

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: Friday 26th March 2021

TIME: 3.00 pm

VENUE: This meeting will be held virtually via Microsoft Teams and will be live streamed for public viewing. The link to watch this meeting is available on the GMCA website

SUPPLEMENTARY AGENDA FINAL REPORT WITH APPENDICES

5. APPOINTMENT OF CHIEF CONSTABLE

1 - 20

Report of Andy Burnham, GM Mayor and Eamonn Boylan, GMCA Chief Executive (updated to include Appendices).

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following
Governance & Scrutiny Officer: Steve Annette
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This agenda was issued on Thursday 25 March 2021 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 26 March 2021

Subject: Appointment of Chief Constable for Greater Manchester Police

Report of: Andy Burnham, Greater Manchester Mayor
Eamonn Boylan, GMCA Chief Executive

PURPOSE OF THE REPORT:

1. To notify the Police, Fire and Crime Panel as required by the Police Reform and Social Responsibility Act 2011 (“the 2011 Act”), of the proposed appointment of Chief Constable and to seek confirmation of the preferred candidate, Stephen Watson.
2. The report details the procedures to be followed, the criteria required to be met and the candidate’s qualifications for the role. It also sets out the terms and conditions of employment.
3. The candidate will attend the confirmation hearing to answer questions in relation to this appointment.

RECOMMENDATIONS:

1. That the Panel reviews the proposed appointment of Stephen Watson as Chief Constable of Greater Manchester Police by the GM Mayor.
2. That the Panel makes a report to the GM Mayor on the proposed appointment of Stephen Watson as Chief Constable of Greater Manchester Police.

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CONTACT OFFICER:

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1. Introduction

- 1.1.** Pursuant to the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017, the Greater Manchester Mayor (GM Mayor) is to be treated, in relation to the Mayor's PCC functions, as a police and crime commissioner for the purposes of all police and crime commissioner enactments.
- 1.2.** In December 2020, the Chief Constable of Greater Manchester Police, Ian Hopkins, announced he was to step down from his duties.
- 1.3.** Section 38(1) of the 2011 Act sets out the responsibility of the GM Mayor (as Police and Crime Commissioner) to appoint a Chief Constable for Greater Manchester.
- 1.4.** Paragraph 3 of Schedule 8 of the 2011 Act requires the GM Mayor to notify the Greater Manchester Police, Fire and Crime Panel of the GM Mayor's proposed appointment to the post.
- 1.5.** The GM Mayor must include the following information in the notification:
 - 1.5.1.** The name of the person whom the GM Mayor is proposing to appoint ("the candidate");
 - 1.5.2.** The criteria used to assess the suitability of the candidate for the appointment;
 - 1.5.3.** Why the candidate satisfies those criteria; and
 - 1.5.4.** The terms and conditions on which the candidate is to be appointed.
- 1.6.** Paragraph 4 of Schedule 8 of the 2011 Act, sets out the Panel's responsibility to review the proposed appointment and make a report to the GM Mayor within a period of three weeks from when the Police, Fire and Crime Panel received notification from the GM Mayor of the proposed appointment, including a recommendation as to whether or not the candidate should be appointed.
- 1.7.** The Police, Fire and Crime Panel must hold a public confirmation hearing before making a report and recommendation to the GM Mayor (in relation to a proposed appointment of a Chief Constable (or before vetoing such an appointment, as detailed at paragraph 2.8 below). At the confirmation hearing, the candidate is requested to appear to answer any questions relating to the appointment.
- 1.8.** The Police, Fire and Crime Panel may, having reviewed the proposed appointment, veto the appointment of the candidate. There needs to be at least two-thirds of Police, Fire and Crime Panel members to support a decision to veto the appointment for it to be carried and this power is only exercisable in relation to a proposed appointment during the three week period referred to in paragraph 2.6 above. If the Police, Fire and Fire Panel vetoes the appointment of the candidate, their report must include a statement that the Panel has vetoed it and the GM Mayor must not appoint that candidate as Chief Constable.

2. The Recruitment and Selection Process

- 2.1. Home Office Circular 20/2012 gives Police and Crime Commissioners the flexibility to decide how they wish to undertake their recruitment process and which candidate they wish to appoint. The process however should involve an independent member during assessment, shortlisting and interviewing of candidates for the position of Chief Constable.
- 2.2. Elizabeth Cameron was appointed as the independent panel member and their report to the panel can be found at **Appendix 1**. Elizabeth has extensive experience of recruitment, and currently Chairs the Greater Manchester Race Equalities Panel.
- 2.3. GatenbySanderson were appointed via a competitive selection process to support the GM Mayor in the search and selection process. GatenbySanderson are experienced specialists in public sector and policing executive search, with a significant reach across the industry.
- 2.4. The candidate application pack and the recruitment process were designed in line with Home Office Guidance, and the College of Policing toolkit.
- 2.5. The 2011 Act places a legal duty on the GM Mayor to select and appoint a Chief Constable. In carrying out this duty, the GM Mayor engaged a number of stakeholders and experts to advise on the key requirements of the role and subsequently on the suitability of the candidates.
- 2.6. The entire selection process combined a range of assessment techniques designed around the stakeholder priorities identified in the pre-application due diligence stage, to test the candidate's ability in a number of key areas – partnership, community and employee engagement, leadership, technical knowledge and skills. The approach adopted allowed the GM Mayor to view a different snapshot of each candidate, piecing together a full 360° understanding of the candidate's ability to operate successfully in the role. The following section outlines how this was achieved:

Pre-Application Due Diligence

Key stakeholders were consulted to update the role profile, including competency, values and leadership domains of the new Chief Constable prior to commencing the recruitment process. The role profile, competency, values and leadership domains can be found in **Appendix 2**. The application and shortlisting process included the following elements:

- The vacancy was widely publicised through the following channels:
 - A microsite was created <https://gmca-leadership.com/> which held a suite of information about the role and GMP, where candidates could apply.

- Media: advertisements were placed in the Guardian and the Times, in print and online. An advertisement was also placed on the College of Policing's Senior Leaders Hub webpage.
- Social media: advertisements were placed on LinkedIn and shared via Twitter
- Executive Search: A nationwide search and selection process was conducted by GatenbySanderson, where over 130 senior officers (from a diverse target list) in forces across the UK were contacted in order to either seek their input as sources or to invite them to apply.
- The vacancy was advertised from 25th February to 18th March 2021.
- The application form included: a CV upload, specific questions relating to the job role, in particular focusing on partnership working, performance improvement/ accountability, workforce engagement and working with the public. The application also required candidates to upload a short video file explaining their motivations for the role, to assess their passion and commitment.
- Whilst the advertisement was live, stakeholders were invited to provide comments on what they would like to see from a new Chief Constable, including key leadership behaviours, via a GatenbySanderson Survey. Feedback from the survey was used to support the design of the assessment process.
- Four applications were received which is more than most other recent Chief Constable vacancies. Applications were scored against the key criteria using a predetermined framework. Three of the four applicants provided strong or satisfactory evidence in all areas as outlined for level 3 of the national Competency Value Framework for policing.

Shortlisting Panel

The shortlisting panel comprised of the Greater Manchester Deputy Mayor for Policing, Crime, Criminal Justice and Fire, Baroness Beverley Hughes, the Independent Member Elizabeth Cameron, the GM Mayor Andy Burnham, GMCA Chief Executive Officer Eamonn Boylan and a Police Technical Advisor, Mike Cunningham.

The following elements were assessed during this stage;

- Candidate experience (including technical) and career history against their CV
- Candidate competency against the four questions asked
- Candidate motivations for the role (assessed via a video upload)
- Pen portraits aligned to the Competency and Values Framework (CVF)

The shortlisting panel agreed to shortlist three applicants through to the next stage. The unsuccessful applicant did not meet the legal requirements as set out in Part 1

of Schedule 8 to the Police Reform and Social Responsibility Act 2011 (the 2011 Act), as they did not have policing experience at the approved rank.

Assessment and interview process:

Following shortlist, a comprehensive assessment and interview process was conducted and included the following key stages:

Psychometric Profiling

All candidates completed two personality questionnaires – the WAVE Professional Styles and Hogan Development Survey. They also took part in a Psychometric Interview to discuss the results of their questionnaires with a trained psychologist with the aim of understanding their personality profiles in more detail - their strengths, risks areas, motivations and preferences in relation to the role.

During the final panel feedback, the results of these tests were discussed, in particular drawing out key strengths and potential risk areas with links to the engagement panel feedback.

Elle Robinson, C.Psychol, conducted all profiling interviews and produced both 1 page summaries for the selection panel, and in-depth full reports.

Stakeholder Engagement Panels

Three separate engagement panels took place on March 22nd for candidates to meet in turn with key stakeholders, partner organisations and community partners to demonstrate how they might engage and communicate with them.

Care was taken to ensure a diverse representation across all panels. Each panel received a 5-minute presentation from each candidate which focused on a different topic relevant to their specific panel and area of interest.

Each candidate then took part in a 40-minute Q&A with each panel, of which questions were agreed at the start of the day with the psychologist facilitating the session. The same questions were asked of all candidates to ensure fairness and consistency.

Feedback from the panels by the psychologist to the selection panel, provided an overview of each session with key strengths and risk areas identified by the engagement panel members. The key themes from each panel were also collated and presented to the GM Mayor and final panel. All facilitators also completed a short report on each candidate's performance at each panel.

Rosie Driver, C.Psychol, facilitated the Staff Engagement Panel,

Stephanie Longridge, C.Psychol, facilitated the Partner Engagement Panel

Felicity Gibling, C.Psychol, facilitated the Community Engagement Panel.

Assessment and Final Interview

The final interview panel took place on 23rd March 2021 and was designed to allow the GM Mayor and final panel to consider in detail the feedback from all the assessment exercises and then conduct a final interview with the candidates to

ensure that all the key attributes of the role had been assessed to their satisfaction. The final interview questions were aligned to the CVF framework.

The final interview panel included the Greater Manchester Deputy Mayor for Policing, Crime, Criminal Justice and Fire Baroness Beverley Hughes, the Independent Member Elizabeth Cameron, the GM Mayor Andy Burnham, GMCA Chief Executive Officer Eamonn Boylan and a Police Technical Advisor Mike Cunningham.

The panel members have extensive experience of recruiting at an executive level and they advised of their observations prior to the GM Mayor (as PCC) making their decision.

3. The Proposed Appointment

3.1. The GM Mayor has nominated Stephen Watson as their proposed candidate for Chief Constable. Stephen Watson is currently serving as Chief Constable with South Yorkshire Police.

3.2. In assessing Stephen against the key requirements for the post, it was established that Stephen has the necessary behaviours, values and skills to lead GMP through its future transformation journey.

Shortlisting

3.3. Stephen's application was thorough and provided a high standard of evidence against the requirements for the role as set out in the role profile and advert. When Stephen's motivational video clip was assessed against the CVF, it was recognised that he takes a clear, articulate and professional approach. With direct reference to values driven leadership, focusing on people and what type of leader he would be in GMP. From his initial application Stephen presented as a highly credible candidate, recommended for the final panel.

Stakeholder Engagement

3.4. The GM Mayor received positive feedback from the stakeholder panels regarding Stephen, demonstrating his ability and willingness to engage enthusiastically in partnerships. In particular, the staff panel and partnership panels found Stephen to be an inspiring, visionary leader. Further feedback included his drive and determination to innovate, change and encourage change in others which demonstrated an authentic commitment to overcoming the challenges facing GMP and Greater Manchester. The community panel thought he impacted as confident and with authority. He also displayed strong values around 'humility, candour and integrity'.

Assessment and Final Interview

- 3.5.** The final panel allowed the **GM Mayor** and fellow panel members the opportunity to examine in more detail those areas that the stakeholder panels (partners, staff and communities) and the technical advisors had highlighted as being worthy of further consideration. The panel also enabled the GM Mayor to examine Stephen Watson's performance throughout the process, including feedback received from the stakeholder panels and the technical advisors, as well as the opportunity to question him personally in more detail regarding his individual approach to the role. This provided the GM Mayor with the confidence that Stephen Watson had demonstrated strong performance in all the areas necessary and that he would be the right individual to lead GMP as Chief Constable at this stage in the organisation's history.
- 3.6.** Beyond the selection decision Stephen Watson will also be supported during the onboarding period to receive further feedback to enhance their role and leadership within GMP. This includes the provision of 360-degree feedback by an occupational psychologist following six months in post.
- 3.7.** The panel is asked to review the proposed appointment and make a report to the GM Mayor including a recommendation as to whether or not the candidate should be appointed.

4. The Terms and Conditions on which the Candidate is to be appointed

- 4.1.** Should the Panel accept the GM Mayor's preferred appointment, the Chief Constable will be appointed on the following terms:
- A five-year fixed term appointment.
 - A salary of £204,372 in line with the Police Remuneration and Review Body recommendations for Greater Manchester.
 - Availability of transport to carry out the duties of the role as determined by the GM Mayor (as PCC) and in accordance with Police Regulations.
 - Relocation expenses will be considered in accordance with Police Regulations.
 - The appointment will be made subject to pre—employment checks including suitable references, vetting, medical clearance and Right to Work checks.
 - Payment of professional insurance in line with the national agreement

5. Financial Implications

5.1. The salary and employer on-costs will be provided from within the existing budget.

6. Recommendations

6.1. That the Panel reviews the proposed appointment of Stephen Watson as Chief Constable of Greater Manchester Police by the GM Mayor.

6.2. That the Panel makes a report to the GM Mayor on the proposed appointment of Stephen Watson as Chief Constable of Greater Manchester Police.

Appendices

Appendix 1 – Report of the Independent Member – Elizabeth Cameron

Appendix 2 - The role profile, personal qualities and leadership domains.

Appendix 3 – Stephen Watson, career summary

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BACKGROUND PAPERS:

- The Police Reform and Social Responsibility Act 2011
- The Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017
- Home Office Circular 20/2012
- College of Policing toolkit
- Police Remuneration Review Body report: 2020 England and Wales

APPENDIX 1 – REPORT OF THE INDEPENDENT MEMBER – ELIZABETH CAMERON

APPENDIX 1 – REPORT OF THE INDEPENDENT MEMBER – ELIZABETH CAMERON

Home Office circular 20/2012 indicates that the Police and Crime Commissioner should decide how to run the appointment process for a Chief Constable and which candidate is appointed, subject to confirmation by the Police, Fire and Crime Panel. An Independent Member however should be involved in the shortlisting, assessment and interview process and should submit a formal report.

This is the Independent Member's report on the process for appointing the next Chief Constable of GMP and it should be read in conjunction with the report of the GM Mayor (as PCC) which details the process in more detail. This report aims to provide an objective assessment of the extent to which the entire selection process was conducted fairly and openly and based on merit.

My involvement included;

Briefings;

I received briefings on my role as an Independent Member and how I would be integrated into the panel. I was given the opportunity to add suggestions for additional members of the community engagement panel and to input into the final interview questions, which included questions which discussed fairness and proportionality as defined within the Equality Act 2010.

Shortlisting meeting

I met other panel members in a shortlisting meeting. The panel members were briefed as to each candidate. Information was given in the same manner for each candidate, providing video footage, CV and response to questions. Each candidate was assessed in the same manner and with the use of the role profile, CVF at the appropriate level. One candidate was not considered suitable. All candidates were selected fairly and based on merit.

Community Stakeholder Panel

The meeting was held by TEAMS on 22nd March from 9am until 1.30pm. The panel was diverse and wide ranging in age experience and representation.

The group was facilitated. The group chose a specific question each to focus on and present to each candidate. The process was to receive a presentation then engage in an open discussion in a conversational style.

Each candidate was given an equal opportunity to present their response to the question, show leadership of a community group and respond to specific questions, allowing each candidate to further demonstrate additional knowledge, experience and approach.

This was conducted fairly and openly.

Psychometric Testing feedback

Two experts gave feedback on psychometric testing. All panel members were able to hear an equal assessment of each candidate and their personality profile in respect of their values, ways of working with others and leadership approach, their strengths risks and motivations. This was done openly, fairly and based on merit.

Final panel briefing

All panel members were briefed at the same time on the psychometric test results and the stakeholder panel feedback. I felt there were areas of challenge (please see areas of challenge section). Overall, this was done openly and based on merit.

Final Interview Panel

A pack was provided with information on each candidate and notes pages for comments while each delivered their response.

Each candidate was presented with the same questions delivered by the same panel member. The questions gave each candidate an opportunity to outline their work, experience and knowledge.

This was conducted fairly, openly and based on merit.

Overall observations on the Process

The process included a number of stages to assess the candidates which included:

- Panel members were given an opportunity to shape the questions which would be asked to better allow for an opportunity to show previous skill experience and aptitude to do the job at hand. Those questions were agreed by 22nd March.
- In particular a question was able to be asked by me which addressed an area of policing the racially diverse communities, what approach would be used to address the current relationship which is perceived as damaged and what would be the overall approach be to policing of a community who has disproportionately aggressive treatment.
- The (Mayor) interview panel lead accepted the importance of this question being asked and treated it with the same respect as any other organisational aim.
- I conducted a piece of work engagement and participation work as Chair of the Race equality panel, to engage community members who were heavily invested in how candidates / possible appointees would approach their community concerns. Five representatives within the community agreed to take part. A wider cross section could not be achieved due to relatively short time frame
- I was given the opportunity to impress the view of community panel members to be meaningfully involved (as expressed by them). For my role to be included in all aspects of the process as well as being able to input into the questions (as per guidance).
- And for the community engagement panel to be able to discuss openly the questions affecting their and other communities which they work with or represent. This was met with affirmation and it was impressed that people very much valued

the input which would be given and the value that the involvement gave to the process overall.

- The community engagement panel seemed to value having been involved in the discussion and wanted to meet the successful candidate again for discussion post being appointed what they intended to do regarding the subject areas discussed, women, intersectionality gender representation, racially diverse representation, hate crime, policing approaches.

Areas of challenge;

I was provided with a full briefing on the process and challenged specifically on the following areas:

Lack of diverse applicants;

I raised questions regarding fairness and proportionality with regards to the limited number of candidates and lack of diversity. Specifically asking had and what were any particular efforts which had been applied to achieve this in the candidates put forward

I was able to understand more about the role of GatenbySanderson and the differing measures applied in selection of candidates. I requested some further information which when supplied demonstrated a robust piece of work that had been undergone to include a diverse range of candidates in the search process. This process demonstrated an absence of racially diverse candidates at a level senior enough to apply.

This immediately highlighted for me a piece of work for the Race equality Panel to address what are the plans to address racial inequality in large organisations and to address 'black' leadership in their staff training and development (Mc Gregor Smith review, Snowy peaks).

Stakeholder panels

Initially no breaks between each candidate (comfort breaks, reasonable adjustment) were scheduled in the community panel engagement. This was challenged and a break was given.

Final panel briefing

This was a process where each member was assessed based on merit and ability to do the job however, during the final panel briefing, in respect to feedback from one of the panels in particular, I noted that emotive language was used by one expert to describe the feedback about one candidate, language which I noted had not been used in a similar way for all candidates. This was questioned by me as not being fair and consistent, however I was not permitted the opportunity to raise the point at the time of it occurring within the open briefing meeting. The issue was dealt with outside of the meeting and it was agreed that the comment be stricken from any decision making. This then allowed the final process to go forward fairly.

Internal candidates:

The current post holder (acting) had applied and there were existing relationships with this candidate and with other of the candidates with members of the panel, I therefore paid particular attention to fairness throughout the process.

Conclusion

I felt this process had a number of challenges, the short time period it was arranged in was a challenge to meaningful engagement (people's availability). I do not feel the concerns of the community engagement panel, as being the only one that presented inconsistent scoring to the rest, were adequately represented or explained to the interview panel during the briefing.

However, I do conclude that all candidates were assessed fairly openly and on merit. I was extremely pleased to have been involved in the process and to be given the opportunity to see ways in which further joint working can be possible between the community and the post holder whoever they might be.

Elizabeth Cameron

APPENDIX 2 – GMP CHIEF CONSTABLE ROLE PROFILE

GREATER MANCHESTER POLICE - CHIEF CONSTABLE ROLE PROFILE

Post title: Chief Constable

Accountable to: The Mayor of Greater Manchester, Greater Manchester Police and Crime Commissioner

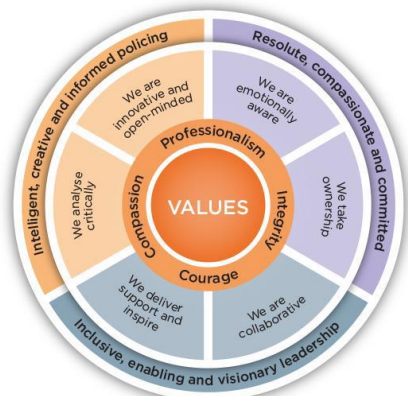
Responsible for:

The direction, leadership and effective management of the Greater Manchester Police in accordance with the Police Act 1996, in order to provide Greater Manchester with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

Aims of the job:

1. To give high profile leadership to GMP by developing and communicating a consistent vision of what must be achieved, based on evidence of need and focused on tackling harm and vulnerability in communities.
2. To work with the Mayor, Deputy Mayor (Policing Crime and Fire) and GMP to provide professional advice and set the strategic direction for policing in order to deliver a shared vision for the Greater Manchester area.
3. To ensure that GMP plays a pivotal role in achieving the objectives of the Greater Manchester Strategy (please refer to the microsite for further information/links) and in particular public sector reform in Greater Manchester, working with public, private and voluntary sector partners under the Mayoral arrangements and Combined Authority. (please refer to the microsite for further information/links)
4. To encourage, support and influence in partnership with other agencies and the public in order to fulfil the aims of the Police and Crime Plan (please refer to the microsite for further information/links).
5. Act as an ambassador for GMP locally and nationally and ensure that communication briefs and statements are timely, accurate and tailored to their audience.
6. To ensure the high performance of GMP, in particular by:
 - a. Having regard to the Police and Crime Commissioner's Police and Crime Plan and vision for policing in Greater Manchester.
 - b. Providing strong ethical leadership that will permeate throughout GMP at every level.
 - c. Ensuring continuous improvement in the effective and efficient use of all the resources of GMP.
 - d. Harnessing the full potential of staff towards the aims of GMP by creating an environment in which people are enabled to give of their best, ensuring equality of opportunity is provided in recruitment, employment and selection practices, training and development and promotion.
 - e. Responding to and influencing the changing external and internal environments affecting GMP and developing and implementing strategies to further the policing of Greater Manchester and ensuring a sustainable and affordable policing model.
 - f. Ensuring that critical incidents are identified and dealt with effectively, providing oversight and leadership locally and nationally.

Competency and Values - Framework for policing (CVF)



The Chief Constable's appointment in GMP, in line with other senior appointments in policing, is made against level 3 of the CVF. Full details about the CVF, including guidance notes and definitions, can be found at:

<https://www.college.police.uk/career-learning/career-development/competency-and-values-framework-cvf>

RESOLUTE, COMPASSIONATE AND COMMITTED

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers. By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions. We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others. Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds. We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust. Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings. Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks. We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek

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

Why is it important? Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility. These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

INCLUSIVE, ENABLING AND VISIONARY LEADERSHIP

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard. Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes. We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers. We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs. This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers. It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support. We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

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

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

INTELLIGENT, CREATIVE AND INFORMED POLICING

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service. Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

We analyse critically

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

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors. If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

We are innovative and open-minded

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

we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors. Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand. Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

APPENDIX 3 - STEPHEN WATSON CAREER SUMMARY

South Yorkshire Police

- Chief Constable – (July 2016 – present)

Durham Constabulary

- Deputy Chief Constable – (May 2015 – July 2016)

Metropolitan Police

- Commander (Crime, CJ, Roads & Transport Policing) (Jan 2014 – May 2015)
- Commander (East London) – (July 2011 – January 2014)

Merseyside Police

- Chief Superintendent (Liverpool North BCU) (December 2006 – July 2011)

Lancashire Constabulary

- Constable to Superintendent (May 1988 – December 2006)

NPCC PORTFOLIO LEADERSHIP

- National Lead for Crime Prevention / Chair of the National Counter Corruption Advisory Group

AWARDS AND RECOGNITION

- Queen's Police Medal for Distinguished Service (QPM) – 2019
- Commissioner's Commendation – awarded in 2012 in recognition of my role as part of the Senior Leadership Team with personal responsibility for the delivery of all territorial policing during the 2012 London Olympic and Paralympic Games.

EDUCATION

- Master of Business Administration (MBA)
- Diploma Management Studies (DMS)
- Post Graduate Certificate Management (PGCM)
- Strategic Command Course – (passed SPNAC 2010 with the highest marks nationally / achieved SCC exceptional grading)

END.

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