

Police and Crime Commissioner for South Wales

Report to the Police and Crime Panel on the Appointment of a Chief Constable

Friday 8 September 2017

Background

At your last meeting on 27th July 2017 I informed the Police & Crime Panel that I had commenced a recruitment process to appoint a new Chief Constable to succeed Peter Vaughan QPM in January 2018. This had been triggered by Peter Vaughan's announcement of his intention to retire on the 31st December 2017. Dates for the process were chosen to enable me to report to the September meeting of the Panel on my proposed appointment. I also said that I would provide the Panel with details of the recruitment process and the information that had been made available to potential applicants for the post.

I confirm that the post was advertised from the 29th June 2017 to the 19th July 2017 and was placed on the following websites

- Police and Crime Commissioner for South Wales
- South Wales Police
- Association of Police and Crime Commissioners
- National Police Chief's Council
- The College of Policing

In addition details were made available to all individual Chief Officers at Assistant Chief Constable and above in England and Wales via the College of Policing. This open and transparent approach ensured that the vacancy was drawn to the attention of all qualified officers across England and Wales and more widely.

A copy of the Advertisement, Information Pack and Role Profile was available to all potential candidates and a copy is attached for the Panel's attention at appendices A, B and C respectively.

My Recruitment Approach

Essentially, I saw the process as being about more than the appointment itself and as marking the start of a new era and the renewal of partnership relationships across South Wales through which we seek together to make our communities across South Wales safe and confident.

Peter Vaughan's period as Chief Constable – and before that as Deputy – has been a remarkable story of leadership that has brought South Wales Police to a healthy state through a period of massive operational and financial challenges. The success of his period in office is illustrated by the fact that the Force was 43rd out of 43 for victim satisfaction and is now high in the top ten on all measures of victim satisfaction.

On the day of his announcement to of his intention to retire I launched the process for appointing a new Chief Constable. Applications closed on the 19 July 2017, with one application having been received, from Deputy Chief Constable Matt Jukes. At present this is not unusual in view of the relatively small number of qualified and experienced chief officers - partly due to accelerated retirement during the period of Austerity - and it is an issue that is being addressed nationally. It is also seen as a sign of the respect in which Matt Jukes is held across Policing in England and Wales.

The applicant is highly qualified and experienced however I took the view that for such a key appointment there should still be a stringent process for examining the suitability of the candidate and testing the appropriateness of the proposed appointment.

I therefore drew on my own experience of participating in a challenging process of confirmation hearings on a number of occasions. Two of these were scrutiny by the Home Affairs Select Committee of the Home Secretary's preferred candidate to be HM Chief Inspector of Constabulary and similar scrutiny by the Justice Select Committee of the preferred candidate for the role of Information Commissioner. Both involved detailed and challenging questioning of the candidate by all members of the Select Committee and showed that such a challenging process can provide test a candidate constructively and openly and provide real public assurance of their suitability for the role.

However I wanted to go further. I therefore arranged a number of scrutiny hearings which took place on the 31 August 2017 involving a variety of people with expertise and a genuinely well-informed interest in South Wales Police.

- One was undertaken by the highly-experienced members of the Independent Audit Committee who were appointed by Peter Vaughan and myself and regularly act as "critical friends" to the Force on finance, efficiency and effectiveness.
- A second was undertaken by the Independent Joint Ethics Committee who provide a similar service on issues of ethical policy and public interest.
- A third involved senior representatives from our key partners in Local Government and Criminal Justice who have an interest in the way that South Wales Police will perform in the future and are well able to explore joint action to tackle future challenges.
- And the fourth included representatives from voluntary and community sector organisations.

A list of the panel members who participated in the process is attached at appendix D. I sat in on all the sessions, as did my Deputy, Emma Mils, and a report was provided to the formal interview panel.

That process was followed by the formal interview on 4 September by an expert panel which I chaired. A list of the panel who undertook the formal interview is attached at appendix E. The guidance issued by the College of Policing for the appointment of Chief Officers was closely followed throughout the process.

Recommendation to appoint a Chief Constable for South Wales

As a result of this stringent approach I am pleased to say that the recommendations from all those who participated in the process was that Deputy Chief Constable Matt Jukes should be confirmed as the next Chief Constable for South Wales. I will present Matt to the Police & Crime Panel on 8th September to seek the endorsement that is required under schedule 8 of the Police Reform and Social Responsibility Act 2011. At that meeting I shall be very happy to respond to any questions from the Panel who will also have the opportunity to pose questions to Matt Jukes himself.

Independent Member Report

I attach herewith a copy of the report (appendix F) provided by Mike Lewis, the Independent Member who sat on the appointment panel. He has confirmed that the process was conducted in line with the principles of merit, fairness and openness.

Mike is trained, experienced and competent in assessment and selection practices and has completed appropriate briefing/assessor training on the appointment of Chief Officers. He has

previously acted in the capacity of Independent Member for Peter Vaughan when appointing Chief Officers.

Renewing the Police and Crime Plan

In addition to testing the leadership vision and abilities of the candidate, this process was also in effect the first stage of renewing the Police & Crime Plan and spelling out the future direction for South Wales Police from 2018 into the future.

Increasingly over the past five years the Police and Crime Plan – a statutory document which the Police and Crime Commissioner is required to publish under the terms of the 2011 Police Reform Act - has become a joint document. I take responsibility for it, but it has been drawn up by myself and the Chief Constable with our respective teams and it also takes account of the need to work with partners in Welsh Government, Local Government, Criminal Justice Agencies, Health and the Voluntary & Community Sector. While Ministerial responsibility for policing has yet to be devolved, we operate in a devolved environment and policing in South Wales takes full account of the Well-Being of Future Generations Act and the benefit of acting jointly to protect the public and to make our communities safe and confident.

This year I am setting an earlier planning timetable, starting with the scrutiny meetings that are set out above and ending with the Police & Crime Plan and the linked Delivery Plan being published in late November, presented to the Police & Crime Panel for scrutiny and then launched in January as the new Chief Constable takes up his new role. The 2018-2022 plan will take full account of our participation in renewed Community Safety Partnership/Board arrangements and in the Public Services Boards across South Wales, as well as our contribution to partnership arrangements within Criminal Justice and with Public Health Wales and others.

In January the new Chief Constable will take the helm of a fine Police Force but the considerable and continuing operational and financial challenges should not be underestimated. There will be opportunities to thank Peter Vaughan for his contribution, which has been enormous, and I pay tribute to the support that he has given to me in seeking to use this period of leadership renewal as a means of becoming fully prepared for those challenges.

I commend the appointment of Matt Jukes to be Chief Constable of South Wales Police from January 2018 to the Panel for approval.

Rt. Hon. Alun Michael

Police and Crime Commissioner for South Wales

A biography for Matt Jukes is attached to this report.

Matt Jukes

Deputy Chief Constable

Matt joined the police service in 1995 and became Deputy Chief Constable of South Wales Police in August 2013.

He served with South Yorkshire Police for 15 years in a range of roles including several concerned with crime and intelligence. During this time Matt worked with the forerunner of National Counter Terrorism (CT) Policing. His last role in South Yorkshire was as a Divisional Commander in local policing.

Matt joined South Wales Police in 2010 as Assistant Chief Constable of Specialist Crime, responsible for all specialist crime matters including major crime investigation, intelligence, public protection, and covert operations.

He has been active in collaboration, establishing a joint scientific support unit, leading several high profile counter terrorism operations and overseeing the regional organised crime unit, Tarian. He has also overseen numerous major historic investigations and critical incidents.

Now Deputy Chief Constable, he has responsibility for performance, planning and the organisation's change management programme, as well as overseeing the Corporate Communications and joint governance arrangements with the Police and Crime Commissioner. He remains an experienced and nationally deployed CT Commander.

In Wales, Matt continues to work with health partners on behalf of the Welsh Chief Officer Group and will be the first chair of a new steering group for the Adverse Childhood Experiences (ACE) Support Hub. He is the national police lead for acquisitive crime and a member of the Home Office Modern Crime Prevention Forum. In 2015 he was Programme Director for the establishment of National Police Chiefs Council. He has been an external marker in criminology for Leicester University and has written on police leadership for Oxford University Press. He holds degrees from both universities.

Matt maintains a strong interest in the health and wellbeing of staff. He is the Chair of Police Sport UK, the umbrella organisation and governing body for all police sport. He played rugby through the ranks and was a Vice Chair of British Police Rugby. He is a multiple marathon and long-course triathlon finisher who is involved with local sports clubs and still makes an occasional appearance in events for the force.

He has been an enthusiastic fundraiser for several charities. After fundraising for Care of Police Survivors, a charity supporting bereaved police families, Matt established a Welsh Chapter for the UK Police Unity Tour. This sees sponsored cyclists travel 200 miles from Brecon to the National Memorial Arboretum for an annual memorial service. Matt is also a member of the Advisory Council for the Prince's Trust in Wales.