

Minutes of a Meeting of the Lincolnshire Police and Crime Panel held in the Council Chamber, Tedder Hall, Manby Park, Louth on Friday, 17th December, 2021 at 11.00 am.

PRESENT

Chris Cook (Independent Co-optee) (Chairman)
Councillor Ray Wootten (Lincolnshire County Council) (Vice-Chairman)

Councillors Chris Burke (City of Lincoln Council), Philip Dilks (Lincolnshire County Council), Graham Marsh (East Lindsey District Council), Nigel Pepper (South Holland District Council), Sarah Trotter (South Kesteven District Council), Susan Waring (North Kesteven District Council) and Anne Welburn (West Lindsey District Council).

Independent Co-opted Members: George Krawiec.

GUESTS IN ATTENDANCE:

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| Marc Jones | Lincolnshire Police and Crime Commissioner |
| Philip Clark | Candidate for office of Deputy Police and Crime Commissioner |

OFFICERS IN ATTENDANCE:

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| Michelle Sacks | - Deputy Chief Executive, Growth |
| Anna Waddell | - HR Business Partner, CPBS |
| John Medler | - Democratic Services Manager and Deputy Monitoring Officer |
| Kathryn Walton | - Democratic Services and Police and Crime Panel Officer |
| Joanne Paterson | - Democratic Services Officer |

44. WELCOME AND INTRODUCTIONS:

The Chairman welcomed everyone to the meeting including the Lincolnshire Police and Crime Commissioner and Philip Clark, the PCC's preferred candidate for the post of Deputy Police and Crime Commissioner.

The Chairman invited Panel Members and officers to introduce themselves to Mr. Clark.

45. APOLOGIES FOR ABSENCE:

It was noted that apologies for absence had been received from Councillors Richard Butroid and Paul Skinner.

46. DISCLOSURE OF INTERESTS (IF ANY):

At this point in the meeting, Members were invited to disclose any relevant interests. No interests were disclosed.

47. DEPUTY POLICE AND CRIME COMMISSIONER CONFIRMATION HEARING:

A report was submitted by the Lincolnshire Police and Crime Panel Officer, East Lindsey District Council that provided information for Panel members to support them in conducting a Confirmation Hearing for a Deputy Police and Crime Commissioner for Lincolnshire. The Panel was required to conduct a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and social Responsibility Act 2011 (The Act).

The Chairman laid out for Mr. Clark the agenda and process for the meeting and confirmed that the Panel's recommendation would be forwarded to the PCC by the end of the day.

The Chairman invited Mr Clark to ask any procedural questions before the Panel's proceedings commenced. Mr Clark confirmed that he did not have any questions for the Panel.

The Panel then proceeded to ask questions of the PCC regarding the appointment of a Deputy Police and Crime Commissioner for Lincolnshire. A copy of the questions and answers is attached at **Appendix A** to these minutes.

The Panel subsequently proceeded to ask questions of Mr Clark to ascertain his suitability for the position of the Deputy Police and Crime Commissioner for Lincolnshire. A copy of the questions and answers is attached at **Appendix B** to these minutes.

Councillor Marsh asked that it be noted that he knew the candidate in his former role as a serving Police Officer. However he confirmed that he had no contact with him over the previous 16 years and therefore considered he could continue objectively within the meeting, but wished to seek advice from the Monitoring Officer to this regard.

The Monitoring Officer advised that given the length of time that had elapsed and that it wasn't immediately obvious that Councillor Marsh knew the candidate, that it was proportionate and reasonable that Councillor Marsh to continue to take part in the decision making process.

At the conclusion of the questions the Chairman thanked the Commissioner and Mr Clark for their contributions at the Confirmation Hearing.

The Chairman confirmed that the Panel would shortly move into closed session to deliberate on its recommendation to the Commissioner on the appointment of Mr Clark to the post of Deputy Police and Crime Commissioner.

N.B. Marc Jones, Police and Crime Commissioner and Philip Clark, Candidate for the Office of the Deputy Police and Crime Commissioner left the Meeting at this point.

48. DATE OF NEXT MEETING:

The date of the next programmed meeting was confirmed as being 4th February 2022 at 11am.

49. EXCLUSION OF PRESS AND PUBLIC:

It was proposed and seconded that the public and press be excluded from the meeting.

RESOLVED

That under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting of the following items on the grounds that, if they were present, there could be disclosed exempt information as defined at paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act (as amended).

50. CLOSED SESSION:

RESOLVED

That the Panel recommends to the Police and Crime Commissioner the appointment of Mr Clark, to the post of Deputy Police and Crime Commissioner for Lincolnshire.

The Meeting closed at 12.40 pm.

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Appendix A**LINCOLNSHIRE POLICE AND CRIME PANEL
17 December 2021****ITEM 4 – Deputy Police and Crime Commissioner
Confirmation Hearing: Questions to the Commissioner****Q1. How do you believe the appointment of a DPCC will
support you in the role of Police and Crime Commissioner?**

The Police and Crime Commissioner's (PCC) response – Thank you for the question. I was clear from the outset back in 2016, running for my first term of office that I honestly believe that to deliver all the functions across a County as large as Lincolnshire, but also to play an active role in regional and national elements that a Police and Crime Commissioner should be active in, it would not be possible to do that as a single entity. We know how many people work on a Council's Executive for example at a District and County level so having a single person as Police and Crime Commissioner means inevitably you will have situations where you can only attend one event or situation where there will be others that you could have attended if you could split yourself. So there are times when you physically need to be deputised for, to make sure that the public of Lincolnshire are as represented as they should be. In addition to that, no one person could claim to have ultimate knowledge of everything, and I am certainly not suggesting that I have. Having somebody that runs alongside me that brings a different perspective to make sure that I'm self scrutinising decisions ahead of time, rather than just leaving it to analysing them after I've made them. It's important that you are challenged at every stage, and look at different perspectives ahead of making decisions. So I think the Deputy does a number of things in those regards. In addition, we've seen the role of PCC expanded and it continues to be expanded and there are certain elements that are clear we need to focus on. With the new Police and Crime Plan developing, its clear to me that there are certain areas that I will wish to concentrate on, and I've looked at the skill set of Mr. Clark and I honestly believe he will be a huge asset in supporting that. By way of example, when I'm looking at cultural change of the force, the transition from G4S to a different delivery model, we are looking at a cultural change for example, things like crime types that disproportionally effect violence against women and girls etc, there is a whole raft of things we are having to support and will enable me to fulfil my duties to the people of Lincolnshire better. So, in a general sense that's why I feel a Deputy is important, and I was really clear during both elections that I've stood for, that I would appoint a Deputy so I believe I have an electoral mandate to do

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that, and we also know that by 2024 it will be mandatory that PCC's have a Deputy and the national message is clear that the expectation is that where possible we will have Deputy to make sure we have strength and depth. Covid is a great example of where you can suddenly be laid low for several days and having a Deputy enables business to continue, so for a whole raft of reasons I believe it to be the right decision and equally that I am making the right decision on the person that I am putting forward.

Q2. Your previous DPCC undertook certain responsibilities on your behalf. What do you propose to delegate to your new DPCC?

The Police and Crime Commissioner's (PCC) response – Thank you for your question. This is a good opportunity to pay tribute to my former Deputy Stuart Tweedale who aside from dealing with the areas of business I specifically wanted him to, he notably sat on the national executive of the National Rural Crime Network for me, and drove forward an agenda about protecting our rural communities. In addition, he very much took to heart the work around fraud and scams, and it is not an exaggeration to say that he's changed the landscape nationally with this. We now have programmes of work going into schools around the Country that were championed and constructed here in Lincolnshire, between Lincolnshire Police and the Deputy. Overall, he did a huge amount to forward that, and I won't be letting that work slip backwards, and am determined to continue our journey to progress that. By the same token, what I now need to do is to look at other areas of business to say where can we do more? What are the emerging risks and trends? In particular as I mentioned, the areas around Force performance in a slightly more general sense, but also specifically having an eye for crime types that disproportionately effect women and girls, these may be stalking, harassment or sexual crimes. There is a raft there which we know are nationally gaining a lot more notoriety, but locally we need to make sure that we are on top of our game and with Mr. Clark's experience he will be able to really drive that agenda for me. I know that the Chief in particular is looking to progress areas such as equality and diversity and inclusion both in the workforce but also in how the Force interacts with the public. This is another area that I will be asking Mr. Clark to champion. There will be some deputising duties, but specifically areas around performance, the disproportionality areas, cultural change as well as the violence against women and girls, and these would be the key areas to start with.

Q3. What assessment have you undertaken of the candidate's skills, knowledge and experience?

The Police and Crime Commissioner's (PCC) response – Thank you for the question. I'm in the fortunate position that I've been able to do a little bit of a try before you buy, in that I've known Mr. Clark before taking Office in 2016 in a different capacity, and it's been clear to me on several fronts that as a former serving Police Officer within Lincolnshire Police, fundamentally Mr. Clark was exceedingly well respected by all ranks, as he undertook the role of Police Federation Chairman. There is often a difficult and challenging working relationship between The Police Federation and the leadership of police forces, and you will have seen in your papers that one of the first things I did when I was looking at this appointment, was to speak directly to the Chief to make sure that he was comfortable with the potential appointment of a recently retired police officer who was the former chairman taking up this position, and he was really clear that he was exceedingly supportive. I felt that Mr. Clark had got the right skill set to support me and be a really good link across to the work of the Force. So, I've got the comfort of my Senior Policing Advisor which is the Chief Constable giving me that personal assurance that he believes that this would be a very good link. I've also got my personal knowledge of Mr Clark. It was really important that we could work together for the people of Lincolnshire, and that we will work together in a supportive yet robust way. Mr. Clark is not a yes man he will challenge me if he feels I'm wrong, but ultimately, he has contacts and knowledge that will enhance my ability to fulfil the role. So, the court of public opinion is always a big and important one, and I'm yet to meet anyone that feels that this is not a very exciting opportunity to enhance the capabilities within my office.

Q4. How do you intend to evaluate the effectiveness of the role undertaken by the Deputy?

The Police and Crime Commissioner's (PCC) response – Thank you for the question. Firstly, the public will decide that ultimately, we have an election, and I am an elected official so if I make bad decisions if my aims and outcomes that are set out in the police and crime plan are not delivered, then I will be held accountable in a very public way as you and other Councillors are as part of your election cycle. So, there is a very public reckoning that I will be held accountable for, and I am always mindful of that. The delivery of the Police and Crime Plan is part and parcel of that, and that's what

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we are here to do, but in addition Mr. Clark and I will be meeting on a regular basis, we will initially be delivering an induction programme to make sure he is familiar with all the various areas of work and functions of the office and how they work. We will also meet on a regular basis to talk through what has been delivered, how it's been delivered and part of that will be assessing how its working and what we need to change to make it even better. So, it is very much a personal relationship, the Deputy would report directly to the PCC not through the Chief of staff route, but nevertheless we also must work together as a team to ensure that delivery for the people of Lincolnshire is there.

Appendix B**LINCOLNSHIRE POLICE AND CRIME PANEL
17 December 2021****ITEM 4 – Deputy Police and Crime Commissioner
Confirmation Hearing: Questions to the Deputy PCC
candidate.****Questions on Professional Competence****Q1. What is your understanding of the role and
responsibilities you will have as Deputy Commissioner?**

The Deputy Police and Crime Commissioner's (PCC) candidate response – broadly speaking as the PCC had already alluded to, this is a fairly straight forward role of deputising for the PCC, not just in meetings but in all other kinds of forums that he would normally attend. If you look at the specifics of the PCC's role around providing an effective and efficient police force, community safety and crime prevention as the priorities it would be trite of me to leave the answer there, because in terms of the conversations myself and the PCC had been having and referencing some of the questions posed earlier by the members of the Panel, there are specific areas of business that I'm particularly intrusted in and I know the PCC is keen to involve me in. So, underlying that broad theme in terms of responsibilities, there are a lot of other more new areas. So, if I may identify some of those areas, I am particularly interested in. Certainly, those that the PCC has encouraged me to express a view on, such as the publication of the framework in terms of violence against women and girls, the recently supported rise statistically within the County that is something I feel I can become meaningfully involved in. I've already had a conversation with the Assistant Chief Constable who is leading on this piece of work for the Force, to see where he could have a role in facilitating and enabling additional value-added projects, and this one area he was particularly keen on. Again, carrying a theme forward from my time, not just on the Federation, but as a police officer in general, the EDI Agenda I have been heavily involved in and influencing the formation of the guidance within the Force around that as part of the cultural change board which I sat on from its initiation some months ago. Again, another area that I'm keen to get involved in is progress around the cultural piece and lastly and quite obviously the rural crime. It's very difficult to hang your hat out as an officer and forget about the impact of crime, on our communities and I haven't,

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and I won't. Whilst similarly to the role of the Federation, we were there to challenge actual opportunities and to align ourselves with the Force to produce positive outcomes for the people of Lincolnshire, and that is absolutely what we should be doing. There is of course no unconditional support as within the Federation there was no unconditional representation of the members. If they compromise members of the public or their colleagues or indeed preyed upon them. Likewise, my own perception of the Office of the Police and Crime Commissioner (OPCC) and that's with limited research filed for several reasons. There was a facilitation role beyond the headlines of these which are the bad functions, there is a lot more work to do and what I hope to do is build on the work that the PCC and the Chief Constable have alluded to, it's those close personal relationships that will really exist between myself and not just Lincolnshire Police but other partners and also the Police and Crime Panel would be a key player as well.

Q2. How would you support the Commissioner through the Deputy Commissioner role?

The Deputy Police and Crime Commissioner's (PCC) candidate response – Thank you for your question. What I want to do is move away from that simple deputising function which appears to be the lack of real substance in terms of what I'm really trying to bring to the OPCC. So, beyond that, and recognising what the PCC has already said in terms of those key areas of business, what I will bring is influence and a different perspective perhaps in the function of a critical friend, because anybody who knows me will know that I am quite challenging to work with. As a former Police Officer, I never defaulted to rank or role if there was meaningful challenge to be had not simply because I was in a confrontational role or position. This is about recognising the value I can bring with that previous experience, so that the scrutiny role that the OPCC has, that's ultimately incredibly important could be done with a level of knowledge. So that when the PCC is presented with for example, a list of statistics and intentions around a particular crime type, actually we can drill a bit further because I have a significant level of knowledge that perhaps doesn't particularly exist within the OPCC at the moment. So, we can drill down into the figures reporting back from the Force in a much more meaningful and tangible way, so it will be around the deputising function for the influencing, the fresh perspective, the knowledge, and the relationships they already have that will provide that real support to the PCC moving forward.

Q3. Your skills, knowledge and experience as illustrated within your personal statement are wide ranging. Could you expand on some of the experiences which you believe will be relevant to the role of Deputy Police and Crime Commissioner? Also how are you going to adapt to the more strategic nature of your new role and not be tempted into not delving into operational matters?

The Deputy Police and Crime Commissioner's (PCC) candidate response – I'm conscious of the conversation at the moment and I think this is primarily driven by Mr Windsor and perhaps PCCs are becoming too involved in operational policing matters and processes and procedure. I don't think that view is shared by the Military Police Complaints Commission (MPCC) or the College of the Association of Police and Crime Commissioners (APCC) and like I said, we know it's not shared by the Federation. So, I understand the national concerns around the operational piece. Going back to the first part of the question, having read my personal statement I'm sure you will all recognise that I have had experience in partnership working and with budgetary controls and budget managing. Most recently, this will flow into the second part of the question around strategy and keeping an eye on the strategic function of the Office. The Police Federation is the staff association for all Police Officers up to and including the rank of Chief Inspectors, which is well over 95% of Lincolnshire Police Officers and that involves representing them in terms of conduct, performance but far more than that, it's around the whole mental health piece and any other issues the police officers may be facing. In my ten years it was less about that unconditional representation, and more about working with the Force to help it operate effectively. As that benefits the members immeasurably so moving onto the strategic elements of that, and I note that the Chief Constable mentioned it in his very kind words about me, I as the Federation Chairman, which I was for several years, changed the tone of the Federation, we moved away from previous confrontational relationships with the Force to one where we aligned ourselves with the organisation whenever possible. It served two functions the first being it benefited the members of the organisation, and secondly it meant also that when I explored a challenge people recognised it was a measured challenge and ought to be considered by themselves. Because of that, I previously became involved within the strategic groups within the organisation ultimately sitting within the Chief Officer Executive Meeting, which was the decision-making body within Lincolnshire Police, and once the new chief arrived and outlined his strategic vision and those

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areas such as culture and people that he really wanted to effect positively, I sat on all those groups. So, I recognise the difference between strategic, technical, and operational. Tactics are the tools that deliver the strategic aims, so I'm very clear on what the strategic aims of the OPCC are and how I best can be involved in that without being drawn into the fine detail. It's the function I've undertaken for the last 5 years, and I'm comfortable with that.

Q3. (a) Supplementary - How are you going to resist the temptation to go into the operational issues?

The Deputy Police and Crime Commissioner's (PCC) candidate response – It's something I've done for the last few years. One area I've always considered for development was around being able to delegate matters and taking ownership, with the additional responsibility that came with being the Chairman. I had no choice to delegate far more work and that work was around the fine detail and it's actually been quite refreshing to be able to divorce myself from that, and when you are surrounded by capable people and there are plenty of capable people within the OPCC, and you have trust and confidence in them to provide you with that detailed overview, then it's not easy but it enables you to make effective decisions without being drawn into that fine detail.

Q4. What are your ambitions for the role of Deputy Commissioner?

The Deputy Police and Crime Commissioner's (PCC) candidate response – I suppose I characterise them as short term and medium term, and less long term at this point. Obviously, I've talked about the performance, other roles, and other responsibilities. What I would like to see is perhaps to raise the profile of the OPCC so that the community of Lincolnshire understand the real critical role the Commissioner and the Office plays within the delivery of policing within Lincolnshire, and how ultimately the priority is to make the people feel secure, and if we can provide that reassurance of what the understanding of what the OPCC does, that may be improvements around communications and I'm not going to be critical at this point because I'm yet to really immerse myself within the Office, then that would be something I would consider. So, there is certainly a piece around raising the profile and that's not the profile of the Deputy but the profile of the OPCC. I'm quite happy with my profile as it stands. In the short and medium term, in terms of what I want to achieve, short term I want to get a real feel for how the Office functions and how the personnel

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in the office go about their core business and see whether there is anything with my experience and my knowledge that I can assist with, moving forward my mission is to really start delivering around these key functions that the PCC and I have already identified.

Q5. How do you intend to support the Commissioner to ensure the delivery of the objectives of the Police and Crime Plan?

The Deputy Police and Crime Commissioner's (PCC) candidate response – It is difficult to discuss specifics now because we are at the early stages of the Police and Crime Plan. What my role as I envisaged it as here and now, would be developing those critical relationships that already exist so that the OPCC, Lincolnshire Police and the communities we serve, are all conscious of what it is we are trying to achieve in terms of those priorities. So, it is about deputising for the PCC, it is about taking trenches of workstreams away from him, and those identified as lending themselves best to my skill set but the Police and Crime Plan must be the priority now. That is going to determine how we move forward in terms of service delivery for the next 4-5 years, so that is an absolute critical function as you suggest. Beyond what I've already said in previous answers, I'm not sure quite what else you would like me to acknowledge.

Q6. Just thinking about your considerable experience in strategic partnership working, how would you envisage taking that experience, that knowledge, training, and education and how would you apply that to this role? So, could you expand on some of these elements that you have already started to cover? Would you go beyond the strategic partnership or would you have a plan that you could develop?

The Deputy Police and Crime Commissioner's (PCC) candidate response – Thank you for the question, I'd suggest that this is role relevant to the PCC's role, but given what I've said about the fact that I'm truly independent when it comes to my views and the challenges that I raise, deputising for the PCC at that strategic level I think will be reasonably straight forward as I have the majority of those relationships already in place and would like to think there was a certain amount of professional respect from the individuals. Those who know me will tell you that I'm keen to see a product from those meetings. I've sat in far too many that have no outcome and don't deliver, and that is always my drive with any meeting and

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something I've got to discuss further with the PCC. When there is a need for further strategic meetings, building on what already exists, my own view is not that there are certainly groups and communities within Lincolnshire that we haven't tapped into, but that's more of a tactical level rather than strategic. I think the strategic makeup of the Police and the OPCC is robust. We've got a new Chief Constable who has a clear vision and articulated that vision and has now put in place those 5 strategic groups that will drive performance. At the moment, I don't really see any real sizeable gaps in coverage in terms of that strategic approach, but I'm really comfortable with my ability to perform within that environment.

Q7. You conveyed something to us regarding your character and style to us already at interview, and I just wondered if you could expand on what you actually consider are your strengths and how you think they will help you in the Deputy Police Crime Commissioner role?

The Deputy Police and Crime Commissioner's (PCC) candidate response – Thank you for the question. I've got to reference my independence first, and the PCC assured me that when we were in the initial conversations around this particular role that there is no national whip in relation to the PCC or consequently their staff. Our politics are aligned in general but that is far less important than our joint commitment to the people of Lincolnshire. That may sound flippant, but it is absolutely not. I wouldn't have even considered this role if firstly, there was any suggestion that there would be political interference, or any suggestion that I would have to refer to instrument of local and national government. I simply wouldn't have considered it. Likewise, I wouldn't have considered it if I didn't think I had the skills and abilities to discharge the functions of the role and indeed to enhance or bring additional value to that role to deliver on the PCC's behalf and on behalf of the communities. So, I am fiercely independent which has manifested itself in several ways. Firstly, that I am utterly unafraid to lodge a challenge, and have meaningful grown up and mature and difficult conversations and have spent most of my career having those. Again, another strength is the relationships, they've been so critical in enabling me to deliver what I wanted to on behalf of the membership of the Federation. Also, nationally you must be aware and conscious of the relationships between a number of federations and the local forces. Once we decided that one of our primary functions was to help the Force operate effectively, we brought maturity to that which I think

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is really important. In terms of the partnership working, it's critical to have an understanding of what other partners do, and what their roles and responsibilities are, and it was all too easy to be critical of a lack of activity and their understanding of the dynamics involved. I always remember when I worked at the East Midlands Development Agency, they characterised partnership working as the 'putting aside of mutual loathing in pursuit of government funding'. That always stuck with me, there was some truth in that i.e., agencies looking to achieve the same ends but going about it in different ways. There is that critical understanding of how those partnerships work, so the independence, the communications piece, and the relationships I think are what I bring over and above what I've already mentioned.

Q8. What do you consider your weaknesses and how do you mitigate them?

Police and Crime Commissioner's (PCC) candidate response – Thank you for the question. I would never recognise any weaknesses in myself, I might have areas for development people would say. I can be forthright because I am utterly passionate after 30 years of working in the public sector. I remain as passionate now as I was when I started in London. Sometimes that might just spill over into becoming too forthright, I make no apologies for that. I have learnt to temper my passion with more considered and cautious circumspect comments. In terms of this particular role, I would not have considered it unless I was fully aware of how the office functioned. If I didn't have the skill set so I cannot see any areas at the moment where I think I might struggle. But that would be for other people to decide and I will be open to that constructive criticism. If there is one area where it might be something that people will consider peculiar, it is around all those critical voices and there are far too many of them. That is part of the cultural change within Lincolnshire Police at the moment that is being focused on. I get frustrated it's really easy to put obstacles in people's way, and be against something, it's far harder to suggest something positive. I welcome considered criticism but ask people to supply an alternative or ask is there a solution?

Questions on Personal Independence

Q1. What ethical qualities do you believe are the most important for a Deputy Commissioner to possess?

The Deputy Police and Crime Commissioner's (PCC) candidate response – I am entirely familiar with the Code of Ethics and the Nolan Principles. But the one I adhere to, and is the most important to me is personal integrity. For example, when I was a young student a senior asked me what I thought was an important quality and I said 'integrity' and he asked what was meant by that. I said I didn't know, and he explained it was simple; honest and loyalty is what you owe other people, integrity is what you owe to yourself. This always resonated with me since this time because it was about my standards, my values, and my principles that I am absolutely welded to, and that I will not compromise regardless. It goes back to that deferring to role or rank, purely on that basis. I couldn't compromise my own personal beliefs, and I think my record clearly as the Chairman of the Federation will set that out. There were officers that were undeserving of representation because of the way they had behaved, and I was unapologetic about the manner in which I assisted the Force in managing them out of the organisation. Something I'm really passionate about is personal integrity.

Q2. Please can you inform the Panel of your understanding of the distinction between the role of the Commissioner and the role of the Chief Constable? Potentially there could be a sharp transition from working under the Chief Constable directly, and then going to work with the Police and Crime Commissioner, so I'm interested please if you could give your comments about that question?

The Deputy Police and Crime Commissioner's (PCC) candidate response – I suppose it's important to recognise first that the Chairman of the Federation is a fairly unique role, within any policing organisation. Again, I don't want to be facetious, but I didn't so much work for the Chief Constable as to work alongside him. We would have conversations most days and he wasn't looking for me to defer or default to him because he was the Chief Constable, he valued the position of the Federation on any number of matters, so our relationship was quite different from employer

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and employee. I think certainly within policing those relationships between ranks cannot always be characterised in terms of junior officer and senior officer. So that relationship with the Chief was very different from that I had with a Police Constable Inspector say, where you did as you were told ultimately, and if there was a conversation to be had you had it afterwards, and we had the conversations beforehand. Working for the PCC, I've known Mr. Marc Jones for a number of years and he wouldn't expect me to defer simply to him because he's the PCC and I'm his Deputy nor would I in fact. So again, I would never suggest it's a partnership of equals, because certainly the two roles you've mentioned have incredible responsibility that I can't imagine shouldering, but I'd like to think that both relationships are going to be very similar in terms of the way I discharge my functions and the professional and personal relationships I have with those individuals.

Q2. (a) Supplementary - Have you mirrored the Commissioner at all in terms of seeing what role he does do?

The Deputy Police and Crime Commissioner's (PCC) candidate response – I have some awareness of what the PCC does, I'm astonished that he simply manages to read everything that comes across his desk. He needs to employ a Deputy to simply assist him with the reading. I have a sense that in no sense am I across the piece in terms of what the PCC does on a day to day basis.

Q2 (b) Supplementary - Can you inform the Panel of your understanding of the distinction between the role of the Commissioner and the role of the Chief Constable, I would like clarification that you understand the difference of what the two roles are?

The Deputy Police and Crime Commissioner's (PCC) candidate response – Apologies my misunderstanding. I did meet with the Chief Constable last week, just to discuss my role within the OPCC and how our relationship would develop. It is the operational policing and the delivery of operational policing that satisfies the strategy that is born out of conversations between the OPCC and the PCC and the Chief Officer team and various other interested parties. Again, it's referencing that need to divorce ourselves within the OPCC from interfering. You have always got to have a knowledge of how the service is being delivered. So, the Chief will be delivering Policing on behalf of the OPCC and the County, and the Commissioner would be holding the Chief Constable to account in terms of the outcomes and products of that service delivery.

Q3. How would you work with colleagues (such as the Chief Constable or Partnership colleagues) to resolve conflicts, but for this not to include your time on the Police Federation?

The Deputy Police and Crime Commissioner's (PCC) candidate response – I was a crisis and hostage negotiator for a period of time so that might come in quite useful. It's difficult not to reference, my time on The Police Federation as I sat in on those meetings where perhaps the most meaningful conflicts arose. But ultimately, it was down to that personal skills set, with recognising all elements within the overall conversation and having an appreciation of other people's differences. The resolution of conflicts is around the mutual understanding of each other's positions, we have all sat through those meetings where frustration is generated by lack of understanding and ignorance around what other partners do, and what other parties can deliver and it's about being well informed. There is no need to become entrenched, and that frustrates me, because there is always a solution, we can get positive resolutions and I've seen that generated from the most divisive of meetings. It's an appreciation and mutual understanding of what we can deliver, and what our roles and responsibilities are and just being reasonable.

Q4. As you are now a retired Police Officer from the Police Force and a Federation Chairman, are you a member of NARPO and if the answer is yes, do you consider this as a conflict of interest?

The Deputy Police and Crime Commissioner's (PCC) candidate response – Yes, I am a member of NARPO, and I've just joined. So, for those of you that don't know the NARPO is the National Association of Retired Police Officers. To be honest I have never even considered that there would be a conflict, and it may be a conversation to have with the PCC. I cannot see that this would generate a conflict in terms of the roles and responsibilities we've identified.