joining Surrey Police, Mr Ephgrave served for 23 years in the Metropolitan Police Service. This culminated in his appointment as Commander for Crime and Criminal Justice, taking on responsibility for a broad range of London-wide functions including custody, criminal justice, crime performance, crime policy and victim satisfaction.
- 4.3 The PCC believes that Mr Ephgrave meets the criteria for appointment, as set out in the person specification. Through all stages of the selection process, Mr Ephgrave demonstrated a wealth of relevant experience as well as reasoned and considered plans for the future of Surrey Police. He was able to articulate a compelling vision for the Force where he would seek to continue Surrey's strong tradition of creativity and innovation, but not at the expense of delivering excellent service to local people. Mr Ephgrave set out his ambition that Surrey should be the safest it possibly can be. He was able to clearly show that he would provide visible, credible leadership for Surrey Police and explained how he had already set about creating a culture of empowerment across the Force.
- 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 Ephgrave satisfies this criterion as he currently holds the substantive rank of Deputy 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 Courses. Evidence of Mr Ephgrave completing these courses in 2011 and 2012 respectively 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 £140,217. 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 PCC has determined that the starting salary for Mr Ephgrave will be at the spot rate, with incremental progression to be considered on an annual basis, subject to good performance.

## 6. Starting Date

- 6.1 Subject to the panel's consideration, the PCC is keen for Mr Ephgrave to begin as soon after 5<sup>th</sup> July as possible.

## 7. References

- 7.1 Three references were sought: from the candidate's last line manager (PCC Kevin Hurley); from his last line manager in his substantive role (Lynne Owens); and from Chief Constable Simon Byrne who has worked with Mr Ephgrave in his capacity as national lead for custody issues.

## 8. Recommendation

- 8.1 That the Police and Crime Panel recommend the appointment of Nick Ephgrave as the new Chief Constable of Surrey Police on the terms set out in this report.

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