



Cllr H Murray  
Chair – Police & Crime Panel  
Cheshire East Council  
Westfields  
Middlewich Road  
Sandbach  
CW11 1HZ

**David Keane**  
*Police & Crime Commissioner*

Clemonds Hey  
Oakmere Road  
Winsford  
Cheshire  
CW7 2UA

Date: 27 June 2017

Our Ref:  
OPCC/DK/PA

Your Ref:

Tel: 01606 364001  
Fax: 01606 364006

Email:  
police.crime.commissioner@cheshire.pnn.police.uk

Dear Cllr Murray

## PROPOSED APPOINTMENT OF A CHIEF OF STAFF

In accordance with Schedule 1 of the Police Reform & Social Responsibility Act 2011, I write to inform you that I propose to appoint Mr Peter Astley MBE as Chief of Staff for the Office of the Police of Crime Commissioner for Cheshire. The post will encompass the statutory duties of the Chief Executive as referred to in legislation.

In accordance with the provisions of Schedule 1 of the Act, I am advising you, as Chair of the Police & Crime Panel, so that arrangements may be made to hold a confirmation hearing to review the proposed appointment and make a recommendation as to whether the candidate should be appointed. As specified in Schedule 1 of the Act, I set out below the required information for the Panel's consideration, namely:

- a) the name of the person whom the commissioner is proposing to appoint
- b) the criteria used to assess the suitability of the candidate for the appointment;
- c) why the candidate satisfies those criteria; and
- d) the terms and conditions on which the candidate is to be appointed.

This proposed appointment follows an open advertisement for the role between 31 March 2017 and 17 April 2017 which attracted 11 applications. The attached role profile, including job description and personal profile (policing professional framework) was used to assess the suitability of the candidate for appointment.

Five candidates (three male and two female) were shortlisted. The shortlisted candidates completed a personality questionnaire and took part in a Stakeholder Panel on 28 April 2017 facilitated by Acting Assistant Chief Constable Bailey. Invites to sit on the Stakeholder Panel were extended to all Local Authority Leaders and Chief Executives, the Chair of the Fire Authority and the Chief Fire Officer, the Chief Constable and Chair of the Criminal Justice Board and the Chair of the Police & Crime Panel. All candidates were questioned by senior stakeholders, including the Deputy Chair of the Police & Crime Panel. The Stakeholder Panel assessed each candidate making general observations and specifically highlighting what they were particularly impressed with and any points which the Commissioner may wish to probe further at interview.

A competency based interview was then completed with all five candidates. This took place on 4 May 2017. The interview questions, which were written specifically in relation to the role profile of the Chief of Staff, are attached for information, alongside the scoring matrix which was used for both shortlisting and interview. The Constabulary's Head of Human Resources attended shortlisting and interviews to provide professional advice and guidance.

Throughout the process those involved at shortlisting, Stakeholder Panel and interview stage were asked to declare prior knowledge of any of the candidates. This was applicable to a number of those supporting the process and the Panel may wish to be aware that I declared as having previous knowledge of Mr Astley in a professional capacity from his time as a Senior Manager at Warrington Borough Council.

Mr Astley is an accomplished senior high performing public sector leader with nearly thirty years' experience in the regulatory field of local government, most recently operating as Assistant Director (Regulation & Public Protection) for Warrington Borough Council. Mr Astley has significant experience of leading multiple business units, managing the challenging budgets and leading strategic programmes to deliver both organisation change and efficiencies. He has extensive experience of working in partnership across local government, community safety, policing and public protection and has a proven ability to operate and provide advice at a strategic and executive level. This includes experience in intellectual property crime policy and strategy nationally and internationally, working with bodies such as the UN and EU. Mr Astley and departments under his leadership have gained nation recognition and accolades and he was awarded an MBE in 2010 for service to consumers in the North West.

In interview Mr Astley scored 3 and 4 against the questions asked by the panel members, well above the acceptable standard of 2 on the scoring matrix.

Mr Astley was able to provide very good examples of being a highly effective influencer both in terms of taking a strategic lead on a number of projects and also across varying agencies. Mr Astley provided very good practical examples in relation to engagement activity covering a wide range of stakeholders externally and internally, with an approach structured around listening, gathering, scanning and reviewing information to identify issues and solutions.

Mr Astley provided the interview panel with good experience of future thinking and planning, focused on delivery on a local, regional and national level, highlighting an ability to identify and tackle emerging threats, risks and challenges. He provided good examples of his ability to effectively challenge where required, a commitment to maintain independence, objectivity and integrity and manage professional relationships.

Mr Astley provided the panel with very good examples of experience obtained in monitoring numerous functions and contracts for the local authority ensuring compliance and adherence through effective performance management regimes. Throughout interview he gave confidence to the panel through the use of very good examples which showed the confidence to challenge difficult partnership issues, involve the community in problem solving and taking personal responsibility for the resolution of complex challenges.

The panel was particularly impressed with the leadership style and values that Mr Astley highlighted, including very good examples from both a work and personal environment. Mr Astley demonstrated himself as a natural leader who is not afraid to hold people to account, drive performance and treats all staff with honesty and fairness.

Mr Astley was able to highlight a wealth of change experience over a decade which had been driven through austerity challenges and the need to restructure. He presented a clear focus on engaging staff throughout any such process, promoting fairness and transparency to achieve the best outcomes aligned to the objectives of the organisation.

The interview panel assessed Mr Astley as the leading candidate at both shortlisting and interview stage.

Following interview Mr Astley was the proposed appointment to the role of Chief of Staff, subject to pre-employment checks and the Panel's confirmation hearing. All pre-employment checks, including professional and personal references, medical and police vetting, have been successfully completed.

The appointment will be made on a permanent full-time basis at salary scale SM7; £75,951-£80,688 and expenses will be paid in accordance with office policy. The post is politically restricted and has been subject to Police Management Vetting. The appointment of new employees to the Office of the Police & Crime Commissioner (OPCC) is subject to a period of probation not exceeding six months. The Chief of Staff will have responsibilities including but not limited to:

- Statutory Officer
- Monitoring Officer
- Lead Strategic Advisor – Local, Regional and National Themes
- Head Of Paid Service
- Strategic Partnerships/Collaborations
- Governance
- Ensure OPCC Delivers Priorities

I look forward to receiving the Panel's report on this proposed appointment.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D. Keane', with a stylized flourish at the end.

David Keane  
Police & Crime Commissioner



## **Cheshire Police & Crime Commissioner**

### **Job Description**

<b>Job Title:</b>	Chief of Staff
<b>Grade</b>	SM7
<b>Directly Responsible to:</b>	Police & Crime Commissioner
<b>Location:</b>	Stockton Heath Police Station

#### **Job Purpose:**

To work with the Police & Crime Commissioner (PCC) and Deputy Police & Crime Commissioner (DPCC) to ensure the delivery of the vision, strategy and priorities of the Police & Crime Plan.

#### **Main Duties & Responsibilities**

1. The Chief of Staff will carry out duties of the Chief Executive in accordance with the Police Reform and Social Responsibility Act 2011; including the statutory roles of the Head of the Paid Service; and the Monitoring Officer as required in the appropriate legislation.
2. To provide high level strategic advice to the Commissioner supporting the PCC in the development and delivery of longer term visions and strategies, working collaborative with partners and stakeholders and with due consideration of regulatory requirements.
3. To contribute to the effective delivery of the priorities identified in the Police & Crime Plan.
4. To be the strategic lead in the development of effective relationships with a wide range of stakeholders including the Local Strategic Partnerships, Community Safety Partnerships, local authorities, the voluntary sector and the criminal justice agencies to ensure the delivery of policing and community safety programmes that meet the objectives of all partners.
5. Provide a proactive strategic policy function including the early identification of key issues effecting policing through appropriate environmental scanning processes which ensure the PCC is fully sighted on the potential impacts of new legislations and policies which will assist in the delivery of longer term visions and strategies.
6. To ensure that the PCC is fully supported through the effective delivery of a tasking and briefing service, providing all relevant information, taking account of the security level of any such information, to ensure that the PCC is fully briefed and up to date with any arising issues, activities and high profile incidents.
7. To ensure the Force Control Strategy and Strategic Assessment reflect the priorities of the Commissioner as well as national and local priorities, providing advice, influence and challenge to ensure the Force's view of strategic assessment is informed by the OPCC.

8. To ensure that the OPCC performs its equality and diversity duties and responsibilities.
9. To represent the Commissioner at high level meetings with the Home Office, HMIC, Association of Police & Crime Commissioners, LGA and other outside bodies at a local, regional and national level as required, ensuring the OPCC leads and contributes to the national consideration of issues concerning policing and the reduction of the crime .
10. Deliver, review and improve performance against the OPCC strategy in relation to communication, consultation and engagement, ensuring effective two way engagement and consultation with all sections of the community.

Must be able to work outside of normal officer hours as required to fulfil the duties of the post.

Must be able to travel across the County

This post has been identified as politically restricted

This post hold will require Management Vetting clearance

This post is subject to an enhanced level of vetting

For the post holders level of responsibility ensure that all; arrangements, activities, equipment, supervision and staff health, welfare and training are complied with as fully detailed in the Health and Safety Policy.

It is the responsibility of all staff to promote equality, diversity and Human Rights in working practices including developing and maintaining positive working relationships, ensuring that colleagues are treated fairly, contributing to developing equality of opportunity in working practices and challenging inappropriate conduct. Staff should treat everyone with fairness and impartiality, whilst recognising differences in needs, perspectives, backgrounds and cultures.

Notwithstanding the details in this job description, the job holder may be required to undertake other duties up to a level consistent with the principal responsibilities of the job.

### **Qualifications**

Educated to Level 6 of the National Qualification Framework or relevant equivalent experience.

### **Experience**

- Proven ability to operate at a strategic level, identifying issues and setting priorities at an executive level.
- Experience of implementing effective communication and engagement activities which connect with a broad range of stakeholders
- Significant experience of communications and media management.
- Substantial experience of working within the public sector

- Significant experience of negotiating and influencing across business areas and organisations
- Must have the business awareness and acumen to understand / undertake environmental scanning in order to ensure that risks, threats and opportunities are recognised

### Knowledge & Skills

- Demonstrate a high level of communication, negotiation, presentation and report writing skills
- Demonstrate an ability to develop effective working relations with partner organisations
- Excellent communication skills to successfully inform influence & motivate stakeholders
- Ability to demonstrate political awareness
- Good working knowledge of the interrelationships between the different business services

### Personal Qualities

<b>Skill Category: Policing Professional Framework</b>	
<b>Serving the Public</b>	<p><b><u>Serving the public – Level Executive</u></b>  Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.</p>
<b>Leading Strategic Change</b>	<p><b><u>Leading Strategic Change – Level Executive</u></b>  Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.</p>
<b>Leading the Workforce</b>	<p><b><u>Leading the Workforce – Level Executive</u></b>  Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.</p>
<b>Managing Performance</b>	<p><b><u>Managing Performance – Level Executive</u></b>  Translates the vision into action by establishing a clear strategy and ensuring</p>

	<p>appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.</p>
<b>Professionalism</b>	<p><b><u>Professionalism – Level Executive</u></b>  Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.</p>
<b>Decision Making</b>	<p><b><u>Decision Making – Level Executive</u></b>  Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.</p>
<b>Working with Others</b>	<p><b><u>Working with Others – Level Executive</u></b>  Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.</p>

### **Job Specific Chief of Staff Interview questions**

1. This role will require you to build effective working relationships with partner organisations. Tell us about a partner organisation you work with where you have successfully influenced and held a successful relationship? What made it a success?
2. Can you tell us what your engagement plan would look like during the first 3 months in the role?
3. The role of Chief of Staff will entail providing advice to the PCC and the DPCC in the development of longer term vision and strategies. What experience do you have of this that would prepare you for this role?
4. Whilst working in a policing environment the OPCC sits independently. How will you manage relationships whilst retaining independence and objectivity in the role?
5. This role will require the post holder to be a monitoring officer which will require an element of challenge to ensure that statutory duties are delivered. Do you have experience of this? What do you see as the main issues in undertaking this role?
6. Tell us about an occasion that tested you resilience the most – what did you learn about yourself from this experience
7. This position manages a small team and as such this may require personal involvement to get some things done. How will you ensure everyone forms part of a team and what would your performance regime look like?
8. How would you describe yourself as a leader? Tell us about an occasion that best describes you positively leading a team through change.





### Shortlisting and Interview rating Scale

A scoring system of 0-4 is to be used, any officer scoring one 0 and/ or two 1s will not be successful at the interview stage

RATING	DEFINITION
<b>4 = VERY GOOD</b>	The candidate has provided evidence that <b>directly</b> relates to the quality/competency area being measured. This evidence <b>clearly explains</b> their role and what they did in relation to <b>many</b> of the behavioural descriptors associated with the area. The evidence/example used has <b>direct relevance</b> to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
<b>3 = GOOD</b>	The candidate has provided evidence that <b>directly</b> relates to the quality/competency area being measured. This evidence <b>clearly explains</b> their role and what they did in relation to <b>many</b> of the behavioural descriptors associated with the area. The evidence/example used has <b>some relevant links</b> to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
<b>2 = ACCEPTABLE</b>	The candidate has provided evidence that relates to <b>some of</b> the quality/competency area being measured. <b>In the main</b> the evidence explains their role and what they did in relation to <b>some of</b> the behavioural descriptors associated with the area. The evidence/example used has <b>some relevant links</b> to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
<b>1 = LOW</b>	The candidate has provided <b>little evidence</b> that relates to <b>some of</b> the quality/competency area being measured. <b>In the main</b> evidence clearly explains their role and what they did in relation to <b>some of</b> the behavioural descriptors associated with the area. The evidence/example used has <b>some links indirectly</b> to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
<b>0 = UNACCEPTABLE</b>	The candidate has provided <b>very little or no</b> evidence that relates to the quality/competency area being measured. The evidence <b>does not</b> clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The evidence/example used has <b>no direct</b> relevance to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.

