

# Public Document Pack

## Agenda

**Meeting: North Yorkshire Police, Fire and Crime Panel**

**Venue: Brierley Room, County Hall, Northallerton DL7 8AD**

**Date: Thursday, 11 January 2024 at 10.30 am**

Members of the public are entitled to attend this meeting as observers for all those items taken in open session. Please contact the Democratic Services Officer whose details are at the foot of the first page of the agenda if you would like to find out more.

This meeting is being held as an in-person meeting that is being broadcasted and recorded and will be available to view via <https://www.northyorks.gov.uk/your-council/councillors-committees-and-meetings/live-meetings>

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### Business

**1. Welcome and apologies**

**2. Declarations of Interest**

All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.

**3. Minutes of the Panel Meeting Held on 12th October 2023**

**(Pages 5 - 12)**

**4. Consideration of Exclusion of the Public**

To consider the exclusion of the public and press from the meeting during consideration of each of the items of business listed in column 1 of the following table on the grounds that it involves the likely disclosure of exempt information as defined in the paragraph(s) specified in column 2 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended by the Local Government (Access to Information)(Variation) Order 2006).

Item number on the agenda	Paragraph Number
7	1

**5. Public Questions or Statements to the Panel**

- Any member of the public, who lives, works or studies in North Yorkshire and York can ask a question to the Panel. The question or statement must be put in writing to the Panel no later than midday on Monday, 8<sup>th</sup> January 2024 to Diane Parsons (contact details below).
- The time period for asking and responding to all questions will be limited to 30 minutes. No one question or statement shall exceed 3 minutes.
- Please see the rules regarding Public Question Time at the end of this agenda page. The full protocol can be found at [www.nypartnerships.org.uk/pfcp](http://www.nypartnerships.org.uk/pfcp).

**6. Confirmation Hearing for Chief Constable**

Following the intention of the North Yorkshire Police, Fire and Crime Commissioner to notify the North Yorkshire Police, Fire and Crime Panel of the proposed appointment of a preferred candidate to the role of Chief Constable for North Yorkshire Police, for the North Yorkshire Police, Fire and Crime Panel to hold a Confirmation Hearing, in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011. Papers for this item are as follows:

**(a) Guidance note for the Panel**

Briefing on the role and process for the Panel at the Confirmation Hearing.

**(Pages 13 - 18)**

**(b) Supporting Information from the Police, Fire and Crime Commissioner**

**(Pages 19 - 96)**

**(c) Independent Member's Report**

Report of the Independent Member (Fay Dawson) on the assessment, shortlisting and interviewing of candidates for the role of Chief Constable.

**(Pages 97 - 106)**

**(d) Personal statement from the preferred candidate**

**(Pages 107 - 110)**

**7. Closed Session**

For the North Yorkshire Police, Fire and Crime Panel to discuss and agree its recommendation following the North Yorkshire Police, Fire and Crime Commissioner's notification of the proposed appointment of a preferred candidate to the role of Chief Constable of North Yorkshire Police.

Barry Khan  
Assistant Chief Executive (Legal and Democratic Services)

County Hall  
Northallerton  
**Wednesday, 3 January 2024**

**NOTES:**

- (a) Members are reminded of the need to consider whether they have any personal or prejudicial interests to declare on any of the items on this agenda. The Panel Secretariat officer will be pleased to advise on interest issues. Ideally their views

should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.

- (b) Members of the public may put questions or statements to the Panel and these must be submitted to the officer detailed below three working days in advance of the meeting, for consideration by the Chair. The full protocol for public questions can be found at [www.nypartnerships.org.uk/pfcp](http://www.nypartnerships.org.uk/pfcp)

**Contact Details:**

Diane Parsons

Panel Secretariat

Tel: (01609) 532750

Email: [nypfcp@northyorks.gov.uk](mailto:nypfcp@northyorks.gov.uk)

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## North Yorkshire Council

### North Yorkshire Police, Fire and Crime Panel

Minutes of the meeting held in the Hudson Room at City of York Council's West Offices on Thursday, 12th October, 2023, commencing at 10.30 am.

Councillors Carl Les (North Yorkshire Council) in the Chair; Chris Aldred (North Yorkshire Council), Lindsay Burr MBE (North Yorkshire Council), Tim Grogan (North Yorkshire Council), Emilie Knight (City of York Council), Rich Maw (North Yorkshire Council), Danny Myers (City of York Council), Michael Pavlovic (City of York Council), Malcolm Taylor (North Yorkshire Council, substituting for Cllr Moorhouse) and Peter Wilkinson (North Yorkshire Council).

Community Co-opted Members: Fraser Forsyth, Mags Godderidge and Martin Walker

In attendance: Jonathan Dyson (Chief Fire Officer) (North Yorkshire Fire & Rescue Service).

Officers from the Office of the Police, Fire and Crime Commissioner: Zoë Metcalfe (Police, Fire and Crime Commissioner for North Yorkshire), Michael Porter (Chief Financial Officer), Simon Dennis (Chief Executive & Monitoring Officer), Tamara Pattinson (Director, Delivery and Assurance) and Amanda Wilkinson (Director of Public Confidence).

Officers present: Diane Parsons (Principal Scrutiny Officer).

Apologies: Councillor Heather Moorhouse (North Yorkshire Council).

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#### Copies of all documents considered are in the Minute Book

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#### 692 Welcome and apologies

The Chair welcomed everyone to the meeting. Apologies were noted from Councillor Moorhouse (Councillor Taylor substituting).

#### 693 Declarations of Interest

Mags Godderidge notified that she is CEO of Survive; a charity commissioned by the Office of the Police, Fire and Crime Commissioner (OPFCC) to provide services to survivors of domestic abuse and sexual violence. Mags also declared for transparency in relation to Item 8 that she sits on the Sexual Violence and Abuse Strategic Steering Group and the Violence Against Women and Girls (VAWG) Professional Working Group. In addition, Mags is a representative from the latter group to the VAWG Strategic Governance Board.

Martin Walker declared that he is a Trustee of IDAS, which receives funding for its work from the OPFCC.

#### 694 Minutes of the Panel Meeting held on 20th July 2023

##### Resolved –

That the minutes of the meeting held on 20<sup>th</sup> July 2023, having been printed and circulated, be taken as read and confirmed and signed by the Chair as a correct

record.

## 695 Progress on Issues Raised by the Panel

Considered –

The progress report regarding issues raised by the Panel at previous meetings.

Martin Walker commended North Yorkshire Police for successfully piloting Project Prism in relation to the routine re-vetting of officers and which is now adopted by all other police forces.

**Resolved –**

That the Panel notes the update report.

## 696 Public Questions or Statements to the Panel

A question had been received in advance of the meeting and agreed through the Chair from Councillor George Jabbour of North Yorkshire Council, as follows:

*I represent the rural division of Helmsley and Sinnington in Ryedale, North Yorkshire. The lack of visible policing is nothing new and residents regularly highlight this issue.*

*Since my election last year, I have held regular meetings with North Yorkshire Police officers to raise the concerns of local people. I joined them in conducting community engagement activities. They also attended a public meeting in Helmsley.*

*As communicated to Commissioner Zoë Metcalfe when we met recently, our community is grateful for the support and engagement that we have been receiving from the dedicated team of police officers.*

*Following my conversations with the police, it was concluded that having a new police hub in our part of Ryedale would provide critical additional cover and reassurance for a number of communities given the gap in response times between urban centres and rural locations in North Yorkshire.*

*Several options were explored. I was very pleased when I was informed recently that a new police hub will be located at Kirkbymoorside Fire Station to address the threat and risk with response times to several towns and villages on the A170.*

*Although it is outside the Helmsley and Sinnington division, Kirkbymoorside occupies a strategic location for the various parishes that I represent as it is situated between Helmsley and Sinnington.*

*I am wondering when this new hub is going to be fully operational, how often will police officers be present there and what estimated impact this initiative will have on response times.*

*Are there similar hubs across the wider Ryedale and North Yorkshire areas that are being introduced?*

It was acknowledged that the question related to operational policing rather than Panel business. The Commissioner agreed to relay the question to North Yorkshire Police to seek a response for Councillor Jabbour.

## Decision-Making Process regarding the Recruitment for Chief Constable

A paper regarding the Commissioner's decision-making process for recruiting a Chief Constable was submitted to the Chair on 10<sup>th</sup> October 2023 by the Commissioner and the request made that it be considered at the meeting on 12<sup>th</sup> October 2023. By virtue of the significance of the issue and the level of public interest in this matter, the Chair accepted by reason of special circumstances that the item should be considered at the Panel meeting.

In outlining her rationale for the decision made to recruit a Chief Constable, the Commissioner highlighted that she had taken professional advice from her senior team and also consulted with a range of national stakeholders. She was not satisfied that deferring the decision to the incoming Mayor would be the right decision for the force as it would result in a delay in getting stable leadership to continue the progress against improvements already made. The Commissioner highlighted that the recruitment process will be rigorous to ensure the strongest possible field of applicants.

Panel members conveyed a range of different views on the decision, including:

- It may be a disadvantage for a new Chief Constable to be appointed now if they do not know who will be Mayor or what the incoming Mayoral priorities will be;
- A Chief Constable has to be independent and strong so if they struggle to get on with an elected official then they may not be a good fit for the job anyway.
- Having a Deputy Chief Constable 'act up' for a lengthy period is not the best solution for the area and this is what would result from awaiting the Mayor's appointment to the role.
- Are there risks inherent to the strength of the field of candidates coming forward if recruiting during a period of change?

In response, the Commissioner emphasised that if the decision awaits the election of Mayor then the Deputy Chief Constable is compelled to step up for a prolonged period, which has knock-on effects on the senior team beneath and leaves gaps. The Commissioner felt this presented risks in view of the level of change and improvement underway and underlined that stakeholders such as the College of Policing and HMICFRS did not see a problem with recruiting at a time of change.

A recommendation was proposed – and seconded - that the Commissioner considers pausing the recruitment process until after the Mayoral election and that under Section 29 of the Police Reform and Social Responsibility Act 2011 (the PRSRA), the Commissioner is asked to respond formally to this recommendation in writing.

A named vote was requested by a Panel member on this recommendation. A unanimous show of hands confirmed support for a named vote. The results of the vote were as follows:

Cllr Chris Aldred	Against
Cllr Lindsay Burr	For
Cllr Tim Grogan	For
Cllr Emilie Knight	Against
Cllr Carl Les	For
Cllr Rich Maw	For
Cllr Danny Myers	For
Cllr Michael Pavlovic	For
Cllr Malcolm Taylor	For
Cllr Peter Wilkinson	For

Fraser Forsyth	For
Mags Godderidge	Against
Martin Walker	Against

There were no abstentions.

As such the recommendation was carried with nine votes in favour and four against.

**Resolved –**

That the Panel:

- (a) Recommends that the Commissioner pauses the recruitment process for appointment of a Chief Constable, until after the Mayoral election has taken place;
- (b) Requests a written response to their recommendation to the Commissioner, under s29 of the PRSRA.

**698 Members' Questions - Other Matters**

The Commissioner was asked what reassurances she could give regarding the quality of the Sexual Assault Referral Centre (SARC) in North Yorkshire, following national reporting around quality concerns. In response, the Commissioner spoke in detail to the rigorous testing and cleaning protocols in place at the SARC to ensure it is forensically clean and that staff are provided with appropriate training and undertake relevant qualifications to ensure the highest standards.

Members asked about the approach towards handling of those businesses who are 'repeat offenders' in terms of callouts for automatic fire alarms, to identify whether the potential for applying a charge is an effective sanction or not. The Chief Fire Officer acknowledged that for some it will be cheaper to pay the charge but that education is the focus. It was agreed that data would be provided to the Panel around how many businesses have four or more false automatic alarm call-outs and are charged.

The Commissioner was asked whether she'd had opportunity to review North Yorkshire Police's response to the Greenpeace protest on the roof of the Prime Minister's house. The Commissioner clarified that Homeland Security have responsibility for security for the Prime Minister, not North Yorkshire Police, however she was satisfied that the response from the Force Control Room had been swift and officers had dealt with the situation effectively. The Home Office and Homeland Security had also been content with the response provided.

Members also commended the new Community Messaging service from North Yorkshire Police.

**699 "Right Care, Right Person" Update**

Considered –

The briefing from the Commissioner on the implementation of the "Right Care, Right Person" model in North Yorkshire.

The Commissioner sought to emphasise that where there is a need for mental health/welfare checks to be undertaken that this is a health commissioning gap in

service and not a police commissioning gap. A multi-agency panel including OPFCC representation meets monthly to discuss cases and concerns, to ensure that processes are monitored and honed further.

Members acknowledged the need to ensure resources are diverted to tackling key policing priorities and that a police officer isn't always the most appropriate person to check on a vulnerable individual. However, concerns were reiterated from the Panel around how clients linked in to third sector agencies are being served within this model and the process for triage and support for such individuals when welfare calls come in to the Force Control Room (FCR). The Commissioner offered to provide further information to support that appropriate triage is happening.

The Chair requested that a further report be brought to Panel in due course in this matter.

**Resolved –**

That the Panel:

- (a) Notes the briefing provided;
- (b) Receives further data and information for the next meeting to support that appropriate triaging of welfare calls from the Force Control Room is taking place;
- (c) Revisits progress on implementation of the Right Care, Right Person model in a year's time.

**700**

**Updates on Inspection, Risk and Resource Model Implementation and Equality, Diversity and Inclusivity.**

Considered –

The composite report from the Commissioner regarding the fire and rescue service, updating the Panel on progress in relation to the HMICFRS inspections, implementation of the Risk and Resource Model (RRM) and work to enhance equality, diversity and inclusivity.

The Commissioner highlighted that positive feedback had been received from HMICFRS following a re-visit but that the report will be confidential until later this month. Implementation of the RRM at Huntington station has moved forward, with wholtime staff relocation to be completed by the end of November. A number of elements have been progressed around equality, diversity and inclusivity (EDI) including a Framework for Change project in collaboration with Huddersfield University.

Concerns were raised by the Panel that North Yorkshire Fire and Rescue Service (NYFRS) had the slowest average response time nationally last year at 13 minutes and 9 seconds; almost 90 seconds longer than the previous year and more than two minutes slower than in 2012. The concern raised was that this represents a downward trend and that the RRM may adversely impact this further. The Panel has been awaiting data to help understand the impact of the RRM on Huntington station. By way of response, the Chief Fire Officer spoke to the rurality of the area and lack of stations, proportionally, compared to other areas, thereby affecting response times. Improvements are being made around NYFRS data capture to better support the RRM in 2025. The Commissioner agreed with the view expressed that additional funding into the NYFRS would be of benefit and she has again written to the Minister on this point.

The Chief Fire Officer offered a briefing on the context to the RRM for Panel members if helpful as it was felt that there may be misconceptions around the risk modelling and how this had been developed.

The Commissioner was asked whether she feels confident that the new independent reporting line for the NYFRS will be advertised widely enough. By way of response, the Commissioner outlined the various ways – in addition to the reporting line - that staff can report concerns.

**Resolved –**

That the Panel:

- (a) Notes the report provided; and
- (b) Receives a further briefing around the Risk and Resource Model in due course, either as part of a Panel meeting or during a separate seminar opportunity.

*At this point in the meeting (11:55am), the Chair requested that the meeting be formally adjourned to enable a short comfort break.*

**701 Strategy to Address Violence Against Women and Girls - Annual Update to Panel**

*The meeting re-convened at 12:08pm.*

Considered –

The Commissioner's report regarding progress against the Addressing Violence Against Women and Girls Strategy.

The Commissioner outlined some of the services and interventions which are commissioned through her office. It was highlighted that demand continues to grow for specialist support for victims and survivors of domestic abuse and sexual violence but that there had also been a significant increase in those accessing these services reporting positive outcomes. Joint working with partners has been effective.

The Panel highlighted that there is a much greater number of referrals for specialist support than the published figure and the Commissioner was asked about how this intelligence on the ground is being adequately picked up. It was outlined to the Panel that the Commissioner is mindful of longer term demand and wanting victims to come forward but also being conscious of service capacity to deal with this increase. The office is looking at long-term funding strategies. In terms of intelligence, the office is using a range of methods such as surveys, working with commissioned providers and the Strategic Sexual Violence Group.

The Commissioner was asked if she could share the North Yorkshire results from the recent Operation Soteria Bluestone survey of victims/survivors of sexual violence and what is being done to address any shortcomings. The Commissioner reported that the North Yorkshire findings were broadly across the national average and most victims felt treated with dignity and respect by police officers. Satisfaction does fall off over a longer period where cases take longer to move through the criminal justice system. North Yorkshire Police (NYP) has not yet adopted the findings as they are awaiting to receive a self-assessment package shortly and a project team will then implement over the following 12 months.



The Panel asked the Commissioner about what is being done to encourage people to come forward and report domestic abuse and sexual violence and how intelligence is being captured within the police system. By way of response, the Panel was advised of the partnership mechanisms in place, in addition to Crimestoppers, which assist the police in reviewing trends of perpetrating behaviour and linking up with relevant commissioned services.

The Commissioner was asked how she will assess public trust and confidence in the police, in addition to questions regarding action to review and scrutinise the numbers of reported rapes going to prosecution. The Panel were advised that the Commissioner evaluates trust and confidence through her rolling public survey and has also done an anonymous survey about experiences. In terms of rape prosecutions, the file quality for the CPS has improved and this has cut down on the time victims must wait to get to prosecution. Additionally, there are two scrutiny panels which focus on domestic abuse and rape/sexual offences cases that haven't been put forward to the CPS, particularly wanting to look at where the victim has withdrawn from the process and learning is shared with NYP.

The Panel asked about perpetrator programmes and how these might target individuals who aren't referred to the courts. Current provision is available to those willing to engage voluntarily so the Commissioner's office are looking at a national programme whereby police have the power to offer an out of court disposal for perpetrators of lower risk if they complete a perpetrator programme.

Members were also keen to ask the Commissioner about what support is in place for adult survivors of child sexual abuse. The Commissioner acknowledged that there is a commitment to do more consultation around this in the coming months.

In response to a Panel question about the timeframe for completion of the new SARC in York, the Commissioner outlined the challenges that had arisen to progress but that she expects the work will start by Christmas. It was agreed that Panel members may visit the SARC prior to opening if useful.

NYP were commended by the Panel for their work on developing a system for domestic violence molestation orders, which now means that the police are able to more quickly access information about such Orders where a woman reports that one is in place.

#### **Resolved –**

That the Panel notes the annual progress report provided.

## **702 Tackling Hate Crime in North Yorkshire and York**

Considered –

The Commissioner's annual report on how effectively hate crime is being tackled in North Yorkshire and York.

The Chair thanked NYP for the recent informal briefing provided to Panel members on hate crime, as this had been very informative.

The Commissioner outlined the key issues from the report, including highlighting that most hate crimes occur within the night-time economy and that Restorative Solutions have been commissioned to address and challenge offending behaviour.

Members asked the Commissioner whether she felt that the hate crime unit is

sufficiently staffed and resourced given its prioritisation as an issue. The Commissioner acknowledged that hate crime is unfortunately a 'growth area' and that the Panel can expect to see that come through the NYP organisational re-design.

**Resolved –**

That the Panel notes the report provided.

**703 Work Programme**

Considered –

The report of the Panel Secretariat outlining the Panel's programme of work.

It was agreed that work will continue with the Commissioner's office to identify a suitable date for a confirmation hearing for Chief Constable.

The Panel agreed to formally postpone the scheduled meeting date in April 2024, to avoid the pre-election restrictions.

**Resolved –**

That the Panel agrees the outline work programme.

**704 Any other items**

Having received notice prior to the meeting, the Chair invited Martin Walker to update the Panel on his recent familiarisation meeting with the Rural Task Force. Martin outlined how they discussed a range of challenges to detection and prosecution, including the sometimes violent (and armed) nature of wildlife crime perpetrators and the fact that witnesses can be too afraid to come forward. The discussion also raised the issue of acquisitive crime in rural areas, often involving high-value remote control tractor equipment. Martin thanked the Task Force and commended other Panel members to take up this opportunity.

**705 Date of Next Meeting**

Thursday, 11<sup>th</sup> January 2024 at 10:30am – County Hall, Northallerton.

The meeting concluded at 12:54pm.  
DP.



## NORTH YORKSHIRE POLICE AND CRIME PANEL

11 January 2024

### Chief Constable Confirmation Hearing Procedure

#### **1.0 PURPOSE OF REPORT**

- 1.1 To outline the Panel's legal remit and responsibilities in discharging the confirmation hearing for the proposed appointment of Chief Constable under Item 6.

#### **2.0 BACKGROUND**

- 2.1 This report is intended to be used as supporting information for the Chief Constable confirmation hearing (Agenda Item 6) on 11<sup>th</sup> January 2024. It explains the process to be followed and legal remit of the North Yorkshire Police, Fire and Crime Panel ("the Panel") in respect of discharging the hearing.
- 2.2 The Police and Crime Commissioner ("the Commissioner") has responsibility for appointing the Chief Constable. Before making such an appointment the Commissioner has to notify the Panel and it must review the appointment. The Police Reform and Social Responsibility Act 2011 ("the Act") requires that Panels hold confirmation hearings for certain key appointments made by the Commissioner, including the proposed appointment of Chief Constable.
- 2.3 The Panel's role is to consider the proposed appointment at the hearing and either recommend that the preferred candidate is appointed or recommend not to appoint. Under the Act the Panel also has a power of veto in exceptional circumstances.

#### **3.0 FORMAL NOTIFICATION BY THE COMMISSIONER**

- 3.1 Under the Act, when the Commissioner formally notifies the Panel of the proposed appointment for Chief Constable, she must also provide the following information:
  - a) The name of the person whom the Commissioner is proposing to appoint ("the candidate");
  - 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.
- 3.2 In line with College of Policing guidance, the Commissioner will normally provide a report from the Independent Panel Member who sat on the appointment panel. This should "explicitly address the appointment principles of merit, fairness and openness and the extent to which the [appointment] panel was able to fulfil its purpose (e.g. to challenge and test that the preferred candidate meets the necessary requirements to perform the role)."
- 3.3 The candidate will also have been invited to provide a written statement or CV, to help outline for the Panel why they are suitable for the role.

#### **4.0 ROLE AND POWERS OF THE PANEL**

- 4.1 The Panel has functions conferred by Schedule 8 of the Act, which provide that it must:
- (a) *Review the proposed appointment by holding a confirmation hearing following receipt of notification of the proposed appointment. A ‘confirmation hearing’ within the meaning of the Act 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.” Supporting guidance produced by the Local Government Association (LGA) and the Centre for Public Scrutiny (CfPS) advises that the confirmation hearing should not be another agenda item tacked on to an existing meeting in order to ensure that a separation of business lends the proper time and focus for the exercise.*
  - (b) *Make a report to the Commissioner on the proposed appointment;*
  - (c) *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 must be agreed by two-thirds of the Panel);*
  - (d) *Publish a report to the Commissioner;*
  - (e) *The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a Panel being notified of it by the Commissioner.*
- 4.2 It is important that the process relating to confirmation hearings is scrupulously fair. It is an unusual situation for a candidate to be ‘interviewed’ for a job in a public forum. The process outlined below has been designed to ensure rigour and fairness in all circumstances.
- 4.3 Candidates will be treated with courtesy and respect throughout the whole appointment process, including at the confirmation hearing and in public statements relating to recommendations made by the Panel.
- 4.4 The focus will be on the individual’s capabilities and expertise. The Panel will be seeking to establish whether the candidate meets the minimum standards of **professional competence** and **personal independence** in relation to the role profile. In order for the Panel to form a view on these issues, it will be important for the Commissioner to provide the Panel with reliable and objective evidence about the candidate.
- 4.5 Professional competence may include a reliable, objective assessment of the candidate’s:
- ability to carry out the role by comparing their background and experience, for example, with the role profile
  - professional judgment and insight
  - understanding of the various stakeholders who need to be involved and engaged with, in what way and with what outcome
  - experience in the development and delivery of a major strategy.
- 4.6 Personal Independence may include a reliable objective assessment of the candidate’s:
- ability to advise effectively
  - understanding of the separation of political and operational responsibilities
  - ability to respond constructively to situations where they might be held to account.
- 4.7 The LGA guidance advises that “where a candidate does not meet these two minimum standards it should be self-evident, and this will be suggestive of a significant failure in the appointments process undertaken by the PCC”. Under these circumstances, it may be

appropriate for the Panel to use the veto. However, the veto would need to be accompanied by very clear reasons on which the Panel should take advice and due to the ramifications of using the veto against a candidate, an exceptionally high bar should be assumed for its use to be considered appropriate.

- 4.8 The Panel will need to be satisfied with the integrity and independence of the appointments process. The report of the Independent Panel Member will assist with this and the supporting information from the Commissioner, which may outline key bodies consulted such as HMICFRS or the College of Policing. However, aside from taking an interest in the rigour of the process, the Panel's only legal responsibility at the hearing is to establish that the appointment proposed is suitable.
- 4.9 The LGA/Centre for Public Scrutiny guidance on confirmation hearings also advises that a hearing should not be used as an opportunity for a Panel to explore the candidate's views on various areas of the Commissioner's policies, national policy issues or their plans once they assume the post, except insofar as those questions might relate directly to professional competence. The hearing ought not to be used to explore hypothetical instances i.e. asking the candidate what they would do in a particular situation but should address issues of competence, suitability and expertise, priorities and vision, availability.

## **5.0 PROCEDURE AT THE HEARING**

- 5.1 The meeting will be conducted in public and live broadcasted where possible. It will be structured as follows:
- The Chair of the Panel will welcome the candidate and invite Panel members and host authority officers present to introduce themselves;
  - The Chair will explain the process and key themes, seeking input from the Panel Secretariat or Monitoring officer where necessary;
  - The Chair will ask the candidate if he has any questions on the procedure;
  - The Chair will invite the Commissioner to outline the proposed appointment and introduce the candidate;
  - The Panel will have opportunity to ask the Commissioner any questions as necessary at this point if required, in order to be satisfied regarding the merit, fairness and openness of the recruitment and selection process.
  - The Chair will then invite Panel members to ask questions of the candidate which relate to his professional competence and personal independence;
  - When all Panel members' questions have been asked and addressed the Chair will invite the candidate to clarify any answers that he has given during the hearing and to ask the Panel any questions, for example about the next steps in the process.
  - Where the Panel has already made a resolution to exclude the press and public at this point in the meeting, the Chair will then invite the candidate, Commissioner (and team) and any members of the press and public to withdraw from the meeting while the Panel goes into closed session. The public broadcast will also be suspended at this point.
  - The Panel will normally invite all parties back into the meeting room once a decision has been made in order to share the outcome on the day (in which case the meeting and broadcast will resume).

## **6.0 DECISION-MAKING, RECOMMENDATION AND REPORTING**

- 6.1 The Panel's decision making process is as follows :-
- 6.2 Taking account of the minimum standards of professional competence and personal independence does the candidate meet the criteria set out in the role profile?

- a) Do they have the professional competence to carry out the role?
- b) Do they have the personal independence to carry out the role?

6.3 There are 3 options available to the Panel:

- 1. Report and recommendation to appoint
- 2. Report and recommendation not to appoint
- 3. Report and veto.

6.4 If the Panel is satisfied that the candidate meets the required standards it can recommend to the Commissioner that the appointment be made. The Commissioner may accept or reject such a recommendation and must notify the Panel of her response.

6.5 If the Panel considers that the candidate meets the required standards but has a query or concern related to their suitability it can make a recommendation to this effect to the Commissioner and/or can choose to outline its concerns within its report. Ultimately, the Panel has the option of recommending to the Commissioner that the candidate is not appointed. The Commissioner may accept or reject such a recommendation and must notify the Panel of her response.

6.6 If the Panel considers that the candidate clearly does not meet the minimum standards necessary for the position the Panel can veto the proposed appointment. A decision to veto a proposed appointment must be supported by at least two-thirds of the members of the Panel. Where the veto is used, the Commissioner must not appoint that candidate as Chief Constable. The Panel will hold a further confirmation hearing for that candidate although will not be able to use the power of veto for this second choice of candidate. As highlighted in section 4.7, the veto should only be used in exceptional circumstances. A Commissioner's power to appoint a Chief Constable should be backed up by appropriate human resources functions and appointment procedures designed to provide a 'due diligence' check on the suitability of the candidate that a Commissioner proposes for appointment. A proposed appointment should only be vetoed if the Panel considers that there has been a significant failure of this 'due diligence' check, to the extent that the candidate is not appointable.

6.7 The Panel's report and recommendation will be sent to the Commissioner within two working days of the Confirmation Hearing.

6.8 The Panel's report must be issued within three weeks of the day that the Panel received formal notification from the Commissioner of the proposed appointment. If the Panel does not issue its report in this timeframe then the Commissioner can go ahead and make her appointment and the scrutiny process has ended.

## **7.0 RESPONSE BY THE COMMISSIONER**

7.1 The Commissioner must have regard to any report made with recommendations and then notify the Panel whether she accepts or rejects the Panel's recommendation within three working days.

7.2 The Commissioner will give reasons for her decision.

7.3 If the Commissioner accepts the Panel's recommendation not to appoint a candidate then she can put forward another person as reserve candidate and the process will be followed again from 'Formal Notification by the Commissioner' until a candidate is appointed.

7.4 The Commissioner will notify the candidate of the decision.

## **8.0 PUBLICATION**

8.1 The Panel will decide how and when to publish the report and recommendation. The standard procedure will be to publish it on the Panel website. It will be published in full.

8.2 The decision will be taken following consultation with the Commissioner and the candidate, and they will be given at least two working days' notice of the date of publication.

8.3 The report and recommendation will normally be published within five working days of the Commissioner taking a decision whether or not to appoint.

8.4 If a candidate withdraws after a report and recommendation has been sent to the Commissioner, the report and recommendation will still be published in accordance with the procedure set out above.

8.5 If, having regard to the report and recommendations from the Panel, the Commissioner decides not to appoint, the Commissioner will publish details of what she is going to do next in relation to the vacancy within five working days.

## **9.0 FINANCIAL IMPLICATIONS**

9.1 There are no significant financial implications arising from this report.

## **10.0 LEGAL IMPLICATIONS**

10.1 There are no significant legal implications arising from this report.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 There are no significant equalities implications arising from this report.

## **12.0 CLIMATE CHANGE IMPLICATIONS**

12.1 There are no significant climate change implications arising from this report.

## **13.0 RECOMMENDATIONS**

13.1 That the Panel notes the guidance provided regarding its legal role and responsibilities in relation to discharging the confirmation hearing at Item 6.

## **BACKGROUND DOCUMENTS:**

Guidance for appointing chief officers (College of Policing)

[Guidance for appointing chief officers \(college.police.uk\)](https://college.police.uk)

Policing and fire governance: guidance for police and crime panels (LGA/CfPS/Frontline Consulting)

[Police and Crime Panel Guidance.pdf \(local.gov.uk\)](#)

Police and crime panels: Guidance on confirmation hearings (LGA/CfPS)

[police-and-crime-panels-on-confirmation-hearings.pdf \(cfps.org.uk\)](#)

Barry Khan  
Assistant Chief Executive Legal and Democratic Services  
County Hall  
Northallerton  
2 January 2024

Report Author: Diane Parsons, Principal Scrutiny Officer.



## POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	11 <sup>th</sup> January 2024
Report Title	Confirmation Hearing Report

Information should be accessible for all. If you require this information in a different language or format, please contact the Office of the Police, Fire and Crime Commissioner at [info@northyorkshire-pfcc.gov.uk](mailto:info@northyorkshire-pfcc.gov.uk).

1.1. The Police Reform and Social Responsibility Act 2011 (the Act) requires Police and Crime Panels to scrutinise senior appointments proposed by the Police and Crime Commissioner (PCC).

1.2. Schedule 8 of the Act sets out the confirmation process which must be completed before the chief constable can be appointed. The Regulations explain the process to be followed if the police and crime panel (PCP) exercises its power to veto the proposed appointment.

I am required by Schedule 8 to the Police Reform and Social Responsibility Act 2011 (and Regulations made thereunder) to submit, in connection with my appointment of a Chief Constable, a report to the Police and Crime Panel for the Force area setting out;

- The name of the proposed candidate
- The criteria that were used to assess the suitability of the candidate
- How the candidate satisfied those criteria, and
- The terms and conditions on which the candidate is to be appointed.

This report is to be read in conjunction with the Report of my Independent Assessor on the process followed for this appointment.

1.3. Schedule 8 requires:

- the PFCC to notify the PFCP of the proposed chief constable appointment;
- the PFCC to provide the PFCP with specific information in relation to the individual and the appointment;
- the PFCP to review the proposed appointment within three weeks

- the PFCP to hold a public confirmation hearing to question the candidate;
- the PFCP to write a report to the PCC on the proposed appointment, this must include a recommendation as to whether the individual should be appointed and may include exercising the power of veto;
- a decision to veto to be agreed by two-thirds of the PFCP members; and
- the PCP's report to be published.

1.4. The Act and the Regulations require that when notifying the PFCP of a candidate for appointment as chief constable, a PFCC must provide the PFCP with the following information:

- the name of the proposed candidate;
- the criteria that were used to assess the suitability of the candidate;
- how the candidate has satisfied those criteria; and
- the terms and conditions on which the candidate is to be appointed.

## 2. Proposed Appointment

2.1. The PFCC is proposing Mr Tim Forber as the preferred candidate for the post of Chief Constable for North Yorkshire Police. Mr Forber is the current serving Deputy Chief Constable and had 27-years experience in policing serving with forces across England.

2.2. The Independent Members report enclosed will detail the process of the recruitment exercise used to assess the suitability of the candidate.

2.3. The Independent Members report also covers the extent to which the candidate met the criteria.

2.4. It is proposed that Mr Forber is provided with a fixed contract term of five years which has the flexibility to extend with prior negotiation from both parties. The terms also include the fixed base salary of £178,685.

## 3. Recommendations

3.1. In accordance with the Police Reform and Social Responsibility Act 2011 the Panel is invited to review the proposed appointment of Mr Forber as the Chief Constable for North Yorkshire Police and subsequently make a recommendation to the PFCC with regards the appointment.

Zoë Metcalfe  
Police, Fire and Crime Commissioner for North Yorkshire.

### **Appendices:**

- A. Stakeholder invitation email.
- B. Application form
- C. Expression of interest notice for independent member.



- D. Letter to prospective candidates
- E. Recruitment pack
- F. Recruitment pack amendments
- G. Letter to prospective candidates at midway stage of campaign.
- H. Shortlisting sheet for panel members
- I. Template for overall panel members scoring at shortlisting
- J. Briefing to shortlisted candidates
- K. Stakeholder questions received
- L. Stakeholder feedback form.
- M. Candidate media exercise.
- N. Unseen presentation exercise.
- O. Interview panel member record.
- P. Overall interview scoring sheet for panel advisor.

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**By email**

Good afternoon

**Invitation to participate in pre-selection panel event – North Yorkshire Police Chief Constable Recruitment**

DATE: 11 December 2023

LOCATION: Police and Fire Joint Headquarters, Alverton Court, Crosby Road, Northallerton, DL6 1BF

You may be aware that the Police, Fire and Crime Commissioner (PFCC) for North Yorkshire is currently advertising for a new Chief Constable of North Yorkshire Police.

Details can be found on the Office of the Police, Fire and Crime Commissioner's website <https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/get-involved/vacancies/>

As part of the recruitment process, we are looking to involve a number of stakeholders and partners in a pre-selection panel event which will take place the day before formal interviews.

Shortlisted candidates will be required to attend and present to a small audience on the following:

*"If you were to be successful in being appointed as our Chief Constable, what would your leadership style, aims, ambitions and vision for North Yorkshire Police be?"*

Feedback, views and observations will be collated at the event and shared with the Selection Panel to identify issues that stakeholders would like to see probed at interview.

Your view is important to us, and we hope you will be able to support recruitment to this vital strategic role by taking part.

The event will take place from 9am, further information relating to timings will follow in due course.

Refreshments (tea, coffee, biscuits) will be provided.

I would be grateful if you would confirm your attendance by return email to [REDACTED] by Monday 20<sup>th</sup> November 2023.

I hope that you can support the event and look forward to hearing from you soon.

Kind Regards

Office of the North Yorkshire Police, Fire and Crime Commissioner  
Harrogate Police Station | Beckwith Head Road | Harrogate | HG3 1FR

[Signature redacted by NYC  
prior to publication]

Zoë Metcalfe

Police, Fire and Crime Commissioner

[Signature redacted by NYC prior to  
publication]

Simon Dennis

Chief Executive & Monitoring Officer

**Application for the post of**

**CHIEF CONSTABLE**

**North Yorkshire Police**

**NAME OF APPLICANT:** \_\_\_\_\_


**INSTRUCTIONS FOR COMPLETION**

Chief Constable North Yorkshire

Competency-Based Self-Assessment Application Form

*Private and Confidential once completed*

*Before completing this application form you are advised to read the instructions for completion (below).*

- The form should be handwritten in black ink or completed in Arial 12-point typeface.
- You are required to complete all sections of the form. You can increase the space for each question if you require more room apart from the personal statement section. Candidates are requested to be concise.
- It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on **your personal involvement/experience and actions**. The evidence you present must be from within the last three years. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing North Yorkshire Police.
- At the end of each section in **Part Three**, you are required to provide a verifier who can vouch for the accuracy of the information you have provided. As part of the assessment this person may be contacted to verify the information provided.
- It is your responsibility to ensure the application form is completed and returned to 
- The successful applicant will be appointed subject to successfully passing a fitness test, medical and satisfactory references, and security vetting.

**PART ONE**

Last Name:		Forename(s):	
Current Job Title:		Current Force & Dept/Unit/Division:	
Work Address:		Correspondence Address:	
Telephone:		Telephone:	
E-mail:		Personal e-mail:	
Please provide details of any special arrangements you would require on the day of your assessment (e.g., building access):			
North Yorkshire Police, Fire and Crime Commissioner is committed to equality and diversity and welcomes applications from all suitably qualified candidates.			

**PART TWO**

Details of previous three posts – most recent Force first

Current Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities, including key achievements	

Current Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities, including key achievements	

**PART TWO**

Details of previous three posts – most recent Force first

Current Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities, including key achievements	

Details of relevant training attended

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Colleges, university attended, or correspondence courses taken	From	To	Qualifications and grade attained

Please list any training courses attended that you consider are relevant to the role for which you are applying, including date achieved SPNAC and SCC.

Course Title	From	To	Summary of course contents



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Please provide details of any Equality, Diversity and Human Rights training you have received.

Course Title	From	To	Summary of course contents



**PART THREE**

This section will be marked against the six competencies (takes ownership, delivers, supports and inspires, collaborative, critical analysis, innovative and open minded and emotionally aware) set out in the Competency Values Framework (CVF) by the College of Policing. The CVF 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

“Please explain, using examples of your accomplishments, why you would be the ideal leader to work collaboratively within and beyond our family of organisations, to deliver positive outcomes addressing the causes and effects of harm and vulnerability for our diverse communities”

Applicant's Response	
Referee:	Contact Number:
Official Use – Assessor Notes	
Rating:	

Applicant's Response (cont.)	
Referee:	Contact Number:
Official Use – Assessor Notes	
Rating:	

#### PART FOUR

Conduct & Disciplinary Record - Please disclose (a) any outstanding/ongoing investigations into allegations in respect of your conduct (including criminal allegations) of which you are aware (b) any instances where you have been found to have breached the standards of professional behaviour.

Information provided in this self-declaration will be held securely. Please note that in line with the law and the College of Policing Guidance, the PFCC will review the Barred and Advisory lists in respect of eligibility for appointment.



Number of days sickness absence over the past 12 months.



Please give details of any relationships to Members / Officers of North Yorkshire Police or the North Yorkshire Police, Fire and Crime Commissioner. (Answer 'none' if no relationship exists).



## DECLARATION

I apply for the appointment of Chief Constable in accordance with the terms of the selection process I declare that all the statements I have made in this application are true to the best of my knowledge and belief and that no relevant information has been withheld.

I understand that:

- I must inform the Chief Executive of the North Yorkshire OPFCC without delay of any change in my circumstances.
- In line with the APP on Vetting, financial checks will be undertaken to verify my financial status and that all such information will be treated in confidence. I consent to these checks being made.
- Any offer of appointment will be subject to satisfactory references, vetting, a medical examination, drugs, fitness test and continued good conduct.
- A member of a police force who has deliberately made any false statement or omitted information in connection with his or her appointment may subsequently be liable to misconduct proceedings.
- I confirm that my fingerprints and a sample of my DNA have been taken in my current force. (PSNI and Scottish forces do not currently take officers' DNA)
- Successful candidates must serve wherever required to do so within the force area.
- The Office of the Police, Fire and Crime Commissioner retains the right to reject any application without giving reasons.
- The information I have provided may be held on manual filing and computer systems as part of the recruitment process. I understand that this information may be shared by the Office of the Police, Fire and Crime Commissioner where it is lawful and necessary to do so.

Signature: .....

Date: .....

**North Yorkshire Police**

**Equal Opportunities Monitoring Information**

The police service is an equal opportunities employer and is determined to ensure that: -

- The workforce is striving to reflect the diverse community which it serves, and end ensure that the working environment is free from any form of discrimination, harassment, or victimisation.
- No staff member or applicant is treated more or less favourably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, ethnicity, religion or belief, sex and sexual orientation.
- No staff member or applicant is disadvantaged by conditions or requirements which cannot be justified by the requirements of the job.

The information on this form is **for monitoring purposes only – It is detached from ALL associated documentation and therefore completely anonymous.** Completion is voluntary, but the information will help us ensure equality of opportunity.  
**THANK YOU**

Age		Ethnic Origin	
Sex	16-24	<input type="checkbox"/>	<b>White:</b> British <input type="checkbox"/>
	25-35	<input type="checkbox"/>	Irish <input type="checkbox"/>
	36-55	<input type="checkbox"/>	Any other white background <input type="checkbox"/>
	56-Plus	<input type="checkbox"/>	<b>Mixed</b> White & Black Caribbean <input type="checkbox"/>
	Prefer not to say	<input type="checkbox"/>	White & Black African <input type="checkbox"/>
			White & Asian <input type="checkbox"/>
			Any other mixed background <input type="checkbox"/>
	Male	<input type="checkbox"/>	<b>Asian or Asian British</b> Indian <input type="checkbox"/>
	Female	<input type="checkbox"/>	Pakistani <input type="checkbox"/>
	Other	<input type="checkbox"/>	Bangladeshi <input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>	Bangladeshi <input type="checkbox"/>	
Disability		<b>Black or Black British</b> Caribbean <input type="checkbox"/>	
Yes	<input type="checkbox"/>	African <input type="checkbox"/>	
No	<input type="checkbox"/>	Any other black background <input type="checkbox"/>	
Prefer not to say	<input type="checkbox"/>	<b>Chinese or Other ethnic Group</b> Chinese <input type="checkbox"/>	
Sexual Orientation		Any other (Specify below) <input type="checkbox"/>	
Bisexual	<input type="checkbox"/>	Prefer not to say <input type="checkbox"/>	
Gay/Lesbian	<input type="checkbox"/>	<b>Transgender</b> Yes <input type="checkbox"/>	
Heterosexual	<input type="checkbox"/>	No <input type="checkbox"/>	
Other	<input type="checkbox"/>	Prefer not to say <input type="checkbox"/>	
Prefer not to say	<input type="checkbox"/>		
Multi-Faith		Pregnancy / Maternity (on completing this form)	
Buddhist	<input type="checkbox"/>	Pregnant <input type="checkbox"/>	
Christian (State denomination if you wish)	<input type="checkbox"/>	On Maternity Leave <input type="checkbox"/>	
Hindu	<input type="checkbox"/>	Neither <input type="checkbox"/>	
Jewish	<input type="checkbox"/>	Prefer not to Say <input type="checkbox"/>	
Muslim	<input type="checkbox"/>	Marital Status	
Sikh	<input type="checkbox"/>	Single <input type="checkbox"/>	
None	<input type="checkbox"/>	Married/Civil Partnership <input type="checkbox"/>	
Other (please state below)	<input type="checkbox"/>	Divorced / Separated <input type="checkbox"/>	
Prefer not to say	<input type="checkbox"/>	Prefer not to Say <input type="checkbox"/>	

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The Police, Fire and Crime Commissioner for North Yorkshire (PFCC) is recruiting for a new Chief Constable for North Yorkshire Police.

As part of that process, we are seeking an experienced individual to act as an Independent Member of our appointment panel. You should be suitably experienced in selection and assessment practices to assure the public that the appointment process is conducted in line with the principles of merit, fairness, and openness.<sup>1</sup>

The role will require you to:

- Be suitably experienced and competent in assessment and selection practices undertake appropriate briefing/assessor training.
- Be aware and have an understanding of the needs and interests of North Yorkshire Police and the local community.
- In collaboration with the PFCC and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidates most closely meet the appointment criteria.
- Produce a written report on the appointment process, to be submitted to the Police, Fire and Crime Panel (PFCCP) at the same time as the name of the preferred appointee, expressly and explicitly addressing the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (e.g., to challenge and test that the candidate meets the necessary requirements to perform the role).
- Liaise closely with the Monitoring Officer, who has responsibility for advising and assisting the PFCC throughout the appointment process and ensuring that the appointment process is properly conducted and in line with legislation and guidance.<sup>2</sup>

As the Independent Member, you should have an understanding of local, national, and strategic needs and interests. We encourage applications from, for example; Magistrates, Chief Executives of local public authorities, representatives of community organisations, local business leaders or key stakeholders from existing partnership arrangements. **However, this is not a prescriptive list.**

The Independent Member should not be the PFCC, a member of the PFCC's staff, a Police, Fire and Crime Panel member, a Member of Parliament, Local Councillor, serving or retired police officer or member of police staff, civil servant, HMICFRS staff, IOPC (Independent Office for Police Conduct) Director/staff or College of Policing staff.

Remuneration: Day rate of £511.56 (anticipated commitment of 3 - 4 days)

You will need to be available to support the process on the following dates;

- Time for document review, w/c 20<sup>th</sup> November 2023
- 11<sup>th</sup> & 12<sup>th</sup> December 2023
- Have the report writing completed by 2<sup>nd</sup> January 2024

If you would like to help us find the next visionary strategic leader for North Yorkshire Police, please send an expression of interest in no more than 500 words, explaining how you meet the criteria

<sup>1</sup> The legal requirements and principles for the appointment of Chief Constables is set out in Home Office circular 013/2018. Read more at [www.gov.uk/government/publications/circular-0132018-selection-and-appointment-of-chief-officers](http://www.gov.uk/government/publications/circular-0132018-selection-and-appointment-of-chief-officers)

<sup>2</sup> [assets.college.police.uk/s3fs-public/cop-chief-officer-guidance-2020\\_0.pdf](https://assets.college.police.uk/s3fs-public/cop-chief-officer-guidance-2020_0.pdf)

explained above, why you wish to be part of the selection process and what you would bring to the role. Please send this to Simon Dennis, Chief Executive and Monitoring Officer via [REDACTED] by 31<sup>st</sup> October 2023.



Date 26<sup>th</sup> October 2023

Dear Prospective Chief Constable Candidates

An exciting opportunity has arisen for an exceptional leader, to lead North Yorkshire Police on its journey of continuous improvement towards outstanding.

This is a terrific opportunity to lead a Force with a unique commitment to collaboration and to be part of a family of organisations; Police, Fire, Office of the Police Fire and Crime Commissioner and joint enabling services. A collaboration which is about to move into closer partnership working with local government through Devolution. This will provide an opportunity to harness the potential of joint strategic thinking and delivery through devolved powers and money, which can address the root causes of vulnerability and harm in our communities.

I am looking for a collaborative leader with a commitment to prevention, protection, safeguarding, early intervention and to working in close partnership for victims and the most vulnerable. A leader who can join us on our journey to deliver the outcomes the public need, and want, as set out in my Police and Crime Plan and Violence Against Women and Girls strategies.

I want someone with the drive to sustain the force's programme of improvement and with a proven track record of financial excellence in operational delivery. Who comes ready to build further the trust of the community in the police, putting the community at the heart of policing to ensure legitimacy. Whilst leading from the front in addressing new and emerging threats in policing for example, Cyber and Serious Organised Crime.

The people of North Yorkshire and the workforce of North Yorkshire Police deserve to be led by the best that policing has to offer. I am keen to ensure the broadest candidate pool as possible. As such, I very much welcome applicants from outside of the force area who may be able to bring new insights to drive up public confidence in policing through service excellence, transparency, accountability, and engagement with our increasingly diverse communities; coupled with a commitment to make North Yorkshire Police an employer of choice for all who wish to make a positive difference for the public.

If you would be interested in having an informal discussion in the first instance please contact my Chief Executive, Simon Dennis Via [REDACTED]

The full application pack can be found on my website <https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/get-involved/vacancies/> or through the College of Policing website [Chief officer vacancies | College of Policing](#)

Your sincerely

[Signature redacted by NYC prior to publication]

Zoe Metcalfe

North Yorkshire Police, Fire and Crime Commissioner

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# CHIEF CONSTABLE Recruitment Pack



Page 39

October 2023





**We are looking for an exceptional leader, with the following attributes, to lead North Yorkshire Police on its journey of continuous improvement towards outstanding**

---

- Proven track record of delivering Excellence in Operational Policing
  - Demonstrable experience of Astute Strategic Resource Management
  - Commitment to
    - Prevention, Protection and Early Intervention
    - Addressing Violence against Women and Girls
    - Building Public Confidence
    - Working in Partnership and Collaboration
- 

**If this is you - and you are looking for an exciting opportunity in a beautiful area, then please read on.**



## Message from the North Yorkshire Police, Fire and Crime Commissioner (PFCC)

Thank you for your interest in the post of Chief Constable of North Yorkshire Police. This application pack will provide you with information on how to apply, the role profile and more information about whether this vacancy is right for you.

This is a terrific opportunity to lead a Force with a unique commitment to collaboration and to be part of a family of organisations; Police, Fire, Office of the Police Fire and Crime Commissioner and joint enabling services. A collaboration which is about to move into closer partnership working with local government through Devolution. This will provide a greater opportunity to harness the potential of joint strategic thinking and delivery through devolved powers and money. Which, in turn, can address the root causes of vulnerability and harm in our communities.

I am looking for a collaborative leader with a commitment to prevention, protection, safeguarding, early intervention and to working in close partnership for victims and the most vulnerable. A leader who can join us on our journey to deliver the outcomes the public need, and want, as set out in our Police and Crime Plan and 'Addressing Violence Against Women and Girls' strategies.

I want someone with the drive to sustain the force's programme of improvement and with a proven track record of financial excellence in operational delivery.

Our next leader should come ready to build further the trust of the public in the police, putting the community at the heart of policing to ensure legitimacy. Whilst leading from the front in addressing new and emerging threats in policing. For example, Cyber and Serious Organised Crime.

We have a process of assurance and holding to account of North Yorkshire Police and North Yorkshire Fire and Rescue Service to ensure that we make a positive difference to the public every day, and to continually monitor and assess delivery of outcomes against the priorities which are set out in my Police and Crime, and Fire and Rescue Plans. You can find the Plan on a Page for Police and Fire within this pack, along with a link to the full version of these documents.

I welcome applications from those who relish the opportunity to work closely with OPFCC (Office of the Police, Fire, and Crime Commissioner) and the future Combined Authority team to drive up public confidence in policing through service excellence, transparency and accountability, and engagement with our increasingly diverse communities; coupled with a commitment to make North Yorkshire Police an employer of choice for all who wish to make a positive difference for the public.

If you are interested in visiting the area and finding out more about the vacancy please contact Simon Dennis, Chief Executive and Monitoring Officer via his Executive Assistant at Sarah.Davies@northyorkshire-pfcc.gov.uk, to register a place at our familiarisation event.

With best wishes

**[Signature redacted by NYC prior to publication]**

**Zoë Metcalfe**

North Yorkshire Police, Fire and Crime Commissioner



## North Yorkshire

North Yorkshire and the City of York make up one of England's largest rural police service areas, covering almost 3,212 square miles. Stretching almost the breadth of the country from the Tees in the north to the Humber at its southern tip, it includes two National Parks and three Areas of Outstanding Natural Beauty making it a very attractive place to live, work and visit, though it does bring challenges associated with rurality and travel distances.

York have some of the least. Those settlements on our boundaries look outward to our neighbouring areas – to Leeds and Bradford, Doncaster, Hull, Lancaster, Darlington and Middlesbrough; our coastal communities look to the sea, while our rural communities are closely connected to the land. Our minority ethnic communities are small but focused, with strong links to communities in neighbouring areas.

The population of 820,000 is spread across isolated rural and coastal hamlets and villages, market towns and larger urban areas such as York, Harrogate and Scarborough. There is also a significant military presence at the garrison at Catterick, and every year the area receives over 20 million visitors. York is a major university City, home to over 21,000 students from across the world.

The area holds over 800 tourist attractions, 12000 heritage and listed buildings, and major national infrastructure such as Drax power station. It is bisected by the East Coast Mainline and the A1(M), with other major trunk roads including the M62, the A59, A64 and A66. Altogether it has over 6000 miles of road, the majority of which is a web of small rural roads.

Our communities are diverse, by geography and demography. Scarborough has some of the most deprived areas in the country, whilst Harrogate and





# Plan on a Page

Exemplary policing services helping you to be safe and feel safe in North Yorkshire and York

Page 43



Caring about the vulnerable

Ambitious Collaboration

Realising our potential

Enhancing our service for the public



## Priorities

### 1. Actively engage with all communities to identify need and risk and to reassure

**Outcome 1a:** Public trust, confidence and satisfaction in North Yorkshire Police services, and in reporting crime and incidents, has increased.

**Outcome 1b:** North Yorkshire Police have a holistic understanding of need in all our communities.

### 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

**Outcome 2a:** North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.

**Outcome 2b:** Primary prevention and early intervention is embedded in the culture of North Yorkshire Police as the way of working across everything they do.

**Outcome 2c:** North Yorkshire Police Officers, PCSOs and PSOs have confidence in their capability to problem solve effectively.

### 3. Deliver the “Right People, Right Support” every time

**Outcome 3a:** North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.

**Outcome 3b:** Vulnerable people and victims receive the most appropriate care according to their need.

### 4. Maximise efficiency to make the most effective use of all available resources

**Outcome 4a:** North Yorkshire Police is outstandingly effective and efficient.

**Outcome 4b:** North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.

### 5. Enhance positive culture, openness, integrity and public trust

**Outcome 5a:** The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.

**Outcome 5b:** Inclusivity, diversity and equality are at the heart of North Yorkshire Police's organisational culture and service delivery.

**Outcome 5c:** North Yorkshire Police is an employer of choice with a clear focus on people that develops leadership, integrity and inclusivity.

Policing business delivery plan

OPFCC business delivery plan



# Plan on a Page

Exemplary fire  
and rescue  
services helping  
you to be safe  
and feel safe in  
North Yorkshire  
and York

Page 44

Caring about the vulnerable

Ambitious Collaboration

Realising our potential

Enhancing our service for the public

## Priorities

**1. Actively engage with all communities to identify need and risk and to reassure**

**Outcome 1a:** Public confidence and satisfaction in North Yorkshire Fire and Rescue Service has increased.

**Outcome 1b:** North Yorkshire Fire and Rescue Service has a holistic understanding of risk in our communities.

**2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems**

**Outcome 2a:** North Yorkshire Fire and Rescue Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.

**Outcome 2b:** The prevention of vulnerability and fire protection services are the core elements of North Yorkshire Fire and Rescue Service's operating model.

**3. Deliver the "Right People, Right Support" every time**

**Outcome 3a:** North Yorkshire Fire and Rescue Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.

**Outcome 3b:** North Yorkshire Fire and Rescue Service has developed a blueprint for, and has begun implementing, a new on-call model.

**4. Maximise efficiency to make the most effective use of all available resources**

**Outcome 4a:** North Yorkshire Fire and Rescue Service is increasing its effectiveness and efficiency through transformation.

**Outcome 4b:** North Yorkshire Fire and Rescue Service has better data to understand and improve itself.

**5. Enhance positive culture, openness, integrity and public trust**

**Outcome 5a:** Public trust in North Yorkshire Fire and Rescue Service is maintained.

**Outcome 5b:** Inclusivity, diversity and equality are at the heart of North Yorkshire Fire and Rescue Service's organisational culture and service delivery.

**Outcome 5c:** North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

Fire business delivery plan

OPFCC business delivery plan





## Chief Constable of North Yorkshire Police

**North Yorkshire Police is on a continuous journey of improvement. We are seeking an exceptional individual to lead the organisation to excellence and deliver the best service to the public.**

As Chief Constable you will lead the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, enabling the delivery of a professional, effective, and efficient policing service.

- 
- You will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime and major and critical incidents.
  - You will also be responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting. Public confidence in policing has taken a hit nationally and North Yorkshire Police is not immune to that.
  - You should come ready to build further the trust of the public in the police, putting the community at the heart of policing to ensure legitimacy. Whilst leading from the front in addressing new and emerging threats in policing for example, Cyber and Serious Organised Crime.
  - You will work closely with OPFCC and the future Combined Authority team to drive up public confidence in policing through service excellence, transparency and accountability, and engagement.
  - You will have a personal commitment to make North Yorkshire Police an employer of choice for all those who wish to make a positive difference for the public and to you will be committed to the continued improvement of wellbeing amongst staff.
- 

**[Click here to download our application form](#)**



**Job Title:** Chief Constable of North Yorkshire Police

**Term:** Negotiable up to five-year initial term of appointment by individual negotiation

**Salary:** £162,441

### Nature of appointment

The appointment is subject to the provisions regulating Chief Officer appointments, including but not limited to

- Police Act 1996;
- Police Reform and Social Responsibility Act 2011;
- Police Regulations 2003 (including its subordinate Determinations)
- Circulars adopted in pursuit of PNB agreements on pay and conditions of service of Chief Police Officers
- Future changes to the law
- APCC Accountability Guidance

The agreed APCC / APACE / CPOSA letter of appointment and schedule of permitted payments, will be used as the terms of appointment.

### Duties and responsibilities

Your contribution will be leading the Force, creating a vision, and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective, and efficient policing service.

As Chief Constable you will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

You are also responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, you as Chief Constable are responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Schemes of Governance and Consent that determine Force governance arrangements.





## Key Duties

- Setting and ensuring the implementation of organisational and operational strategies for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement to provide an effective and efficient policing service that meets current and future policing demands of the communities of North Yorkshire.
- Developing a mutually productive strategic relationship with the Police, Fire and Crime Commissioner and their office in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Developing and maintaining governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation to achieve and maintain high performance.
- Leading the Force, communicating a clear direction, setting organisational culture, and promoting values, ethics, and high standards of professional conduct to enable an effective and professional service that builds the confidence of the public whilst empowering your team.
- Leading, inspiring, and engaging the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management, to create empowered teams that effectively enable the achievement of the Force vision, values, and objectives.
- Holding accountability for Force financial management and determining functional budgets within the agreed framework as issued by the Police, Fire and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Fulfilling the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, to protect the public and further develop the Force's operational strategies.
- Leading and commanding the operational policing responses on occasion, in the highest risk and high-profile instances, to protect the public and ensure an appropriate and effective response.
- Advising national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Developing and maintaining strategic relationships with local, regional, and national partners, effectively influencing, and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Representing the Force at a local, regional, and national level to the public, media, and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Creating and driving a culture of development, change, and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Playing an active role in national decision making on the development of the Police Service to enable the effective coordination of operations, reform and improvements in policing and the provision of value for money.
- Leading national thinking, policy, and guidance within an area of specialism to enable the continuous improvement of effective policing practice.

## Required Competencies

### We are emotionally aware

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing, and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values, and assumptions.

I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling

### We are collaborative

- I am politically aware, and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

### We analyse critically

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context.
- I think through 'what if' scenarios. I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

### We are innovative and open minded

- I implement, test, and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes, and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test, and implement new, complex, and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

## Required Competencies

### We take ownership

- I act as a role model and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
  - I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
  - I define and enforce the standards and processes that will help this to happen.
  - I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
  - I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
  - I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.
- ### We deliver, support, and inspire
- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
  - I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
  - I ensure that everyone understands their role in helping the police service to achieve this vision.
  - I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
  - I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
  - I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
  - I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
  - I motivate and inspire others to deliver challenging goals.

## Our values in the OPFCC

Making a positive difference for the public, every day

### Integrity

Holders of public office shouldn't place themselves under any financial or other obligations to any individuals or organisations that might want to influence how they perform their official duties.

### Objectivity

In carrying out public business, making public appointments, awarding contracts, recommending individuals for rewards and benefits, holders of public office should decide on merit only.

### Honesty

Holders of public office must declare any private interests relating to their public duties and resolve any conflicts in a way that protects the public interest.

### Accountability

Holders of public office are accountable to the public for their decisions and actions and must cooperate with all appropriate scrutiny.

### Openness

Holders of public office should be as open as possible about all the decisions and actions they take. They should explain all decisions and withhold information only where it is clearly in the wider public interest.

### Leadership

Holders of public office should demonstrate these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Skills & Experience

- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships. Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Experience of accountability for management of significant budgets. Up to date operational/technical policing knowledge.
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional, and national policies, strategies and initiatives and an understanding of the implications within the policing context.
- Experience of development of an ambitious vision, strategy, and policy, aligned to operational realities and wider plans/goals.
- Ability to operate with high levels of commercial acumen, be skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Ability to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Ability to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Ability to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Ability to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Skills in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skills in leading, developing, and inspiring people, engaging the organisation with strategic priorities, values, and behaviours.
- Ability to reflect on and hold themselves, individuals, and the organisation to account for performance and behaviours.
- Ability to identify, commission and implement new or improved technologies/ services that have a transformational impact on Force service delivery and/or cost.

# Candidate timeline

## MAKING YOUR APPLICATION

The [application form](#) is available to download [here](#)

26

### ADVERT PUBLISHED

Application opening date:  
26th October

16

### CLOSING DATE

Application closing date:  
16th November, midnight

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## To be eligible for this post you must have:

- Held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas)
- Authorising Officer Training

## ASSESSMENT AND INTERVIEW

**10th November 2023**  
Familiarisation event

**W/C 20th November 2023** Shortlisting meeting

**11th December 2023**  
Stakeholder panel

**12th December 2023**  
Assessment process and selection

**11 January 2024 (TBC)**  
Police, Fire and Crime Panel Confirmation Hearing

**January 2024**  
Police, Fire and Crime Panels report to the PFCC on the Chief Constable's appointment



## Application Form Guidance

All sections of the Application Form must be typed using Arial point 12. The form must not be modified. Please also refer to the 'Instructions for Completion' notes within the Application Form.

Please provide a covering letter that highlights your motivation for the role and what you would want to achieve as Chief Constable of North Yorkshire Police.

A maximum of two sides of A4 is required and should be typed in Arial point 12.

### The following documents need to be completed and returned to:

Simon Dennis, Chief Executive and Monitoring Officer, Office of the Police, Fire & Crime  
Commissioner for North Yorkshire, Harrogate Police Station, Beckwith Head Rd, Harrogate, HG3 1FR,

Applications can be sent by post to the above address, but should preferably be submitted by email to Sarah Davies - Executive Assistant to the Chief Executive at [Sarah.Davies@northyorkshire-pfcc.gov.uk](mailto:Sarah.Davies@northyorkshire-pfcc.gov.uk)

- Covering Letter
- Application Form
- Diversity Monitoring Form

No other supporting documents can be included, e.g., CV, supporting evidence or other letters. These will not be considered and will be removed from the application prior to the shortlisting process.

### Familiarisation Event

A familiarisation event will be held on 10th November 2023 on Microsoft Teams. Visits to the Force Area can be facilitated by individual arrangement.

**Please note that the Familiarisation Event and any force visits will not form part of the assessment process.**

To register to attend, please email [Sarah.Davies@northyorkshire-pfcc.gov.uk](mailto:Sarah.Davies@northyorkshire-pfcc.gov.uk)

## Assessment & Interview Process

**26th October - 16th November**  
Applications open

**10th November 2023**  
Familiarisation event (Microsoft Teams)

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## Selection Panel

At the Pre-Selection Panel Event on 11th December 2023 candidates will be required to attend and to provide a presentation on their leadership style, aims and ambitions and vision for North Yorkshire Police, should they be successful.

The audience will comprise of partners and staff associations. The audience at this event will be asked for their thoughts on the candidates which will be provided to the members of the Selection Panel.

Feedback from this event will be considered by the Panel and may be used to probe further at interview but will not form part of the formal selection process.

### The Selection Panel will comprise of:

- Zoe Metcalfe, Police, Fire and Crime Commissioner for North Yorkshire
- Jonathan Dyson, Chief Fire Officer, North Yorkshire Fire and Rescue Service
- HMICFRS Representative
- Simon Dennis, Chief Executive and Monitoring Officer (OPFCC)
- Independent Panel Member
- Stephen Smith (Higher Psychologist, College of Policing) will be present as Advisor to the Panel
- People Services Representative

### In addition to a formal interview candidates will be required to undertake two exercises:

- A presentation on an unseen subject for which 1 hour will be given to prepare.
- A media exercise.

The Selection Panel will take place on 12th December 2023.

Following the Selection Panel, a “preferred candidate” will be notified, the preferred candidate will be subject to Developed Vetting and a Medical.

## Assessment & Interview Process

**26th October - 16th November**  
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## Confirmation Hearing

The preferred candidate, together with the Police, Fire and Crime Commissioner, will be required to attend a public Confirmation Hearing.

It is anticipated that this will be on **11th January 2024 (to be confirmed)**.

The purpose of attendance will be to answer any questions the Police, Fire and Crime Panel may have relating to the appointment.

Following the Confirmation Hearing the Police, Fire and Crime Panel will make a report to the Police, Fire and Crime Commissioner on the proposed appointment.

The Panel may approve, disapprove or veto the Commissioner's preferred candidate.

Following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks e.g., conduct, medical, vetting).

**Any questions in relation to this selection process please contact:**

**Sarah Davies - Executive Assistant to the Chief Executive at**

**[Sarah.Davies@northyorkshire-pfcc.gov.uk](mailto:Sarah.Davies@northyorkshire-pfcc.gov.uk)**

## Assessment & Interview Process

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appointment







# Useful Links

North Yorkshire Police, Fire and Crime Commissioner: [northyorkshire-pfcc.gov.uk](https://northyorkshire-pfcc.gov.uk)

North Yorkshire Fire and Rescue: [northyorksfire.gov.uk](https://northyorksfire.gov.uk)

North Yorkshire Police: [northyorkshire.police.uk](https://northyorkshire.police.uk)

## Further background reading:

[Police and Crime Plan](#)

[Fire and Rescue Plan](#)

[Violence Against Women & Girls Strategy](#)



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## How to Apply

## Selection Panel

At the Pre-Selection Panel Event on 11th December 2023 candidates will be required to attend and to provide a presentation on their leadership style, aims and ambitions and vision for North Yorkshire Police, should they be successful.

The audience will comprise of partners and staff associations. The audience at this event will be asked for their thoughts on the candidates which will be provided to the members of the Selection Panel.

Feedback from this event will be considered by the Panel and may be used to probe further at interview but will not form part of the formal selection process.

**The Selection Panel will comprise of:**

- Zoe Metcalfe, Police, Fire and Crime Commissioner for North Yorkshire
- Jonathan Dyson, Chief Fire Officer, North Yorkshire Fire and Rescue Service
- HMICFRS Representative
- Simon Dennis\*, Chief Executive and Monitoring Officer (OPFCC)
- Independent Panel Member
- Stephen Smith (Higher Psychologist, College of Policing) will be present as Advisor to the Panel
- People Services Representative

**In addition to a formal interview candidates will be required to undertake two exercises:**

- A presentation on an unseen subject for which 1 hour will be given to prepare.
- A media exercise.

The Selection Panel will take place on 12th December 2023.

Following the Selection Panel, a “preferred candidate” will be notified, the preferred candidate will be subject to Developed Vetting and a Medical.

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\*As a result of unforeseen availability issues, Mr Dennis’ role in the appointment process, including selection panels, will be undertaken by **Mrs Jenni Newberry**. Mrs Newberry is Director of Commissioning & Partnerships, Assistant Commissioner and Victims Champion in the Office of the Police, Fire & Crime Commissioner. - **Updated 08/11/2023**

## Assessment & Interview Process

**26th October - 16th November**  
Applications open

**10th November 2023**  
Familiarisation event (Microsoft Teams)

**W/C 20th November 2023**  
Shortlisting meeting

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Dear Prospective Chief Constable Candidates

The deadline for applications for the role of Chief Constable of North Yorkshire Police is fast approaching and will close at Midnight on the 16<sup>th</sup> of November 2023.

This is a terrific opportunity to lead a Force with a unique commitment to collaboration and to be part of a family of organisations; Police, Fire, Office of the Police Fire and Crime Commissioner and joint enabling services. A collaboration which is about to move into closer partnership working with local government through Devolution. This will provide an opportunity to harness the potential of joint strategic thinking and delivery through devolved powers and money, which can address the root causes of vulnerability and harm in our communities.

I am looking for a collaborative leader with a commitment to prevention, protection, safeguarding, early intervention and to working in close partnership for victims and the most vulnerable. A leader who can join us on our journey to deliver the outcomes the public need, and want, as set out in my Police and Crime Plan and Violence Against Women and Girls strategies.

I want someone with the drive to sustain the force's programme of improvement and with a proven track record of financial excellence in operational delivery. Who comes ready to build further the trust of the community in the police, putting the community at the heart of policing to ensure legitimacy. Whilst leading from the front in addressing new and emerging threats in policing for example, Cyber and Serious Organised Crime.

The people of North Yorkshire and the workforce of North Yorkshire Police deserve to be led by the best that policing has to offer. I am keen to ensure the broadest candidate pool as possible. As such, I very much welcome applicants from outside of the force area who may be able to bring new insights to drive up public confidence in policing through service excellence, transparency, accountability, and engagement with our increasingly diverse communities; coupled with a commitment to make North Yorkshire Police an employer of choice for all who wish to make a positive difference for the public.

If you would be interested in having an informal discussion in the first instance please contact my Chief Executive, Simon Dennis Via [REDACTED]

The full application pack can be found on my website <https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/get-involved/vacancies/> or through the College of Policing website [Chief officer vacancies | College of Policing](#)

Your sincerely

**[Signature redacted by NYC prior to publication]**

Zoe Metcalfe

North Yorkshire Police, Fire and Crime Commissioner

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NORTH YORKSHIRE POLICE CHIEF CONSTABLE RECRUITMENT – SHORTLISTING

PANEL MEMBER NAME: \_\_\_\_\_

CANDIDATE NAME: \_\_\_\_\_

<b>Part 3</b>
<p><b>Is the candidate eligible and do they meet the required standards as set out by the College of Policing?</b></p> <ul style="list-style-type: none"> <li>• Held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas)</li> <li>• Authorising Officer Training</li> </ul>

Page

<b>Part 3</b>	
<p><b>The Candidate was asked to provide a supporting statement against the CVF in response to this question; (CVF is attached to the back of this document)</b></p> <p>“Please explain, using examples of your accomplishments, why you would be the ideal leader to work collaboratively within and beyond our family of organisations, to deliver positive outcomes addressing the causes and effects of harm and vulnerability for our diverse communities”</p>	<b>SCORE</b>
<b>Takes ownership</b>	
<b>Delivers, Supports and inspires</b>	

<b>Collaborative</b>	
<b>Critical analysis</b>	
<b>Innovative and open minded</b>	
<b>Emotionally aware</b>	
<b>Additional notes</b>	
<b>Overall score</b>	

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PUBLIC SURVEY TOP 5 PRIORITIES	
1	
2	
3	
4	
5	

**RATING SCALE**

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5

- **Exceptional** The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and how they meet the assessment criteria.

4

- **Very High** The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and how they meet the assessment criteria.

3

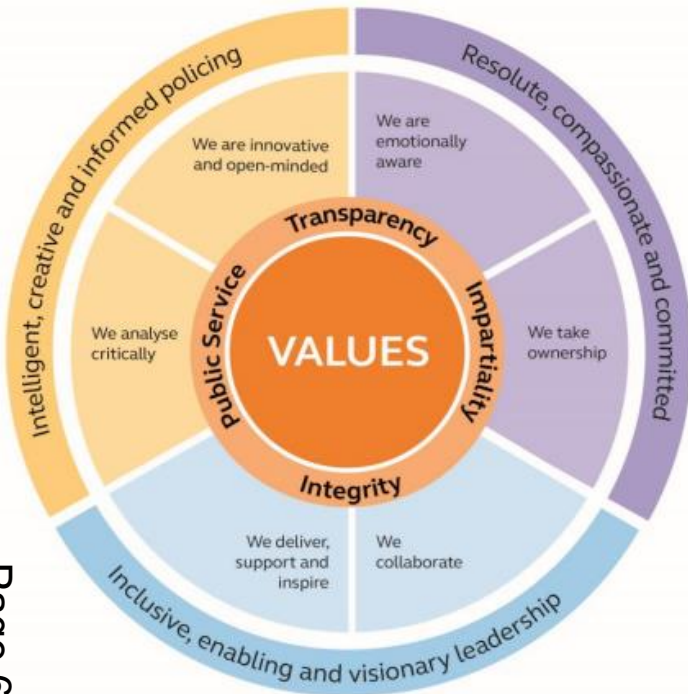
- **High** The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and how they meet the assessment criteria.

2

- **Medium** The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the assessment criteria, but this may not be clear.

1

- **Low** The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role or how they meet the assessment criteria.



**COMPETENCY AND VALUES FRAMEWORK (CVF)**

- ❖ Framework that reflects where policing wants and needs to be to face future challenges.
- ❖ Defines the values which are essential to the police service and incorporates the Code of Ethics.
- ❖ Each competency has 3 levels of increasing sophistication with a focus at individual, group and organisational level.
- ❖ Chief Officers are aligned to the highest level.
- ❖ Describes the **way** people do their jobs rather than **what** they do.
- ❖ The framework is underpinned by four values which reflect the Code of Ethics and represent measurable behaviours.

COMPETENCIES	
<p><b>TAKES OWNERSHIP</b></p> <p>Acts as a role model, enables the organisation to use instances when things go wrong as an opportunity to learn rather than to blame.</p> <p>Fosters a culture of personal responsibility, encourages and supports others to make their own decisions and take ownership of their activities.</p> <p>Defines and enforces standards and processes that will help this to happen.</p> <p>Puts in place measures that will allow others to take responsibility for delegated decision making effectively, at the same time helps them to improve their performance.</p> <p>Creates circumstances (culture and process) that enables people to undertake development opportunities and improve their performance.</p> <p>Takes an organisation-wide view, acknowledges where improvements can be made and takes responsibility for making these happen.</p>	<p><b>CRITICAL ANALYSIS</b></p> <p>Balances risk, costs and benefits associated with decisions, thinks about wider impact and how actions are seen in that context.</p> <p>Thinks through ‘what if’ scenarios.</p> <p>Uses discretion wisely in making decisions, knowing when the ‘tried and tested’ is not always the most appropriate. Willing to challenge the status quo when beneficial.</p> <p>Seeks to identify key reasons or incidents behind issues, even in ambiguous or unclear situations.</p> <p>Uses knowledge of the wider external environment and long-term situations to inform effective decision-making.</p> <p>Acknowledges that some decisions may represent a significant change. Thinks about the best way to introduce such decisions and win support.</p>

<p><b>DELIVERS, SUPPORTS, INSPIRES</b></p> <p>Challenges self/others to provide best possible service in every decision made.  Communicates how overall vision links to specific plans/objectives so people are motivated and clearly understand goals and their role in achieving them.  Anticipates and identifies organisational barriers that stop the police service from meeting its goals. Puts in place contingencies and/or removes barriers.  Monitors changes in external environment, takes actions to influence where possible to ensure positive outcomes.  Demonstrates long-term strategic thinking, going beyond personal goals to consider broader societal and economic environment.  Ensures that decisions balance the needs of Force with those of the wider police service and external partners.  Motivates and inspires others to deliver challenging goals.</p>	<p><b>INNOVATIVE AND OPEN MINDED</b></p> <p>Implements, tests and communicates new and far-reaching ways of working that can radically change organisational cultures, attitudes and performance.  Provides space and encouragement to help others stand back from day-to-day activities in order to review their direction, approach and how they fundamentally see their role in policing which will help them adopt fresh perspectives and identify improvements.  Works to create an innovative learning culture, recognising and promoting innovation activities.  Leads, tests and implements new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of immediate sphere.  Carries accountability for ensuring that the police service remains up to date and at the forefront of global policing.</p>
<p><b>COLLABORATIVE</b></p> <p>Politically aware; understands formal and informal politics at a national level and what it means for partners.  Able to create long-term links and work effectively within decision-making structures.  Removes practical barriers to enable others to take practical steps in building relationships outside the organisation and in other sectors.  Takes the lead in partnerships when appropriate and sets the way in which partner organisations from all sectors interact with police.  Creates an environment where partnership working flourishes and creates tangible benefits for all.</p>	<p><b>EMOTIONALLY AWARE</b></p> <p>Seeks to understand longer-term reasons for organisational behaviour. Adapts and changes organisational cultures when appropriate.  Actively ensures a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.  Understands internal and external policies and is able to wield influence effectively, tailoring actions to achieve impact needed.  Able to see things from a variety of perspectives and uses this to challenge own thinking, values and assumptions.  Ensures that all perspectives inform decision making and communicates the reasons behind decisions in a way that is clear and compelling.</p>

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NORTH YORKSHIRE POLICE CHIEF CONSTABLE RECRUITMENT – SHORTLISTING SHEET

SHORTLISTING PANEL AGREED SCORE TOTALS

COMPLETED BY

CANDIDATE NAME	AGREED PANEL SCORES					AGREED TOTAL SCORE	PANEL REC SHORTLIST YES/NO	KEY AREAS TO CONSIDER AT INTERVIEW ASSESSMENT
	1	2	3	4	5			

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## RATING SCALE

5

- **Exceptional** The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and how they meet the assessment criteria.

4

- **Very High** The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and how they meet the assessment criteria.

3

- **High** The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and how they meet the assessment criteria.

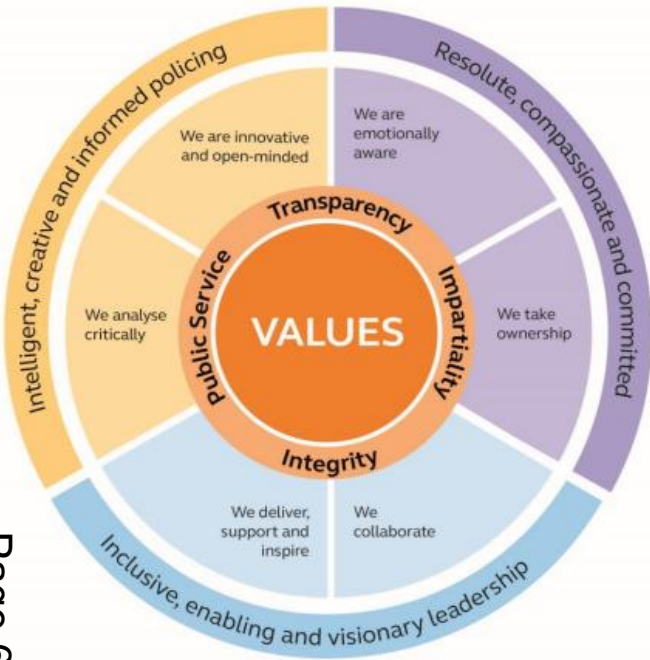
2

- **Medium** The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the assessment criteria, but this may not be clear.

1

- **Low** The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role or how they meet the assessment criteria.





**COMPETENCY AND VALUES FRAMEWORK (CVF)**

- ❖ Framework that reflects where policing wants and needs to be to face future challenges.
- ❖ Defines the values which are essential to the police service and incorporates the Code of Ethics.
- ❖ Each competency has 3 levels of increasing sophistication with a focus at individual, group and organisational level.
- ❖ Chief Officers are aligned to the highest level.
- ❖ Describes the **way** people do their jobs rather than **what** they do.
- ❖ The framework is underpinned by four values which reflect the Code of Ethics and represent measurable behaviours.

**COMPETENCIES**

**TAKES OWNERSHIP**

Acts as a role model, enables the organisation to use instances when things go wrong as an opportunity to learn rather than to blame.  
 Fosters a culture of personal responsibility, encourages and supports others to make their own decisions and take ownership of their activities.  
 Defines and enforces standards and processes that will help this to happen.  
 Puts in place measures that will allow others to take responsibility for delegated decision making effectively, at the same time helps them to improve their performance.  
 Creates circumstances (culture and process) that enables people to undertake development opportunities and improve their performance.  
 Takes an organisation-wide view, acknowledges where improvements can be made and takes responsibility for making these happen.

**CRITICAL ANALYSIS**

Balances risk, costs and benefits associated with decisions, thinks about wider impact and how actions are seen in that context.  
 Thinks through 'what if' scenarios.  
 Uses discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate. Willing to challenge the status quo when beneficial.  
 Seeks to identify key reasons or incidents behind issues, even in ambiguous or unclear situations.  
 Uses knowledge of the wider external environment and long-term situations to inform effective decision-making.  
 Acknowledges that some decisions may represent a significant change. Thinks about the best way to introduce such decisions and win support.

<p><b>DELIVERS, SUPPORTS, INSPIRES</b></p> <p>Challenges self/others to provide best possible service in every decision made. Communicates how overall vision links to specific plans/objectives so people are motivated and clearly understand goals and their role in achieving them. Anticipates and identifies organisational barriers that stop the police service from meeting its goals. Puts in place contingencies and/or removes barriers. Monitors changes in external environment, takes actions to influence where possible to ensure positive outcomes. Demonstrates long-term strategic thinking, going beyond personal goals to consider broader societal and economic environment. Ensures that decisions balance the needs of Force with those of the wider police service and external partners. Motivates and inspires others to deliver challenging goals.</p>	<p><b>INNOVATIVE AND OPEN MINDED</b></p> <p>Implements, tests and communicates new and far-reaching ways of working that can radically change organisational cultures, attitudes and performance. Provides space and encouragement to help others stand back from day-to-day activities in order to review their direction, approach and how they fundamentally see their role in policing which will help them adopt fresh perspectives and identify improvements. Works to create an innovative learning culture, recognising and promoting innovation activities. Leads, tests and implements new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of immediate sphere. Carries accountability for ensuring that the police service remains up to date and at the forefront of global policing.</p>
<p><b>COLLABORATIVE</b></p> <p>Politically aware; understands formal and informal politics at a national level and what it means for partners. Able to create long-term links and work effectively within decision-making structures. Removes practical barriers to enable others to take practical steps in building relationships outside the organisation and in other sectors. Takes the lead in partnerships when appropriate and sets the way in which partner organisations from all sectors interact with police. Creates an environment where partnership working flourishes and creates tangible benefits for all.</p>	<p><b>EMOTIONALLY AWARE</b></p> <p>Seeks to understand longer-term reasons for organisational behaviour. Adapts and changes organisational cultures when appropriate. Actively ensures a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance. Understands internal and external policies and is able to wield influence effectively, tailoring actions to achieve impact needed. Able to see things from a variety of perspectives and uses this to challenge own thinking, values and assumptions. Ensures that all perspectives inform decision making and communicates the reasons behind decisions in a way that is clear and compelling.</p>



## North Yorkshire Chief Constable Recruitment Itinerary

### **Monday 11 December 2023 – Stakeholder Panel and Media Exercise**

Police and Fire Joint Headquarters, Northallerton.

You will be asked to take part in two pre-assessments on the **11 December 2023**.

The specific times allocated to you are detailed in the email to which this document is attached.

#### **Stage 1 - Stakeholder Panel (45 minutes)**

You are asked to prepare a presentation which you will deliver to a group of both internal and external stakeholders.

This presentation should be no more than 20 minutes long using PowerPoint.

Please ensure you send your presentation in advance to Kerry West, People Services Representative, and observer to the process, at [REDACTED] by midnight Sunday 10<sup>th</sup> December 2023.

#### ***Presentation Topic***

***“If you were to be successful in being appointed as our Chief Constable, what would your leadership style, aims, ambitions and vision for North Yorkshire Police be?”***

Following delivery of your presentation, there will then be 25 minutes for a question-and-answer session with the stakeholders. Whilst this is not a scored part of the process both panel advisors will be present to take notes of the session and provide feedback to the panel.

#### **Stage 2 - Media Exercise (30 minutes)**

You will be given 15 minutes to read a media brief. Following this you will have a further 15 minutes to provide a statement to the ‘press’ and respond to questioning by the journalist, Miriam Rich, on the brief. Please note that the media exercise will be recorded. Whilst this is not a scored part of the process Miriam Rich will provide feedback to the panel.

### **Tuesday 12 December 2023 – Presentation & Interview**

### Police and Fire Joint Headquarters, Northallerton.

You will be asked to prepare a presentation, which you will deliver to the panel, prior to your final interview on 12 December 2023.

The specific times allocated to you are detailed in the email to which this document is attached

### **Stage 3 – Presentation Preparation (45 Minutes)**

Upon arrival you will be given 45-minutes to prepare a presentation using any format you wish. Please bring your own device should you wish to create materials digitally. For example PowerPoint. Flipchart paper will also be available.

Your presentation should be no longer than 15 minutes.

### **Stage 4 – Presentation Delivery & Interview (1 hour 15 minutes)**

Once your 45 minutes has lapsed you will then be taken into your assessment with the interview panel.

You will be given 15 minutes to deliver your presentation to the panel. Following this, the panel will then have 10 minutes to ask any questions on your presentation.

The panel will then ask their formal interview questions, which will take no more than 40 minutes.

There will then be a further 10 minutes allocated for any supplementary questions from the panel that may result from feedback from the stakeholder panel and media brief.

### **Additional Information**

The selection panel will comprise of:

Zoë Metcalfe – Police, Fire and Crime Commissioner  
Jenni Newberry - Director of Commissioning & Partnerships, OPFCC  
Jonathan Dyson – Chief Fire Officer, NYFRS  
Roy Wilsher – HMICFRS  
Fay Dawson - Independent Panel Member

The assessment days will be observed by a representative from the College of Policing and a People Services Representative.

Panel scoring will take place on the day and a recommendation will then be made as to a preferred candidate for confirmation by the Police, Fire and Crime Panel.

It is our intention to communicate the outcome of this verbally as soon as possible following the selection process.



Questions submitted for stakeholder panel.

1. The City of York is fast becoming a very diverse community, what are your plans and goal to ensure that the North Yorkshire Police are able to adapt to different cultures in order for police officers to have effective relationships with different communities?
2. As Chief Constable, how will you demonstrate your open-mindedness to foster a culture of mutual respect, trust and support. In particular, how will you demonstrate inclusive and enabling leadership with your Senior Managers?
3. As Chief Constable, how will you promote a supportive organisational culture that recognises and values diversity and well-being, and challenges intolerance?
4. If appointed Chief Constable how would you work with local CJS partners to deliver justice for victims of crime?
5. How does the candidate see non-police partners contributing to their aims, ambitions, vision and targets for policing in North Yorkshire?
6. North Yorkshire is a vast county and has an extensive voluntary sector supporting its communities, how would you envisage supporting and engaging with the sector to meet the policing needs of those communities.
7. Please can you explain what you have personally done in the last twelve months to support Police Staff diversity within your force and how have you personally helped to plan or recruit Police Staff from Ethnic minority backgrounds and what you would do as Chief Constable to increase diversity within NYP.
8. Can you tell me about your commitment to tackling and policing violence against women and girls and what you have learned from the Met Police scandals?
9. Policing in Scotland and Northern Ireland is devolved. Does the candidate believe that policing in England and Wales should be by way of a National Police Force rather than the current arrangement and if so why and if not why not?

\* Highlighted questions were received prior to the stakeholder panel but on the day stakeholders discussed the questions and determined, collectively, to remove these due to the time it would take to ask all nine questions.

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**STAKEHOLDER FEEDBACK**

Please feel free to use this form to give us your feedback and observations. Forms will be collected at the end of the session and feedback will be used to help identify issues that stakeholders would like to see probed further during interview. There is no obligation to identify yourself, should you prefer to remain anonymous.

Thank you for giving your time to support recruitment to this vital strategic role.

Your Name	Organisation
Candidate Name	

**Chief Constable**

**Pre-selection Stakeholder event**

**11 December 2023**

0845-0900	Refreshments on arrival Introduction from College of Policing and Housekeeping
0930	1 <sup>st</sup> Candidate Presentation
0950	Q&A 1 <sup>st</sup> Candidate
1015	Candidate leaves. Time for feedback and writing up.
1045 - 1110	Break
1115	2 <sup>nd</sup> Candidate Presentation
1135	Q&A 2 <sup>nd</sup> Candidate
1200	Candidate leaves. Time for feedback and writing up.
1230 – 1330	Lunch
1330	3 <sup>rd</sup> Candidate presentation
1350	Q&A 3 <sup>rd</sup> Candidate
1415	Candidate leaves. Time for feedback and writing up.
1445	Feedback on day
1500	Close

**MEDIA EXERCISE - CANDIDATE BRIEFING**

**Preparation time:** 20 minutes | **Interview time:** 10 minutes

**Scenario**

It's Monday 22nd April 2024. Your first interview in post with a national outlet will be with BBC Radio 4's Today programme this morning. The date was agreed several weeks ago to tie in with the launch today of National Stalking Awareness Week 2024, since it was felt that this would be a good opportunity to:

- show support for the Suzy Lamplugh Trust, a key partner of North Yorkshire Police (NYP) and North Yorkshire Police, Fire and Crime Commissioner (NYPFCC)
- highlight NYP's work to tackle violence against women and girls, most recently through its award-winning work on Project Shield<sup>1</sup>
- help raise awareness of the NYPFCC's recent anti-stalking campaign 'JustAKiss', the result of a successful funding bid to the Home Office Safer Streets 4 Fund.

Unfortunately, however, the timing of the interview could not be more challenging. Over the last week, the force has been the focus of unrelenting media interest in a missing person investigation that escalated into a critical incident, culminating in the murder of the young woman concerned and the death of the murder suspect. Intense scrutiny, debate and discussion about the investigation has dominated the headlines, and media have been camped outside the force headquarters for a week. New (and often inaccurate) criticisms of the force's handling of the case seem to be emerging with each passing day. Most notably, the headlines in yesterday's Sunday papers make particularly difficult reading, with allegations of incompetence, racism and 'institutional antipathy' towards violence against women and girls made against the force. You've spent the weekend deep in discussion with the SIO, Det Supt Eric Baxter, to ensure that you are fully appraised of all the facts of the case. These include (but are not limited to) the following:

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<sup>1</sup> Through [Project Shield](#), NYP developed a ground-breaking new approach bringing together police, His Majesty's Courts and Tribunals Service, Independent Domestic Abuse Service (IDAS), technology company, CGI, and Edge Hill University, to launch a Domestic Abuse Non-Molestation Order Pilot. This enables vital information about the existence and conditions of victims' non-molestation orders that had been granted by the courts to be easily accessible to safeguarding professionals and police officers.

Fri 12/4/24	<ul style="list-style-type: none"> <li>• At 16:00hrs 19-year-old Hamida Asif, a resident of Stokesley and a student nurse at the James Cook Hospital in Middlesbrough, submits an online report alleging that a man she knows is stalking her.</li> <li>• At 18:00hrs, officers call Hamida to take more details.</li> <li>• The man concerned is 28-year-old Steven Conway, an IT consultant who also lived in Stokesley and had previously been working as a contractor at the same hospital. Hamida explains that he had turned up in the hospital car park as she left work that afternoon; this was the fourth time in a fortnight that she had seen him loitering nearby and she was beginning to fear for her safety. In the first incident, which was near her home, he had approached Hamida and tried to speak to her, which she had ignored. On each subsequent occasion, she said, he had just stared at her from a distance. This time Hamida had called her older sister Maryam, a lawyer, who had persuaded her to report him to police.</li> <li>• Initial checks on Conway by the call handler did not reveal any history of contact with police.</li> <li>• Hamida was told that officers would visit her the next day, Saturday, to talk to her in person.</li> </ul>
Sat 13/4/24	<p>Due to several officers off sick and the need to respond to a spate of vehicle thefts in Great Broughton overnight on Friday, the visit to Hamida did not take place and is rescheduled for the following day.</p>
Sun 14/4/24	<ul style="list-style-type: none"> <li>• Officers arriving at Hamida's house shortly before 11am on Sunday morning find no reply.</li> <li>• On checking the rear of the property, they discover a broken window and the back door slightly ajar. They search the house but find no trace of Hamida. Her coat and purse are there but her mobile phone appears to be missing.</li> <li>• Hamida is immediately classified as a High-Risk Missing Person and a major investigation initiated.</li> <li>• Officers visit the home of Steven Conway, who was not present. His car was also found to be missing.</li> <li>• Hamida's family tell police that her disappearance is unprecedented and are now extremely concerned for her wellbeing.</li> </ul>
Mon 15/4/24	<ul style="list-style-type: none"> <li>• Hamida does not return overnight.</li> <li>• The team traces and interviews Conway's ex-girlfriend, Rhona Williams. Rhona tells police that the reason they broke up is because Conway's behaviour had become increasingly erratic and often unpleasant: the final straw in their relationship was when she found him putting a plastic bag over her cat's head in an apparent attempt to suffocate the animal.</li> <li>• Cell site analysis of Hamida's mobile phone establishes that while it was at her house at 11pm on Saturday night, by 2am on Sunday morning it was near the village of Goathland, in the North York Moors. No further data is available after this time.</li> </ul>

	<ul style="list-style-type: none"> <li>• A decision is made not to share the information about Goathland with Hamida's family until initial checks into potential links between Conway and that area have been conducted.</li> <li>• A media appeal asking the public for help is issued via social media and press release, which includes an appeal for IT consultant Steven Conway to come forward 'as he may hold vital information for the investigation team'</li> </ul>
Tues 16/4/24	<ul style="list-style-type: none"> <li>• Officers working through the night identify CCTV footage of Conway's car captured in two locations.</li> <li>• The first clip shows the car heading into the North York Moors at 23:30hrs on 13/4/24 with Hamida just about visible in the passenger seat.</li> <li>• The second clip captures the car about 40 miles east of the first location at 05:40hrs on 14/4/24, travelling in the direction of Scarborough. It is not possible to see whether Hamida is in the car at this point.</li> <li>• A small team of officers deployed on the outskirts of Goathland to conduct initial searches in the area have begun to attract interest. At 16:00hrs, a journalist calls NYP press office to ask: <i>"Is the police presence on the North York Moors connected to the disappearance of Hamida Asif?"</i></li> <li>• At the same time, the Family Liaison Officer (FLO) assigned to the Asif family reports that the family have just been asked the same question by a journalist and are disappointed that the police appear to have been hiding important developments from the family, who are observant Muslims.</li> <li>• Other journalists have already tracked down Rhona Williams via Conway's Facebook profile. Williams has given an interview to Sky News in which she talks about Conway's previous attempted cruelty to her cat; in the interview she said that she had called the police about this at the time but was told that it wasn't a police matter and that they hadn't even bothered to record Conway's name.</li> <li>• A further press briefing is held at 16:00hrs. The SIO appeals for public assistance in helping to locate Hamida, saying that the force is very concerned for her safety. He adds that they have reason to believe that she and Conway may be in the Scarborough area but does not elaborate.</li> </ul>
Weds 17/4/24	<ul style="list-style-type: none"> <li>• At first light, a body is spotted floating in the water next to Scarborough Pier by a man fishing for crabs. It is quickly confirmed to be that of Steven Conway. Police announce the discovery, followed by that of Conway's car nearby. There is no sign of Hamida.</li> <li>• Media interest is now unprecedented, with camera crews from across the country descending on Scarborough as well as Goathland.</li> </ul>

Thurs 18/4/24	<ul style="list-style-type: none"> <li>• Cadaver dogs deployed near Goathland signal what turns out to be a shallow grave. Hamida's body is discovered, with a carrier bag tied tightly around her head.</li> <li>• Hamida's distraught family are informed. In a statement to media gathered outside their house, Hamida's sister says that she and her parents firmly believe that Hamida's death could have been prevented if only police had acted sooner to address her fears about Conway, saying that she and her parents believed that Islamophobia had hampered the investigation from the beginning.</li> </ul>
19/4/24 to 21/4/24	<ul style="list-style-type: none"> <li>• NYP submits a formal request to the Independent Office for Police Conduct (IOPC), asking it to conduct a full review of its investigation.</li> <li>• In a BBC interview, former Scotland Yard detective Rick Roman says it appears that opportunities may have been missed to apprehend Conway at an earlier stage.</li> <li>• A former leader of HMICFRS has told the Sunday Times that a critical incident should have been declared earlier.</li> <li>• Woman's rights activist and member of the North Yorkshire Police IAG, Katrina Campbell, has expressed her 'heart-wrenching disappointment that, yet again, a young woman who put her trust in the police appears to have been catastrophically let down', insisting that policing leaders should be held to account for 'institutional antipathy' relating to violence against women and girls.</li> </ul>

Prepare for the interview.



**North Yorkshire Police Chief Constable Recruitment - Candidate Presentation Brief**

North Yorkshire Police Fire and Crime Commissioner, Zoe Metcalfe, is responsible for recruiting the next Chief Constable.

The PFCC should act as the voice of the public and as such the office of the Police, Fire and Crime Commissioner ran a short survey to capture views in the run up to the process.

Using My Website and the North Yorkshire Police intranet we shared the survey which has generated 852 individual responses.

The survey asked, *'What crime and community safety issues would be your priority for the next Chief Constable of North Yorkshire Police to focus on?'*

Using the data overleaf, the panel would like you to prepare a presentation of no more than 15 minutes using any format you choose to address the following question.

*This data summarises in bold the top ten areas of concern that the public have identified as their priorities for the next Chief Constable. Your presentation should demonstrate how you plan to address these issues and continue to acknowledge and understand their concerns.*

There will be time following your presentation for the panel to ask any clarification questions.

You have forty-five minutes to prepare.

	Major priority	Somewhat of a priority	Neutral	Not a priority	Non-issue	Priority Total
Honesty	575	164	73	8	8	739
Burglary	426	300	81	19	5	726
Visible policing / foot patrol / seeing police in community	472	253	93	17	6	725
Drugs	470	223	81	37	16	693
Anti-social behaviour	358	328	88	43	11	686
Violence Against Women and Girls, and sexual offences	471	213	116	19	8	684
Treating people fairly, and with respect	411	272	123	13	13	683
Public Trust and Confidence	461	214	123	16	13	675
Communication with the public	323	334	139	21	11	657
Serious violence	483	171	111	48	15	654
Dangerous driving including E-scooters	344	309	130	34	12	653
Setting clear priorities for North Yorkshire Police	400	253	141	24	12	653
Continued improvement of policing standards	338	312	146	19	13	650
Responding to the public when questioned	315	335	147	24	9	650
Supporting victims / keeping updated / quality investigation	318	326	148	24	10	644
Neighbourhood policing / community cohesion	311	340	157	19	8	651
Fraud	307	329	157	28	5	636
Motorcycle theft and vehicle crime	230	402	148	36	9	632
Rural and wildlife crime	299	336	150	36	12	635
Knife crime	422	203	135	44	19	625

Digital crime	274	346	152	39	11	620
Tackling standards in policing - conduct / effectiveness	361	253	152	43	18	614
Domestic Abuse	365	244	171	31	12	609
Developing a local connection	263	337	180	26	18	600
Roads policing	263	331	169	58	11	594
Employee wellbeing including officer safety and morale	283	304	182	38	24	587
Maximising delivery in budget	292	258	211	36	25	550
Speeding	243	304	188	75	24	547
Partnership working for prevention / holding to account	191	336	236	48	16	527
Schools / youth engagement	176	346	240	50	10	522
Value for money	255	261	230	42	29	516
Hate crime	223	255	228	78	41	478
Drones / IT Investment / digital forensics	150	323	269	58	24	473
Data sharing	194	254	300	41	33	448
Stability - reducing movement between policing teams	124	247	328	73	49	371
Diversity and Inclusion	148	221	240	119	94	369
Dress standards of officers	119	202	285	132	88	321

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NORTH YORKSHIRE CHIEF CONSTABLE RECRUITMENT – INTERVIEW AND SELECTION DATE 12 December 2023

PANEL MEMBER NAME: \_\_\_\_\_

CANDIDATE NAME:

NOTES AND OBSERVATIONS		SCORE
<p><b>MEDIA EXERCISE</b> <i>Scenario brief shared with panel members. Facilitation by Miriam Rich, media advisor.</i></p>		
<p><b>PRESENTATION</b> <i>&lt;The data summarises in bold the top ten areas of concern that the public have identified as their priorities for the next Chief Constable.&gt; Your presentation should demonstrate how you plan to address these issues and continue to acknowledge and understand their concerns.</i></p>		
INTERVIEW QUESTIONS		SCORE
Q1	<p><b>Collaboration</b>                      What do you see as the key ingredients to successful collaboration between North Yorkshire Police and its internal and external partners to improve outcomes for the public? What have you personally done to improve strategic collaboration with partners?</p>	

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Q2	<p><b>Analyse Critically</b></p> <ul style="list-style-type: none"> <li>• Please can you provide an example of when you have personally used data and information to drive and embed transformational change? <ul style="list-style-type: none"> <li>○ How did you introduce this and win support?</li> <li>○ What were your budget / financial considerations</li> <li>○ What did you learn from this?</li> </ul> </li> </ul> <p><i>Follow up if required: How would you take North Yorkshire Police to outstanding as defined by HMICFRS?</i></p>	
Q3	<p><b>Deliver Support and Inspire</b></p> <ul style="list-style-type: none"> <li>• As the next Chief Constable for North Yorkshire, can you evidence how will you nurture the workforce and create a positive culture, whilst maintaining high performance standards and continuous improvement?</li> </ul>	
Q4	<p><b>Public Service</b></p> <ul style="list-style-type: none"> <li>• How would you work in the public interest, engaging and listening to their needs and concerns? <ul style="list-style-type: none"> <li>○ What will be your approach to ensuring the public have trust and confidence in North Yorkshire Police?</li> <li>○ How will you determine Operational Priorities and what role does Neighbourhood policing play?</li> </ul> </li> </ul> <p><i>Follow up if required: What role does Prevention &amp; Early intervention play as part of your operational priorities?</i></p>	
Page 86	<p><b>Emotionally Aware</b></p> <ul style="list-style-type: none"> <li>• How will you lead NYP in a way that promotes inclusion and encourages diversity in all its forms? <ul style="list-style-type: none"> <li>○ How does your own leadership style align with this approach?</li> <li>○ How will you ensure that your leadership style complements those of your Chief Officer Team</li> </ul> </li> </ul>	

<p><b>Q1. Collaboration</b></p> <p>What do you see as the key ingredients to successful collaboration between North Yorkshire Police and its internal and external partners to improve outcomes for the public? What have you personally done to improve strategic collaboration with partners?</p>	



**Q2 Analyse Critically**

- Please can you provide an example of when you have personally used data and information to drive and embed transformational change?
  - How did you introduce this and win support?
  - What were your budget / financial considerations
  - What did you learn from this?

*Follow up if required: How would you take North Yorkshire Police to outstanding as defined by HMICFRS?*

**Q3. Deliver, Support & Inspire**

As the next Chief Constable for North Yorkshire, can you evidence how will you nurture the workforce and create a positive culture, whilst maintaining high performance standards and continuous improvement?

#### Q4 Public Service

- How would you work in the public interest, engaging and listening to their needs and concerns?
  - What will be your approach to ensuring the public have trust and confidence in North Yorkshire Police?
  - How will you determine Operational Priorities and what role does Neighbourhood policing play?

*Follow up if required: What role does Prevention & Early intervention play as part of your operational priorities?*

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#### Q5 Emotionally Aware

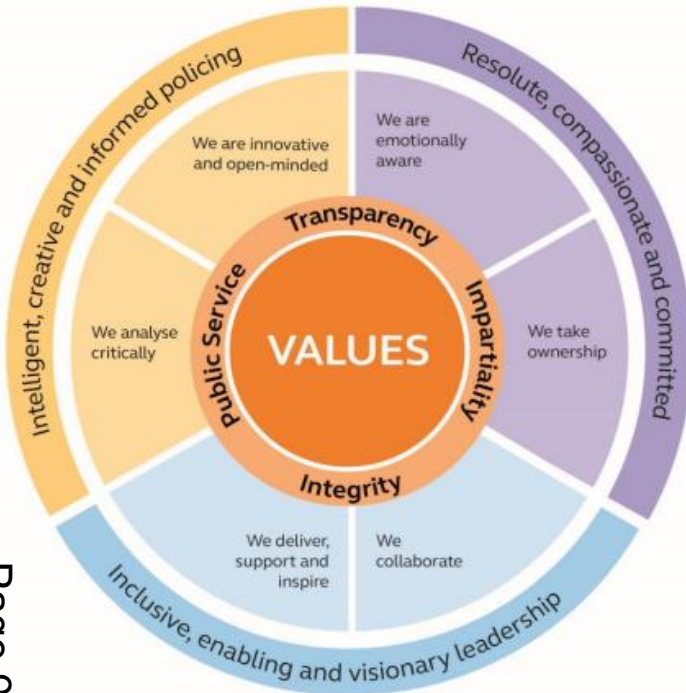
- How will you lead NYP in a way that promotes inclusion and encourages diversity in all its forms?
  - How does your own leadership style align with this approach?
  - How will you ensure that your leadership style complements those of your Chief Officer Team

**ADDITIONAL NOTES AND OBSERVATIONS**

**RATING SCALE**

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- 5** • **Exceptional** The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and how they meet the assessment criteria.
  - 4** • **Very High** The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and how that meet the assessment criteria.
  - 3** • **High** The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and how they meet the assesment criteria.
  - 2** • **Medium** The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the assessment criteria, but this may not be clear.
  - 1** • **Low** The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role or how they meet the assessment criteria.



**COMPETENCY AND VALUES FRAMEWORK (CVF)**

- ❖ Framework that reflects where policing wants and needs to be to face future challenges.
- ❖ Defines the values which are essential to the police service and incorporates the Code of Ethics.
- ❖ Each competency has 3 levels of increasing sophistication with a focus at individual, group and organisational level.
- ❖ Chief Officers are aligned to the highest level.
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**COMPETENCIES**

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 Creates circumstances (culture and process) that enables people to undertake development opportunities and improve their performance.  
 Takes an organisation-wide view, acknowledges where improvements can be made and takes responsibility for making these happen.

**CRITICAL ANALYSIS**

Balances risk, costs and benefits associated with decisions, thinks about wider impact and how actions are seen in that context.  
 Thinks through 'what if' scenarios.  
 Uses discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate. Willing to challenge the status quo when beneficial.  
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 Uses knowledge of the wider external environment and long-term situations to inform effective decision-making.  
 Acknowledges that some decisions may represent a significant change. Thinks about the best way to introduce such decisions and win support.

<p><b>DELIVERS, SUPPORTS, INSPIRES</b></p> <p>Challenges self/others to provide best possible service in every decision made.  Communicates how overall vision links to specific plans/objectives so people are motivated and clearly understand goals and their role in achieving them.  Anticipates and identifies organisational barriers that stop the police service from meeting its goals. Puts in place contingencies and/or removes barriers.  Monitors changes in external environment, takes actions to influence where possible to ensure positive outcomes.  Demonstrates long-term strategic thinking, going beyond personal goals to consider broader societal and economic environment.  Ensures that decisions balance the needs of Force with those of the wider police service and external partners.  Motivates and inspires others to deliver challenging goals.</p>	<p><b>INNOVATIVE AND OPEN MINDED</b></p> <p>Implements, tests and communicates new and far-reaching ways of working that can radically change organisational cultures, attitudes and performance.  Provides space and encouragement to help others stand back from day-to-day activities in order to review their direction, approach and how they fundamentally see their role in policing which will help them adopt fresh perspectives and identify improvements.  Works to create an innovative learning culture, recognising and promoting innovation activities.  Leads, tests and implements new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of immediate sphere.  Carries accountability for ensuring that the police service remains up to date and at the forefront of global policing.</p>
<p><b>COLLABORATIVE</b></p> <p>Politically aware; understands formal and informal politics at a national level and what it means for partners.  Able to create long-term links and work effectively within decision-making structures.  Removes practical barriers to enable others to take practical steps in building relationships outside the organisation and in other sectors.  Takes the lead in partnerships when appropriate and sets the way in which partner organisations from all sectors interact with police.  Creates an environment where partnership working flourishes and creates tangible benefits for all.</p>	<p><b>EMOTIONALLY AWARE</b></p> <p>Seeks to understand longer-term reasons for organisational behaviour. Adapts and changes organisational cultures when appropriate.  Actively ensures a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.  Understands internal and external policies and is able to wield influence effectively, tailoring actions to achieve impact needed.  Able to see things from a variety of perspectives and uses this to challenge own thinking, values and assumptions.  Ensures that all perspectives inform decision making and communicates the reasons behind decisions in a way that is clear and compelling.</p>

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**NORTH YORKSHIRE CHIEF CONSTABLE RECRUITMENT – INTERVIEW AND SELECTION DATE  
COMPLETION BY PANEL ADVISOR**

**AGREED PANEL SCORE RECORD**

**CANDIDATE:**

COMPONENT		AGREED TOTAL SCORE	STANDARD MET Y/N
<b>MEDIA EXERCISE</b>	Scenario brief shared with panel members. Facilitation by Miriam Rich, media advisor.		
<b>PRESENTATION</b>	Your presentation should demonstrate how you plan to address these issues <i>[top ten priorities identified by the public]</i> and continue to acknowledge and understand their concerns.		
Q1			
Q2			
Q3			
Q4			
Q5			
<b>SUPPLEMENTARIES</b>			



## RATING SCALE

5

- **Exceptional** The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and how they meet the assessment criteria.

4

- **Very High** The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and how they meet the assessment criteria.

3

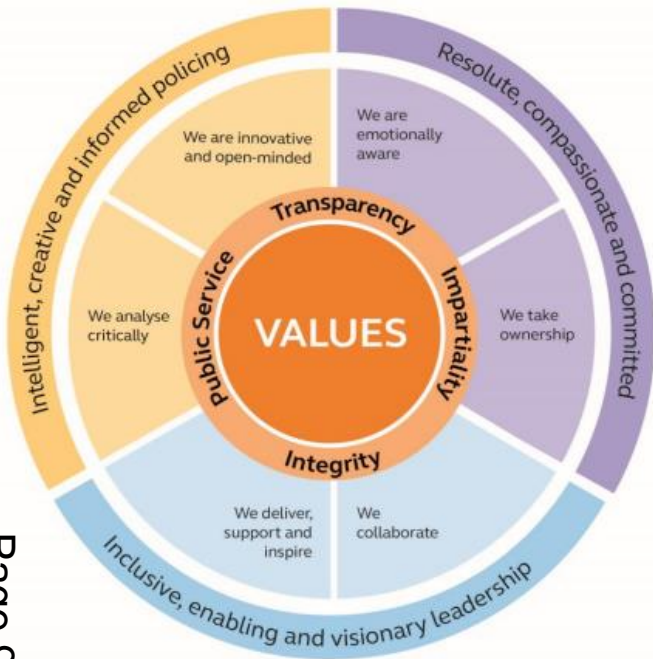
- **High** The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and how they meet the assessment criteria.

2

- **Medium** The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the assessment criteria, but this may not be clear.

1

- **Low** The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role or how they meet the assessment criteria.



**COMPETENCY AND VALUES FRAMEWORK (CVF)**

- ❖ Framework that reflects where policing wants and needs to be to face future challenges.
- ❖ Defines the values which are essential to the police service and incorporates the Code of Ethics.
- ❖ Each competency has 3 levels of increasing sophistication with a focus at individual, group and organisational level.
- ❖ Chief Officers are aligned to the highest level.
- ❖ Describes the **way** people do their jobs rather than **what** they do.
- ❖ The framework is underpinned by four values which reflect the Code of Ethics and represent measurable behaviours.

**COMPETENCIES**

**TAKES OWNERSHIP**

Acts as a role model, enables the organisation to use instances when things go wrong as an opportunity to learn rather than to blame.  
 Fosters a culture of personal responsibility, encourages and supports others to make their own decisions and take ownership of their activities.  
 Defines and enforces standards and processes that will help this to happen.  
 Puts in place measures that will allow others to take responsibility for delegated decision making effectively, at the same time helps them to improve their performance.  
 Creates circumstances (culture and process) that enables people to undertake development opportunities and improve their performance.  
 Takes an organisation-wide view, acknowledges where improvements can be made and takes responsibility for making these happen.

**CRITICAL ANALYSIS**

Balances risk, costs and benefits associated with decisions, thinks about wider impact and how actions are seen in that context.  
 Thinks through 'what if' scenarios.  
 Uses discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate. Willing to challenge the status quo when beneficial.  
 Seeks to identify key reasons or incidents behind issues, even in ambiguous or unclear situations.  
 Uses knowledge of the wider external environment and long-term situations to inform effective decision-making.  
 Acknowledges that some decisions may represent a significant change. Thinks about the best way to introduce such decisions and win support.

<p><b>DELIVERS, SUPPORTS, INSPIRES</b></p> <p>Challenges self/others to provide best possible service in every decision made. Communicates how overall vision links to specific plans/objectives so people are motivated and clearly understand goals and their role in achieving them. Anticipates and identifies organisational barriers that stop the police service from meeting its goals. Puts in place contingencies and/or removes barriers. Monitors changes in external environment, takes actions to influence where possible to ensure positive outcomes. Demonstrates long-term strategic thinking, going beyond personal goals to consider broader societal and economic environment. Ensures that decisions balance the needs of Force with those of the wider police service and external partners. Motivates and inspires others to deliver challenging goals.</p>	<p><b>INNOVATIVE AND OPEN MINDED</b></p> <p>Implements, tests and communicates new and far-reaching ways of working that can radically change organisational cultures, attitudes and performance. Provides space and encouragement to help others stand back from day-to-day activities in order to review their direction, approach and how they fundamentally see their role in policing which will help them adopt fresh perspectives and identify improvements. Works to create an innovative learning culture, recognising and promoting innovation activities. Leads, tests and implements new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of immediate sphere. Carries accountability for ensuring that the police service remains up to date and at the forefront of global policing.</p>
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## Independent Report

Chief Constable of North Yorkshire Police

December 2023

Fay Dawson

### **Executive Summary**

The purpose of this report is to provide an independent view to enable members of the Police, Fire and Crime Panel to consider the Police and Crime Commissioners' preferred candidate for the appointment for the position of Chief Constable of North Yorkshire Police.

The report provides an overview of the appointment process undertaken by the Police, Fire and Crime Commissioner for North Yorkshire Zoe Metcalfe, to select the Chief Constable for North Yorkshire Police.

### **Contents**

1. Independent Members' role
2. Independent Members' remit in the CC recruitment process
3. Appointments Panel
4. Panel Briefing and Training
5. Role Profile
6. Advert
7. Assessment Design
8. Assessment Delivery
9. Assessment Decision Making
10. Conclusions and Recommendation

### **Appendices**

- A - Independent Member role profile
- B - Independent Member
- C – Link to the College of Policing Guidance for recruiting Chief Officers

## **Introduction**

Home Office Circular 013/2018 outlines that it is for the Police, Fire and Crime Commissioner (PFCC) to decide how they wish to run their appointment process for a Chief Constable and which candidate they wish to appoint, subject to confirmation by the Police, Fire and Crime Panel.

However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates. The Independent Member is responsible for providing a report to the Police and Crime Panel with their account of the process for consideration by the panel at the preferred candidate Confirmation Hearing.

The process is the responsibility of Police, Fire and Crime Commissioner Zoe Metcalfe.

The aim of this report is to provide an assessment of the extent to which the appointment process in North Yorkshire has been conducted fairly, openly and based on merit in line with the College of Policing Guidance for Chief Officer Appointments. In addition, it details the extent to which the panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

### **1. Independent Member's role**

The role of the Independent Member is defined in Home Office Circular 013/2018, and more fully on p14 of the Guidance for Chief Officer Appointments (Appendix C) produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing.

As outlined within the guidance, Independent Members should be identified through a fair, open and merit-based process.

The Office of the Police, Fire and Crime Commissioner (OPFCC) of North Yorkshire ran a campaign on their website and using social media from 16<sup>th</sup> October to 31<sup>st</sup> October 2023. Candidates for the post of Independent Member were asked to submit an expression of interest to the OPFCC written application, detailing evidence of suitable experience, qualifications and skills. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes and my experience of merit-based open and fair recruitment and promotion selection.

I am an experienced external independent selection panel member and have many years' experience of acting as the independent HR representative on interview panels for leaders at the most senior levels in organisations. I have a wealth of experience in open and fair merit-based selection. I am very familiar with the use of a competency and values framework in recruitment and selection.

Further details of my role as Independent Member are set out in the role profile in Appendix A and information about my relevant occupational experience in Appendix B.

### **2. Independent Member remit**

My role as independent member was confirmed on 6 November 2023, well in advance of the shortlisting and assessment process.

The application pack with the role requirements and person specification were put together by the Director of Delivery and Assurance at the OPFCC. Ensuring that this adhered closely to the Guidance for Chief Officer Appointments, and these were drawn up in consultation with the College of Policing and some wider panel members.

From the advertisement stage onwards, I read the guidance for appointing chief officers provided by the College of Policing, read the overview of the competency and values framework for policing provided by the College of Policing, had a lengthy telephone conversation with Stephen Smith, College of Policing, to discuss the role, the assessment process and appointment process and talked through the guidance document and the competency and values framework. I supported the panel on 21 November 2023 with the shortlisting of all the applications received by the closing date. I ensured the panel adhered to the principles of fairness, openness, and merit and am assured that the decision as to which applicants to progress to the next stage of assessment was fair, open, honest and merit based.

### **3. Appointments panel**

The appointments panel role is set out on p13 of the Guidance for Chief Officer Appointments. This outlines that the panel should be confirmed by the PFCC before any stage of the appointment process takes place and that consideration may be given to involving panel members in helping to define the requirements of the role. In addition, it states the purpose of the panel is to challenge and test that the candidate meets the necessary capability and suitability requirements to perform the role and that the PFCC should select a panel capable of discharging this responsibility.

The PFCC should also ensure that panel members are diverse and suitably experienced and competent in selection practices and that they must adhere to the principles of merit, fairness, and openness. All members should have a copy of this guidance to ensure they are familiar with its content prior to the appointment process.

In addition, it is the PFCC's responsibility to ensure that all panel members undertake appropriate briefing/assessor training.

Zoe Metcalfe, PFCC for North Yorkshire and her team, actively followed this advice. The panel consisted of five members:

- Zoe Metcalfe, the Police, Fire and Crime Commissioner for North Yorkshire.
- Jonathan Dyson, Chief Fire Officer, North Yorkshire Fire and Rescue Service.
- Jenni Newbury\*, Director of Commissioning and Partnerships at the OPFCC.
- Roy Wilsher OBE QFSM, His Majesty's Inspector of Constabulary, His Majesty's Inspector of Fire and Rescue Services.
- Fay Dawson, Independent member.

\*Originally the recruitment pack, published on 26<sup>th</sup> November 2023, stated this role would be undertaken by Simon Dennis, Chief Executive and Monitoring Officer at the OPFCC. However, due to personal reasons Simon was unable to fulfil this role and was abstracted from work during the entire process. The Director of Delivery and Assurance amended the recruitment pack on 8<sup>th</sup> November 2023, mid-way through the campaign, and all candidates who attended a familiarisation session on the 10<sup>th</sup> November 2023 were advised of this change. Additionally, in the absence of the Chief Executive, Jenni Newbury is the delegated deputy Chief Executive. The role of the Chief Executive (as defined in College of Policing guidance) is to support the PFCC by ensuring the appointment procedure conducted in line with requirements set out in legislation and meets the principles of fairness, openness, and selection on merit.

The five proposed panel members were white, with no declared protected characteristics, consisting of three females and two males. According to the latest 2021 census, the population in North Yorkshire 94.2% white, with non-white minorities representing the remaining 5.8% of the population. In view of the profile of the local population, I consider that diversity needs were met.

The Director of Delivery and Assurance of the OPFCC, and her team aided the panel at each stage of the process working consistently to maintain standards, collaborating openly and helpfully with the Independent Member and other panel members throughout the planning and administration of the appointment process.

The OPFCC also consulted extensively with the College of Policing on technical aspects of the planning and assessment methods. Stephen Smith from the College of Policing was able to support the panel as advisor for shortlisting and assessment. In addition, Kerry West, a people services representative was also present during the shortlisting and assessment to provide independent HR advice.

#### **4. Panel briefing and training.**

No formal training was delivered to panel members. All panel members have significant relevant occupational experience in recruitment selection and appointment on promotion. This is inline with the College of Policing guidelines if panel members have received prior training and experience the need for formal training is negated.<sup>1</sup> All panel members were reminded of the principles of open, fair and merit-based selection against the criteria in the competence and values framework. Panel members were reminded of the need to be aware of potential unconscious bias, personal preferences and the need for objectivity in assessment and selection. Panel members were also reminded of the ORCE model (observation, recording, classification, evaluation) when considering the evidence of competence provided by the candidates. The broadly consistent scoring during both shortlisting and the final interview panel demonstrates that all panel members were competent at assessing the evidence presented to them by the candidates.

#### **5. Role profile**

The role profile as advertised reflected the national Guidance, including key deliverables, competencies and terms and conditions. It also contained specific local priorities. For example, building further trust of the public in the police, putting the community at the heart of policing to ensure legitimacy. Whilst leading from the front in addressing new and emerging threats in policing for example, Cyber and Serious Organised Crime. Additionally, reinforcing the importance of working closely with OPFCC and the future Combined Authority team to drive up public confidence in policing through service excellence, transparency and accountability, and engagement. It had been prepared by the OPFCC in conjunction with the College of Policing.

The OPFCC also conducted an online survey which asked the public what crime and community safety issues that the public felt should be the priority for the next Chief Constable of North Yorkshire Police to focus on. This generated 852 individual responses and the results were used to formulate a presentation which candidates had to undertake as part of the assessment process.

#### **6. Advert**

The OPFCC posted the advert online, as well as on the websites of the Association of Chief Police Officers and the College of Policing. The OPFCC also sent two letters, written by the Commissioner, one at the start of the campaign and one mid-way through which were circulated by the College of Policing to all eligible candidates.

The OPFCC made significant effort to be transparent about the availability of the post and to encourage all eligible applicants to consider it. The aim was to attract a strong field of potential

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<sup>1</sup> Pg 41. College of Policing [Guidance for appointing chief officers \(college.police.uk\)](https://college.police.uk/guidance-for-appointing-chief-officers)



applicants, demonstrating openness. The published application pack was comprehensive, with links offering more detail. The OPFCC published a clear and detailed timetable to help candidates understand the process. This included the advertising of a familiarisation event which took place on the 10<sup>th</sup> November via Teams. The pack included terms of appointment and met legal requirements. There was a clear intention to be open and transparent with candidates.

The OPFCC ensured that all candidates were supported following shortlisting and ensured that requests to meet people to prepare for the assessment and interview were supported. The OPFCC also made sure that all candidates were provided with the same information during this time to avoid any bias between those candidates who worked for North Yorkshire Police and those who did not.

## **7. Assessment design**

The application form used was in line with the College of Policing guidance. It required details of the previous three postings held by the applicant; training including successful completion of the Strategic Command Course; and evidence within the last three years of personal qualities and experience against the competencies of the College of Policing Competency and Values Framework (CVF) at level 3 which is for strategic leadership level. This supplied evidence of the level of qualifications and experience required to support merit-based selection.

The choice of interview questions, unseen presentation topic and media exercise was designed to test candidates in areas the panel agreed they wished to probe further.

The OPFCC jointly designed the assessment process with advice from the College of Policing and from Kerry West, People Services representative.

To complement the assessment process, providing further clarity to the panel of areas to consider further, the OPFCC also ran a stakeholder briefing event. The OPFCC invited internal and external partners and representatives from North Yorkshire to a briefing session with all candidates. Candidates were asked to prepare a PowerPoint presentation on the following;

“If you were to be successful in being appointed as our Chief Constable, what would your leadership style, aims, ambitions and vision for North Yorkshire Police be?”

Following delivery of the presentation there was 25 minutes allocated for a question-and-answer session with the stakeholders. Questions had been sought prior to the session and reviewed by the OPFCC to ensure that all candidates were asked the same questions to ensure equality of opportunity to all candidates. This was not a scored part of the process, but panel advisors were present to take notes of the session and provided feedback to the panel.

This was attended by approximately 15 Stakeholders.

## **8. Assessment delivery**

The OPFCC advised that a small pool of applicants for senior posts is common in the Constabulary, and the situation is similar in other Forces. The College of Policing confirmed that applications are low nationally.

The Director of Delivery and Assurance and her team strictly observed and monitored the timetable for the presentation, media exercise and interviews. The candidate was provided eighteen minutes to read and prepare for a fictitious, observed, live media interview lasting ten minutes on a previously unseen, complex scenario. Initially the OPFCC had asked experienced journalist, Danny Shaw, to

conduct the media exercise but he was unable to do this and recommended Miriam Rich, of Rich Communications. Miriam has extensive experience in the creation and development of scenarios to assess candidates. Miriam designed and conducted the media interview and advised on the content of the exercise and gave feedback on the outcome of this to support the panels assessment, the interview panel were able to watch the candidate's performance in the media exercise prior to their final interview, as this had been recorded. In designing this exercise, the OPFCC had shared the results of a public survey they had carried out during the recruitment campaign to identify which areas the public felt should be a priority for the new Chief Constable of North Yorkshire.

The following day the candidates had fifty<sup>2</sup> minutes to prepare a presentation on a previously unseen topic and then deliver a fifteen-minute presentation, followed by ten minutes questions. The topic was drawn from the results of the public survey ensuring that the public voice was important in the process.

A structured interview followed consisting of 5 questions and a set of supplementary questions drawn from the personality profiling overview report, the summary of the stakeholder briefing provided by the College of Policing and the feedback from the media exercise. The weighting of questions followed the previous structure and supplemental questions were grouped to avoid weighting imbalance. The Panel Advisor was insistent throughout on seeking and adhering to external technical expertise, to ensure that the process would be objective and clearly based on merit.

## **9. Assessment decision making**

On the assessment day the panel of five were supported by panel advisors Kerry West, People Services representative from North Yorkshire Police and Stephen Smith from the College of Policing. Kerry West proactively facilitated the panel's scoring deliberations, Stephen Smith observed and provided feedback when panel members had made their recommendations. Prior to the assessment day all panel members had been sent and read, each candidates Psychometric Test profile which had been carried out by the College of Policing prior to the assessment days.

Each candidate was given every opportunity to present the best of themselves to the panel and give supporting examples of past achievement. Prior to each candidate entering the room the panel viewed each their media session and read the written feedback provided by Miriam Rich but did not score this. This was used to inform discussion at the end of the assessment process. Following this, Stephen Smith briefed the panel on the feedback from the Stakeholder event which had taken place the day before. The panel had already read the written feedback from these events, but Stephen Smith was able to add some additional context. Candidates were then brought into the room and delivered their presentation, which was based on the results of the Commissioners online survey. The presentation was also not scored but used to inform discussion at the end of the assessment process to assess overall capability and suitability to be Chief Constable of North Yorkshire Police. All candidates were then asked the same five structured questions, one by each member of the panel. Where there was a need to probe, panel members asked supplementary questions.

Each panel member scored candidates answers to the structured and supplementary questions that were focused on achievement and outcomes against the criteria in the Competencies Values Framework (CVF). The people services representative collated all the scores onto a spreadsheet. Broadly, scoring was consistent across the five panel members. Where there were minor discrepancies of more than one point difference, there was a re-examination of the evidence the

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<sup>2</sup> An extra five minutes was given to the previously advertised information given to candidates to compensate for environmental factors outside of the OPFCC's control.

panel members had captured in their notes and an objective discussion took place as to whether or not panel members wished to revise their scores. This resulted in minimal changes to scores but prompted significant discussion amongst the panel about each of the candidates. At this point, performance in the media exercise and the presentation were also discussed. All three candidates performed well, this was evidenced by the closeness of the scoring.

Once the individual scores had been discussed and a final mark was agreed, due to the closeness of the overall scores it was deemed to be inappropriate to appoint based purely on that basis. As a result, there was a need to further discuss candidates' performance in all aspects of the assessment process to best identify the candidate who would most closely meet the requirements of the post and the specific needs of North Yorkshire Police as outlined by the Commissioner. As per the College of Policing guidelines<sup>3</sup> the decision on who to appoint is ultimately the responsibility of the PFCC, based upon the final marks that have been agreed by the appointment panel and all the information that has been gained throughout the appointment process.

The discussion then evolved into the merits of the two top scoring candidates and their suitability for the post and in particular meeting the needs of the North Yorkshire Police Force in the immediate and longer-term future. The PFCC required more time to make a decision at this point, it had been a very long day and the panel were supportive of her doing this and her desire to take some additional time in order to make sure that she made the right decision for North Yorkshire Police.

The following day the Commissioner advised the panel members of her final decision. This was to recommend Tim Forber as the preferred candidate to be put forward to the Police, Fire and Crime Panel for the confirmation hearing on the 11<sup>th</sup> January 2024. The Commissioner's decision was based upon the final marks that had been agreed and all the information that had been gained throughout the appointment process. In reaching this decision PFCC considered the view of the Panel, stakeholder feedback, the presentation and media exercise. In doing so PFCC ensured that the needs of North Yorkshire Police and the public of York and North Yorkshire had been at the forefront of her mind. The preferred candidate's (Tim Forber) commitment was clearly aligned to the attributes the PFCC had set out in the recruitment pack to lead North Yorkshire Police on its journey to outstanding. This included but was not limited to:

1. collaboration internally and with external partners including the third sector and victims.
2. significant awareness of weight of the VAWG agenda
3. prevention and early intervention
4. neighbourhood policing in the rural and urban areas
5. use of scrutiny panels
6. people centred approach with a clear leadership style
7. breadth and depth of experience being part of the senior leadership team in a force that had made significant progress and has achieved some HMICFRS outstanding grades.

The preferred candidate was able to demonstrate an approach which was not limited to the performance metrics upon which the force is measured. He also articulated the importance and impact of Policing within the communities and engagement with all stakeholders in North Yorkshire and York.

In my opinion the decision was made based on merit as identified by the information gained through a fair and open selection process.

## **10. Conclusion and Recommendations**

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<sup>3</sup> P46 College of Policing [Guidance for appointing chief officers \(college.police.uk\)](https://www.college.police.uk/guidance-for-appointing-chief-officers)

Through the steps outlined above, the PFCC fulfilled her responsibility to ensure the selection process was in accordance with the responsibilities set out in the Guidance. There was effective use of the CVF throughout the process which allowed evidence to be evaluated to make objective decisions.

There was also robust discussion between panel members to compare and weigh up recorded evidence.

**Recommendations for future:**

1. That the OPFCC considers making recommendations to the College of Policing and the Home Office to suggest ways to increase the pool of available candidates for Chief Constable. Particularly encouraging more applications from Assistant Chief Officers because actively supporting this rank to apply could potentially increase the pool of candidates.
2. The College of Policing make the application form much more structured in terms of asking candidates to provide evidence of achievement in all the required competencies.
3. The College of Policing should include in the guidance what should or should not be included in the covering letter. The lack of consistency was unhelpful.
4. Greater awareness raising for candidates in the completion of application forms which are to be scored against the CVF to ensure they understand how the panel will sift, assess, and score their applications.
5. Greater awareness raising amongst candidates of the need to provide evidence against the values and not just the CVF.
6. The PFCC gives comprehensive feedback to all candidates which makes it clear where their applications and assessment performance met and did not meet the required criteria so this can be used as continuous professional development.

## **Appendix A: Independent Member role profile**

1. To be familiar with the Guidance for the Appointment of Chief Officers, the appointment process procedures, and to adhere to the principles of merit, fairness and openness throughout the appointments process.
2. To work collaboratively with the PCC/CC or Commissioner and other appointment panel members to challenge and test whether the candidates meet the necessary requirements to perform the role effectively throughout the appointments process.
3. In providing independent advice during the appointments process, where requested to do so, their responsibilities are likely to include the following;
  - To provide independent advice in the shortlisting of applicants against the agreed appointment criteria.
  - To play an active role (where required) as part of the appointments panel and provide independent advice in assessing shortlisted candidates against the agreed appointment criteria (this might include using interviews, presentations, psychometric measures, assessment, exercises, etc).
  - To provide independent advice on which candidate(s) most closely meets the appointment criteria in line with the principles of merit, fairness, and openness.
4. To produce a written report on the appointment process which expressly and explicitly addresses the appointment principles of merit, fairness and openness, and the extent to which the panel were able to fulfil their purpose.
5. To provide feedback to the College of Policing on the appointment process and their role. Independent Members will be asked to share copies of their written reports with the College of Policing once released by the PCC/CC or Commissioner to help inform future training and development.

## **Appendix B: Independent Member – Fay Dawson**

I have nearly 30 years' experience in strategic and operational HR, including significant experience in merit-based open and fair recruitment and promotion selection. I have significant experience in sifting and shortlisting applications and CVs and use of assessment practices including psychometric tests, in-tray exercises such as data analysis and reasoning tests and role play in leadership scenarios, to identify capable leaders and potential future leaders.

I have previously undertaken assessor training in personality tests (Myers-Briggs, 16PF and Belbin Team Roles), situational judgement tests and role play in leadership scenarios. I have also undertaken significant training in the use of competency and strengths-based interview techniques. I am quickly and accurately able to assess applications and CVs against any predetermined selection criteria and make sound judgements as to who demonstrates the knowledge, skill and capability to proceed to the next stage. I am able to analyse and assess answers to competency or strengths based interview questions in order to determine the level of an individual's capability and suitability for any particular role.

I am currently partially retired and not permanently employed but keep my knowledge, skill and practice up to date by undertaking consultancy work on a regular basis across the whole spectrum of HR work in a wide range of organisations.

## **Appendix C: Link to College of Policing Guidelines for recruiting Chief Officers**

[Guidance for appointing chief officers \(college.police.uk\)](https://college.police.uk/guidance-for-appointing-chief-officers)

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## Personal Statement to the North Yorkshire Police, Fire and Crime Panel

### **Deputy Chief Constable Tim Forber, South Yorkshire Police**

I have been a police officer for over 27 years, and it is the honour of my career to be selected as the preferred candidate to be the next Chief Constable of North Yorkshire Police. In making this personal statement, I hope to set out my qualifications; the breadth of my experience; my track record of delivery; my motivation for applying for the role; and the key principles that will underpin my leadership of the organisation.

#### **Education**

I was born and brought up in St Helens, Merseyside, and completed my secondary education at Cowley High School. I am a second generation police officer, my father having served as an officer in several forces for over 36 years, retiring in 2000. I studied for an undergraduate law degree at Liverpool John Moores University, graduating in 1994 and went on to complete a post graduate diploma in legal practice at the College of Law in Chester, graduating in 1995. I have completed two master's degrees during my policing career. I have an MSc in Police Leadership and Management from the University of Leicester, graduating in 2010, and I graduated from Durham Business School with a Master of Business Administration (MBA) with Distinction in 2012.

#### **Policing Experience**

I joined the Metropolitan Police Service in June 1996. My first posting was as a uniform response officer in Richmond upon Thames in Southwest London. I was awarded a Royal Humane Society Testament on Parchment for my actions rescuing a woman from drowning in freezing waters on the River Thames on 27<sup>th</sup> December 1997. In 1998 I joined the CID as a trainee detective on a burglary squad and in April 2000 was commended for detective ability for my role in bringing to justice a criminal gang committing high value antique burglaries against elderly vulnerable victims across the country. I went on to work as a detective at all ranks up to Detective Chief Inspector in inner city South London. I gained broad experience investigating serious violent crime, robbery, as well as tackling drugs markets. In 2003, while a Detective Inspector, I was commended for leadership and detective ability for my work in dismantling a drugs market in Clapham, South London.

In 2005 I left the Metropolitan Police on promotion to Detective Superintendent in West Yorkshire Police where I spent three years as a Senior Investigating Officer on the force Homicide and Major Inquiry Team. I led a significant number of murder and kidnap investigations including some high profile cases. In 2006 I successfully investigated the racist murder of taxi driver Mohammed Parvaiz in Huddersfield, which resulted in the conviction of four people for murder and two for violent disorder. In February 2007 I investigated the murder of Mian Shahid Mehmood, who was abducted from his home in Halifax and shot dead by a group of individuals hired by his wife's family to murder him. I convicted four people for murder following a highly complex investigation and was commended by both the trial judge and the Chief Constable for my leadership and detective ability. In May 2008 I investigated the violent murder of Shoaib Khan outside the Hanfia Mosque in Manningham, Bradford, and was again commended for my leadership of the investigation, bringing three individuals to justice.

In 2010 I was promoted to Chief Superintendent in Greater Manchester Police (GMP), where I was the Divisional Commander at Oldham for three years. A very diverse community, both in terms of demography and geography, I gained invaluable experience in managing threat, risk, harm, and community cohesion, across communities from the outskirts of Manchester to the rural communities



of Saddleworth. I introduced a new policing model which delivered a significant shift from a reactive approach, to one with preventative neighbourhood policing at its core. I built a range of partnerships, most notably with Oldham Council, focused on early intervention and prevention. The success of this period of my career cemented my belief that effective neighbourhood policing in partnership with communities, accompanied by a relentless focus on managing offenders and the highest standards of victim care, provides the foundation of an outstanding police service. During my tenure, this approach delivered significant results, including a 45% reduction in anti-social behaviour and a 28% reduction in residential burglary.

I gained further experience of strategic leadership and business change within GMP Headquarters before attending the College of Policing Strategic Command Course in 2016. In December that year I joined South Yorkshire Police (SYP) as Assistant Chief Constable (ACC). At this time SYP was rated by HMICFRS as requires improvement in all areas and was suffering from significant reputational issues as a result of various legacy and contemporary events. During my tenure as a chief officer for seven years, including two portfolios as ACC, and Deputy Chief Constable (DCC) since June 2021, the force has transformed into one of the highest rated forces in the country. In the 2022 PEEL inspection, South Yorkshire Police was rated as 'outstanding' at Protecting Vulnerable People; Preventing Crime; and Planning and Efficiency. It was rated 'good' in all other areas bar one and has been noted for its innovative practice across a range of areas.

As ACC Crime, I was responsible for a fundamental restructure of safeguarding assets across the force, bringing together reactive investigation with forward facing safeguarding under the leadership of geographic commanders. This led to vastly improved performance in relation to domestic abuse, results that were described by HMICFRS as 'remarkable' in the 2022 PEEL inspection. As ACC for Local Policing, I continued to develop Neighbourhood Policing, introducing a bespoke Performance Management Framework and accredited training to ensure the force was properly focused on engaging with communities; using evidence-based problem solving; and undertaking targeted activity to deal with the issues that matter most to local people.

In November 2019 I led the multi-agency response to widespread flooding throughout the South Yorkshire area, which occurred at the height of the General Election Campaign. I chaired the Strategic Co-ordination Group, attended COBR and had to personally brief the then Prime Minister regarding the ongoing response. Throughout my time as chief officer I have been a Gold Public Order Commander and a Strategic Firearms Commander, and I have broad experience of both disciplines including the command of high-risk covert armed operations.

As DCC I oversaw the force's continued improvement from 'good' to 'outstanding' by focusing on values-based leadership and effective governance. I sponsored the development of a Leadership Academy to provide a variety of modular leadership courses from front line leader to senior leader. These encompass both police officers and staff which reflects a 'one team' approach that I believe is of vital importance to organisational development. I have also developed technical skills courses for sergeants and inspectors to ensure the force builds capacity and capability in its ever more inexperienced workforce. I have developed governance arrangements that promote accountability rather than a 'blame' culture and this has strengthened a collegiate approach to performance. I delivered a very clear focus on inspection governance that promoted the excellent work of the force and sought out innovation from across the country.

As DCC, I have gained invaluable experience in handling the various legacy issues of South Yorkshire Police, including the management of complex civil litigation involving multiple stakeholders. I also introduced Priority Based Budgeting as a methodology to ensure the force focuses its resources on

the key areas to deliver the Police and Crime Plan; drives efficiencies throughout the organisation; and ensures we continue to build capacity and capability to meet the demands of today and the medium-term future.

### **My motivation for applying for the role of Chief Constable**

In preparation for applying for this role, I had the opportunity to speak to officers and staff from North Yorkshire Police; executive leaders from key partners; as well as local political leaders. Without exception I found people who were absolutely committed to delivering the very best outcomes for the communities of York and North Yorkshire. I am passionate about policing, and it is all I have ever known in terms of my professional career. I believe that North Yorkshire Police has the potential to be truly outstanding.

I will bring a strong collegiate leadership to the organisation, combined with a track record of delivery. I will lead a force focused on prevention and place-based collaboration to ensure the county remains one of the safest areas in the country. There will be three pillars to this mission:

1. **North Yorkshire Police will deliver an outstanding Neighbourhood Policing Service** – this means we will continue to develop close community links and engage with people in all communities to understand their policing needs. At its best, Neighbourhood Policing is something that is done ‘with’ communities rather than ‘to’ communities. Our policing service will be visible and accessible and respond effectively to deal with the issues which matter most to local residents. We will work tirelessly to reduce the crime and incidents which impact most on communities, having regard to the impact of isolation in rural areas. We will seek to inspire confidence in everything we do.
2. **North Yorkshire Police will deliver a whole system approach to protecting vulnerable people** – this means we will work collaboratively with partners to effectively understand the broader spectrum of public protection, as well as the changing nature of demand linked to online criminality and hidden harms such as human trafficking and county lines. We will collaborate with partners to ensure support is available for victims of crime, and the process of safeguarding delivers the best possible service. We will prioritise prevention and early intervention activity and use a strong evidence base to inform practice in areas such as domestic abuse, hate crime, and violence against women and girls.
3. **North Yorkshire Police will reduce crime and anti-social behaviour and bring offenders to justice** – this means we will investigate crimes effectively and bring offenders to justice, with a focus on the areas of neighbourhood crime; the most serious violence; domestic abuse; sexual offending; and the exploitation of children. This will include relentless proactivity in suspect management, investigative processes, use of civil orders and powers, and the management of offender cohorts.

I intend to deliver this in a way that inspires confidence among communities that we are on their side, displaying high ethical standards and the highest degree of professionalism.

In summary, I am committed to serve the communities of York and North Yorkshire as the next Chief Constable and look forward to building on the work of my predecessor to make North Yorkshire Police an outstanding organisation.

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