

**REPORT TO THE NOTTINGHAMSHIRE POLICE AND CRIME PANEL**  
**BY THE INDEPENDENT MEMBER - MR JOHN COOKE OBE**  
**ON THE SELECTION PROCESS FOR**  
**THE CHIEF CONSTABLE OF NOTTINGHAMSHIRE**

**1. BACKGROUND & REGULATIONS**

1.1 With the retirement of the current Chief Constable of Nottinghamshire, Mr Chris Eyre QPM, the Police and Crime Commissioner (PCC), Mr Paddy Tipping, is required by the Police Reform and Social Responsibility Act 2011, section 38, and the regulations under Section 50 of the Police Act 1996 to appoint a suitably qualified Chief Constable. The appointment is subject to a public confirmatory hearing held in accordance with the Police and Crime Panel (PCP) (Precepts and Chief Constable Appointments) Regulations 2012. .

1.2 The Home Office Guidance on the appointment of Chief Officers is clear that in making appointments, provisions of the Equality Act 2010 and the Data Protection Act 1988 must be complied with.

1.3 This report is provided by the independent panel member, Mr John Cooke OBE. I am currently an Independent Member from the list provided by the College of Policing (CoP). In order to become a member on this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment and capable of quality assuring assessment processes. I have undergone an induction to this role by the CoP and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointment Processes.

1.4 The role of the independent panel member is laid out in [Home Office Circular 20/2012](#) and is described more fully within the [Guidance on Chief Officer Appointments](#).

1.5 For clarity of the PCP, I became involved in the process prior the shortlisting stage; hence, I was provided evidence covering the initial work around role profiling, creating the job specification and advertising the role. The Office of the Police and Crime Commissioner (OPCC) provided me with details of the advertisement, application pack and other key information for candidates – details are at Annex A. I am also aware that the OPCC requested the help and assistance of the CoP throughout all stages of the process and provided candidates with the opportunity to meet with the PCC prior to the final selection process. Prior to shortlisting, and thereafter, I have provided advice and assistance to ensure that the assessment and selection of the preferred candidate is based on fairness, openness and merit. I am pleased to inform the PCP that shortlisting and final selection panel included key stakeholders within both Nottinghamshire and Nottingham City.; thereby providing input from two of the key stakeholders and partners.

**2. AIM**

2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and that the preferred candidate was selected based on merit. In addition, it details the extent to which the panel fulfilled their responsibility to challenging and test the candidates' suitability against the requirements of the role.

### 3. **PANEL COMPOSITION**

3.1 **Shortlisting Panel.** The Shortlisting Panel comprised: Paddy Tipping, Police and Crime Commissioner, Ian Curryer, Chief Executive Nottingham City Council, Anthony May, Chief Executive Nottinghamshire County Council, Alison Michalska, Director of Children Services for Nottingham City Council, Alison Naylor, Assistant Chief Officer for Human Resources across Leicestershire, Nottinghamshire and Northamptonshire and Mr John Cooke OBE, Independent Panel Member.

3.2 **Final Selection Panel.** The Final Selection Panel comprised all those detailed in 3.1 above less Alison Naylor who became an observer and adviser to the Panel during the final selection process. The Final Selection Panel also co-opted Martin Jelly, Chief Constable Warwickshire Police as the police advisor to the PCC. Biographical details are contained in Annex B.

3.3 **Stakeholder Panels.** Three stakeholder panels were also constituted to provide the PCC and the Final Selection Panel with greater clarity of candidates' understanding of specific areas of interest. The three stakeholder panels were: an officer and association/union panel, a BME panel and a youth panel. Whilst these panels scored a candidate the scores were not included in the final selection process. However, the key strengths and areas for development assessed by the three stakeholder panels were provided to the Final Selection Panel to help members delve into specific areas identified by the stakeholder panels.

3.4 The CoP provided assessor rating scales (Annex C) for the shortlisting and final selection panels and conducted series of briefings to stakeholder panel chairmen and to both shortlisting and final selections panels to ensure that all were aware of the key areas around unconscious bias and the 'Observe, Record, Classify and Evaluate (ORCE) system of assessing.

### 4. **SELECTION TIMETABLE**

4.1 The selection timetable for candidates is contained in Annex A at page A-29.

### 5. **SELECTION PROCESS PRE-FINAL SELECTION**

5.1 **Application Stage.** At an early stage, the CoP was contacted by Kevin Dennis, Chief Executive to the PCC to provide advice on the selection process including the preparation of an appropriate role profile (job specification) for the appointment. Throughout the process the guidance laid down in the "[Toolkit for the Selection of Chief Officers](#)" was followed. The role profile detail and competencies from the Police Professional Framework (PPF), considered essential by the PCC, were then used to inform the key questions on the application form. A rating scale was then used by the Shortlisting Panel to determine who should be called forward.

5.2 The post was advertised through Police Professional, including e-mailing to subscribers notifying them of the post, and the Association of Police and Crime Commissioners website, with a cut-off for applications of noon, 23 October 2016<sup>1</sup>.

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<sup>1</sup> There is no longer a requirement to advertise posts through national media as long as those eligible to apply would normally be expected to access the professional journals or associated websites.

5.3 Six application packs, including biographical monitoring forms, were forwarded out to prospective candidates and six completed applications were returned (all male) for the shortlisting. There were no female or BME applicants for the post.<sup>2</sup>

5.4 The Shortlisting Panel, less Alison Michalska, met on 30<sup>th</sup> October 2016 and were briefed by Mrs Helen Slimmon *Cpsychol AFBPsS* of the CoP on the assessment process. Each panel member then individually reviewed all the application forms and scored each candidate using the provided rating scale. Alison Naylor, due to pressure of work, departed early and completed her assessment on 3<sup>rd</sup> November 2016. Alison Michalska, who could not attend on 30<sup>th</sup> October 2016, was brief separately on 3<sup>rd</sup> November 2016 by Mrs Helen Slimmon and then scored the candidates using the rating scale provided. The Chief Executive of the OPCC collated all the individual scores and then arranged for a telephone conference between the PCC, Alison Naylor and Alison Michalska to discuss their findings. I joined the PCC for the telephone conference. After reviewing all the individual scores and on completion of the telephone conference, it was agreed that all six candidates should be called forward for the final selection process.

5.5. Prior to the final selection process two of the candidates withdrew, leaving four candidates to progress forward.

**5.6 In my opinion the preparation of the role profile, the advertising of the post, the selection of the shortlisting panel and the shortlisting were conducted openly, fairly, in accordance with all regulations and guidance and those candidates forwarded to the final selection process were forwarded on merit.**

## **6. FINAL SELECTION**

6.1 Prior to the final selection candidates were given access to the whole force area should they require to gather additional, detailed information about the force. All the candidates availed themselves of this opportunity.

6.2 The CE of the OPCC tasked the CoP to provide a format for the final selection process. The final selection process was then reviewed by the PCC, CE of the OPCC and me to ensure that it:

- Covered all the key elements that the PCC required.
- That the OPCC staff could manage the proposed timetable.
- That the process was fair to all candidates and would provide the final selection panel with sufficient evidence to select the preferred candidate on merit.

6.3 The final selection process was broken down into six elements:

6.3.1 **Personality Profiles**. All four candidates engaged with the CoP prior to the final selection process in completing a personality profile. After completing the personality profile, each candidate was then interviewed by Mrs Slimmon to provide qualified balance to the personality profile. Full copies of the personality profiles were then forwarded to each of the final selection panel members prior to the panel sitting.

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<sup>2</sup> The CoP has provided data for candidates attending the Senior Police National Assessment Centre over the past five years for selection to attend the Strategic Command Course – a prerequisite before applying for a chief officer post. There were at total of 313 candidates (253 Male, 60 Female, 13 BME) of those who attended a total of 137 were successful (102 Male, 35 Female, 3 BME). No breakdown was provided as to whether the BME were male or female.

**6.3.2 Stakeholder Panels and Media Exercise.** Three stakeholder panels, comprising: officer and association panel, BME panel, youth panel and a media exercise were held at Eastwood Hall on 10<sup>th</sup> November 2016. I observed all of the panels to ensure that they were fair to the candidates and to confirm that they had followed the guidance on conducting the stakeholder panels and to certify that they were assessing the candidates in accordance with the rating scale.

**6.3.1 Individual Interview.** The final selection panel met at Nottinghamshire Police Headquarters on 11<sup>th</sup> November 2016 and were provided with a reminder by Mrs Helen Slimmon of the key points of the assessment process and a reminder about unconscious bias. Prior to each candidate being interviewed, Mrs Slimmon provided a brief resume of the candidate's performance at each of the stakeholder panels, detailing where the panels had noted areas of strength and areas that the final selection panel might wish to explore at the final interview. Mrs Slimmon also provided a contextual overview of each candidate's personality profile. Each candidate was interviewed for 45 minutes and asked five questions covering key competencies taken from the [Police Professional Framework \(PPF\)](#). The five competency areas covered were: serving the public, leading strategic change, leading the workforce, managing performance and working with others. Each panel member individually scored each competency area for the candidate based on the rating scale. Individual scores were not divulged or discussed on the day of the interview.

**6.3.2 Final Selection of Preferred Candidate.** The final selection panel re-convened on Monday, 14<sup>th</sup> November 2016 at the Nottinghamshire Police Headquarters to view and score the media exercise and then pass on their individual score for each candidate to CE of the OPCC to correlate. Once correlated, it was evident that one candidate had scored higher than the others. Each panel member was then asked to provide any thoughts on each candidate and confirm that they were in agreement that the candidate with the highest score was their preferred candidate for the post of Chief Constable of Nottinghamshire. The panel was unanimous that Mr Craig Guilford was their preferred candidate. The PCC agreed and forwards his recommendation to the PCP for confirmation.

## **7. FINDINGS – FINAL SELECTION**

**7.1** Throughout the selection process the candidates were thoroughly challenged through the range of assessment vehicles detailed at paragraph 6. In particular, candidates were tested in the key priority areas detailed by the PCC when advertising for the post. Additionally, the PCC wished to ascertain their competency in areas such as: strategic leadership, leading strategic change, serving the public, managing performance, professionalism and working with others as detailed in the PPF. All panel members rated the candidate individually within each area; the ratings were then aggregated into an agreed rating for each area.

**7.2** Throughout the final selection the candidates were treated equally and fairly and were assessed on the same rating scale throughout with no weighting given to any particular element of the selection process. I have no hesitation in confirming that the PCC's preferred candidate being forwarded to the PCP was selected on merit.

**7.3** *The PCC's preferred candidate was Mr Craig Guilford.*

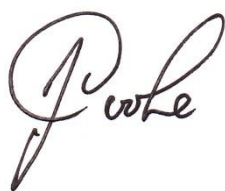
## **8. ISSUES AND OBSERVATIONS**

8.1. There were no issues noted with the selection process. I have one observation. The PCC made the decision to include three stakeholder panels, all of which were thoroughly engaged in the process and brought with them additional, beneficial element to the process. In particular, I would wish to commend those who comprised the youth panel for their active engagement with the candidates and the selection process.

## **9. CONCLUSION**

9.1 From start to finish the selection process for the future Chief Constable of Nottinghamshire was open, fair and met all the standards detailed in the regulations at paragraph 1. At a time when other police forces are only attracting one or two candidates for the role of chief constables the PCP would wish to know that the post attracted a number of high-calibre candidates. The preferred candidate was selected on merit and was assessed by the whole panel as the best candidate from a very strong field of applicants.

9.2 Finally, I would also wish to thank the CE and staff of the OPCC for their assistance and professionalism throughout the selection process and for ensuring that the selection process and administrative arrangements were of the highest order.

A handwritten signature in dark ink, appearing to read 'J A Cooke'.

J A COOKE OBE  
Independent Panel Member

25<sup>th</sup> November 2016