

NOTTINGHAMSHIRE POLICE AND CRIME PANEL Confirmation Hearing Chief Constable Appointment

**Wednesday, 21 September 2022 at 10:30
County Hall, West Bridgford, Nottingham, NG2 7QP**

**There will be a pre-meeting for Panel Members only
in the Civic Suite at 9.45am**

AGENDA

- 1 Apologies for Absence**
- 2 Declarations of Interests by Members and Officers:- (see note below)**
 - (a) Disclosable Pecuniary Interests
 - (b) Private Interests (pecuniary and non-pecuniary)
- 3 Proposed appointment of a Chief Constable** **5 - 148**

4 EXCLUSION OF THE PUBLIC

The Committee will be invited to resolve:-

“That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

Note

If this is agreed, the public will have to leave the meeting during consideration of the following items.

EXEMPT INFORMATION ITEMS

5 Proposed Appointment of a Chief Constable - Panel's Decision-making

Notes

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Jo Toomey (Tel. 0115 9774506) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

- (c) Members of the public wishing to inspect 'Background Papers' referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:

Customer Services Centre 0300 500 80 80

- (d) Membership:

Christine Goldstraw OBE – Independent Co-optee– Chair
Councillor David Ellis – Gedling Borough Council – Vice-Chair

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Scott Carlton – Nottinghamshire County Council
Lesley Dalby – Independent Co-optee

Councillor Kevin Greaves – Bassetlaw District Council
Suma Harding – Independent Co-optee
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Mike Introna – Nottinghamshire County Council
Councillor Neghat Khan – Nottingham City Council
Councillor John Lee – Newark & Sherwood District Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Helen-Ann Smith – Ashfield District Council
Bob Vaughan-Newton – Independent Co-optee
Councillor Linda Woodings – Nottingham City Council

PROPOSED APPOINTMENT OF A CHIEF CONSTABLE

Purpose of the Report

1. To enable the Panel to review this proposed senior appointment by the Police and Crime Commissioner (PCC).

Information and Advice

Background

2. Section 38 of the Police Reform and Social Responsibility Act 2011 specifies that the Police and Crime Commissioner (PCC) for a police area is to appoint the Chief Constable of the police force for that area.
3. Schedule 8 of the 2011 Act requires that a PCC must notify the relevant Police and Crime Panel of the proposed appointment of a Chief Constable. In such cases the PCC must also notify the Police and Crime Panel of the following information.
 - a. The name of the person the PCC 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
 - d. The terms and conditions on which the candidate is to be appointed
4. When a Police and Crime Panel is notified of such a proposed appointment it is required to review it and to make a report on it to the PCC. The report must state the outcome of the review by the Panel. In the case of the proposed appointment of a Chief Constable, these outcomes are either:
 - a. A recommendation as to whether or not the candidate should be appointed
 - b. A veto of the proposed appointment, if at least two-thirds of the members of the Police and Crime Panel vote in favour of making that decision.
5. The 2011 Act requires that a Police and Crime Panel must review the proposed appointment at a confirmation hearing. A confirmation hearing is defined as: “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 (now the Centre for Governance and Scrutiny) advises that a confirmation hearing should not be dealt with as an item of business at a standard Panel meeting but conducted as a separate meeting.

6. The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a Police and Crime Panel being notified of it by the PCC.
7. This confirmation hearing of the Nottinghamshire Police and Crime Panel has been convened to enable the Panel to review and make a report on the proposed appointment by the Police and Crime Commissioner for Nottinghamshire of a Chief Constable for Nottinghamshire Police following notification of the proposed appointment by the Commissioner.

The appointment

8. The PCC gave formal notice of the proposed appointment of Kate Meynell to the post of Chief Constable of Nottinghamshire Police to the Panel by way of a report submitted on 12 September 2022 (see **Appendix A**). As a result, the Panel must now review this proposed senior appointment via a confirmation hearing.
9. The report includes the PCC's reasons for the appointment and details of the candidate's suitability for the role, including how this was assessed, and the proposed terms and conditions on which the appointment will be made. Also included were the role profile and an overview of the recruitment process.

Process

10. The confirmation hearing should be held in public, with the proposed appointee requested to attend to answer questions.
11. At the start of the hearing the PCC will introduce her candidate and explain why she feels that the candidate is the most appropriate to undertake this role, about which members of the Panel will have the opportunity to ask questions.
12. The Independent Member who was involved in the selection process, Professor Dame Elizabeth Fradd DBE DL, will present her report, with the Panel again invited to ask questions.
13. This will be followed by questions from Panel Members to the candidate.
14. In line with guidance from the Local Government Association and Centre for Public Scrutiny, the focus of questioning from the Panel should be limited to issues of **professional competence** and **personal independence**.
15. This guidance also recommends that the Panel's decision-making should take place in closed session rather than in public.
16. Following the decision-making, the Panel must make a report, including a recommendation as to whether or not the appointment should be made, or if two thirds of the members of the Panel vote in favour, that the proposed appointment be vetoed.

17. In response to the Panel's report, the Police and Crime Commissioner must then notify the Panel whether they will accept or reject the Panel's recommendation. There is no duty for the PCC to give reasons for their decision.

Other Options Considered

18. None – the Panel is required to hold a confirmation hearing for any senior appointment made by the Police and Crime Commissioner.

Reasons for Recommendation/s

19. To enable the appointment of the Chief Constable for Nottinghamshire to be considered by the Panel in line with the confirmation process.

RECOMMENDATION/S

1. That the Panel reviews the proposed appointment of Kate Meynell to the post of Chief Constable of Nottinghamshire Police and make a report to the Police and Crime Commissioner.

Background Papers and Published Documents

- 1) 'Police and Crime panels – Guidance on confirmation hearings' – Local Government Association and Centre for Public Scrutiny (published)
- 2) Briefing Note for Panel Members on Schedule 1 Appointments

For any enquiries about this report please contact:

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Tel: 0115 977 4506

Consideration	
Public	Public
Report to:	Nottinghamshire Police and Crime Panel
Date of Meeting:	21 September 2022
Report of:	Caroline Henry, Police and Crime Commissioner
Report Author:	Sharon Caddell
E-mail:	Officepcc@notts.police.uk
Other Contacts:	Executive.Support@notts.police.uk
Agenda Item:	Appendix A

Formal Notification of proposed appointment of Chief Constable in compliance with Section 38(1) Police Reform and Social Responsibility Act 2011

1. Purpose of the Report

- 1.1 I am required by Section 38 Police Reform & Social Responsibility Act 2011 (PRSRA 2011) to appoint a Chief Constable for the Nottinghamshire Police force area.
- 1.2 Schedule 8 2 (1) (a) PRSRA 2011 provides that I may not appoint a person to be Chief Constable unless the end of the confirmation process has been reached. This is further specified by Schedule 8 2 (3) and (4) which sets out: that a period of three weeks should have elapsed since the Nottinghamshire Police and Crime Panel ('Panel') was notified of a proposed appointment of a Chief Constable without a report on the proposed appointment being provided to me; or, that following receipt from Panel of a report with recommendations on the appointment, I have notified it of my decision on whether or not to accept its recommendations.
- 1.3 Schedule 8 3 (1) and (2) provide that I must notify the Panel of my proposed appointment of a chief constable, and that I must additionally notify the Panel of the following information:
 - the name of the person I am proposing to appoint;
 - the criteria that were used to assess the suitability of the candidate;
 - why the candidate satisfies those criteria; and,
 - the terms and conditions upon which the candidate is to be appointed.

2. Background and Recommendations

- 2.1 For the reasons set out in this report, and in accordance with Schedule 8 4 PRSRA 2011, I invite the Panel to:
 - a) Review the proposed appointment of Kate Meynell as the Chief Constable of Nottinghamshire Police;
 - b) Hold a confirmation hearing to inform a report on the proposed appointment; and,

- c) Review the appointment and make a recommendation to me as to whether Kate Meynell should be appointed as Nottinghamshire Police's next Chief Constable, in accordance with Schedule 8 4 PRSRA 2011.

3. Reasons for Recommendations

- 3.1 Chief Constable (CC) Craig Guildford advised me of his intention to apply for the role of Chief Constable at West Midlands Police (WMP); he was subsequently announced as the preferred candidate on 24 June 2022, and his appointment was later confirmed by the West Midlands Police and Crime Panel on 25 July 2022. CC Guildford has discussed with me his preference to start in his new role at WMP effective from 5 December 2022, as expressed by WM Police and Crime Commissioner, Simon Foster.
- 3.2 I wish to convey my congratulations to CC Guildford on securing his new role at WMP, and to thank him for the excellent service he has given during his time with Nottinghamshire Police. He is very highly regarded by me and many other stakeholders in our area. It should be noted that under his leadership, Nottinghamshire Police has achieved a position of relative stability with its senior leadership and financial resources. Furthermore, he has effectively steered the Force to deliver its full national Police Uplift Programme targets a year before the conclusion of the three-year programme.
- 3.3 Following receipt of CC Guildford's news at having been announced as the preferred candidate to become Chief Constable at West Midlands Police, I notified our stakeholders and advised them that the process for determining Nottinghamshire Police's next Chief Constable would commence immediately. To this end, I sought early advice from and engagement with the Senior Leadership Hub team at College of Policing ('the College'). The College is UK policing's professional body for training and development and are leading experts in assisting elected local policing bodies with the selection and appointment of police chief officers.
- 3.4 It is not mandatory for police and crime commissioners to enrol the assistance of the College to assist with chief constable recruitment, but I was keen to ensure a robust and thorough campaign was undertaken. Of note is the fact that the College also provide an excellent (and free) suite of services, including advice and support with the development of recruitment process, assistance with finalising chief officer role profiles, guidance on stakeholder involvement, provision of psychometric testing of potential candidates, and helping to align interview questions with the competency values framework for UK chief officers. I was therefore very pleased to receive the advice and support from Senior Psychologist Helen Slimmon, and for the College's CEO, CC Andy Marsh. CC Marsh also agreed to be my strategic policing advisor during this recruitment process and further agree to sit on the final interview panel.
- 3.5 Currently, there is a limited national pool of eligible candidates available to apply and take up UK policing chief officer roles. The appointment of a Chief

Constables is set out in statute, s38 PRSRA 2011, and it requires that both Chief Constables and Deputy Chief Constable candidates in the UK must have first passed the Police National Assessment Centre/ Strategic Command Course (PNAC/SCC) in order to be eligible to be appointed to either of those ranks. Unfortunately, Covid caused suspension of PNAC and SCC processes, and additionally, pass rates have been in decline for some years – the rate for the most recent cohort was just over 30%. Consequently, most UK police forces now have at least one temporary Assistant Chief Constable, and Nottinghamshire has two. Furthermore, most recent chief constable recruitment processes have attracted no more than three eligible candidates, with some attracting just one or two.

- 3.6 Along with the fact that most chief officers are required to give three months' notice to leave, the national shortage of eligible chief officer candidates has directly influenced the urgency and pace of the process in Nottinghamshire. The current Deputy Chief Constable, Steve Cooper, could act as a temporary Chief Constable until an appointed candidate was able to start in post, but neither of the ACCs would be able to provide the necessary backfill into the Deputy role, meaning it would be necessary to seek a temporary secondment arrangement by agreement with another Force. The College are conscious of the impact of the eligible chief officer shortage, and a review of the current process for training and developing chief officers is currently underway.
- 3.7 Accordingly, it was necessary to accelerate the timetable for recruiting the new Chief Constable of Nottinghamshire Police. To protect the integrity of the process, a small working group was immediately convened by my Office, and assistance was enlisted from Nottinghamshire Police in securing rooms in which to conduct interviews. I am grateful to the Chief Officer Team for their help in this matter.
- 3.8 Immediate steps taken by my Office to commence the recruitment process for the new Chief Constable included:
- a) identifying a long list for potential candidates who were eligible to be appointed as an Independent Member.
 - b) conducting a survey with both internal and external stakeholders of Nottinghamshire Police to ascertain the top three qualities they preferred within their next Chief Constable (please see Appendices 1a and 1b); and,
 - c) requesting the College of Policing, using information held on their database, to write out to all chief officers who would be eligible to apply for the role, to advise them of the forthcoming vacancy opportunity.
- 3.9 I am required (Home Office Circular 013/2018) to include an Independent Member on my appointment panel to oversee the recruitment process for a Chief Constable. I am obliged to ensure that the appointment for a Chief Constable is open and transparent, and that my selection for a preferred candidate is based on merit. The Independent Member should be familiar with the local area, suitably experienced and competent in selection and

assessment exercises, willing to attend any briefings/ training as needed, and able to produce a written report addressing the key appointment principles of merit, openness, and fairness. The Independent Member may be drawn from groups such as magistrates, chief executives of local authorities, representatives of community organisations and local business leaders.

- 3.10 My Office wrote out to potential Independent Member candidates to invite expressions of interest, and a short statement setting out their suitability for the role. I was grateful to receive an early response from Dame Elizabeth Fradd, and in the absence of receiving any other expressions of interest, I was happy to appoint her to be the Independent Member. One further expression of interest was received some weeks after this; my Office responded and explained the progress so far, the appointment of Dame Elizabeth Fradd and sought to involve them in external stakeholder panel interviews, which they were happy to assist with. I would like to express my sincere thanks to Dame Elizabeth Fradd for the excellent assistance she has provided to ensuring the Chief Constable recruitment process was conducted properly.
- 3.11 I worked with my Office to identify key internal and external stakeholders, with a view to inviting them to participate in stakeholder panel interviews of the potential candidates. The decision on who to appoint as Chief Constable rests with me as elected Police and Crime Commissioner. However, while stakeholders should not score candidates, their views, and impressions, combined with psychometric test outcomes, were very useful to understanding the relative strengths and areas for development with each candidate, as well as fit with the organisation and in the wider partnership landscape. The invitation to be involved in the stakeholder panel interviews was very popular, and we further invited stakeholders to develop their own questions to ask of the candidates. These were checked over by my Chief Executive (also Monitoring Officer) and the College's Senior Psychologist, in order to reduce any duplication and to maximise the opportunity for stakeholder panel members to get a rounded view of the candidates they were interviewing.
- 3.12 The following agreed to participate in the internal stakeholder panel:

Superintendent's Association	Supt Claire Rukas (Chair)
Black Police Officer Association	DS Imran Rafiq
Police Federation	Insp Simon Riley
GMB Union	Yvonne Davison
Unison	Kevin Roberts
LGBT+ Network	Aishling Brophy
Neurodiversity Group	Adam Price
ENABLE staff wellbeing network	Sophie Barker
Independent Member (observer only)	Dame Elizabeth Fradd

Please see the question pack that was used within the internal stakeholder panel interview at Appendix 2.

- 3.13 The following agreed to be involved in the external stakeholder panel:

Breaking Barriers, Building Bridges	Maxine Cockett, CEO (Chair)
Notts Sexual Violence Support Service	Novlett Holness, CEO
Framework (substance misuse service)	Apollos Clifton-Brown
Ashfield District Council	Theresa Hodgkinson, CEO
East Midlands Ambulance Service	Richard Henderson, CEO
Strategic Independent Advisory Group	Hyacinth Francis, Chair
Youth Commission	Gabrielle Jones
Nottingham City Resident Development Service	Beth Hanna
Joint Independent Audit Committee	Stephen Charnock, Chair

Please see the question pack that was used within the external stakeholder panel interview at Appendix 3.

- 3.14 Following the development of the recruitment pack, with role profile and application form (see Appendices 4a, 4b and 4c), the vacancy was launched on Friday 22 July 2022. It was held open until 23.59pm on Sunday 14 August 2022, fulfilling the requirement for it to be advertised for no less than three weeks. Advertisements were placed on the website for my Office, our social media platforms including LinkedIn, Twitter, Facebook and Instagram, as well as on the College of Policing chief officer vacancy portal. The advert webpage has since been retired and archived as it is no longer live, but the advert text that was used to promote the Chief Constable role is included at in Appendix 5.
- 3.15 A total of three applicants applied for the role. The shortlisting process involved an appointment panel chaired by me, and which included:
- a) Andy Marsh, CEO College of Policing (strategic policing advisor);
 - b) Dame Elizabeth Fradd, Independent Member;
 - c) Amanda Sullivan, CEO, Nottingham and Nottinghamshire Integrated Care Board;
 - d) Adrian Smith, Interim CEO Nottinghamshire County Council; and,
 - e) Frank Jordan, Director of People Services, Nottingham City Council.

Shortlisting was overseen by my Monitoring Officer (CEO Sharon Caddell) and the College's Senior Psychologist.

- 3.16 All appointment panel members first received a briefing (see Appendix 6) from the Senior Psychologist at the College, which set out fair and objective assessment principles, as well as techniques for ensuring consistency in assessment methods. A structured evidence-based method of assessment was used by all appointment panel members: Observe, Record, Classify and Evaluate. In addition to this, I articulated to the appointment panel members my '4Ts' values that I considered it necessary for the next Nottinghamshire Chief Constable to have. These were: Trust (ability to rebuild trust and confidence); Team (ability to provide strong and ethical leadership to the Nottinghamshire Police workforce; Together (ability to work collaboratively with myself and my Office, and other external stakeholders); and, Tomorrow (ability

to be open minded and think innovatively about how to make Nottinghamshire Police more efficient and effective in light of future financial challenges to the Force).

3.17 One shortlisting panel member was not able to attend the briefing presentation by the College, but they were provided the slide deck in advance and were invited to submit any questions to be asked of the College/Monitoring Officer. They were present for the consolidated shortlisting session that took place later that day, in which scores were collected by the Monitoring Officer and relative strengths and areas for improvement were discussed. The decision of the appointment panel, based on scores achieved at that stage was that only two of the candidates should be shortlisted for final interview. Both candidates were of very high calibre and potentially suitable to be appointed as Chief Constable, subject to further assessment stages. It was agreed that feedback be made available to the candidate who had not been shortlisted.

3.18 Checks were conducted on each of the shortlisted candidates to ensure their eligibility to apply for the role, including:

- Having held rank of Assistant Chief Constable, Commander, or more senior rank in a UK Police Force;
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course; and,
- Not matching any names on the advisory or barred list for police officers, as maintained by the College of Policing.

It was confirmed that both shortlisted applicants met the above criteria.

3.19 The shortlisted candidates were then requested to undergo an online psychometric test with the College, to be followed up with a results discussion. They were further invited for stakeholder interviews on Tuesday 23 August, and to a final interview panel on Wednesday 24 August 2022. The stakeholder panel members and final interview panel members received further pre-interview briefings from the College of Policing, to reinforce the need for fair and objective assessments. The stakeholder panels were in person, and they were overseen by either the College's Senior Psychologist or her colleague. My Monitoring Officer observed the final interview panel. Finally, members of the final interview panel received feedback on the psychometric testing results for each of the candidates.

3.20 Each candidate was asked, prior to interview, to prepare a 10-minute presentation on the following topic:

"This is a five-year appointment and if appointed, it is expected that you will develop short-, medium- and long-term plans for your leadership of Nottinghamshire Police.

The Commissioner is particularly interested in your initial plans for the Force. Allowing a maximum of 10 minutes for delivery, please set out your plan for

how you will lead Nottinghamshire Police over the next one to two years to achieve the following:

- Improve its overall grading in future HMICFRS PEEL inspections
- Maintain the police uplift programme and capitalise on the opportunities of the uplift in both short and long term by making best use of the additional officers
- Develop and maintain a positive workforce culture”

Follow up questions to the presentation were then asked of each candidate for up to 20 minutes by different final interview panel members.

- 3.21 The two candidates were asked a series of seven questions (see Appendix 7), which were each asked by different final interview panel members. The questions, which factored in the findings of the stakeholder surveys, had been designed to elicit candidates’ values, reasons and to get a sense of their passion for and commitment to becoming Nottinghamshire Police’s next Chief Constable. They were also aligned with the College’s competency values framework for chief officers, which includes principles and values such as leadership, public service, ownership, integrity, collaboration, and open mindedness.
- 3.22 The questions were designed by myself and my Monitoring Officer and were kept in secure storage, to further ensure the integrity of the process. The only other person who had sight of the question set prior to interview was the College’s Senior Psychologist; she gave advice and helped to finesse the questions. Supplementary questions were asked with each main question, to ensure the interview panel was able to get as concise an understanding as possible of the candidate’s abilities within each competency assessment area.
- 3.23 The interview panel concluded the assessment of each candidate using a consistent scoring range and in line against the Competencies and Values Framework, as shown in the Assessment and Final Interview Pack at Appendix 8. Following conclusion of both interviews, the interview panel members then disclosed and discussed their scores, coordinated by myself as Chair. All scoring sheets and associated notes were collected in and will be kept securely stored within the OPCC, in line with our disposal and retention policy.
- 3.24 Kate Meynell was the highest scoring candidate at final interview, with a total mark of 169 awarded for her responses to each of the seven main questions, and for her presentation. She was also the preferred candidate of both the internal and external stakeholder panel. I was grateful to receive counsel from the final interview panel members and would like to record my thanks to them for participating in a demanding and rigorous process. They provided wise counsel throughout and agreed with my overall assessment that Kate was the outstanding candidate, being both a good match for the Force as well as demonstrating a commitment to working collegiately and collaboratively. Kate provided substantial evidence of her ability to fulfil both the competency values

required of a chief police officer as well as those set out within my '4Ts', described at paragraph 3.16.

- 3.25 Kate Meynell has therefore been identified as my preferred candidate to become Nottinghamshire Police's next Chief Constable. I am grateful to the candidate who was not successful but who nevertheless demonstrated a high level of capability and who would have been appointable if Kate had not performed as well during assessment. I have offered to provide feedback to the candidate and have no doubt that they will be successful in future applications to become a Chief Constable.
- 3.26 I am confident that, in arriving at this proposed appointment, I have used all endeavours to undertake an open, rigorous, and transparent recruitment process. I am also confident that I have involved internal and external stakeholders at appropriate stages, as well as ensuring independent oversight throughout by involving an Independent Member to ensure the chief officer appointment principles of merit, openness and fairness were adhered to. I invite Police and Crime Panel members to scrutinise the report of the Independent Member, as attached at Appendix 9.
- 3.27 I wish to extend my sincere thanks to all those who assisted in the stakeholder panel interviews, the shortlisting and final panel interview, the Independent Member, the College's CEO Andy Marsh and Senior Psychologist Helen Slimmon for their assistance in this process. I particularly wish to extend my gratitude to the working group within my Office for their considerable assistance and hard work in ensuring an assiduous and high-quality process was delivered throughout this recruitment exercise.
- 3.28 I propose Kate Meynell as my preferred candidate to become the next Chief Constable of Nottinghamshire Police. I am confident that Kate has proved herself to be a very talented, personable and highly committed police leader who is capable of leading Nottinghamshire Police forward in its journey to become an outstanding police force. Within her presentation to the final interview panel, Kate set out a strong vision for how, through her leadership, she will ensure that Nottinghamshire Police delivers an outstanding police service that we can all be proud of by:
- **Listening to communities in Nottingham and Nottinghamshire and helping them to feel safer.** This will be achieved by a review of neighbourhood policing, proactive police engagement in partnership and prevention work, and bolstering transparency and legitimacy by ensuring communities are more informed about police work in their area;
 - **Transforming Nottinghamshire Police into a police service that is fit for the future.** This will be achieved by ensuring the service is data-led and technology driven, and by focussing on the attraction, recruitment and retention of a diverse and talented workforce; and,
 - **Enabling Nottinghamshire Police workforce to feel empowered and engaged.** This will be achieved by refreshing the principles of organisational justice thereby increasing perceptions of fairness and

inclusivity, enabling exposure to training and development opportunities, and making more use of lessons learned and analysis of police complaint to developing a learning culture mindset, which will reinforce police legitimacy.

3.29 Subject to receiving a positive recommendation from the Police and Crime Panel, I propose that Kate Meynell be offered a five-year fixed term contract as Nottinghamshire Police's Chief Constable, in accordance with the following terms and conditions:

- **Receipt of satisfactory references**
- **Confirmation of security clearance** at Management Vetting (MV) and Developed Vetting (DV)
- **Medical clearance and fitness test** – to be organised through Nottinghamshire Police's HR Team
- **Salary** - The Chief Constable for Nottinghamshire's spot salary is £161,998 per annum. Police and Crime Commissioners have the discretion to vary the salary of the Chief Constable by up to 10%. I have decided that an uplifted salary of £178,008 will be offered to the new Chief Constable, upon appointment. This salary will increase in line with national police pay settlements.
- **Length of Appointment** – This initial fixed term appointment will be for 5 years from date of commencement in post.
- The option for an extension can also be discussed at an appropriate point in the future.
- **Notice Period** - Termination of this fixed term appointment will require a three-month notice period to be provided to the Police and Crime Commissioner, via the Chief Executive and Monitoring Officer.
- **Benefits** – A car which will be provided, serviced, insured, taxed and maintained by the OPCC.
- **Expenses** - The OPCC will provide reimbursement to the post holder of reasonable business expenses in line with Police regulations. The OPCC will meet the cost of:
 - National Police Chiefs Council (NPCC) professional subscription;
 - Chief Police Officers Staff Association (CPOSA) legal expenses; and
 - Insurance, save that no part of any premium which underwrites the cost of claimant litigation against the Police and Crime Commissioner, or Police Force will be met by the OPCC.
- **Continued Professional Development** - Support for Continued Professional Development to include a formalised set of objectives, including the interim priorities set out below:
 - Delivery of the priorities set out within my Police and Crime Plan ('Make Notts Safe')
 - Achievement of areas for improvement and overall grading in HMICFRS inspection, and Value for Money profiles
 - Maintenance of the police uplift programme, with a focus on retention and increasing the diversity profile of the workforce

- Improvement in positive workforce culture, to be measured through internal stakeholder surveys
- **Career Conversation Review** - Participation in an annual career conversation review with the Police and Crime Commissioner, in which a revised set of personal objectives will be agreed.
- **Location of residence and responding to operational needs** - The Chief Constable's normal place of residence is expected to be in or close to the Nottinghamshire Police force area, in order that they are readily accessible to meet the operational needs and exigencies of the force.
- **Relocation** - If they move home into the Nottinghamshire Police force area, and it is in the interest of efficiency and effectiveness of the Force, the OPCC will pay all reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.
- **Working Hours** - Working hours will not be less than 40 hours per week and such as needed to fulfil the requirements of the post.
- **Annual Leave** - The Chief Constable is entitled to leave in accordance with Police Regulations.
- **Other Conditions** - This post will be offered in accordance with the Police Regulations and other applicable legislation.

4. Summary of Key Points

- 4.1 Kate Meynell is the individual formally proposed for appointment as Chief Constable for Nottinghamshire Police. She is currently the Deputy Chief Constable at Derbyshire Constabulary, where she has served for almost two years.
- 4.2 From Kate's application form, interview and other assessment described in paragraphs 3.19 to 3.21, I am confident that she has extensive senior leadership experience, that she is eligible to become Nottinghamshire Police's new Chief Constable and that she will be an outstanding leader who will build upon and enhance CC Guildford's achievements with the Force.
- 4.3 Section 38(1) of the Police Reform and Social Responsibility Act 2011 provides that the Police and Crime Commissioner for a police area must appoint a Chief Constable of the police force for that area. Schedule 8, paragraphs 2 and 3, provide that the Police and Crime Panel must be notified of my proposal for appointment of my preferred candidate, and that it may undertake a confirmation hearing within three weeks of that notification to scrutinise the appointment and inform a report with recommendations to me as Police and Crime Commissioner.
- 4.4 Kate Meynell has demonstrated, through a rigorous assessment and interview process, that she is a suitable candidate to be appointed as Chief Constable for Nottinghamshire Police. Paragraph 3.28 sets out the terms and conditions upon which I propose she is to be appointed, subject to receiving recommendations from the Police and Crime Panel.

5. Financial Implications and Budget Provision

- 5.1 The appointment of Kate Meynell as Nottinghamshire Police's Chief Constable will ensure proper financial direction and control within the Force.
- 5.2 It is proposed that Kate Meynell be appointed on a salary of £178,008 for a fixed term period of five years, which will be increased in line with national police pay settlements.

6. Human Resources Implications

- 6.1 The appointment of Kate Meynell as Chief Constable will ensure the proper administration, and direction and control, of Nottinghamshire Police's workforce.

7. Equality Implications

- 7.1 The Equality Act (EA) 2010 introduced a duty on public authorities to, in the exercise of their functions, have due regard to the need to: eliminate conduct prohibited by the EA 2010, such as discrimination, harassment and victimisation related to an individual's protected characteristics; and, to advance equality of opportunity and foster good relationships between people in carrying out their activities.
- 7.2 The appointment of a Chief Constable will ensure the discharge of Nottinghamshire Police's functions is lawful and fulfils its duties under EA 2010.

8. Risk Management

- 8.1 Section 2 PRSRA 2011 requires that each police force must have a Chief Constable. This proposed appointment mitigates against any breach of the requirement at Section 2 PRSRA 2011 and ensures that management of any risk issues within Nottinghamshire Police is under the direction and control of the Chief Constable.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 This appointment will also ensure the continued delivery of the priorities within my Police and Crime Plan and will support its ambition to Make Notts Safe.

10. Changes in Legislation or other Legal Considerations

- 10.1 As noted at paragraph 8.1, Section 2 PRSRA 2011 requires there to be a Chief Constable of Nottinghamshire Police.

11. Details of outcome of consultation

11.1 None – for information only.

12. Appendices

- 12.1 Appendices 1a and 1b: Workforce and External Panel Stakeholder Surveys and results
Appendix 2: Internal Stakeholder Interview Panel Pack
Appendix 3: External Stakeholder Interview Panel Pack
Appendices 4a, 4b and 4c: Chief Constable Recruitment Pack, Role Profile and Application Form
Appendix 5: Notts Chief Constable recruitment advert text
Appendix 6: CC Interview Panel Briefing
Appendix 7: Final Interview Panel Questions
Appendix 8: Assessment and Final Interview Pack
Appendix 9: Notts Independent Panel Member Report

13. Background Papers (relevant for Police and Crime Panel Only)

13.1 None.

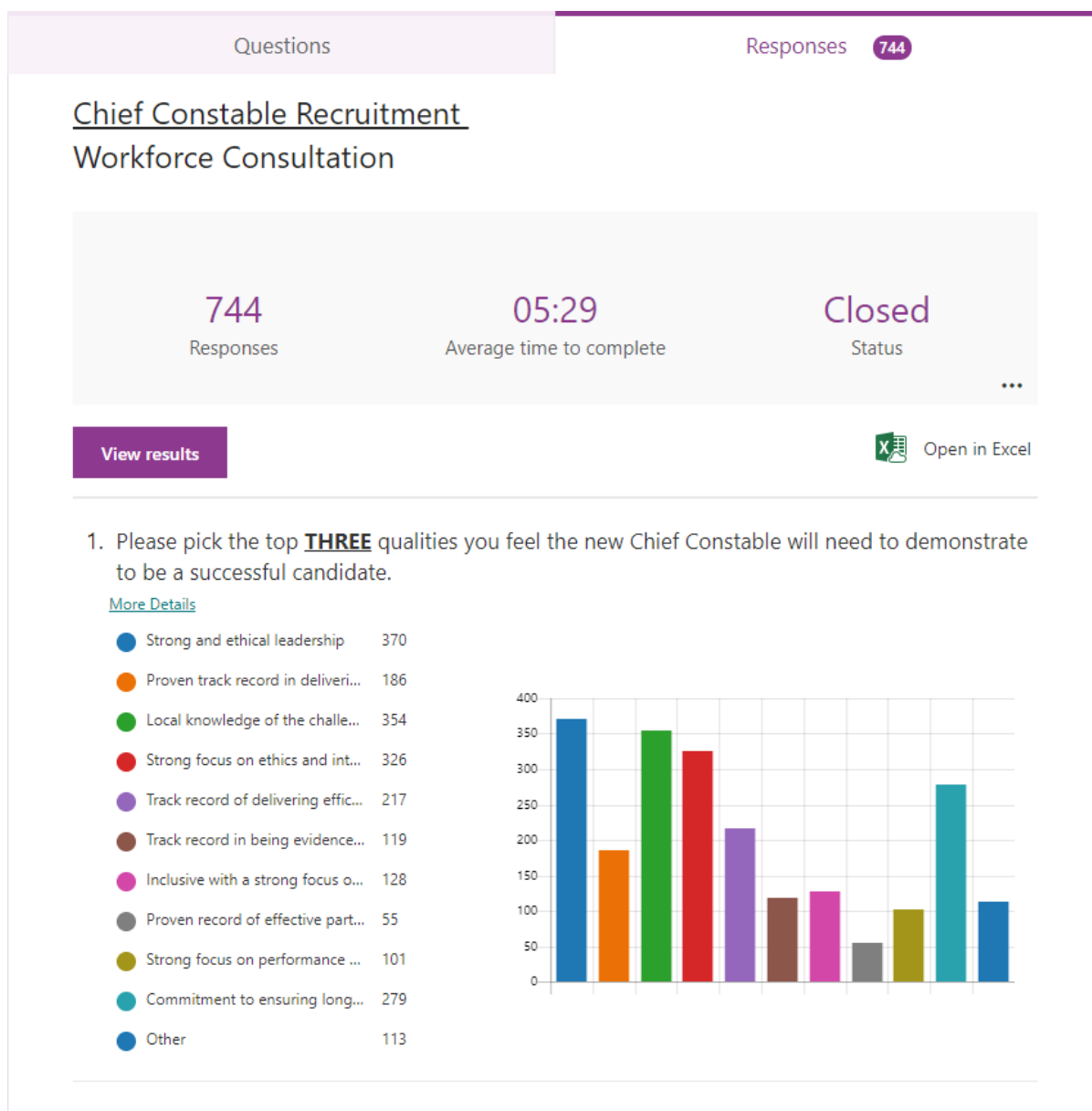
For any enquiries about this report, please contact:

Sharon Caddell, Chief Executive and Monitoring Officer
ExecutiveSupport@notts.police.uk
Tel: 0115 844 5998

Nottinghamshire Police Chief Constable Recruitment

Internal Workforce Survey Questions and Results

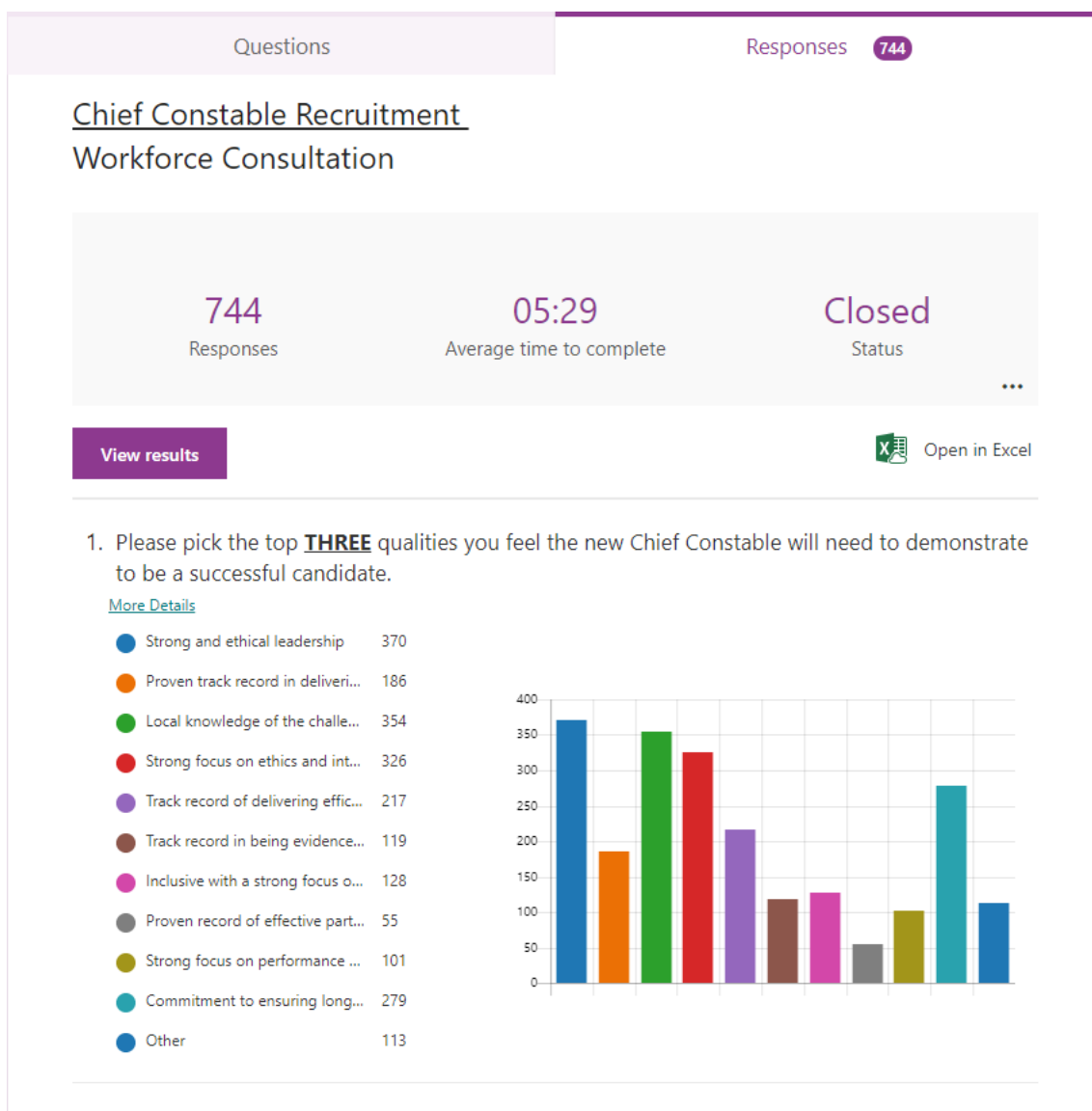
Questions	Responses 744
<p>select your three choices from the list. All participation is anonymous – the names of anyone completing the survey will not be recorded.</p> <p>The feedback from this consultation will be used as part of the assessment/interview process.</p> <p><u>The staff survey consultation will close at 23:59pm on Monday 11th July 2022.</u></p> <p>1. Please pick the top THREE qualities you feel the new Chief Constable will need to demonstrate to be a successful candidate. *</p> <ul style="list-style-type: none"><input type="checkbox"/> Strong and ethical leadership<input type="checkbox"/> Proven track record in delivering positive organisational change<input type="checkbox"/> Local knowledge of the challenges of policing Nottingham and Nottinghamshire<input type="checkbox"/> Strong focus on ethics and integrity and positive workforce culture<input type="checkbox"/> Track record of delivering efficient and effective policing<input type="checkbox"/> Track record in being evidence-led and innovative<input type="checkbox"/> Inclusive with a strong focus on equality and diversity<input type="checkbox"/> Proven record of effective partnership working<input type="checkbox"/> Strong focus on performance and delivering outcomes<input type="checkbox"/> Commitment to ensuring long-term vision and improvements are delivered<input type="checkbox"/> Other <input type="text"/>	



Nottinghamshire Police Chief Constable Recruitment

External Stakeholder Survey Questions and Results

Questions	Responses 80
<p>not be recorded.</p> <p>The feedback from this consultation will be considered for use within the assessment/interview process.</p> <p>The stakeholder survey consultation will close at 23:59pm on Friday 15th July 2022.</p>	
<p>1. Please pick the top THREE qualities you feel the new Chief Constable of Nottinghamshire Police will need to have to be successful in their role</p> <ul style="list-style-type: none"><input type="checkbox"/> Strong and ethical police leadership<input type="checkbox"/> Track record in delivering positive change for communities and stakeholders<input type="checkbox"/> Knowledge of policing, crime and victim issues in Nottingham and Nottinghamshire<input type="checkbox"/> Strong performance on delivering positive outcomes<input type="checkbox"/> Proven track record of effective partnership working<input type="checkbox"/> Nurtures inclusive workforce that reflects our communities, with strong focus on equality and diversity<input type="checkbox"/> Cultural competency and commitment to positive reach in to marginalised communities<input type="checkbox"/> Strong focus on proactive external communications that increase public confidence<input type="checkbox"/> Track record of engaging with and building relationships with public and victims<input type="checkbox"/> Other <input type="text"/>	
+ Add new	



Nottinghamshire Police Chief Constable Recruitment 2022

Stakeholder Exercise Pack

Version number DRAFT 0.1

The task

You will be meeting with prospective candidates for the role of Chief Constable for Nottinghamshire Police. They have been asked to come and talk to you and answer your questions, providing an opportunity for them to interact with police officer and police staff and stakeholders they will most likely be working with if appointed and exploring the key issues and challenges the next Chief Constable is likely to face.

The exercise will last for a total of 60 minutes. 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes of open questions to explore additional areas of interest.

Timetable

0830	Panel Arrival
0900 - 1000	Panel Briefing from College of Policing
1000 - 1015	Break
1015 - 1115	Candidate 1
1115 - 1145	Panel debrief
1145 - 1200	Break
1230 - 1300	Candidate 2
1300 - 1330	Panel debrief
1330 - 1430	Lunch (provided)
1430	Panel departure

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring all panel members can ask any questions they may have and have these addressed within the time constraints of the exercise. The chair will be responsible for ensuring that each panel member receives equal time for questions and will ensure the exercise does not under or overrun. The panel should agree in advance who will ask each question and in what order, as well as how follow up questions will be managed.

During the exercise

Your panel facilitator will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat and introduce themselves and the members of the panel.

To ensure all candidates are assessed in a consistent way, the chair should ensure that all candidates are given the same information. An example script incorporating this information is outlined later in this exercise pack. The chair may amend this to fit with their personal style, but the same information should be conveyed to each candidate.

During the exercise panel members should make as many notes as they feel is appropriate to assist them in evaluating candidate's performance at the end of the exercise. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to candidates under the General Data Protection Regulations 2018. At the end of the exercise your panel facilitator will collect all your notes to ensure they are securely dealt with in line with GDPR.

Example Chair Script

“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the Internal Stakeholder panel exercise. First, I would like to introduce the panel to you. I am Supt Claire Rukas from Superintendents Association and I will be the Chair for this exercise. With me are my colleagues: Insp Simon Riley who is chair of the local police Federation branch, Yvonne Davison from GMB union, Kevin Roberts from Unison union, Aishling Brophy from our LGBT+ network, DS Imran Rafiq from our local Black Police Officer Association and Adam Price from our Neurodiversity group.”

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise and then say:

“Thank you for meeting with us today, this exercise will last for a total of 60 minutes. Approximately 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes (or the remaining time available) of open questions from the panel to explore additional areas of interest. This time will be split between us. If we ask you a question you are unsure about, please ask us to clarify or repeat it. Please also take a moment to consider your answer before responding if you wish. Do you have any questions before we start?”

The chair should answer any questions. Then ask the agreed panel member to ask their first question and manage the panel’s questioning of the candidate. After 40 minutes move the panel to their open questioning and manage the remaining 20 minutes of questioning. At 60 minutes, draw the questioning to a close and then say:

“Thank you for your responses. That is the end of our questions. Just before we finish, can I ask if there’s anything that my colleagues want to clarify?”

Chair to pause for the panel members to ask any final questions. If the chair has any final questions, then they should ask them at this point and then say:

“Is there anything you would like to ask us or clarify from our meeting today?”

Pause for the candidate to clarify anything and for the panel to respond to this and then say:

“That completes the internal panel exercise, thank you for your time, you may now leave.”

Panel Questions

The following questions have been developed based on consultation with the panel members and will be used for the first 40 minutes of the exercise.

Ref	Question	Panel Member
	What role do you think the Chief Supt / Superintendents have in shaping strategic direction, and how would you engage them in the delivery of your strategic vision?	Supt Claire Rukas, SA
	How would you go about empowering decision makers at operational levels, encouraging upward challenge and preventing micro-management, alongside embedding a learning culture?	Insp Simon Riley, PolFed
	Tell us about how you will approach your relationship with the unions here in Nottinghamshire Police? (looking to understand their commitment to regular constructive dialogue, their perspective on the value of police staff who provide key back office services, importance of feelings of justice and equity amongst police staff)	Yvonne Davison, GMB
	Please give us examples of where you used the relationship with unions to achieve overall positive change within a police force? (looking for demonstrable evidence of their engagement, and assurance that they will work collaboratively with unions where change programmes need to be delivered)	Kevin Roberts, Unison
	Since 2017 we have seen the rise & decline in BAME recruitment, retention & progression. Which provokes the question will it continue to be superficial support, if 'NOT what	DS Imran Rafiq, BPA

	processes/investment will the new CC commit to this workstream in light of the race action plan?	
	Given that the latest HMICFRS inspection has been critical of the overall national picture around community based policing are there any specific measures a new CC would recommend to promote Nottinghamshire Polices community engagement overall and specifically towards members of the LGBT+ community?	Aishling Brophy, LGBT+ network
	What impact does the wellbeing of each staff member have on public service, and how can this be further improved?	Adam Pace, Neurodiversity Group
	What is your plan to ensure that all new starters to our organisation feel able to retain their individuality , enabling them to stay, share and grow within our organisation.	Sophie Barker, ENABLE staff group

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning. Some examples of useful general probing questions have been provided below as a reminder.

- What problems can you foresee....?
- What will your role be....?
- What will you do....?
- Why will you do....?
- How will you....?
- How will x help you achieve y?
- What factors will you consider?
- What other alternatives could you consider?
- What difficulties do you think you will encounter?
- How will you overcome these difficulties?
- What outcome will you seek?
- How will you know you have been successful?
- Have you had any experience of doing this in your work to date?

‘Closed questions’ may be appropriate to seek clarification from a candidate on a specific point.

After the exercise

This exercise is designed to provide the candidate with an opportunity to share with you their understanding of key issues and their motivation for the role. Your feedback will help inform the interview panel of additional areas to explore with candidates and inform their decision making.

Following the conclusion of the exercise for each candidate the panel will provide feedback to the chair and the facilitator. As a panel you should consider the candidate's performance in relation to how well you think they completed the exercise and responded to your questions. You may wish to consider:

- How effectively the candidate addressed the questions you posed?
- Whether their responses reassured you that they understood the issues you raised and would be effective in addressing these?
- How their responses would be received in your organisation/s?
- What the candidate did which enhanced their performance and suitability for the role?
- What the candidate did that detracted from their performance and suitability for the role?
- How their performance matched with what you would expect from the future Chief Constable?

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

college.police.uk

Nottinghamshire Police Chief Constable Recruitment 2022

Stakeholder Exercise Pack

Version number DRAFT 0.1

The task

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Example Chair Script

“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the External Panel exercise. First, I would like to introduce the panel to you. I am Maxine Cockett, CEO of Breaking Barriers Building Bridges charity, and I will be the Chair for this exercise. With me are my colleagues: Theresa Hodgkinson, CEO of Ashfield District Council, Gabrielle Jones from the Youth Commission, Richard Henderson, CEO of East Midlands Ambulance Service, Novlett Holness, CEO of our Sexual Violence Support Service, Apollos Clifton-Brown from Framework, Beth Hanna who is Residents Development Officer in Nottingham City, Stephen Charnock who is Chair of the Joint Independent Audit Committee, and Hyacinth Francis who chairs our Strategic IAG.”

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise and then say:

“Thank you for meeting with us today, this exercise will last for a total of 60 minutes. Approximately 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes (or the remaining time available) of open questions from the panel to explore additional areas of interest. This time will be split between us. If we ask you a question you are unsure about, please ask us to clarify or repeat it. Please also take a moment to consider your answer before responding if you wish. Do you have any questions before we start?”

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Chair to pause for the panel members to ask any final questions. If the chair has any final questions, then they should ask them at this point and then say:

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Pause for the candidate to clarify anything and for the panel to respond to this and then say:

“That completes the internal panel exercise, thank you for your time, you may now leave.”

Panel Questions

The following questions have been developed based on consultation with the panel members and will be used for the first 40 minutes of the exercise.

Ref	Question	Panel Member
	<p>1 How do you think the police and the black community could work better together, working towards bringing community Cohesion.</p> <p>2 Do you think there is opportunity for collaboration with the police and Nottingham youth organisations? How could they partner together?</p>	<p>Maxine Cockett, Breaking Barriers Building Bridges</p>
	<p>The ‘Policing Vision 2025’ places a high degree of emphasis on achieving alignment and integration between the police and other local services, with partnership working being viewed as a core component of neighbourhood policing. Please describe your vision for neighbourhood policing and what you have done as a chief officer to ensure that staff, partners, and all communities are clear on this vision. Can you please provide examples of previous experience that demonstrates positive multi-agency cooperation which has a strong commitment to partnership principles.</p> <p>Follow Up Question – What do you see are the major challenges to this effective partnership approach to</p>	<p>Theresa Hodgkinson, Ashfield DC</p>

	neighbourhood policing and what would be your approach to overcoming these challenges?	
	Do you have a view and example where blue light partners can work in collaboration to improve our collective response to our service users?	Richard Henderson, EMAS East Midlands Ambulance Service
	<p>Statement</p> <p>According to Police records in March 2022, there were 70,330 reports of rape, the highest number ever recorded. The Crime Prosecution Service report that only approximately 10% of the reported rapes reach the CPS.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. Approximately 90% of reported rapes will not be charged, that is potentially approximately 90% of alleged perpetrators will have committed one of the most serious crimes and will effectively get away with it, how will you address this? 2. According to the End-to-End Rape Review it highlighted the majority of victims withdraw during the pre-charge stage (during when they would mainly be engaging with the police), can you tell me why you think this happens and how this will be addressed? 3. How will you ensure that the focus of rape investigations are centred on the alleged perpetrator, rather than on the victim's credibility? 	Novlett Holness, Notts SVSS
	"What do you see as the role of a specialist charity and housing association like framework in contributing to the reduction in crime? Framework currently provides homeless	Apollos Clifton-Brown, Framework

	<p>services, hostels, and substance misuse treatment within Nottingham City.”</p> <p>“How will you approach serving complex communities where people can be both the victims and perpetrators of crimes, such as people experiencing homelessness and substance misuse problems?”</p>	
	Trust between some communities and the police is at an all-time low, especially since the case of child Q and other cases of young children from particular communities being strip searched. How would you build trust with these communities and young people?’	Gabrielle Jones, Youth Commission
	How as Chief Constable will you ensure that the police are responsive to local communities and work with them to prevent crime, and what are the key challenges in providing policing services to local communities?	Beth Hanna, Resident Development Officer, Nottingham City
	We all know that balancing resources against priorities is a difficult task, especially in the current situation, however, what particular challenges do you anticipate you will need to overcome and how in order to be able to deliver the objectives set out in the Make Notts Safe Plan – Police and Crime Plan.	Stephen Charnock, JIAC
	The negative relationships between the Black communities and the police is at an all-time low. What would you do to build trust and encourage more Black officers?	Hyacinth Francis, Strategic IAG

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning. Some examples of useful general probing questions have been provided below as a reminder.

- What problems can you foresee....?
- What will your role be....?

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We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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Chief Constable Recruitment

Candidate Information Pack
July 2022

"Let us work together to Make Notts Safe."

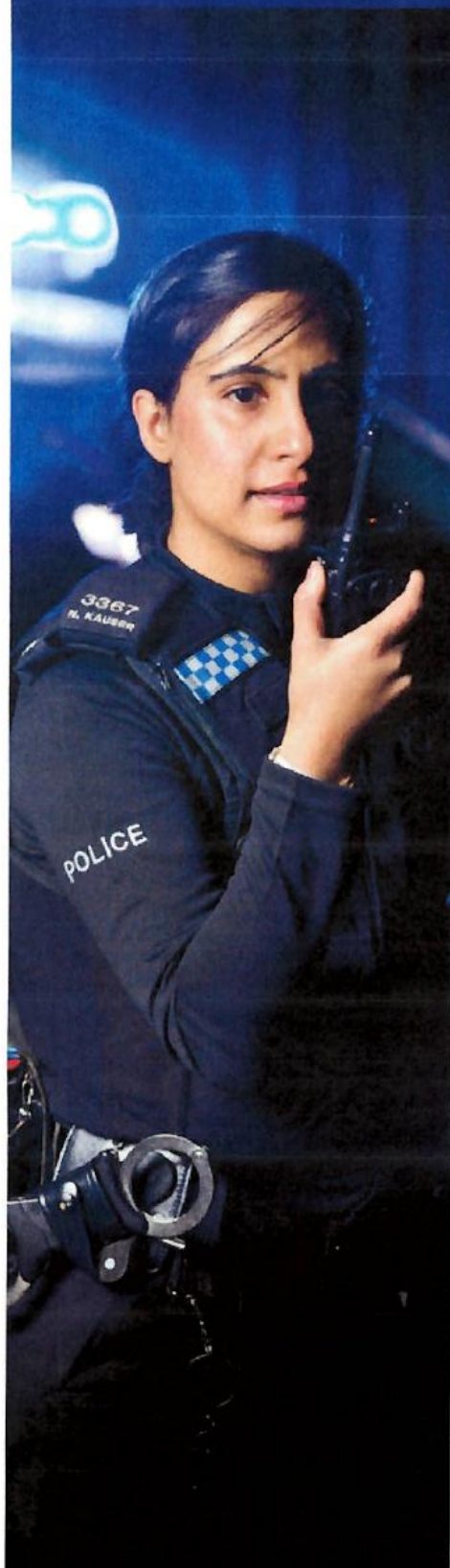


NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE



NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER

Recruitment Pack Contents



Message from the PCC	4
The PCC's Make Notts Safe Plan	5
Overview of the force:	
• The basics	6
• The political landscape	7
• The Officer Uplift Programme	8
• The area	9
• The funding	10
• The 2022-23 Budget breakdown	11
Crime statistics	12
Thematic priorities: Crime	13
HMICFRS	14
Estates	15
Stakeholder survey results	16
Workforce survey results	17
Overview of the role	18
Terms and conditions	19
Person specification	20-21
Recruitment process	22-23
For more information	24



The PCC's Make Notts Safe Plan

I want an inspiring leader who will work with me and my Office to deliver the vision and three key objectives set out in my Police and Crime Plan, Make Notts Safe:



PREVENTING

Investing in prevention and early intervention activities that deal with the causes rather than consequences of crime and ASB.



RESPONDING

Ensuring that we are efficient and effective at responding to the needs of communities and have the right people, skills and resources to do so.



SUPPORTING

Improving services for victims of crime, safeguarding vulnerable people and supporting communities to be safe and feel safe.

The next Chief Constable will engage with a dedicated and passionate workforce and the thriving local and regional partnership landscape.

They will also use emerging local, regional and national opportunities for innovation and collaboration proactively to raise the standards, service delivery and performance of Nottinghamshire Police.

I want our officers, staff and volunteers to be proud of their work.

And I want our communities to have trust and confidence in our Force to deliver positive change through lasting community safety and criminal justice outcomes.



Overview of the force

The political landscape

There are seven district and borough councils in Nottinghamshire:

- Ashfield District Council
- Bassetlaw District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Mansfield District Council
- Newark & Sherwood District Council
- Rushcliffe Borough Council.

Each of these authorities have Nottinghamshire County Council as their upper-tier authority. Nottingham City Council is a separate unitary authority covering the city of Nottingham area.

Horizon scanning - Nottingham and Nottinghamshire Devolution

Councils across Nottingham and Nottinghamshire are working together, along with Derby and Derbyshire councils, to tackle the complex financial, economic and social challenges in our region.

Nottingham and Nottinghamshire contain priority areas for investment, to tackle disadvantage and address inequality in education and skills, transport, environment, economy and infrastructure and land and housing.

Secondary ambitions include health and social care, visitor economy, youth services, community safety and public sector reform. This collaborative approach will require an innovative and dynamic response in order to bring much needed investment into the area.

The councils have submitted a Level 3 devolution deal proposal which includes the function of Police and Crime Commissioner among other functions.

Devolution will require substantial changes to how councils interact and operate, and the preferred model for achieving their vision is through the establishment of a East Midlands Mayoral Combined Authority.



If the devolution plans are approved, it would mean:

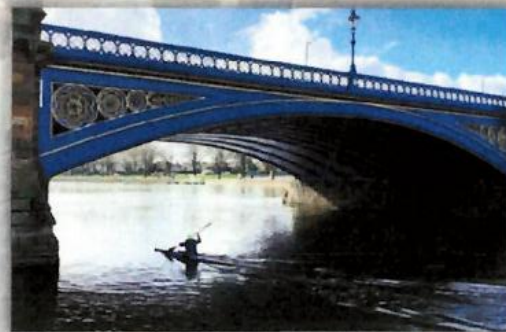
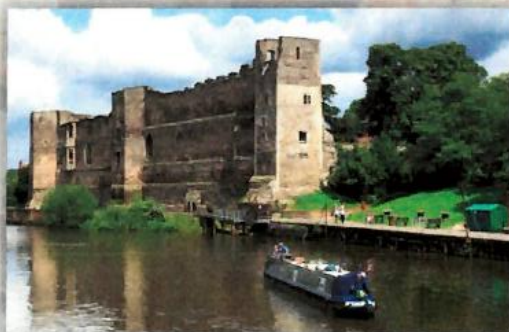
- Significantly more funding for services in our region
- More major decisions made locally, near the people they affect.
- Combined Authorities have additional powers.
- It will increase democratic & efficiency-related benefits: local accountability, efficient and sustainable delivery at scale.
- A new East Midlands Mayoral Combined Authority (MCA) would have a resident population of 2.2 million.

A local Chief Officer forum has been established to work together. Thematic groups have also been set up to examine how local government services can be more impactful and better for residents and businesses through collaboration.

Overview of the force

The area

- Home to the world-famous Sherwood Forest and the legend of Robin Hood, Nottinghamshire spans approximately 834 square miles, taking in a diverse urban and rural landscape, former mining towns, rural villages and major retail, leisure and business economies.
- It incorporates Nottingham City Council (the unitary local authority for the national core city of Nottingham), Nottinghamshire County Council and the district and borough councils of Bassetlaw, Mansfield, Ashfield, Broxtowe, Gedling, Rushcliffe and Newark and Sherwood.
- With two universities - The University of Nottingham and Nottingham Trent University - there is a large student population.
- The county boasts a wealth of sporting attractions, with a newly-promoted Premier League football team in Nottingham Forest, as well as Notts County and Mansfield Town, not to mention a world-class cricket ground at Trent Bridge, the National Water Sports Centre at Holme Pierrepont, and the National Ice Arena in the city centre.
- The county is well connected to London, Manchester, Birmingham, Sheffield, Leeds and Liverpool by rail - and to East Midlands towns and cities via local connections.
- Nottinghamshire has an excellent public transport infrastructure with a tram network serving the Greater Nottingham area and nationally renowned bus services. It is also served by the international East Midlands Airport in Leicestershire.
- Nottinghamshire attractions include Nottingham Castle, Newark Castle (below), Rufford Abbey, Newstead Abbey, Southwell Minster, Wollaton Hall, The National Holocaust and Memorial Museum and the National Justice Museum.
- The latest estimate of Nottingham City's resident population is 323,700, while for Nottinghamshire it is 833,400.



Overview of the force

The 2022-23 Budget breakdown

Net expenditure budget	Initial 2022-23 £m	Efficiencies £m	Base 2022-23 £m
Employee	161.5	0.5	161.0
Premises	8.8	0.4	8.4
Transport	5.1	0.7	4.4
Comms and computing	11.0	0.2	10.8
Supplies and services	10.7	0.0	10.7
Agency and contract services	27.9	1.4	26.5
Pensions	38.1	0.0	38.1
Capital Financing	9.6	0.0	9.6
Income	(21.2)	0.2	(21.4)
Use of reserves	(0.4)	0.0	(0.4)
Net expenditure	251.1	3.4	247.7

Capital programme

Capital category	2022-23 £k	2023-24 £k	2024-25 £k	2025-26 £k	2026-27 £k
Assets	3,568	2,044	2,440	2,508	2,600
IT	458	1,182	2,497	315	112
Fleet	2,422	2,720	2,854	2,935	2,650
Total	6,448	5,946	7,791	5,758	5,362

Thematic priorities: Crime

A range of structured assessment processes undertaken by Nottinghamshire Police and partner agencies consistently highlight a range of crime priorities determined on the basis of the harm they present to individuals and communities, the likelihood and prevalence of their occurrence and the level and knowledge, understanding and resource available to counter them. Priority crime types identified as part of these processes include:

01 Serious and weapon enabled violence

This is due to the high level of individual and community harm that can and does occur as a result, including murder and domestic violence. There remain significant opportunities to improve prevention and early intervention activity in this area, particularly in working with young people at risk via the Nottingham and Nottinghamshire Violence Reduction Unit and as part of Nottinghamshire's knife crime and robbery teams.



02 Drug supply, county lines and criminal exploitation

This form of offending can involve links to violent crime, firearms, homicide and a wide range of drug-related harm. Risk in this area is estimated to have increased over the previous year as a result of fewer protective factors in place to support vulnerable young people during the Coronavirus lockdown, increasing online activity and limitations in available resources to counter the threat.

03 Child Sexual Exploitation and abuse

This is a priority due to the high level of immediate and long-term harm to individuals affected, the frequency with which offences are known to be taking place and the complexity of offending, which can include peer to peer and online offending. Offences are known to be significantly under-reported and an effective response can require the involvement of multiple agencies.

04 Domestic violence and abuse

The high level of harm to individuals affected can include the psychological impact of coercion and control and the risk of homicide. Offences are known to be significantly under-reported, with particular gaps in knowledge and reporting evident among different communities. A wide range of partnership resources are required to effectively address the issue in terms of both prevention, public protection and safeguarding.

05 Rape and other serious sexual offences

On account of the high level of immediate and long-term harm to individuals affected. Offences are known to be significantly under-reported, with particular gaps in knowledge and reporting evident among different communities. A wide range of partnership resources are required to effectively address the issue. Capacity constraints remain on account of the growing volume of digital investigation and demand.



Estates

Building an efficient future

The Nottinghamshire Police and Crime Commissioner's estate currently consists of 34 main sites (excluding one vacant site which is in the process of being disposed of), together with 14 Neighbourhood Offices.

The Neighbourhood Offices are generally held on simple licence agreements and they have no monetary value to the Force. They generally have relatively low running costs and the majority are used as "drop in" facilities for Officers providing IT and welfare facilities for Officers to use whilst in the local area.

The main sites in the estate are a mix of high quality modern buildings, for example, Newark and St Ann's Police Stations and older local Police Stations such as Ollerton and Bulwell. The main sites currently total 52,393 square metres (excluding the vacant site), with the largest site being the multi-building campus style Force Headquarters (Sherwood Lodge), which extends to a total of 15,211 square metres including the newly completed building enabling the creation of a joint Police and Fire HQ at Sherwood Lodge.

The police estate needs to accommodate many functions which are specific to the Force's requirements, which is more than just office accommodation. Some of our key functions include custody, control rooms, archive and exhibits storage, IT data centres, covert premises and police dog kennels.

The estate is a mixture of freehold and leasehold premises and increasingly is made up of partnership premises which are shared with local authority and other partners. 15 of the sites (44%) are freehold and 19 (56%) are leasehold. The percentage of leasehold buildings has been gradually increasing as older, inefficient and expensive to run/maintain operational buildings have been replaced by smaller, more efficient and modern, partnership buildings.

The estate currently costs £5.75 million each year to run (net), but this has been steadily decreasing in real terms with the implementation of an estates rationalisation programme over the last five years.

Main sites cover

52,393 sq m

Annual running costs

£5.75 m

Main sites total

34

Workforce survey: Desired Chief Constable qualities

In preparation for the launch of this recruitment campaign, we thought it important to survey our officers and staff on the key qualities they would like to see in our next Chief Constable. The results are shown below



Total responses to workforce survey

744

Each participant chose their top three qualities



370

Strong and ethical leadership was the top answer

354

Local knowledge of the policing challenges was the workforce's second priority

326

The third most popular quality was a strong focus on ethics, integrity and a positive workforce culture

Terms and conditions



Salary

Chief Constable salaries are set nationally and are dependent on the size of the Force. The Chief Constable for Nottinghamshire's salary is £161,998 per annum. The Police and Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10%. The PCC has decided that the 10% uplift (£178,198) would be offered to an exceptional candidate who could deliver the following:

- Achievement of areas for improvement and overall grading in HMICFRS inspection, and Value for Money profiles
- Maintenance of the police uplift programme, with a focus on retention and increasing the diversity profile of the workforce
- Improvement in positive workforce culture, to be measured through internal stakeholder surveys

This salary will increase in line with national police pay settlements.

Benefits

The post holder will be provided a car, serviced, insured, taxed and maintained by the PCC. A car allowance can be provided if preferred.

The PCC will provide reimbursement to the post holder of reasonable business expenses in line with Police regulations.

The PCC will meet the cost of the NPCC (National Police Chiefs Council) Professional Subscription and CPOSA (Chief Police Officers Staff Association) (Chief Police Officers Staff Association) Legal Expenses.

Working Hours

Working hours will not be less than 40 hours per week and such as needed to fulfil the requirements of the post. The appointed person will be required to devote the whole of their normal working times to fulfilling the duties set out in the role profile.

Relocation

The post holder's residence should be within a reasonable travelling distance of the Nottinghamshire Police estate to enable them to fulfil the responsibilities of the post.

Where the post holder moves 'home', and it is in the interest of efficiency and effectiveness of the Force, the PCC will pay all reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.

Continued professional development

The PCC is keen to support the Continued Professional Development of the successful candidate and would look to align this with annual career conversation process.

Length of Appointment

The initial fixed-term appointment will be for up to five years, to be agreed as part of the final negotiations. Including the option for an extension will also be discussed.

Notice Period

Termination of the fixed term appointment by the appointed person will require a three-month notice period to be provided to the PCC.

Annual Leave

The post holder is entitled to leave in accordance with Police Regulations.

Other Conditions

This post will be offered in accordance with the Police Regulations and other applicable legislation.

Appointment of a preferred candidate to the office of Chief Constable is subject to confirmation at a hearing of the Nottinghamshire Police and Crime Panel.

Person Specification

Skills

Vision

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.

Strategic

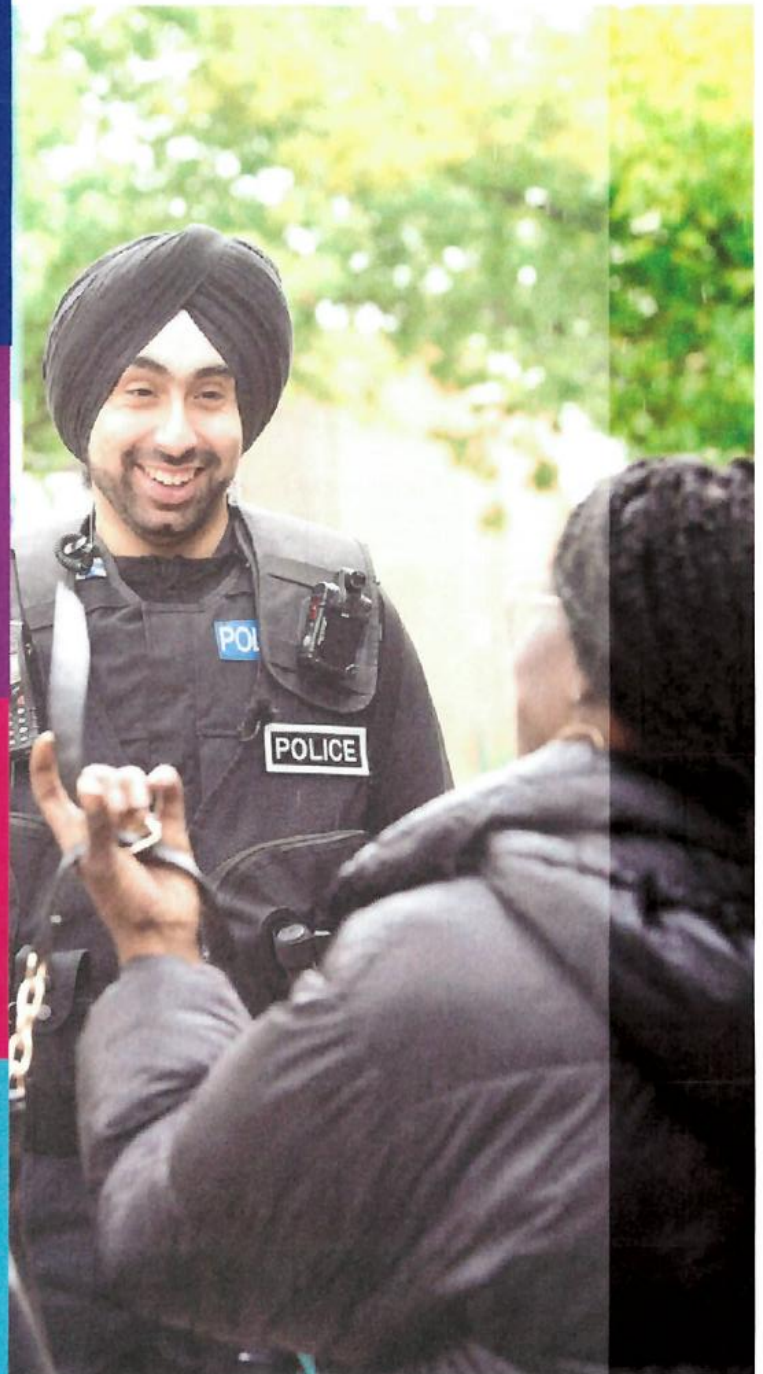
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.

Effective

- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.

Accountable

- Skilled in leading, developing and inspiring people to develop a supportive and inclusive culture which empowers all officers and staff.
- Able to reflect on and hold themselves, individuals and the organisation to account.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.



Recruitment process



Further information

For further information about the role you can contact Sharon Caddell, OPCC Chief Executive and Monitoring Officer, in confidence for an informal discussion.

Prospective applicants are also encouraged to speak to our current Chief Constable, Craig Guildford. If applicants wish to attend a familiarisation visit to the Force area, these can be arranged via the OPCC.

Contact Sharon Caddell via Officepcc@notts.police.uk or by calling 0115 844 5998.



Timeline

Date	Activity
22 July – 12 August 2022	Facilitated conversations with Force Chief Officers, OPCC and partner agencies available for CC candidates
8 - 14 August 2022	CEO and PCC available for discussions with prospective CC candidates
14 August	Deadline for applications
w/c 15 August 2022	Shortlisting and psychometric testing of CC candidates
23 August 2022 24 August 2022	Internal and external stakeholder panel interviews Final panel interviews of CC candidate
8 September 2022	Deadline for submission of confirmation hearing report, including Independent Panel Member report, to Police and Crime Panel
21 September 2022	Police and Crime Panel confirmation hearing for preferred CC candidate



Role Profile

Chief Constable

Post title	Chief Constable
Responsible to	Police and Crime Commissioner for Nottinghamshire
Scale and Salary Range	£161,998 (PCC has flexibility to increase this up to 10%- £178,198)
Vetting Status	Developed Vetting
Politically Restricted	Yes
CVF Level	CVF Level 3

Role Purpose

The Chief Constable has overall responsibility for leading Nottinghamshire Police, 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.

The Chief Constable holds 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.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements.

Job Purpose

To provide inspirational leadership to Nottinghamshire Police and to ensure that the Force becomes and remains an outstanding police service.

To lead, support and continually develop the Chief Officer Team, actively demonstrating the force values, driving forward organisational change, delivering improved results, increasing satisfaction and efficiency.

To have overall responsibility for the strategic development, integrity, cultural change and performance standards of the Force.

To have overall responsibility for leading the Force, creating a vision and setting direction and culture for the Force that builds public and organisational confidence and trust and enables the delivery of an effective policing service.

To hold direct operational accountability for the policing response to crime and major and critical incidents and its effective command and leadership.

To be responsible for influencing the development of regional and national policing and may be



accountable for national operations or standard setting and is responsible for providing a professional, effective and efficient policing service.

To exercise direction and control of Nottinghamshire Police in order to provide Nottinghamshire with an effective and efficient Police Service and ensure the fulfilment of all the powers and duties of the office of Chief Constable - as a Corporation Sole the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Code of Corporate Governance which determines force governance arrangements and which set out the full roles and responsibilities of the Police and Crime Commissioner and Chief Constables respectively.

Principal Duties and Responsibilities

1. Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
2. Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
3. Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
4. Lead 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.
5. Lead, inspire and engage 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 and goals.
6. Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
7. Fulfil the authorising responsibilities of a Chief Constable e.g., authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
8. Lead and command the operational policing responses on occasion, in the highest risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.
9. Advise 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.

10. Develop and maintain 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.
11. Represent 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.
12. Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
13. Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
14. Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

Person Specification

Values

The Chief Constable is expected not only to display but to lead and promulgate the Values set out in the Competency and Values Framework (CVF).

These values of Integrity, Impartiality, Public Service and Transparency provide a minimum benchmark that applicants will actively promote, role model and foster at all levels internally, externally and on a personal level.

As a role model, the Code of Ethics will be embedded in all activities and applicants will be recognised for treating people fairly, actively listening to understand and providing access to services and information in an appropriate way.

Leading Nottinghamshire Police, applicants will be recognised as a team player as well as a leader, working openly and adapting to get the best out of others, providing recognition and credit and working constructively and authentically to develop personally.

The remainder of the framework has six competencies that are clustered into three groups and applicants should be working towards or operating at Level 3.

Essential Education, Skills and Experience

- Has 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).
- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
- Authorising Officer Training.



- 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, actively role modelling new and agile working practices.
- 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.

Skills

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.



- Skilled in leading, developing and inspiring people to develop a supportive and inclusive culture which empowers all officers and staff.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.

Eligibility Requirements

Applicants must meet the following requirements:

- Has held rank of Assistant Chief Constable, Commander or more senior rank in a UK Police Force
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course

For applicants from overseas, applicants must have served in an approved overseas police force at an approved rank

Application Process

Eligible candidates are invited to apply by completing and submitting an application form.

Applications should be sent to: Katy.lewis@notts.police.uk and/ or Lisa.Gilmour@notts.police.uk by 23:55hrs on Sunday 14 August 2022.

Candidates who are successful at the application stage will be provided with further information regarding the format and composition of the interview process.

Interview and Assessment Dates

Interviews and assessment will take place over two days: **23 and 24 August 2022.**

Final dates and times will be confirmed to shortlisted candidates.

Equality and Diversity

A fundamental requirement is that the appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. We are committed to appointing on merit, in a way that is fair and open.

Further Information

For further information about the role, you can contact Sharon Caddell, OPCC (Office of the Police and Crime Commissioner) Chief Executive and Monitoring Officer, in confidence for an informal discussion.

Prospective applicants are also encouraged to speak to our current Chief Constable, Craig Guildford.

If applicants wish to attend a familiarisation visit to the Force area, these can be arranged via the OPCC, by using the contact details below:

Contact Details

Sharon Caddell via Officepcc@notts.police.uk or by calling 0115 844 5998

Recruitment timetable

8 August up to 14 August 2022	CEO and PCC available for discussions with prospective CC candidates
25 August up to 14 August 2022	Facilitated conversations with Force Chief Officers, OPCC and partner agencies available for CC candidates
15 August 2022	Shortlisting
16 August 2022 up to 12pm, 17 August 2022	Psychometric testing of shortlisted candidates
23 August 2022	Internal and external stakeholder panel interviews
24 August 2022	Final panel interviews of shortlisted candidate
8 September 2022	Deadline for submission of confirmation hearing report, including Independent Panel Member report, to Police and Crime Panel
21 September 2022	Police and Crime Panel confirmation hearing for preferred candidate's proposed appointment as Nottinghamshire Chief Constable

Terms and Conditions

Salary

Chief Constable salaries are set nationally and are dependent on the size of the Force. The Chief Constable for Nottinghamshire's salary is £161,998 per annum. The Police and Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10%. The PCC has decided that the 10% uplift (£178,198) would be offered to an exceptional candidate who can deliver the following:

- Achievement of areas for improvement and improved overall grading in HMICFRS inspection, and Value for Money profiles
- Maintenance of the police uplift programme, with a focus on retention and increasing the diversity profile of the workforce
- Improvement in positive workforce culture, to be measured through internal stakeholder surveys

This salary will increase in line with national police pay settlements.

Length of Appointment

The initial fixed term appointment will be for up to 5 years, which will be agreed as part of the final negotiations. The option for an extension will also be discussed.

Notice Period

Termination of the fixed term appointment by the appointed person will require a three-month notice period to be provided to the PCC.

Benefits

The post holder will be provided a car, services, insured, taxed and maintained by the PCC. A car allowance can be provided if preferred.

The PCC will provide reimbursement to the post holder of reasonable business expenses in line with Police regulations.

The PCC will meet the cost of the NPCC (National Police Chiefs Council) Professional Subscription and CPOSA (Chief Police Officers Staff Association) (Chief Police Officers Staff Association) Legal Expenses.

Continued Professional Development

The PCC is keen to support the Continued Professional Development of the successful candidate and would look to align this with annual career conversation process.

Relocation

The post holder's residence should be within a reasonable travelling distance of the Nottinghamshire Police estate to enable them to fulfil the responsibilities of the post.

Where the post holder moves 'home', and it is in the interest of efficiency and effectiveness of the Force, the PCC will pay all reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.

Working Hours

Working hours will not be less than 40 hours per week and such as needed to fulfil the requirements of the post.

The appointed person will be required to devote the whole of their normal working times to fulfilling the duties set out in the role profile.

Annual Leave

The post holder is entitled to leave in accordance with Police Regulations.

Career Conversation Review

The post holder will be subject to an annual career conversation review.

Other Conditions

This post will be offered in accordance with the Police Regulations and other applicable legislation.

Appointment of a preferred candidate to the office of Chief Constable is subject to confirmation at a hearing of the Nottinghamshire Police and Crime Panel.

Recommend Links:

Nottinghamshire Police and Crime Commissioner

[Nottinghamshire Office of the Police and Crime Commissioner \(pcc.police.uk\)](https://pcc.police.uk)

[Notts Police & Crime Plan 2022 V5 15-02-22 Digital Version \(pcc.police.uk\)](https://pcc.police.uk)

[Joint Code of Corporate Governance and Working Together \(pcc.police.uk\)](https://pcc.police.uk)

[Audit and Scrutiny Panel \(pcc.police.uk\)](https://pcc.police.uk)

Nottinghamshire Police

[Home | Nottinghamshire Police](#)

[Our chief officers | Nottinghamshire Police](#)

[Positive action | Nottinghamshire Police](#)

HMICFRS

[Nottinghamshire - HMICFRS \(justiceinspectorates.gov.uk\)](https://justiceinspectorates.gov.uk)

Version Control	
Reason for Version Change	Version date
Updated Role Profile	July 2022

Competency and Values Framework (CVF) for Policing: Level 3 –Executive

Competency	Level 3 –Executive
Emotionally aware	<ul style="list-style-type: none"> • 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.
Taking ownership	<ul style="list-style-type: none"> • 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.
Collaborative	<ul style="list-style-type: none"> • 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.

Deliver, support and inspire	<ul style="list-style-type: none"> • 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.
Analyse critically	<ul style="list-style-type: none"> • 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.
Innovative and open-minded	<ul style="list-style-type: none"> • 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.

Values	All Levels
Integrity	<ul style="list-style-type: none"> • I always act in line with the values of the police service and the Code of Ethics for the benefit of the public • I demonstrate courage in doing the right thing, even in challenging situations • I enhance the reputation of my organisation and the wider police service through my actions and behaviours • I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations • I am open and responsive to challenge about my actions and words • I declare any conflicts of interest at the earliest opportunity • I am respectful of the authority and influence my position gives me • I use resources effectively and efficiently and not for personal benefit
Impartiality	<ul style="list-style-type: none"> • I take into account individual needs and requirements in all of my action. • I understand that treating everyone fairly does not mean everyone is treated the same • I always give people an equal opportunity to express their views • I communicate with everyone, making sure the most relevant message is provided to all • I value everyone's views and opinions by actively listening to understand their perspective • I make fair and objective decisions using the best available evidence • I enable everyone to have equal access to services and information, where appropriate
Public Service	<ul style="list-style-type: none"> • I act in the interest of the public, first and foremost • I am motivated by serving the public, ensuring that I provide the best service possible at all times • I seek to understand the needs of others to act in their best interests • I adapt to address the needs and concerns of different communities • I tailor my communication to be appropriate and respectful to my audience • I take into consideration how others want to be treated when interacting with them • I treat people respectfully regardless of the circumstances • I share credit with everyone involved in delivering services
Transparency	<ul style="list-style-type: none"> • I ensure that my decision-making rationale is clear and considered so that it is easily understood by others • I am clear and comprehensive when communicating with others • I am open and honest about my areas for development and I strive to improve.



NOTTINGHAMSHIRE
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- | | |
|--|--|
| | <ul style="list-style-type: none">• I give an accurate representation of my actions and records• I recognise the value of feedback and act on it• I give constructive and accurate feedback• I represent the opinions of others accurately and consistently• I am consistent and truthful in my communication• I maintain confidentiality appropriately |
|--|--|

Further detailed information on the CVF can be located by clicking on the following link:

<https://skillsforjustice-ppf.com/competency-values/>



NOTTINGHAMSHIRE
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PROUD TO SERVE

www.nottinghamshire.pcc.police.uk

Application Form Chief Constable

Name:

Return to: Katy Lewis or Lisa Gilmour
Email: ExecutiveSupport.pcc@notts.police.uk

Closing Date: 23:59pm, Sunday 14th August 2022



1

Important
Information

- Completing the application form is the first stage of the selection procedure. The information you provide is the only information we will use in deciding whether or not you will go forward in the selection process. All information you provide will be treated in accordance with our Privacy Policy available on our website
- Answer **ALL** questions by providing the required information or ticking the appropriate box. If any question or part of a question does not apply to you write "**NOT APPLICABLE**"
- We are committed to the employment and career development of disabled people. We guarantee an interview to anyone with a disability whose application meets the essential criteria for the post. Please indicate if you have a disability covered by the Disability Discrimination Act 1995 and therefore qualify for an interview under the Guaranteed Information Scheme.
- If you have any queries in relation to completing the application form **please contact Katy Lewis or Lisa Gilmour on 0115 844 5998.**
- CVs or other supporting information will not be considered unless otherwise stated.
- Successful candidates will be required to undertake vetting and medical checks before appointment.
- Vetting is conducted for all applicants who work for, or with, Nottinghamshire Police and also those staff working for the PCC's Office. It helps to identify, assess & manage any risks relating to areas such as operational safety, public confidence & protection of organisational assets.
- Completed applications should be sent to Katy Lewis (or Lisa Gilmour in Katy's absence): Executivesupport.pcc@notts.police.uk by 23.59pm on **SUNDAY 14th AUGUST 2022** in order to be considered for the role.
- Shortlisting will take place on Monday 15th August 2022
- A psychometric testing link will be sent to all shortlisted candidates morning of Tuesday 16th August 2022
- The psychometric testing must be completed no later 12pm Wednesday 17th August 2022
- Internal and external stakeholder panel interviews will take place Tuesday 23rd August 2022
- Final interview panel will take place Wednesday 24th August 2022



2 Personal Details

Last Name:

Previous Last Name(s):

First Name(s):

Any other name(s) you are known by or have used previously:

Home Address:

Post Code:

Home Telephone No:

Mobile Telephone No:

E-mail Address:

Do you hold a full UK driving licence:

☐ Yes

☐ No

Nationality:

Place of Birth (Town & Country):

To be eligible for appointment you must be a British Citizen or a member of the EC or other states in the EEA (Iceland, Norway and Leichtenstein). Commonwealth citizens and foreign nationals are also eligible but only if they are resident in the UK free of restrictions.

If you are a Commonwealth citizen or a foreign national you must provide proof that you have no restrictions on your stay in the UK. You should therefore send a **copy** of your passport which shows that your stay is free of restrictions. **Do NOT send your actual passport** with this application. Other documentary evidence of your status may be required.

The Chief Constable must have an impeccable history and judgment in terms of engagement with media and social media and making public statements. As part of our assessment we would like to check your public social media accounts. Are you happy for us to perform checks?

☐ Yes

☐ No

Please list here your public social media accounts:



3

Education & Qualifications

Please list any academic, professional and/or vocational qualifications relevant to this appointment

Date from:	Date to:	Name of Institution	Qualifications gained	Subject and level



4 Employment History

Please provide details, with
the most recent first.

If more space is required
please use the space
provided in section 11

Role:

Force:

Address:

Postcode:

Telephone No:

Start Date:

End Date:

Role:

Force:

Address:

Postcode:

Telephone No:

Start Date:

End Date:

Position:

Force:

Address:

Postcode:

Telephone No:

Start Date:

End Date:

Position:

Force:

Address:

Postcode:

Telephone No.:

Start Date:

End Date:



5 Membership

Please list membership of any organisation(s) relevant to this position.

Name of Organisation	Type of membership	Date of membership

6 Training

Please list any course(s) which you have undertaken which are relevant to this position.

Year(s)	Organising body	Course title

7 Referees

Name and address of two people to whom reference may be made (one of whom must be your present or last employer).

Can we contact your referees prior to your interview?

☐ Yes ☐ No

PRESENT/LAST EMPLOYER

NAME:

ROLE:

EMAIL:

PHONE:

SECOND REFEREE

NAME:

ROLE:

EMAIL:

PHONE:



8

**Competency
Values
Framework**

The information provided in this section will be used to evaluate how closely your skills, knowledge and experience align with those outlined in the College of Policing's Competency & Values Framework, which are required to perform effectively in the role and which will enable you to deal with issues facing the Force. When answering these questions you need to:

- be open and honest in your responses, demonstrating your personal involvement i.e. what you actually did, why and how you did it; and
- provide specific, concrete examples from the last three years. Evidence needs to be specific and focused on your personal involvement/ experience and actions.

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 Nottinghamshire Police.



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9 Suitability

**Please outline your overall suitability for the role of Chief Constable.
(500 words maximum)**



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10 Values

Please outline how you demonstrate the values set out in the Chief Constable role profile.

1. Transparency (250 words maximum)

2. Integrity (250 words maximum)



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3. Public Service (250 words maximum)

4. Impartiality (250 words maximum)



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11 Conduct

Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct (please provide dates) and any previous disciplinary offences which have not been expunged



12 Declarations

Do you currently have any job or business interest which you intend to continue should you be successful in this application?

☐ Yes

☐ No

If YES please state the nature of this job or business and the extent of your involvement (e.g. actively involved, non-executive director). Include hours spent on it.

PLEASE ENSURE YOU SIGN THIS DECLARATION BEFORE RETURNING YOUR APPLICATION FORM

To your knowledge, are you related to the Nottinghamshire Police and Crime Commissioner or to any member of staff of the Office of the Police and Crime Commissioner for Nottinghamshire?

Please indicate

☐ Yes

☐ No

If YES, please state to whom you are related and your relationship:

Anyone who fails to disclose such a relationship shall be disqualified for the appointment and if appointed shall be subject to termination of contract.

DATA PROTECTION ACT DECLARATION

The information provided on this application form will be entered onto a computer system and as such is covered by the rules set out by the Data Protection Act 1998.

VALIDITY

I declare that the information given on this application form is to my knowledge true. I understand that if it is subsequently discovered that any statement is false or misleading, any offer of appointment may be withdrawn or I may be removed from office by written notice from the Police and Crime Commissioner.

I declare that all the statements I have made in this application are true to the best of my knowledge and belief.

Signature:

Date:

CC recruitment advert

Recruiting now – Chief Constable of Nottinghamshire Police

I am excited to be launch our recruitment process for Nottinghamshire Police's next Chief Constable.

As Police and Crime Commissioner for Nottinghamshire, I am looking to appoint an exceptional Chief Constable to take Nottinghamshire Police forward in its next steps to become an outstanding police force. My new Chief Constable will do this by ensuring effective and efficient policing, and actively building trust and confidence in all our communities in Nottingham and Nottinghamshire.

Nottinghamshire Police is an exciting opportunity for its next Chief Constable. It has benefited from a good period of chief officer stability, which is reflected in its improved performance. It now has a balanced budget and benefits from proactive income generation. And Nottinghamshire Police has one of the most diverse workforces of all UK police forces, as well as an excellent track record of recruitment and retention.

There is more work to be done, though, to improve Nottinghamshire Police further.

I want an inspiring leader who will work with me and my Office to deliver the vision and three key objectives set out in my Police and Crime Plan, Make Notts Safe:

- preventing crime and protecting people from harm
- responding efficiently and effectively to community needs and
- supporting victims and survivors, witnesses and communities

The next Chief Constable will engage with a dedicated and passionate workforce and the thriving local and regional partnership landscape. They will also use emerging local, regional and national opportunities for innovation and collaboration proactively to raise the standards, service delivery and performance of Nottinghamshire Police. I want our officers, staff and volunteers to be proud of their work. And I want our communities to have trust and confidence in our Force to deliver positive change through lasting community safety and criminal justice outcomes.

Could you be our next Chief Constable? Get in touch!

I am committed to ensuring an open and transparent process in the appointment of the new Chief Constable. If you believe you can deliver my Plan and bring Nottinghamshire Police up, get in touch with my Chief Executive and Monitoring Officer, Sharon Caddell, to organise an early discussion about what you have to offer Nottinghamshire, and what we can offer you.

To organise a discussion slot, please contact Katy Lewis or Lisa Gilmour by contacting our landline at 0115 844 5998 or by emailing them at Katy.lewis@notts.police.uk or Lisa.gilmour@notts.police.uk

I look forward to hearing from you soon.

Yours sincerely

Caroline Henry

Police and Crime Commissioner for Nottinghamshire

Nottinghamshire Police Chief Constable Appointment Process 2022

Interview Panel Briefing

Interview Panel

Challenge and test that the candidate meets the necessary requirements to perform the role of Nottinghamshire Police Chief Constable

Working in collaboration to test suitability of applicants against the agreed criteria

Adhere to the principles of merit, fairness and openness in making appointment



Approach to interview

Interview candidates, testing and challenging their suitability for the role – make notes to assist you in evaluating at the end

Use a structured assessment method to ensure fairness, objectivity and standardisation

Being mindful of barriers to accurate assessment

As a panel discuss and agree your assessments

Identify preferred candidate for the role

Timetable and logistics

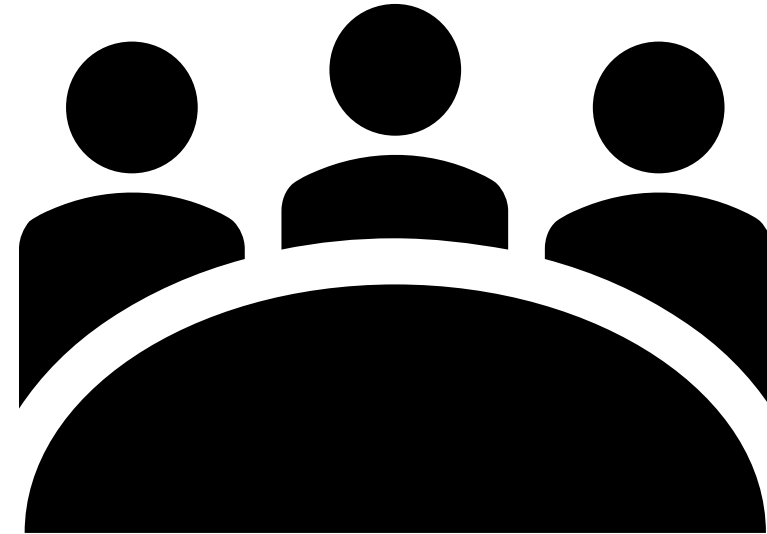
Time	Activity
08:30	Arrival
09:00	Appointment panel briefing, including stakeholder panel feedback and psychometric assessment insights
10:45 – 12:15	Candidate 1 briefing and interview
12:15 – 13:15	Candidate 1 assessment, including lunch
13:15 – 14:45	Candidate 2 briefing and interview
14:45 – 15:30	Candidate 2 assessment, including refreshments
15:30 onwards	Panel discussion and assessment decision making

Interview skills

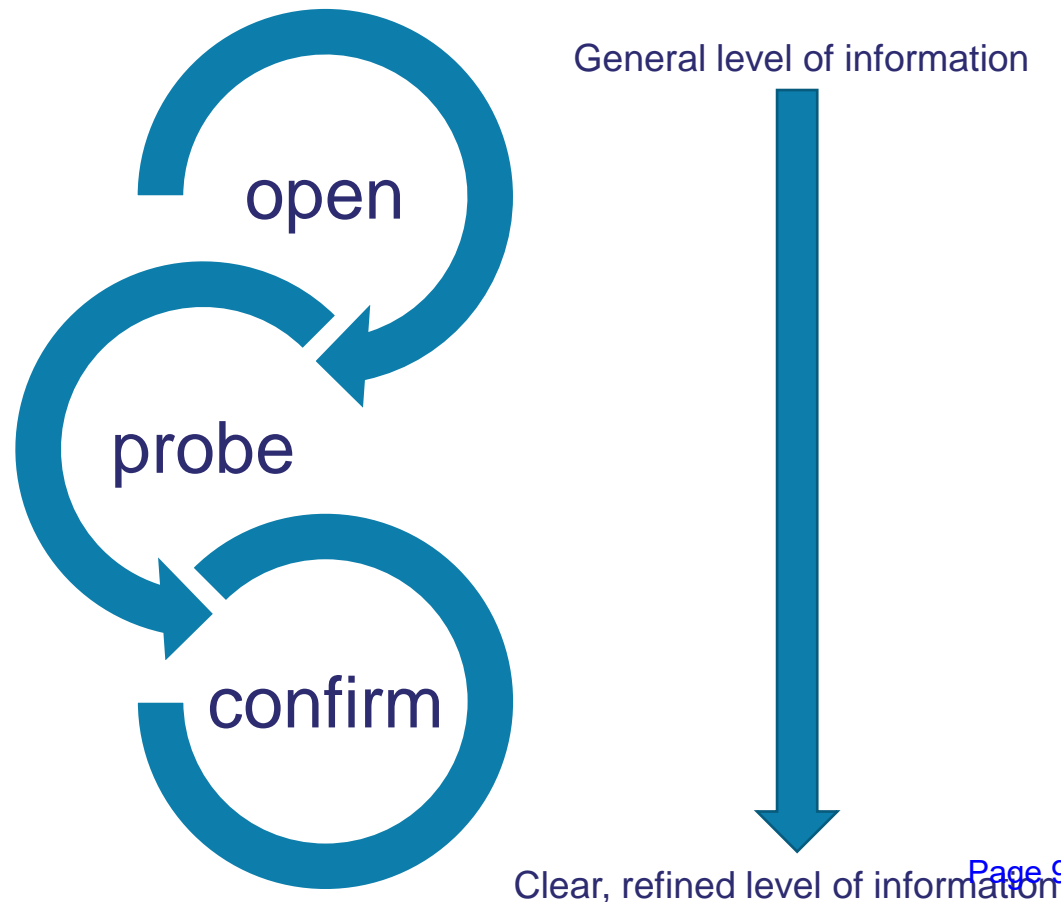


The interview

- Semi structured interview
- Past behaviour and future focused questions
- Key points to agree in advance
- Consider logistics of interview to ensure it runs smoothly
- What kind of panel do you want to be?



Approach to questioning



- Open with the pre-prepared question
- Use follow up questions to add to your understanding and clarity of the candidate's response
- Summarise the candidate's response where necessary to check your understanding
- Close the question and move to the next

Probing questions

- Probing questions should be used to:
 - Elicit further evidence from the candidate
 - Clarify areas where needed
 - Ensure you fully understand the example a candidate has provided or the approach they would take
- Probing questions should be clear, relevant and to the point

Important to consider appropriate probing questions for your specific questions in advance but some useful general probes include:

- How did the situation arise?
- What was your role?
- How did x help you to achieve y?
- What factors did you consider?
- What other alternatives did you consider?
- What difficulties did you encounter?
- How did you overcome those difficulties?
- What was the outcome?
- What would you do differently next time?
- How did you/would you finance that option?
- What have you learnt from that situation?
- Have you had experience of doing this before?
- How would you do that as chief constable?

Considerations for interview

- Understanding and rationale – what are you expecting to hear about why have they done what they did or would do something?
- What evidence of the competency/value will they need to provide for an acceptable answer?
- How much detail will you need to be reassured of an acceptable response – quality and quantity of evidence?
- What are the key things they should include in their answer?
- What level should they be operating at?
- What other evidence could they provide?

Assessment criteria



Understanding the assessment criteria is important...

Helps us to determine what is evidence of effective and ineffective performance

Contributes to an objective assessment

Is a way to ensure assessors fairly differentiate between candidates

Results in a standardised and consistent assessment across all candidates

The Commissioner's 4 T's

Trust

Team

Together

Tomorrow

Page 96 of 148



Interview

- Each competency/value has a definition and a list of indicators describing the behaviours you might see to demonstrate it
- Important to consider both definition and behaviours, definition explains why this value is important and puts it into context
- Indicators are not a checklist – points do not make prizes
- Important to consider both quality and quantity of evidence provided

We deliver support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support. We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively. This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why is it important? To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

We deliver support and inspire behaviours

- 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.

Public service

This value links to the principles of respect and selflessness from the Code of Ethics

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Public service behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make clear decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why is it important? Not all decisions need senior leader approval, meaning that where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

We take ownership behaviours

- 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.

Integrity

This value links to the principle of integrity from the Code of Ethics

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Integrity behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest and the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes. We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers. We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs. This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers. It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative behaviours

- 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 are innovative and openminded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes. We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors. Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand. Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and openminded behaviours

- 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

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.

Barriers to accurate assessment



How can we encourage slow thinking when assessing?

Reducing the cognitive load when we are assessing encourages slow thinking and can minimise the risk of biases affecting our decision making:

- Challenge your assessment and consider what you based your judgement on
- Ensure you have sufficient time to carefully consider your decisions
- Assess against clear assessment criteria
- Use a structured and linear approach to assessment which breaks activities down into discrete tasks
- Avoid emotional triggers and distractions
- The panel is your critical friend, be willing to explain your assessment and ask them to justify theirs

Biases which could impact on your assessing

- Forming an expectation about a candidate based on shortlisting/other information
- Asking questions that confirm your expectations about a candidate
- Paying more attention to first or last impressions
- Giving a more favourable assessment to a candidate who is similar to you
- Giving more weight to negative evidence over positive evidence provided
- Assessing a candidate more/less favourably based on your assessment of other candidates

Assessment approach



Approach to assessment

Using a structured and linear approach to assessing

Breaks down
activity into
discrete
tasks

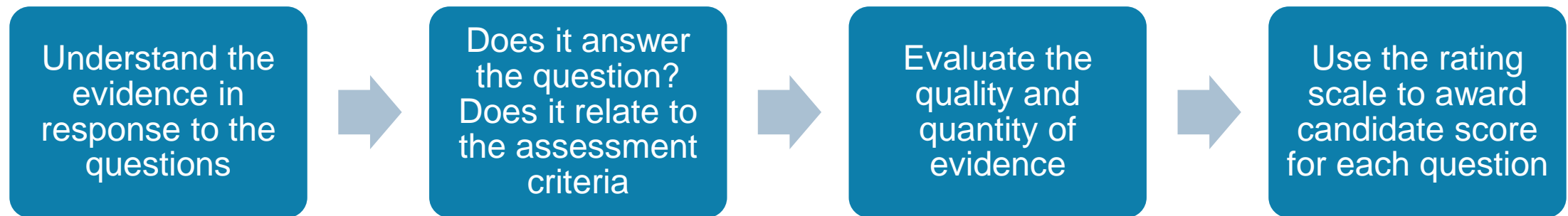
Focusing on
the evidence
assists
objectivity

Provides an
auditable and
transparent
assessment

Taking a structured and evidence based approach to assessment

	Do	Don't
Observe	<ul style="list-style-type: none"> Look and listen to everything the candidate says Be aware of factors than can influence your assessment 	<ul style="list-style-type: none"> Be selective about what you observe Leap to evaluate the candidate's performance
Record	<ul style="list-style-type: none"> Write as much down as possible Write factual and accurate notes 	<ul style="list-style-type: none"> Write down judgements, assessments or personal views
Classify	<ul style="list-style-type: none"> Identify what is evidence Determine whether evidence is effective or ineffective behaviour Include all evidence Ensure evidence is relevant to the competency or value 	<ul style="list-style-type: none"> Double score or weight evidence
Evaluate	<ul style="list-style-type: none"> Consider quantity and quality of evidence Consider appropriateness of evidence for the rank Consider whether anything detracted from their performance Use full range of rating scale 	<ul style="list-style-type: none"> Discuss candidates until all panel members have completed their individual assessments

Assessment approach - individually



Assessment approach – as a panel

Share scores
and your
evidence

Avoid trading scores
and averaging out

Expect to be
challenged and
to challenge
others

What's the relevance?
Be aware of sweeping
comments and
enthusiastic language –
could indicate fast
thinking

Agree each
score and record
the rationale



NOTTINGHAMSHIRE POLICE CHIEF CONSTABLE FINAL INTERVIEW PANEL QUESTIONS

24th August 2022

Interview Details

Candidate:	
Panel Member:	
Date:	
Total Score:	<u> /40 </u>

Scoring Guide

5	Exceptional The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and what they did in relation to the assessment criteria
4	Very high The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and what they did in relation to 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 what they did in relation to some of 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 what they did in relation to some of the assessment criteria, but this may not be clear.
1	Low The candidate has provided little or no evidence that relates to the assessment criteria

Questions

Exercise (presentation to be delivered by candidate – maximum 10 minutes)	<p>Presentation topic</p> <p>This is a five-year appointment and if appointed, it is expected that you will develop short-, medium- and long-term plans for your leadership of Nottinghamshire Police.</p> <p>The Commissioner is particularly interested in your initial plans for the Force. Allowing a maximum of 10 minutes for delivery, please set out your plan for how you will lead Nottinghamshire Police over the next one to two years to achieve the following:-</p> <ul style="list-style-type: none">• Improve its overall grading in future HMICFRS PEEL inspections• Maintain the police uplift programme and capitalise on the opportunities of the uplift in both short and long term by making best use of the additional officers• Develop and maintain a positive workforce culture
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Presentation -
Interviewer notes

SCORE: /5



1. (Caroline Henry)	Motivation 1. Why do you want to be Chief Constable of Nottinghamshire Police?
Interviewer notes SCORE /5	



<p>2.</p> <p>Adrian Smith</p>	<p>Competency Values Framework (CVF) reference: Inclusive, enabling and visionary leadership: deliver, support and inspire</p> <p>2. Describe how you will build trust and confidence across the workforce to deliver improvements?</p>
<p>Interviewer notes</p> <p>SCORE: /5</p>	



<p>3.</p> <p>Frank Jordan</p>	<p>CVF: Public service: We analyse critically and we are innovative and open minded</p> <p>3. How will you build trust and confidence in policing across Nottingham and Nottinghamshire's communities?</p>
<p>Response notes</p> <p>SCORE: /5</p>	



<p>4.</p> <p>(Andy Marsh)</p>	<p>CVF: Resolute, compassionate and committed – we are emotionally aware and we take ownership</p> <p>4. What is your plan for developing and maintaining current and future strategic leaders within Nottinghamshire Police?</p>
<p>Interviewer notes</p> <p>SCORE: /5</p>	



<p>5.</p> <p>(Liz Fradd)</p>	<p>CVF: Integrity – we take ownership</p> <p>5. Tell us how you will ensure officers and staff are committed to working to the highest professional standards?</p>
<p>Interviewer notes</p> <p>SCORE: /5</p>	



<p>6.</p> <p>(Amanda Sullivan)</p>	<p>CVF: Inclusive, enabling and visionary leadership – collaboration</p> <p>6. Describe the challenges you perceive in working with Nottinghamshire’s partners, and how you will overcome them to deliver tangible improvements in the Nottinghamshire police force area?</p>
<p>Interviewer notes</p> <p>SCORE: /5</p>	



<p>7.</p> <p>(Caroline Henry)</p>	<p>CVF: Intelligent, creative and informed policing – we are innovative and open minded</p> <p>7. How will you ensure Nottinghamshire Police embraces organisational learning and improvement opportunities, such as using evidence based policing and disruptive technologies?</p>
<p>Response notes</p> <p>SCORE: /5</p>	



Total Score : / 40	Feedback Summary for candidate

Important Notes

- Please send the completed feedback score forms to Sharon Caddell or Katy Lewis after the end of the interview assessment – they should not be taken off site.
- The scores and views of the individual panel members will be used to inform the Police and Crime Commissioner's final decision and provide candidate feedback so please ensure that they are completed as fully as possible to be helpful to candidates and the Commissioner.
- These documents will be stored securely for a period of six years following conclusion of interviews, and they will then be disposed of in line with the OPCC's Retention and Disposal Policy.

Nottinghamshire Police Chief Constable Appointment Process 2022

Briefing and Interview Exercise Pack

Version number 1.0

The task

You will be meeting with prospective candidates for the Chief Constable of Nottinghamshire Police. Candidates will take part in a briefing and interview exercise lasting 90 minutes in total. Candidates will have ten minutes to deliver their briefing. Following this you will have an opportunity to ask follow up questions for up to 20 minutes. After the briefing candidates will take part in an interview lasting approximately 60 minutes.

Timetable

08:30 - 09:00	Arrival for 9am panel preparation
09:00 – 10:45	COP briefing and panel interviewer questions
10:45 – 12:15	Candidate 1 briefing and interview
12:15 – 13:15	Candidate 1 assessment and working lunch
13:15 – 14:45	Candidate 2 briefing and interview
14:45 – 15:30	Candidate 2 assessment
15:30 onwards	Panel discussion and decision making

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring all panel members can ask any questions they may have and have these addressed within the time constraints of the exercise. The chair will be responsible for ensuring that each panel member receives equal time for questions and will ensure the exercise does not under or overrun. The panel should agree in advance who will ask each question and in what order, as well as how follow up questions will be managed.

During the exercise

Your facilitator will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat and introduce themselves and the members of the panel.

To ensure all candidates are assessed in a consistent way, the chair should ensure that all candidates are given the same information. An example script incorporating this information is outlined later in this exercise pack. The chair may amend this to fit with their personal style, but the same information should be conveyed to each candidate.

Briefing

Candidates have been asked to prepare a 10-minute briefing in advance:

‘This is a five-year appointment and if appointed, it is expected that you will develop short-, medium- and long-term plans for your leadership of Nottinghamshire Police.

The Commissioner is particularly interested in your initial plans for the Force. Allowing a maximum of 10 minutes for delivery, please set out your plan for how you will lead Nottinghamshire Police over the next one to two years to achieve the following:-

- Improve its overall grading in future HMICFRS PEEL inspections
- Maintain the police uplift programme and capitalise on the opportunities of the uplift in both short and long term by making best use of the additional officers
- Develop and maintain a positive workforce culture’

Candidates can use visual aids if they wish (such as flip charts, overhead projectors, or PowerPoint) and can refer to notes during the exercise.

Following the briefing, there will be an opportunity for the panel to ask follow up questions for up to 20 minutes.

The panel should ask questions to seek further information or clarification from candidates. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning.

The panel are not restricted to questioning the above issues and can explore any aspect of a candidate's briefing. General probing questions to seek further information or clarification from candidates may include:

- What problems can you foresee...?
- What will your role be...?
- What will you do...?
- How will you...?
- What factors will you consider...?
- What other alternatives will you consider...?
- What difficulties do you think you will encounter...?
- How will you overcome these difficulties...?
- What would be a positive outcome...?
- How will you know you have been successful...?
- Have you had experience of this before...?
- What learning did you take from that experience...?

Closed questions may also be used to clarify a candidate's response.

Interview

Following the briefing, candidates will move on to the interview which will last for approximately 60 minutes. There are a total of 7 questions and candidates will have approximately 8 minutes to answer each question with the opportunity for the panel to probe responses further.

		Link to CVF	Panel Member
Q1	<p>Why do you want to be Chief Constable of Nottinghamshire Police?</p> <ul style="list-style-type: none"> • How have you prepared yourself for this role? • What strengths will you bring • What will you need to develop to be successful? • How will you do this? 	N/A	Caroline Henry
Q2	<p>Describe how you will build trust and confidence across the workforce to deliver improvements?</p> <ul style="list-style-type: none"> • What is your view of staff as well as officers, and the respective value they provide in delivering policing? • When have you built trust and confidence across the workforce in the past? (Example expected) • In building trust and confidence of the workforce, who benefits most? I.e., is this about building confidence in the chief or is this about building confidence in the workforce so they are empowered to deliver improvements for the communities of Nottinghamshire? • How will you understand the needs of the workforce if it's the former as well as what success would look like to them? 	Deliver, support and inspire	Adrian Smith

Q3	<p>How will you build trust and confidence in policing across Nottingham and Nottinghamshire's communities?</p> <ul style="list-style-type: none"> • How will you balance desire for visibility with need to increase detections and address hidden harm crimes? • Nottinghamshire Police force area comprises both dense urban centres and rurality. How will you balance of demand across rural and urban areas of the county that you might wish to explore? • How will you maintain these balances in the context of reducing resources and increased demand? 	Public Service	Frank Jordan
Q4	<p>What is your plan for developing and maintaining current and future strategic leaders within Nottinghamshire Police?</p> <ul style="list-style-type: none"> • Who do you see being identified and included as strategic leaders? • What would be your approach to coping with instability factors, such as departure of a chief officer or head of service? • The existing Chief Constable has been in post for 5 years. How will you build your team? 	Take Ownership	Andy Marsh
Q5	<p>Tell us how you will ensure officers and staff are committed to working to the highest professional standards?</p>	Integrity	Liz Fradd

	<ul style="list-style-type: none"> • What is your approach to managing adverse publicity involving police officers and staff? • How will you ensure that behaviour that falls below standards we expect is challenged and effectively dealt with? • How will you embed a culture across the workforce? • Can you address how you are an ethical leader? What does it mean to you and how do you demonstrate this to others rather than how you encourage others to do this? 		
Q6	<p>Describe the challenges you perceive in working with Nottinghamshire's partners, and how you will overcome them to deliver tangible improvements in the Nottinghamshire police force area?</p> <ul style="list-style-type: none"> • How will you manage expectations? • How will you hold partners to account for delivery? • How will you work with partners and create effective partnerships when they have different priorities, delivering on shared goals? 	Collaborative	Amanda Sullivan
Q7	<p>How will you ensure Nottinghamshire Police embraces organisational learning and improvement opportunities, such as using evidence based policing and disruptive technologies?</p> <ul style="list-style-type: none"> • How will you manage change? 	Innovative and Openminded	Caroline Henry

	<ul style="list-style-type: none"> What opportunities can you identify to reduce costs, reduce demand on services, improve service provision etc? 		
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Suggested follow up questions can assist the panel in probing the candidate's skills, experience or example provided. The panel can probe any aspect of a candidate's response. General probing questions to seek further information or clarification from candidates may include:

- What problems can you foresee...?
- What will your role be...?
- What will you do...?
- How will you...?
- What factors will you consider...?
- What other alternatives will you consider...?
- What difficulties do you think you will encounter...?
- How will you overcome these difficulties...?
- What would be a positive outcome...?
- How will you know you have been successful...?
- Have you had experience of this before...?
- What learning did you take from that experience...?

Closed questions may also be used to clarify a candidate's response.

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning.

Approach to assessment

During the exercise you should make as many notes as you feel is appropriate to assist you in evaluating candidate's performance at the end. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to candidates under the General Data Protection Regulations 2018. To assist you with this you will be provided with an individual score sheet for each candidate.

You will use a structured and linear approach to assessing, breaking down your assessment into discrete tasks enables you to focus on the evidence provided by candidates which aids objectivity, minimises bias and provides an auditable and transparent assessment.

Panel members will complete their assessments individually, reviewing the evidence provided by the candidate and evaluating how it relates to the assessment criteria. You will evaluate the quality and quantity of evidence provided by the candidate in response to their presentation and each interview question and use the rating scale below to award candidates a score for the presentation and each interview question.

Assessment criteria

Candidates' responses to the briefing and interview will be assessed against the Competency and Values Framework.

Rating scale

Candidates will be awarded a score for the briefing and each interview question using the rating scale below

5	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

Panel review of evidence and agreement of scores

Once individual panel members have completed their individual assessment of the candidate they should share their evidence and the scores they have given. If a panel member has declared a conflict of interest, they may wish to allow other panel members to disclose their scores before sharing their assessment. Panel members should discuss the evidence they have based their scores on even if they agree. The panel should agree each score and record the rationale for this, this can be completed by the panel chair or your facilitator.

When discussing and agreeing scores the panel should avoid trading scores or averaging scores. All panel members should expect to be challenged on the scores they give and challenge others to ensure a fair assessment is made.

Post interview

Your facilitator will collect all notes from panel members following the interview process, electronic copies should be deleted from personal devices.

Example chair script

“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the briefing and interview for the Chief Constable of Nottinghamshire Police. First, I would like to introduce the panel to you. I am XXX and with me are my colleagues XXX.”

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise or assessment and then say:

“You have 10 minutes to give us your briefing, we will then ask you questions about your presentation for up to 20 minutes. After that we’ll move onto the interview which will last for approximately 60 minutes. I’ll explain more about the interview before it begins. Are you ready to begin?”

The chair should answer any procedural questions the candidate may have. After 10 minutes, please say:

“Thank you for your briefing. We now have up to 20 minutes to ask you questions about your briefing.”

After 20 minutes, please say:

“That completes your briefing, we’ll now move onto the interview. We will be asking you 7 questions to test your suitability for the role of Chief Constable of Nottinghamshire Police. We will be probing your responses and may occasionally need to interrupt you to do this. Please don’t let this put you off. Please take a moment to consider your answer before responding if you wish and if we ask you a question you’re not sure please ask us to clarify. Are you ready to begin?”

Pause for a moment and answer any procedural questions that the candidate may have. At the end of the interview, please say:

“That is the end of our questions. Just before we finish, can I ask if there’s anything that my colleagues want to clarify?”

Chair to pause for the panel members to ask any final questions. If the chair has any final questions then they should ask them at this point and then say:

“Do you have any questions for us or is there anything you would like to clarify from our meeting today?”

Pause for the candidate to clarify anything and for the panel to respond to this and then say:

“That completes the interview, thank you for your time, you may now leave.”

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

college.police.uk

Independent Panel Member Report

Recruitment of Nottinghamshire Police Chief Constable

Introduction

This report has been drafted in accordance with requirements to appoint a candidate , as laid down in the College of Policing Guidance on the “Appointment of Chief Officers” Jan 2021 which includes the regulations for the appointment of Chief Police Officers. Key principles of the process include, advertising the role for three clear weeks , ensuring the decision to appoint is made on merit by conducting the process fairly and openly and that the independent member ensures the principles are followed throughout the selection and appointment process.

The information below is presented in accordance with the guidance . It contains my independent assessment of the process undertaken to appoint the Nottinghamshire Police Chief Constable. My comments are made in recognition of the importance of ensuring the entirety of the process complied with the principles of merit , fairness, and openness, in order that the public can have absolute confidence in the outcome .

An audit trail of the entire process was maintained by the CEO Notts Police and Crime Commissioner – (monitoring / observer)

Advertising and Search

The development of the process was informed by surveys with two key stakeholder groups: internal stakeholders and external stakeholders. Both surveys listed 10 key qualities that respondents would like to see in the new Chief Constable, such as strong and ethical leadership, knowledge of area and issues, and transformation of workforce culture. Over 740 respondents completed the internal stakeholder survey, and over 80 respondents completed the external stakeholder survey. The results were then used within the advert and information pack, and they also informed the questions in the final interview.

In order to attract a strong field and the broadest possible reach, the advert and information pack were placed in the following places: the front page of the Police and Crime Commissioners (PCC) website, the College of Policing Chief Officer Vacancies portal, and relevant social media – LinkedIn , Twitter, and

Facebook, with a closing date of 14th August 2022 . The range of sites utilised helped ensure openness, and transparency of the recruitment process as well as spread. Analysis of the statistics shows that social media advertising of the vacancy attracted the following interaction:

Social Media Platform	Post Quantity	Audience Reached (Post 25 th July)	Audience Reached (Post 4 th August)	Total Reach
Facebook	2	10.5k	658	11,148
Twitter	2	4,931	249	5,180
LinkedIn	2	359	224	583
Instagram	1	48	N/A	48

The CEO and PCC were available for engagement meetings with interested individuals between 8th – 14th August. This enhanced openness of the process and enabled individuals to explore issues before deciding whether to apply . Three individuals availed themselves of this opportunity . The deadline for applications was 14th August. Three individuals subsequently applied .

Briefing

Prior to the shortlisting panel session on Monday 15th August, a comprehensive briefing session held virtually on the morning, led by a psychologist from the College of Policing. She took the panel through the appointment process reminding us throughout of our responsibility to be fair and open and to shortlist and appoint on merit against the agreed criteria . Two panel members were unable to attend but all panel members had received copies of the slides in advance of the meeting.

Short Listing

Short listing took place during the afternoon of Monday 15th. One panel member withdrew from the process due to an issue unrelated to the appointment process .

The short-listing panel consisted of :

Caroline Henry – Police and Crime Commissioner (PCC) – Panel Chair

Adrian Smith - CEO Notts County Council – Panel member

Frank Jordan – Director, Nottingham City Council – Panel member

Andy Marsh – CC College of Policing – Strategic Policing Advisor

Amanda Sullivan – CEO Nottingham and Nottinghamshire Integrated Care System – Panel member

Elizabeth Fradd – Independent Panel member

Sharon Caddell – CEO Notts Police and Crime Commissioner – Monitoring Officer / Observer .

Panel members declared any prior knowledge of the candidates . All declarations made were of a professional nature . It was confirmed candidates' social media links had been checked and found to be satisfactory.

All three applicants were considered to be eligible and strong candidates . They were consistently and objectively reviewed and scored against the predetermined assessment and eligibility criteria . Application forms were scrutinised in particular the 5 required sections i.e., 500 words on their suitability for the role , and 250 words on each of the following: Transparency , Integrity , Public Service, and Impartiality , which reflect the values set out in the Chief Constables role profile . The review of candidates also included the PCCs request for consideration to be given to her 4 priorities under the following headings : Trust , Team , Together and Tomorrow .

The criteria and rating scale guide assisted the panel to make a fair assessment of the likely performance of each individual in the role . Candidates were individually discussed, and agreement reached utilising the collated evidence to determine which candidates should go forward to the next stage of the appointment process .

Each panel member declared their individual scores using a rating scale 1- 5 against 5 key areas in the application form – Suitability , Transparency , Integrity, Public service, and Impartiality . A composite score for each

candidate was then agreed . A thoughtful and rational discussion took place during which each candidate was carefully considered . Evidence was extracted from application forms to justify comments made . The panel were unanimous in agreeing that of the 3 candidates 2 should be invited for final interview . It was also agreed the third candidate would be provided with feedback , and encouragement .

In order to ensure total confidentiality of process and to protect individuals involved , all panel members returned to the Office of the PCC hard copy notes made during the shortlisting meeting for shredding. All personal information about candidates for example application forms were deleted on panel members computers .

I am content the panel undertook the shortlisting process rigorously and within the guidance laid out in the College of Policing Guidance . Whilst time was limited to read application forms it did help the panel to focus on the task . All panel members had carefully scrutinised the application forms and were able to speak authoritatively about the merits of each .

Testing and Assessment

Week commencing 15th August psychometric testing of both candidates took place. Internal and external stakeholder interviews were held on Tuesday 23rd August. Prior to the commencement of the interviews the College of Policing briefed participants on the task including the key principles and the PCCs 4 Ts . Participants queries about elements of the process for example, how follow up questions should be managed were discussed and agreed .

The Independent Panel Member attended the Internal Stakeholder Interviews as an observer . The chair ensured the same information was given to both candidates and the same questions were asked of each of them . All Stakeholders fully participated , their impressions which were candid and supported by examples were captured by the College of Policing Psychologist. All notes taken during interviews were collected at the end of the session in order for them to be securely dealt with according to GDPR.

Interview

Final interviews took place on Wednesday August 24th. The panel comprised the same individuals that attended the shortlisting meeting . Feedback was provided by a psychologist from the College of Policing on each candidate

regarding their psychometric testing and the Stakeholder interviews prior to the commencement of the interviews . Issues the panel might consider were identified.

Key to this stage of the process was to determine the competency of each candidate to undertake the role utilising all pre-existing evidence i.e. the internal and external stakeholders panel interviews , the psychometric testing, application forms and the oral evidence gleaned during the final interviews.

The presentation topic was communicated to shortlisted candidates on August 16th .

Each candidate was assessed using set criteria each of which had defining behaviours, these included : support and inspire , public service, ownership, integrity, collaborative, and innovative / openminded . Both candidates were asked the same questions , although follow up questions were inevitably different in order to ascertain clarification or for deeper exploration .

The 1-5 scoring scale with a definition range of "Low" to "Excellent", previously utilised at the shortlisting stage was used for each question and the presentation. Scores were shared, together with the evidence panel members gleaned during the interviews to support judgements . A composite score was recorded for each candidate . A robust and thorough discussion followed during which the merits of each were discussed, as well as areas for potential future development. It was agreed both candidates were appointable .

Taking into consideration each element of the process for each candidate one candidate is unanimously recommended for appointment .

Summary

I confirm I am satisfied the entire recruitment process from the placing of the advert through to the outcome of the final interviews has been carried out according to the College of Policing Guidance for appointing Chief Officers. Importantly I consider that requirements under the Data Protection Act and Equality Act have been respected, and that the process has been consistent , fair, open, and values based . Applicants were assessed against published criteria and a record made of all decisions . I am satisfied that the panels final decision was based on merit .

In addition - I wish to add the following to this report -

Guidance provided by way of briefings from the college of Policing was clear and helpful, their support throughout was appreciated by us all .

I am grateful to the Police and Crime Commissioner office whose communications , advice, and support significantly enhanced the work of panel members at each stage of what was a complex and rapid process .

I am also grateful to all panel member colleagues for the thorough , rigorous, and objective manner in which they deliberated on the merits of each applicant . I consider the process to have been appropriately collaborative.

Professor Dame Elizabeth Fradd DBE DL
Independent Panel Member

26th August 2022.