



PCC report on preferred Chief Constable candidate

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.

Preferred candidate

My preferred candidate for appointment to the position of Chief constable is Lisa Winward, currently serving as Temporary Chief Constable for North Yorkshire Police.

Suitability of the candidate

Criteria used to assess suitability

The criteria used throughout the recruitment and selection process are set out in the role profile which I have attached. This outlines the aims and responsibilities of the post, and the personal qualities needed for the post which were drawn from the national framework of competencies for chief police officers as published by the College of Policing.

From these competency areas I selected four on which I wanted to focus given the priorities for North Yorkshire Police over the next period arising from my Police and Crime Plan and the programme of transformation. They reflect what I feel will be required of the leader of NYP during this period, and the qualities I think will help deliver my vision of change for NYP. The four were:

- Value – Public Service
- Analyse Critically
- Innovative & Open Minded
- Collaborative & Emotionally Aware
- Take Ownership

A fuller justification of my choice is given in the Independent Assessor's report.

The selection process focussed on exploring the extent to which applicants – at shortlisting stage, and thereafter candidates – demonstrated those competencies to my satisfaction and to the satisfaction of those whom I chose to assist and advise me in the process. To ascertain this, I devised a selection process that, alongside formal interview, included innovative assessments to challenge candidates and explore their understanding of North Yorkshire, my priorities, and these competencies in several settings.

Fuller detail of these assessments is given in the Independent Assessor's report.

How the candidate satisfied the criteria

The selection process consisted of four elements measuring the candidates against the selection of criteria set out above. Further detail about these elements and the criteria can be found in the report of the Independent Assessor.

Each candidate's performance against the criteria was scored within the four structure exercises. That scoring was conducted independently with each assessor allocating a rating against the specific competencies identified within the structured exercises and then providing those scores to the PCC who chaired the scoring element.

By her preparation and presentation, in the video log exercise Lisa Winward demonstrated her clear understanding of the strategic challenges facing North Yorkshire Police and the leadership attributes that will be necessary to meet them within the specific context of the Police and Crime Plan. She ably demonstrated her communication skills and greatly impressed the assessors with what they regarded as being a 'broadcast ready' vlog which is available for panel members' inspection. In this exercise the Lisa Winward candidate scored the highest possible marks.

In the North Yorkshire stakeholders event Lisa Winward demonstrated her ability to consider and respond to unseen questions about significant topics that were of concern or interest to a diverse range of stakeholders. The views and impressions of those stakeholders were garnered after the event and, while there were some discrete areas in which some stakeholders expressed differing opinions, the feedback in terms of Lisa Winward's ability to identify and address key issues was very positive. Given the nature of both the exercise itself and the inevitable subjectivity in some of the areas of assessment (i.e. this was not a standardised structured psychometric exercise assessed against the ORCE assessment methodology) this element was scored differently from the others. However its design, delivery and debriefing were conducted with the input and support of the College of Policing and it was regarded as being both highly face valid and having a high degree of productive validity for the post. In this exercise the assessors believed that Lisa Winward satisfied the criteria being tested.

The final element was a conventional formal interview and presentation in which the candidates were asked a series of standardised questions some of which were submitted in advance by the specific panel member. These were designed to test the candidates' level of experience, understanding and communication of key role criteria, together with their ability to illustrate and elaborate on their answers, using clear examples and responding to 'challenge questions' from members of the panel. In this element the panel members were more than satisfied that Lisa Winward had demonstrated the knowledge, understanding, skills and abilities required of the post.

Comparison with other candidates

Following a comprehensive evaluation of all the available evidence and a thorough discussion of all elements of the selection process, the panel members unanimously concluded that Lisa Winward was the best performing candidate overall.

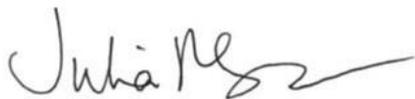
Conclusion

Lisa Winward has a highly laudable history within North Yorkshire Police and Humberside Police, bringing impressive experience of identifying, developing and implementing change in policing. From first joining North Yorkshire Police as a Special Constable in 1993, she has demonstrated considerable commitment to the people of North Yorkshire throughout her career. She has spent considerable time developing community policing, as Commander for the City of York and as the chief officer responsible for local policing, which is so important to local people. Having also held positions such as Head of Major Crime and Head of Force Intelligence, and having completed the international leadership course offered by the Federal Bureau of Investigation, Lisa also has a detailed understanding of what is needed to tackle the most serious crime. I am convinced she will deliver a policing service to the communities of North Yorkshire that can meet both aspects in an exemplary way.

Lisa has a highly collaborative and personable style that I believe will build NYP as a driving force for innovation and collaboration in the county, and which will continue to embed an ethos of exemplary customer service within the organisation.

Terms and conditions of service

The terms and conditions will be forward separately due to being revised.



Julia Mulligan
Police and Crime Commissioner for North Yorkshire

7 August 2018