

NOTTINGHAMSHIRE POLICE AND CRIME PANEL Confirmation Hearing – Chief Constable Appointment

Friday, 09 December 2016 at 11:00

**County Hall, County Hall, West Bridgford, Nottingham, NG2
7QP**

**There will be a pre-meeting for Panel Members only
in the Civic Suite at 10.15am**

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 Chief Constable**
 - 3a Procedure for Confirmation Hearing 5 - 8**
 - 3b Report of the Independent Member on the Selection Process 9 - 52**
 - 3c Chief Constable Recruitment Outcome 53 - 60**

4 Exclusion of Public

The Panel will be invited to resolve:-

That under Section 100(A) (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded from the meeting for the remaining item of business on the agenda on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12A, Part 1, in Paragraph 1 to the Act 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.

5 Exempt Information Item

Report and recommendation to the Police and Crime Commissioner on the proposed appointment of a Chief Constable

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 Keith Ford (Tel. 0115 9772590) 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:-

Mrs Christine Goldstraw OBE – Independent Member - Chair
Councillor Debbie Mason – Rushcliffe Borough Council – Chair

Mayor Kate Allsop – Mansfield District Council
Mr Rizwan Araf – Independent Member
Councillor Cheryl Butler – Ashfield District Council
Councillor David Challinor – Bassetlaw District Council
Councillor Azad Choudhry - Nottingham City Council
Councillor Michael Edwards - Nottingham City Council
Councillor David Ellis – Gedling Borough Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council
Councillor Keith Girling – Newark & Sherwood District Council
Councillor John Handley – Nottinghamshire County Council
Mrs Suma Harding – Independent Member
Councillor Nicola Heaton – Nottingham City Council
Councillor Tony Harper – Broxtowe Borough Council
Councillor Keith Longdon – Nottinghamshire County Council
Councillor Francis Purdue-Horan – Nottinghamshire County Council
Mr Bob Vaughan-Newton – Independent Member
Councillor Linda Woodings – Nottingham City Council

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

9 December 2016

PROCEDURE FOR CONFIRMATION HEARING

Purpose of the Report

1. The report is intended to advise the Nottinghamshire Police & Crime Panel of the procedure to be followed for a confirmation hearing in relation to the proposed appointment by the Police & Crime Commissioner for Nottinghamshire of a Chief Constable of Nottinghamshire Police.

Background

2. The Police Reform & Social Responsibility Act 2011 Section 38 specifies that the Police & 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 & Crime Panel of the proposed appointment of a chief constable. In such cases the PCC must also notify the Police & Crime Panel of the following information:
 - (a) the name of the person whom 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; and
 - (d) the terms and conditions on which the candidate is to be appointed.

Information and Advice

4. When a Police & Crime Panel is notified of such a proposed appointment it is required to review the proposed appointment 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:
 - a) A recommendation as to whether or not the candidate should be appointed, or
 - b) A veto of the proposed appointment, if at least two-thirds of the members of the Police & Crime Panel vote in favour of making that decision.
5. The 2011 Act requires that a Police & 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 (CfPS) 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 & Crime Panel being notified of it by the PCC.
7. This confirmation hearing of the Nottinghamshire Police & Crime Panel has been convened to enable the Panel to review and make a report on the proposed appointment by the Police & Crime Commissioner for Nottinghamshire ("the Commissioner") of a Chief Constable of Nottinghamshire Police following notification of the proposed appointment by the Commissioner.

Confirmation Hearing Procedure

8. The Panel Chair will welcome the candidate to the hearing and invite Panel members and host authority officers present to introduce themselves.
9. The Chair will ask the Independent Member involved in the selection process to present his report and invite the Panel to ask questions.
10. When all Panel members' questions have been asked and addressed the Chair will invite the Commissioner to outline the proposed appointment and introduce the candidate.
11. The Chair will invite Panel members to ask questions of the candidate.
12. When all Panel members' questions have been asked and addressed the Chair will invite the candidate to clarify any answers that they have given during the hearing and to ask any questions of the Panel, for example about the next steps in the process.
13. The candidate will then withdraw from the meeting.
14. The Panel will be asked to agree a resolution to exclude the press and public from the meeting before it considers its report to the Commissioner.
15. The Panel will send its report to the Commissioner by the end of the working day following the date of the confirmation hearing.
16. The outcome of the Panel's decision will be published within 5 working days of the hearing.

Focus of Questions to the Candidate

17. The Panel should focus on the following areas:

- a) Professional competence: i.e. the candidate's ability to carry out the role, for example, their professional judgement and insight.
 - b) Personal independence: i.e. the need for the candidate to act in a manner that is operationally independent of the PCC.
18. The Panel should think in terms of minimum standards applying to particular attributes: i.e. there should be minimum standards below which it would not be appropriate to appoint a candidate under any circumstances. Above this level, the Panel might have concerns but the candidate would still be 'appointable' at the discretion of the PCC.

Possible Outcomes of the Review

19. If the Panel is satisfied that the candidate meets the required standards it can recommend to the Commissioner that the appointment be made. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.
20. If the Panel considers that the candidate meets the required standards but has a query or concern about their suitability it can make a recommendation to this effect to the Commissioner. Ultimately, the Panel has the option of recommending to the Commissioner that the appointment not be made. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.
21. If the Panel considers that the candidate clearly does not meet the minimum standards necessary for the position the Panel can veto the proposed appointment. A decision to veto a proposed appointment must be supported by at least two-thirds of the members of the Panel. In the event that the Panel vetoes a proposed appointment the Commissioner must not appoint that candidate. The Commissioner must then propose another – reserve – candidate for appointment. This proposed appointment will be subject to review by the Panel at a second confirmation hearing, resulting in a report to the Commissioner making a recommendation about the appointment of the reserve candidate. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.
22. The veto should only be used in exceptional circumstances. A PCC's power to appoint a chief constable should be backed up by appropriate human resources functions and appointment procedures designed to provide a 'due diligence' check on the suitability of the candidate that a PCC proposes for appointment. A proposed appointment should only be vetoed if a Police & Crime Panel considers that there has been a significant failure of this 'due diligence' check, to the extent that the candidate is not appointable.

Reasons for Recommendation/s

23. To inform the Panel of the procedure for the confirmation hearing in relation to the proposed appointment by the Police & Crime Commissioner for Nottinghamshire of a Chief Constable of Nottinghamshire

RECOMMENDATION/S

- 1) That the procedure for the confirmation hearing be noted.

Background Papers and Published Documents

Police Reform & Social Responsibility Act 2011

The Police & Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

Police & Crime Panels Guidance on Confirmation Hearings Local Government Association and Centre for Public Scrutiny (August 2012)

For any enquiries about this report please contact:-

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council
keith.ford@nottscc.gov.uk

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 2016¹.

¹ 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.²

5.4 The Shortlisting Panel, less Alison Michalska, met on 30th 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 3rd November 2016. Alison Michalska, who could not attend on 30th October 2016, was brief separately on 3rd 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.

² 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 10th 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 11th 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, 14th 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

25th November 2016

1 September 2016

Dear Applicant

Re: Nottinghamshire Police Recruitment

Nottinghamshire has one of the fastest improving police forces in England and Wales, where crime rates are falling faster than many other areas. The force needs an inspirational and charismatic leader to continue this positive journey.

As Nottinghamshire's Police and Crime Commissioner I am looking for a highly motivated Chief Constable who shares my own ambitions and who will relish the challenges in delivering my Police and Crime Plan. These challenges look ahead to 2020 and incorporate the need for financial savings alongside a balanced budget; extending collaborative working locally and regionally; recruitment and retention of a representative workforce; policing rural, urban and diverse communities, responding to the National Child Abuse Inquiry and further embedding partner relationships.

Please be aware of the key dates below, all of which are non-negotiable, and ensure that, should you be shortlisted, you are available for interview on the dates indicated.

- 23 September 2016, 12noon, Deadline for application
- 30 September 2016 shortlisting
- Shortlisted candidates will be informed no later than 14 October 2016
- Personality profiling week commencing 17 October 2016
- 10 November 2016 Stakeholder panels and media exercise
- 11 November 2016 Appointment panel interviews

It is anticipated that the new post-holder will take up the role by 1 April 2017. You should find attached to this email an application pack, which includes:

- Job Description and Personal Qualities*
- Strategic Challenges and Ambitions for an inspirational Chief Constable
- Application Form*
- Nottinghamshire Relocation and Benefits package
- Equal Opportunities Monitoring Form*
- Vetting Form*

*Please ensure these items are submitted as part of your application. If anything is missing, please inform my office immediately.

As you would expect there is a wealth of information on both my own website, the force's site and other portals, but I fully appreciate that you may feel you wish to get a closer view. Therefore, if you wish to arrange a familiarisation visit we have arranged for the current Chief Constable's PA to help you. Please contact Ruth Clement by telephone on 0115 967 2006 or e-mail ruth.clement@nottinghamshire.pnn.police.uk

continued.....

The Nottinghamshire Office of the Police and Crime Commissioner
Arnot Hill House, Arnot Hill Park, Arnold, Nottingham NG5 6LU

If you have any further questions regarding the work of my own Office, please contact Chief Executive Kevin Dennis by e-mail kevin.dennis@nottinghamshire.pnn.police.uk or telephone 0115 844 5998.

I look forward to receiving your application.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Paddy Tipping'.

Paddy Tipping
Police and Crime Commissioner

JOB DESCRIPTION

POST TITLE:	CHIEF CONSTABLE
ACCOUNTABLE TO:	NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER
RESPONSIBLE FOR:	The direction and control of the Nottinghamshire Police force in accordance with the Police Act 1996, in order to provide Nottinghamshire with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.
LOCATION:	Sherwood Lodge, Police Headquarters, Nottinghamshire
TERM:	Four Year Fixed term appointment

The successful candidate will be responsible for:

1. The fulfilment of all statutory and legal obligations of the Office of Chief Constable, ensuring that the business of the force is carried out lawfully.
2. Setting operational strategy for policing in Nottinghamshire to deliver the values, priorities and actions as defined in the Police and Crime Plan.
3. The direction and control of Nottinghamshire Police and the management of resources to provide an effective, efficient and ethical police service.
4. Ensuring the force has a balanced budget and achieves the annual efficiency target set by the Police and Crime Commissioner.
5. Developing and implements a long-term policing model that puts victims needs and protecting the public at its centre.
6. Maintaining and developing a workforce that understands and is representative at all ranks of the community it serves.
7. Ensuring the force works effectively with Nottinghamshire's diverse communities to improve relationships and legitimacy.
8. Providing dynamic and highly visible leadership to the force, promoting the highest professional and ethical standards and harnessing the full potential of staff, officer and volunteers.
9. Ensures the forces PROUD values continues to drive strategy, policy, organisational change and individual behaviour.

10. Leading the organisation successfully through change, creating innovative and resilient plans to achieve necessary savings and protecting and enhancing front line neighbourhood delivery as far as possible.
11. Continuing to develop and deepening Nottinghamshire collaborative efforts with other forces, blue-light partners and other partners across the region and locally.
12. Ensuring the achievement of high performance by the force, in particular by driving down crime, delivering against excellent support for victims, being tenacious in bringing offenders to justice and securing high levels of public satisfaction and confidence.
13. Fostering strong partnerships with the public and partner agencies to fulfil the aims of the Police and Crime Plan, improve community safety, support victims and deliver an effective and efficient local criminal justice system.
14. Ensuring partnerships across the City and County are strong, well lead and working to shared goals and objectives, specifically the Safer Nottinghamshire Board and Nottingham Crime and Drug Partnership.
15. Providing professional advice to the Police and Crime Commissioner to support him in fulfilling his functions and creating effective working relationships with the Office of the Police and Crime Commissioner.
16. Managing and develops operational policing based upon research of 'what works' and what is 'promising'.
17. Developing and understanding the evidence base for threat, harm and risk facing local communities and for prioritising resources accordingly.
18. Representing the best interest of Nottinghamshire in addressing and influences national policing and criminal justice issues. Maximising and responding positively to devolution and public sector reform agendas.
19. Ensuring staff are professional, motivated, informed, well led, flexible capable of adapting to change.
20. Ensuring the force has the right people, systems and processes in place to be the best performing police force in the county.

NOTTINGHAMSHIRE CHIEF CONSTABLE EXECUTIVE LEVEL - PERSONAL QUALITIES

Serving the public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

Leading strategic change

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

Leading the workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Working with others

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER STRATEGIC CHALLENGES AND AMBITIONS FOR AN INSPIRATIONAL CHIEF CONSTABLE

CHALLENGE	CURRENT POSITION	AMBITION FOR 2020
DELIVERING FINANCIAL SAVINGS	The cost of policing Nottinghamshire is currently around £202m per year – which is £12m more than the funding Nottinghamshire Police receives. An efficiency programme which aimed to release savings in terms of restructuring (£2.5m), Voluntary Redundancy (£3.5m), improved contract management (£1.7m) and a more streamlined senior ranking structure (£5m) is unlikely to deliver the savings required in 2016/17 while the ‘Delivering the Future’ programme continues to plan for how the service will operate in 2020 with fewer officers and staff while maintaining and improving positive service outcomes to the public.	<ul style="list-style-type: none"> ➤ The force has a balanced budget and sufficient risk-assessed reserves ➤ Force has the capacity and capability to effectively manage demand, protect the public and invest to save ➤ Policing model that puts victims and public at the centre of its approach.
SUSTAINING AND DEEPENING REGIONAL COLLABORATION	In December 2015 PCCs and Chief Constables agreed to develop a business case for a Strategic Alliance that would lead to the creation of a single policing model for the three forces of Nottinghamshire, Leicestershire and Northamptonshire, which collectively hold a budget of around £0.5 billion. The scope included unified leadership, systems, training, policy and procedures and ways of working. The decision of newly elected PCCs is to adopt a ‘Tri-force Collaboration’ approach, with an initial focus on savings derived from Contact Management, Niche optimization, IT transformation and Professional Standards.	<ul style="list-style-type: none"> ➤ Regional efficiencies are being delivered via consistent and interoperable Police business support functions ➤ The region benefits from the capability, flexibility and resilience of common / shared specialist capabilities ➤ Regional efficiencies from common standards and procedures.
SERVING AND REPRESENTING OUR COMMUNITIES	Nottinghamshire’s population is rapidly growing and diversifying, however our understanding of new and emerging communities is limited. 35% of the area’s population is of Black, Asian or other Minority Ethnic background, compared to only 4.4% of the police’s workforce – with no BAME officers within the ranks of Chief Inspector and above. Gaps in understanding hidden harm and vulnerability continue to present significant safeguarding risks to the police and other local agencies. Despite these issues, the force maintains one of the lowest levels of Stop and Search nationally and public confidence in the police has been rising steadily since 2010.	<ul style="list-style-type: none"> ➤ Notts. Police has a workforce that understands and is representative of the communities it serves ➤ The force works effectively with BME communities to improve relationships and legitimacy. ➤ Force has effective strategies in place to prevent harm, identify vulnerability and manage and reduce risk
PREPARING FOR AND MANAGING RAPID AND EXTENSIVE CHANGE	Nottinghamshire police force and the partnership environment in which it operates has undergone rapid and extensive change over recent years brought about by reducing budgets, structural reform, changing threats and advances in technology and ways of working. With further reform and transformation underway, the service recognises the need to develop a service that is equipped to manage the challenges of 21 st century policing, such as crime committed or facilitated on-line and the threat of extremism, while also managing the risks to organisational efficiency, effectiveness and workforce morale extensive change can present.	<ul style="list-style-type: none"> ➤ Force is recognised as a modern, forward looking service equipped for the challenges of 21st Century policing ➤ Staff are professional, motivated, informed, well-led and flexible and capable of adapting to change ➤ The force has the right people, systems and processes in place to be the best performing Police Force in the Country.

FOSTERING OUR RELATIONSHIPS WITH PARTNER AGENCIES

Changes in the organisational landscape and reductions in police and partnership resources have led to tensions over the contribution and composition of local policing services and strained relationships between some delivery partners, in particular Nottingham City Council. Integrated locality working is proving effective in helping to tackle complex need and deliver organisational efficiencies in some areas, however, there is a recognised need to improve information sharing and develop a clearer joined up vision with regard to collaboration, organisational reform and integrated locality working.

- Partnerships across the city and county are strong, well-led and working to shared goals and objectives
- The Aurora model in Nottingham City is well established and continues to identify and deliver tangible benefits
- Policing is aligned and integrated with other public services wherever there are clear demonstrable benefits

Role Reference	
Candidate Name:	
Application Reference:	



Nottinghamshire Police & Crime Commissioner

Application for the post of Chief Constable Nottinghamshire Police

Competency Based Self Assessment Application Form

Chief Constable, Nottinghamshire Police

Competency Based Self Assessment Application Form

Private & Confidential

Before completing the application form you are advised to read the instructions for completion carefully.

Instructions for Completion

You are strongly advised to read the job description, the competencies in the Personal Qualities and the Police & Crime Commissioner's priorities.

- a. The form should be completed in black ink or type-face (of not less than 10 pt). No attempt should be made to redesign the form.
- b. Complete all sections of the application form.
- c. Be as succinct and concise as possible although not to the point of omitting critical information. If you need to use supplementary sheets for other responses, clearly identify on the extra sheet which questions your response relates to.
- d. All information you want to convey **MUST** be contained within the application form (or on the supplementary sheets as specified). In deciding who to call for interview no additional information will be taken into account.
- e. It is your responsibility to ensure the application form and Equal Opportunities monitoring form are completed and are returned to the specified address and by the date given.

The information that you provide in **Part Three** will be used to evaluate how closely your skills, knowledge and experience align with the competencies required to perform effectively in the role and will enable you to deal with issues facing the force. When answering these questions you need to:

- a. Be open and honest with your responses, demonstrating **your personal involvement** i.e. what **you** actually did, why and how **you** did it.
- b. 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.
- c. Provide a verifier (with current contact number) who can vouch for the accuracy of **each** competency based example you provide.
As part of the assessment process this person may be contacted to verify your actions and subsequent outcomes. If you provide several examples under each competency area, please ensure it is clear which referee relates to which example.

PART ONE

POST APPLIED FOR:	
Chief Constable of Nottinghamshire	
LAST NAME:	FORENAME(S):
CURRENT JOB TITLE:	CURRENT FORCE & DEPT/UNIT/DIVISION
WORK ADDRESS:	CORRESPONDENCE ADDRESS:
TELEPHONE:	TELEPHONE:
EMAIL:	EMAIL:
PLEASE PROVIDE DATES FOR:	
Birth	Promotion to ACC
Joining the Police Force	Promotion to DCC
ASSESSMENTS AND INTERVIEWS WILL BE HELD ON THE DATES SHOWN IN THE TIMETABLE PROVIDED IN THE APPLICATION PACK. YOU WILL NEED TO BE AVAILABLE ON ALL DATES. PLEASE PROVIDE DETAILS OF ANY SPECIAL ARRANGEMENTS YOU WOULD REQUIRE AT INTERVIEW (e.g. building access).	
Nottinghamshire's Police and Crime Commissioner is committed to equality and diversity and welcomes applications from all suitably qualified candidates.	

PART TWO

DETAILS OF PREVIOUS THREE POSTS – MOST RECENT FORCE FIRST

CURRENT ROLE TITLE:		FORCE:	
START DATE:		FINISH DATE:	
BRIEF DESCRIPTION OF ROLE AND RESPONSIBILITIES, INCLUDING KEY ACHIEVEMENTS: (Max words 300)			

PREVIOUS ROLE:	FORCE:
START DATE:	FINISH DATE:
BRIEF DESCRIPTION OF ROLE AND RESPONSIBILITIES, INCLUDING KEY ACHIEVEMENTS: (Max words 300)	

PREVIOUS ROLE:	FORCE:
START DATE:	FINISH DATE:
BRIEF DESCRIPTION OF ROLE AND RESPONSIBILITIES, INCLUDING KEY ACHIEVEMENTS: (Max words 300)	

DETAILS OF RELEVANT QUALIFICATIONS AND TRAINING

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Please note the following courses or assessment centres must be satisfactorily completed:

- a) The Senior Police National Assessment Centre ("Senior PNAC")
- b) The Strategic Command Course ("SCC")

COLLEGES, UNIVERSITY ATTENDED OR CORRESPONDENCE COURSES TAKEN	FROM	TO	QUALIFICATIONS AND GRADE ATTAINED

Please list any training courses attended that you consider are relevant to the role for which you are applying

COURSE TITLE	FROM	TO	SUMMARY OF COURSE

Please provide details of any Equal, Diversity and Human Rights training you have received

COURSE TITLE	FROM	TO	SUMMARY OF COURSE

PART THREE

SERVING THE PUBLIC

Please give an example of a particular project/activity or key decision you have been involved in which meets the criteria set out in the Personal Qualities?
(350 word count limit)

DATE OF EXAMPLE(S) PROVIDED:

REFEREE(S):

CONTACT NUMBER(S):

OFFICIAL USE – ASSESSOR NOTES

RATING:

LEADING STRATEGIC CHANGE

Please give an example of a particular project/activity or key decision you have been involved in which meets the criteria set out in the Personal Qualities?
(350 word count limit)

DATE OF EXAMPLE(S) PROVIDED:**REFEREE(S):****CONTACT NUMBER(S):****OFFICIAL USE – ASSESSOR NOTES****RATING:**

LEADING THE WORKFORCE

Please give an example of a particular project/activity or key decision you have been involved in which meets the criteria set out in the Personal Qualities?
(350 word count limit)

DATE OF EXAMPLE(S) PROVIDED:

REFEREE(S):

CONTACT NUMBER(S):

OFFICIAL USE – ASSESSOR NOTES

RATING:

MANAGING PERFORMANCE

Please give an example of a particular project/activity or key decision you have been involved in which meets the criteria set out in the Personal Qualities?
(350 word count limit)

DATE OF EXAMPLE(S) PROVIDED:

REFEREE(S):

CONTACT NUMBER(S):

OFFICIAL USE – ASSESSOR NOTES

RATING:

PROFESSIONALISM

Please give an example of a particular project/activity or key decision you have been involved in which meets the criteria set out in the Personal Qualities?
(350 word count limit)

DATE OF EXAMPLE(S) PROVIDED:

REFEREE(S):

CONTACT NUMBER(S):

OFFICIAL USE – ASSESSOR NOTES

RATING:

DECISION MAKING

Please give an example of a particular project/activity or key decision you have been involved in which meets the criteria set out in the Personal Qualities?
(350 word count limit)

DATE OF EXAMPLE(S) PROVIDED:**REFEREE(S):****CONTACT NUMBER(S):****OFFICIAL USE – ASSESSOR NOTES****RATING:**

WORKING WITH OTHERS

Please give an example of a particular project/activity or key decision you have been involved in which meets the criteria set out in the Personal Qualities?
(350 word count limit)

DATE OF EXAMPLE(S) PROVIDED:

REFEREE(S):

CONTACT NUMBER(S):

OFFICIAL USE – ASSESSOR NOTES

RATING:

PART FOUR

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

.

Number of day's sickness absence over the past 12 months.

Please give details of any relationships to Members/Officers of the Nottinghamshire Police or Police and Crime Commissioners Office. (Answer 'non' if no relationship exists).

.

PART FIVE

DISABILITY

You are disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long term' negative effect on your ability to do normal daily activities. Employers must make reasonable adjustments to make sure applicants aren't disadvantaged during the recruitment process.

If you have a disability or feel you may require reasonable adjustments to comply with the appointment process please advise us about any specific access or support requirements required below:

**PART SIX
DECLARATION**

I APPLY FOR THE APPOINTMENT OF CHIEF CONSTABLE IN ACCORDANCE WITH THE TERMS OF THE SELECTION PROCESS AND I DECLARE THAT, TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION AND STATEMENTS CONTAINED WITHIN THIS APPLICATION ARE CORRECT. I UNDERSTAND THAT SHOULD I CONCEAL ANY MATERIAL FACT, I WILL, IF APPOINTED, BE LIABLE TO THE TERMINATION OF MY APPOINTMENT.

SIGNATURE **DATE**

Thank you very much for completing this form.

Please return by 12 NOON on 23 September 2016 to:

**The Chief Executive of the Office of Police & Crime Commissioner
Nottinghamshire Police & Crime Commissioner
Arnot Hill House
Arnot Hill Park
Arnold
Nottinghamshire
NG5 6LU**

Kevin.Dennis@nottinghamshire.pnn.police.uk

Police & Crime Commissioner Nottinghamshire



Chief Constable Relocation and Benefits Package

CHIEF CONSTABLE

RELOCATION & BENEFITS PACKAGE

1. Introduction

- 1.1 These provisions only apply to the Chief Constable for Nottinghamshire appointed under section 38 (1) Police Reform and Social Responsibility Act 2011.
- 1.2 The Police & Crime Commissioner reserves the right to amend the provisions of this agreement at any time but following consultation with the Chief Constable.
- 1.3 The provisions do apply to the Chief Constable who is working part time.
- 1.4 The attention of the Chief Constable is drawn to the fact that the HM Revenue and Customs will regard the benefits set out below as benefits in kind on which the Chief Constable will be taxed. It is the responsibility of the individual recipient to identify their potential exposure to tax for the benefits set out.

2. Assisted Relocation

- 2.1 To facilitate the recruitment of a high quality Officer to the rank of Chief Constable, a relocation package is available to successful candidates who decide relocate their home to Nottinghamshire, upon appointment.
- 2.2 Eligibility for the relocation package will be agreed at the interview stage and confirmed in writing in the letter of appointment.
- 2.3 Where the Chief Constable relocates their home the following is payable under Police Regulations:
 - The reasonably incurred cost of removal including removal fees and storage costs, against estimates agreed beforehand,
 - Solicitors fees and Estate Agents fees reasonably incurred in disposing of former home, against estimates agreed beforehand,
 - Solicitors fees, Estate Agents fees and Stamp Duty reasonably incurred in acquiring a new property, against estimates agreed beforehand,
 - Up to three family visits to view prospective houses at the approved mileage rate.
- 2.4 Where the Chief Constable is either the owner and/or the legal tenant of two properties simultaneously the following are also payable under the Police Regulations.
 - Mortgage interest or rent payable in respect of the former home for the first 26 weeks following the move which may be extended at the discretion of the Police and Crime Commissioner provided they are satisfied that all reasonable steps to dispose of the property are being made.
 - Where two properties are occupied at the same time by the Chief Constable and their spouse any difference in Council Tax liability compared with the liability the existed on the former property for the first 26 weeks following the move which may

be extended at the discretion of the Police and Crime Commissioner provided they are satisfied that all reasonable steps to dispose of the property are being made.

- Reimbursement of incidental expenses in respect of the move, e.g alteration and/or replacement of curtains, carpets, blinds and related fittings; relaying of floor covering; cleaning of carpets; plumbing in of washing machines; fitting of gas/electric cooker; fitting of gas fridge/freezer; fitting of television aerial; interior redecoration – materials and labour; school uniforms.

2.5 Full reimbursement of the reasonable costs (removal, estates agent and legal) of sale of the former home will be made by the Police and Crime Commissioner. The Chief Constable will be expected to produce receipts, vouchers or documentation as appropriate before reimbursements or payments of allowances are made. Three quotations must normally be obtained for removal fees, storage fees and reimbursement will be made on the basis of the lowest quote.

2.6 Additional costs associated with the purchase of a new property in the County of Nottinghamshire are also to be reimbursed. In the case of stamp duty and legal fees the payment made shall be subject to a maximum ceiling of an amount equivalent to the stamp duty payable on the actual sale price of a former home plus an additional 10%, or £22,000, whichever is the lower. In the event that the Chief Constable has no such property then the figure will be determined by the Police and Crime Commissioner the maximum amount payable being limited to £20,000.

Incidental expenses in relation to land registry, survey costs, utility costs for connection of services, removal & storage costs, travel costs for preliminary visits, will be limited to £2,000. Three quotations must be obtained for removal and storage fees and reimbursement will be made on the basis of the lowest quote.

2.7 Personal tax liability will be incurred on amounts received above current Inland Revenue limits and payments of any tax due will be the personal responsibility of the Chief Constable. It is essential that individuals take their own advice in relation to any possible tax liability at their own cost.

2.8 These entitlements will not apply if the Chief Constable already has permanent accommodation within the force area or has already benefited from the relocation allowance operated by the Police and Crime Commissioner. Payment is dependent on the accommodation to which the Chief Constable is moving, temporarily or permanently, being within the force area. Assistance to an existing Chief Constable in Nottinghamshire is subject to the specific approval of the Police and Crime Commissioner, who will consider each application on its merits. If a Chief Constable leaves the Nottinghamshire force within 2 years of the allowance being made available the payments, except in so far as these are a legal entitlement, must normally be reimbursed to the Police and Crime Commissioner as follows: up to 2 years - 100%; over 2 years and up to 4 years 50%. Where the Police and Crime Commissioner determines to provide this allowance to an existing Nottinghamshire Chief Constable it will also consider whether to also waive the time limit in relation to the requirement for repayment.

3. Home Security

3.1 A risk assessment is to be carried out in respect of the property of the Chief Constable, without delay and appropriate reasonable security provision carried out at the cost of the Police and Crime Commissioner. Quotations for the security work

should be provided to the Police and Crime Commissioner for approval prior to expenditure being incurred.

4. Medical provision

- 4.1 A maximum payment of £550 (subject to review) per year, payable monthly, to cover an existing insurance policy excluding cash back policies. A copy of the policy is to be provided as evidence. Deductions for tax and national insurance will be made at source via the payroll.

Any other related payments under this category would require Police and Crime Commissioner approval prior to expenditure being incurred.

5. Professional Subscriptions

- 5.1 The Police & Crime Commissioner will not pay CPOSA legal insurance premium, NPCC and CPOSA subs or fees to their relevant Chartered Institutes.

6. Other expenses

- 6.1 The following provisions will be made to the Chief Constable:

- Refreshment, subsistence and lodging allowances paid at rates determined by PNB reimbursed through expenses.
- First Class Rail Travel for any rail journey required to travel in the execution of duty reimbursed through expenses.
- Reimbursement of all reasonable expenses incurred in the execution of duty, (i.e. conference expenses reimbursed through expenses).

7. Car Allowance

- 7.1 **£8,000 p.a.** This is to be paid monthly and pro rata for part years. Claims for business mileage to be paid at the HM Revenues & Customs approved Mileage Rate (for cars and vans); currently 45p per mile.

- (i) Business mileage in this context will be calculated from the approved base.
- (ii) Deductions for tax and national insurance will be made at source via the payroll.
- (iii) Subject to the approval of the Police and Crime Commissioner and the Chief Constable confirming that this is operationally necessary, the Chief Constables personal car may be fitted with covert 'blues and twos' at the expense of the Police and Crime Commissioner. Such provision will however be subject to the Chief Constable holding an up to date permit and the provision will be subject to review.
- (iv) Any vehicles purchased by the allowance should be fitted with hands free mobile telephone facilities as part of the specification.
- (v) For the avoidance of doubt the Police and Crime Commissioner will not be responsible for speeding/parking fines or any other financial penalties incurred.

Nottinghamshire Chief Constable Recruitment: Next Steps

Item	Date
Closing date for applications	12noon, 23 September 2016
Short-listing	30 September 2016
Personality profiling	W/c 17 October 2016
Stakeholder panel and media exercise	10 November 2016
Panel Interview	11 November 2016
Police and Crime Panel Confirmation Hearing	9 December 2016

Closing date for applications

Completed applications should be returned to Kevin Dennis, Chief Executive of the Office of the Police and Crime Commissioner by 12noon on Friday 23 September 2016.

Short-listing

The completed applications will be considered by the PCC and his panel of advisors on Friday 30 September 2016 and the short-listed candidates will be notified no later than 14th October 2016.

Assessment process

The assessment process will include an interview, psychometric testing, media exercise and stakeholder panels.

The stakeholder panel and media exercise will take place at Eastwood Hall, Mansfield Road, Eastwood, Nottingham, NG16 3SS on Thursday 10 November 2016. Overnight accommodation will be provided.

The panel interview will take place on Friday 11 November 2016 at Nottinghamshire Police HQ, Sherwood Lodge, Arnold, Nottinghamshire, NG5 8PP.

Police and Crime Panel Confirmation Hearing

The Police and Crime Commissioner will make an appointment subject to a confirmation hearing convened by the Police and Crime Panel, at which the preferred candidate will be expected. This will be held on 9th December 2016.

Candidates are advised to visit www.nottinghamshire.pcc.police.uk to find out more or telephone the Office of the Police and Crime Commissioner Chief Executive Kevin Dennis on 0115 8445998 who will be happy to discuss the post informally.

ANNEX B TO
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
DATED 25TH NOVEMBER 2016

SELECTION PANEL MEMBERS

Paddy Tipping	Nottinghamshire Police and Crime Commissioner
Anthony May	Nottinghamshire County Council Chief Executive
Alison Michalska	Nottingham City Council Corporate Director for Children & Adults
Ian Curryer	Nottingham City Council, Chief Executive
Alison Naylor	Assistant Chief Officer HR (Shortlisting only)
Martin Jelley	Chief Constable Warwickshire Police (Final Selection only)
John Cooke	Independent Advisor

Paddy Tipping

Former MP Paddy Tipping was elected as Nottinghamshire's first Police and Crime Commissioner (PCC) in November 2012 and re-elected with an overwhelming majority in May 2016. As PCC he is responsible, in consultation with the Chief Constable, for setting the police budget and designing the Police and Crime Plan, which sets the direction for police service delivery in Nottinghamshire. He also consults with local people to make sure their views are reflected in the way policing is provided and has the power to hire and fire the chief constable.

As an MP he was involved in setting up the Lawrence Inquiry and accepts that relationships between the police and black and Asian communities have been difficult at times. Since his appointment he has worked hard to bring about change: commissioning a report into the key issues and ensuring that the recommendations are implemented. Stop and Search in Nottinghamshire is now one of, if not the, lowest rates in the country with the highest outcome ratio. He has been at forefront of this work and in the latest recruitment round 16% were from BME backgrounds.

He is working hard, with support from local partners, to enhance neighbourhood policing and reduce anti-social behaviour, improve the services provided to victims, witnesses and vulnerable people and to focus effort in to areas of higher crime.

Anthony May

Anthony joined Dorset County Council and undertook a variety of roles in the Education Department. When he left Dorset, Anthony was Head of the Youth and Community Service. Anthony gained a Masters' in Business Administration from Bournemouth University and joined Nottinghamshire County Council in June 2004 as Assistant Director for the Young People's Division.

Anthony was appointed to the post of Chief Executive of Nottinghamshire County Council in April 2015. As Chief Executive, Anthony is the Head of Paid Service and has overall responsibility for the Council's £1.2 billion budget and around 18,000 employees who work directly or indirectly for the Council.

The Chief Executive is ultimately responsible for the provision and performance of around 440 statutory and discretionary services to 796,200 people across Nottinghamshire including the vital

range of services for children, public protection, social care and highways as well as many discretionary services relating to the social, environmental, and economic well-being of the area.

The Chief Executive's role has expanded to include responsibility for Public Health, leading the Better Care integration with Health and supporting the Local Enterprise Partnership.

Alison Michalska

Alison joined Nottingham City Council in November 2013. Prior to this Alison was Director of Children, Family and Adult Services at East Riding of Yorkshire Council. Alison is a qualified Social Worker and has worked with both children and vulnerable adults in many different guises over the course of her career within large County Councils, city/metropolitan areas and unitary authorities. Alison was one of the first specialist mental health social workers for older people.

In her current role Alison acts as the Director of Children's Services for the Local Authority, giving her responsibility for Children's Services including Children's Social Care, Schools, Early Years and Special Educational Needs. Alison also line manages the Director of Adult Social Services who leads Adult Social Care Services in Nottingham and the Director of Public Health who leads on public health practice.

Alison is Vice President of the Association of Directors of Children's Services (ADCS) which is a national leadership association in England for statutory Directors of Children's Services.

Ian Curryer

Ian has lived, studied and worked in Nottingham for over 30 years. His background is in education, having trained as teacher at Nottingham Trent University and spent 12 years as a teacher and head teacher in the city's primary schools.

He joined Nottingham City Council in 1999 as a School Improvement Adviser, holding a number of director-level posts within the authority before being appointed as Director of Children's Services in 2008 and then Corporate Director for Children & Families in 2011. He has been in post as Chief Executive since January 2013.

As Chief Executive, Ian has overall management and operational responsibility of the Council, including its entire staff. His role is to provide leadership, vision and strategic direction for the Council. Ian has worked closely with the political leadership to ensure that the Council's principles and priorities of protecting jobs and frontline services have been preserved.

The strategic regeneration of the City has moved on apace under Ian's leadership and forms a key strand of his ambition to move the City from good to great.

Central to Ian's approach is the ability to forge and maintain strong partnerships that ensure the delivery of mutual goals and aspirations. Building relationships both locally and internationally is a key strand of Ian's work; he is a driving force behind developing closer links with Nottingham's overseas partners, particularly in China and Germany, and continues to work to build stronger relationships with the business community and wider City stakeholders. The Devolution agenda sees Ian working ever more closely with neighbouring Local Authorities, and our Core City status means Nottingham's is a strong voice for the region. Ian is now also involved in the Midlands Engine initiative, leading the Promotions Theme Group which is charged with developing a branding proposition to strengthen the region's reputation, nationally and internationally.

Alison Naylor (Shortlisting only)

Assistant Chief Officer (ACO) Human Resources Alison Naylor began her career with Leicestershire Police in September 2008, having worked as the collaborative Human Resources Director for Leicestershire, Nottinghamshire and Northamptonshire. Alison has worked for Northamptonshire since December 2003, Leicestershire since 2007, and all three since 12th February 2016.

Alison has held a number of Human Resources roles within the police service since joining Northamptonshire Police in December 2003. She previously worked in the banking industry, where she held national and international roles.

As ACO, Alison has responsibility for Human Resources, Learning and Development, and Occupational Health. She is also the Regional lead for Human Resources, including Regional Human Resources Shared Services including transactional HR, Occupational Health and Learning and Development.

Nationally, Alison contributes towards the NPCC Workforce Co-ordination portfolio. She is also a fellow of the Chartered Institute of Personnel and Development. She currently chairs the national CIPD Police Forum.

Martin Jelley (Final Interview Panel only)

Martin began his policing career with Norfolk Constabulary in 1988, serving 16 years with Norfolk, both in CID and operational roles, which included a secondment to the Foreign Office in 2003 and working in Malawi to help set up their police service's intelligence and crime management systems. On his return, he headed Norfolk's Anti-Corruption unit in Professional Standards, before being promoted on transfer to Suffolk Police, where he headed up Suffolk Police's Professional Standards Department.

In 2006, as Chief Superintendent and Basic Command Unit (BCU) Commander, he led the amalgamation of the Eastern and Southern policing areas in Suffolk, which encompassed the towns of Ipswich and Lowestoft.

Martin joined Northamptonshire Police from Suffolk Constabulary in October 2009. During his first two years as Assistant Chief Constable (ACC) in Northamptonshire, he was responsible for Territorial Policing. He initiated and led for the force on the first two years of Operation Guardian, a large scale, countywide initiative that significantly reduced crimes of robbery, burglary and vehicle crime in Northamptonshire.

In 2011 Martin took on the ACC portfolio for Crime and Justice in the county. Whilst in this role he oversaw the force investigation and subsequent worldwide manhunt for the murderer of a Chinese family of four in Northampton. Martin became Deputy Chief Constable in February 2013. In this role he led the Northamptonshire Police Programme "Aspire" which transformed policing services within tight financial restrictions.

Martin became the new Chief Constable of Warwickshire Police on 1st April 2015. In this role, with alliance partners West Mercia Police, he has set out the joint vision for building an alliance for the future and the way in which policing services will be delivered moving towards 2020. He has been the National Policing lead for Vetting since 2010 and in 2015 became the NPCC lead for Professional Standards and Ethics. As the national portfolio holder for police vetting, Martin has overseen the

introduction of Biometric vetting nationally and the development of a new College of Policing professional vetting code of practice which will be launched in early 2016.

John Cooke OBE

He is a trained Senior Police National Assessment Centre assessor of five years standing. He is also a qualified facilitator. For his last four years in the Royal Air Force he held the appointment of the President of the Air Board at the Officers and Aircrew Selection Centre with responsibility for the construction and oversight of the Royal Air Force's aircrew selection process.

A member of Lincolnshire Police Authority since 2003, he was Vice-Chairman from 2008 until 2012. Throughout he was a permanent member of its Senior Officer Appointment Panel and oversaw the appointment of five ACPO officers, including two Chief Constables and two Chief Executives of the Police Authority. He was chairman of the Panel for 4 years.

He was Chairman of Lincolnshire Road Safety Partnership from 2006 until November 2012, during which time the Partnership gained Beacon Status and the Duke of Kent's International Road Safety Award for Education.

Within the East Midland's Policing Region, he was a member of the East Midland's Joint Police Authority Committee and was their oversight representative on the East Midland's Deputy Chief Constables Collaboration Programme Board.

For a number of years he led for the Association of Police Authorities on Learning and Development where he represented the Association on the Police Promotion Examination Board, including various sub-committees, the Project Board for the National Police Promotion Framework, the ACPO Learning and Development Strategic Board and was Chairman of the NPJA/Skills for Justice Programme Oversight Board.

Until 2010 he was a member of the Skills for Justice Board of Directors and has recently joined the Skills for Justice Awards Quality Assurance Board.

He retired as a wing commander from the Royal Air Force in 2005 where he had held various senior command appointments including, deputy station commander of Royal Air Force Odiham, Commander of the UK Helicopter Force in Bosnia and NATO's Chief Air in Albania during the Kosovo conflict. Away from flying he specialised in flying training, officer training and personnel management.

ANNEX C TO
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
DATED 25TH NOVEMBER 2016

RATING SCALE

Rating	Definition
4	An area of considerable strength The candidate has provided evidence that directly relates to the competency area being measured. The evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The example used has direct relevance to the organisational objectives and the areas of importance as defined by the PCC relating to this role
3	An area of some strength The candidate has provided evidence that relates to some of the competency area being measured. In the main the evidence explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example used has some relevant links to the organisational objectives and the areas of importance as defined by the PCC relating to this role
2	An area of acceptable performance The candidate has provided some evidence that relates to some of the competency area being measured. In the main the evidence clearly explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example used has some indirect links to the organisational objectives and the areas of importance as defined by the PCC in relation to this role
1	An area where improvement is needed The candidate has provided some evidence that relates to the competency area being measured. The evidence does not clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The example used has no direct relevance to the organisational objectives and the areas of importance as defined by the PCC in relation to this role

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

EXECUTIVE SUMMARY

1. AIM

1.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and 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.

2. BACKGROUND AND REGULATION

2.1 All published regulations were adhered to during this selection process – see paragraphs 1.1 to 1.2 of main report for full details.

2.2 The Independent Member was drawn from the list held by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process – see paragraph 1.3 to 1.4 of main report for full details. For clarity, I was not involved in the work around producing the role profile and job specification; however, I am aware that advice and support was provided by the College of Policing (CoP).

3. ADVERTISING POST AND SHORTLISTING

3.1 The closing date for applications was noon 23rd October 2016 and shortlisting took place on 30th October 2016. There were 6 application packs distributed and 6 applications returned. . The Panel decided to invite all six candidates to the final selection process, for in their view they all met the criteria detailed by the PCC – full details are in the main report at paragraphs 3 to 5.

3.2 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.

3.3 Prior to the final selection process two candidates withdrew leaving four candidates for the final selection process.

3.4 All candidates were offered and accepted an invitation to visit the force in order to gather information prior to the final selection.

4. FINAL SELECTION

4.1 All candidates undertook a personality profile conducted by Mrs Helen Slimmon *Cpsychol AFBPsS* of the CoP prior to the final stage – details are contained at paragraph 6.3.1 of the main report.

4.2 All candidates were asked to meet with three stakeholder panels – officers and associations, BME and a youth panel - and undertake a media exercise at Eastwood Hall on 10th November 2016. Details are at paragraph 6.3.2 of the main report

4.3 On 11th November 2016 all four candidates were interviewed by a selection panel and asked to respond to five questions covering key competencies that the PCC and the panel wished to examine to assist in making their decision. The panel comprised: PCC, CE Nottingham City

Council, CE Nottinghamshire County Council, Nottingham City Director Children Services, Chief Constable Warwickshire, and me. Full details of the shortlisting and final selection panel are contained at paragraph 3 of the main report.

4.4 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 and agreed by all members of the final selection panel.

5. The PCC's preferred candidate is Mr Craig Guilford.

6. ISSUES AND OBSERVATIONS

6.1 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.

7. CONCLUSION

7.1 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.

7.2 Finally, I wish to place on record my appreciation for the professionalism and hard work that the CE of the OPCC and his staff demonstrated throughout this selection process.

Consideration	
Public/Non Public*	
Report to:	Police and Crime Panel
Date of Meeting:	9th December 2016
Report of:	Paddy Tipping, Nottinghamshire Police and Crime Commissioner
Report Author:	Kevin Dennis, Chief Executive
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	3 (c)

*If Non Public, please state under which category number from the guidance in the space provided.

CHIEF CONSTABLE RECRUITMENT OUTCOME

1. Purpose of the Report

- 1.1 To notify the Police and Crime Panel as required by the Police and Reform and Social Responsibility Act 2011 (the 2011 Act) of the proposed appointment of Chief Constable and seek confirmation of the preferred candidate Craig Guildford.

2. Recommendations

- 2.1 That the panel reviews the nomination of Craig Guildford as Chief Constable of Nottinghamshire Police by the Nottinghamshire Police and Crime Commissioner.

3. Reasons for Recommendations

- 3.1 Paragraph 3 of Schedule 8 of the Police Reform and Social Responsibility Act 2011 requires the Police and Crime Commissioner to notify the Nottinghamshire Police and Crime Panel of the Commissioner's proposed appointment to the post.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

- 4.1 Police and Crime Panel was informed at its June 2016 meeting of Chris Eyre, Chief Constable's intention to retire on 22nd July 2016 following his 30 year service.
- 4.2 Section 38 (i) of the 2011 Act set out the responsibility of the Police and Crime Commissioner to appoint a Chief Constable for Nottinghamshire.
- 4.3 Paragraph 3 of Schedule 8 of the 2011 Act requires the Police and Crime Commissioner to notify the Nottinghamshire Police and Crime Panel of the Commissioner's proposed appointment to the post.

4.4 The Commissioner must include the following information in the notification to the panel:

- a. The name of the person whom the Commissioner 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; and
- d. The terms and conditions on which the candidate is to be appointed.

4.5 Paragraph 4 of Schedule 8 of the 2011 Act, sets out the Panel’s responsibility to review the proposed appointment and make a report to the Police and Crime Commissioner within a period of three weeks from when the panel received notification from the Commissioner of the proposed appointment, including a recommendation as to whether or not the candidate should be appointed.

4.6 The Police and Crime Panel must hold a public confirmation hearing before a report and recommendation to the Police and Crime Commissioner in relation to a proposed appointment of a Chief Constable (or before vetoing such an appointment. At the confirmation hearing, the candidate is requested to appear to answer any questions relating to the appointment.

4.7 The Police and Crime Panel may, having reviewed the proposed appointment, veto the appointment of the candidate. There needs to be at least two-thirds of panel members to support a decision to veto the appointment for it to be carried and this power is only exercisable in relation to a proposed appointment during the three week appointment process. If the panel vetoes the appointment of that candidate, their report must include a statement that the panel has vetoed it and the PCC must not appoint that candidate as Chief Constable.

5. Recruitment and Selection Process

5.1 Home Office Circular 20/2012 gives Police and Crime Commissioners the flexibility to decide how they wish to undertake their recruitment process and which candidate they wish to appoint. The process however should involve an independent member during assessment, shortlisting and interviewing of candidates for the position of Chief Constable.

5.2 Nottinghamshire Police and Crime Commissioner appointed John Cooke, Independent member from a list of suitably qualified and experienced independent members maintained by the College of Policing. Advice and consultation has taken place with the Independent Member on all aspects of the recruitment process.

5.3 In July this year Police and Crime Commissioner and Chief Executive, OPCC met with Alex Marshall College of Policing to engage the College in an

executive search for suitable candidates and to advise and support the recruitment and selection process.

- 5.4** The Chief Constable's Job Description and Personal Specification was updated following discussion with Police and Crime Commissioner on his views on the strategic challenges for policing and to reflect the priorities contained in the Police and Crime Plan and College of Policing Guidance for the appointment of Chief Constables. The PCC's strategic challenges document and updated Job Descriptions and Executive Level Personal Qualities can be found in appendices to this report.
- 5.5** The behavioural qualities outlined in the Policing Professional Framework (PPF) personal qualities of the Executive Level were also used as the key criteria in determining what is expected from the role and the criteria for selection of the Chief Constable. The following criteria were used for assessing and selecting the preferred candidate. Priority attention within the short-listing and selection process were given to the following PPF personal qualities: serving the public, leading strategic change, leading the workforce, managing performance, making and working with others.
- 5.6** In addition to the PPF National Behavioural Competency Framework there is a legal requirement for applying for the role of Chief Constable to have passed the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC). The College of Policing has confirmed that Craig Guilford passed both courses in 2011.
- 5.7** Based upon advice from the College of Policing it was agreed that the selection and appointment of Chief Constable would be based on the following methods:
- Application form and verification of written information provided by referees;
 - Personality profiling based upon a self-report questionnaire and confirmation interviews with candidates;
 - Stakeholder panel interviews with BME, Youth Commission and Staff and Officers for Nottinghamshire representatives;
 - Filmed media interview with journalist.
- 5.8** The following professionals were invited to assist the Commissioner with the short-listing and final interview process.
- John Cook, Independent Member (provided by College of Policing)
 - Martin Jelley, Chief Constable, Warwickshire (Specialist Policing Advisor)
 - Ian Currier, Chief Executive, Nottingham City Council
 - Anthony May, Chief Executive, Nottinghamshire County Council

- Alison Michalska, Corporate Director, Children and Families, Nottingham City Council
- Alison Naylor, Regional Chief Officer, Human Resources (specialist)

All Panel members were briefed by the College of Policing on Policing Professional Framework, unconscious biases, ORCE assessment approach rating scales prior to completing the short-listing and interview process

5.9 The advert for the Chief Constable was published and made available through the following:

- Dedicated page on the Police and Crime Commissioner's website.
- College of Policing website and circulation of advert to all Forces across England and Wales via Association Police and Crime Commissioners and National Police Chief Council
- Advert in Policing Professional

5.10 The Commissioner's Chief Constable Recruitment web page included the following information for potential candidates:

- Letter to application
- Application form
- Chief Constable Relocation and benefits package
- Equal Opportunities Monitoring form
- Management Vetting
- NPCC Strategic Challenges
- Job Description and personal qualities
- Next steps, key dates

5.11 Closing date for applications was set for 12 noon on Friday 23rd September 2016.

5.12 The recruitment web page also made available a number of strategic, inspection and policing documents to assisting applications give an insight into Nottinghamshire Police and the community safety challenges for Nottingham and Nottinghamshire.

5.13 The website page for the Chief Constable Recruitment process is still available to view www.nottinghamshire.pcc.police.uk.

5.14 Applicants were advised to make their own, arrangements when visiting Nottinghamshire Police and speaking with partner organisations as part of a familiarisation exercise. Feedback suggests that applicants made extensive visits to Nottinghamshire to meet with partner organisations and spend time with different aspects of policing in Nottinghamshire.

5.15 Following a shortlisting process supported by the College of Policing all six applicants were invited to complete a personality profile and a stakeholder, media and final interview. The selection and interview process took place over a three day period between 10th and 14th November 2016.

- 5.16** Stakeholder panel exercises and questions, media exercise and final interview questions were designed and agreed by the Commissioner in consultation with Independent members, stakeholder panel members, appointments panel and advice from the College of Policing.
- 5.17** The final meeting of the appointments panel took place on Monday 14th November 2016. At this meeting panel members reviewed a detailed briefing from the College of Policing on each individual candidate based upon the personality profile and views of stakeholder panels. The appointment panel assessed the media exercise and responses to the interview questions. Panel members reported their individual scores against the five PPF Executive Personal qualities.
- 5.18** Following discussion the appointment panel **unanimously** agreed the preferred candidate of Craig Guildford.

6. Vetting of the Successful Candidate

- 6.1 The preferred candidate has been vetted to the appropriate level for the position of Chief Constable and relevant checks have been carried out.

7. Proposed Appointment:

- 7.1 After a comprehensive selection of process, the Commissioner proposes to appoint Mr Craig Guildford to the post of Chief Constable of Nottinghamshire Police.
- 7.2 The Commissioner considers that Mr Craig Guildford satisfies the selection criteria on the following basis:
- a) Personality profile, stakeholder panel performance feedback and media exercise;
 - b) Appointments panel final interview scores and discussion on his performance;
 - c) His substantial experience in policing and commitment to partnership working.

Craig Guildford joined Gwent Policing in April 2014 as Deputy Chief Constable (DCC).

His policing career began when he joined Cheshire Constabulary in 1994 after completing a Geography degree at University when he also worked as a Volunteer Special Constable. After eighteen months service he went into the CID and worked a number of pro-active crime units across the Constabulary. In 2000 he was seconded to The National Crime Squad in Manchester where he worked in intelligence and targeted operations as a Detective Sergeant.

On returning to Cheshire Constabulary Craig gained a place on the High Potential Development Scheme; he worked in various operations and crime roles in the four commands. This included Force Reviews, Superintendent Operations, Centralised Custody, PFI Programme Manager and BCU Superintendent Operations. He successfully led negotiations to settle a PFI contract on behalf of the Authority and has led investigations into the criminality of an IPCC Senior Investigating Officer. As Superintendent Citizen Focus he implemented customer service desks across the force which saw Cheshire rise from 43rd to 1st overall satisfaction in less than two years.

On his return from the National Crime Squad he progressed through the ranks in Cheshire Constabulary before being appointed as Chief Constable, Specialist Operations with West Yorkshire Police in October 2012.

He has led Gwent Police Transformational Change Programme which has increased service, protected neighbourhood policing and reduced cost. Under his leadership Gwent Police has recently moved from assessed as requested improvement in all categories in 2013 PEEL assessment to being assessed as 'good' with some areas of outstanding practice across every single reporting category in 2014 and Gwent Police is £9million ahead of target on its efficiency programme.

He successfully implemented a pan Wales protocol to prevent overnight Juvenile Detentions in police custody and a Gwent protocol preventing criminalisation of Children in Care, cited as good practice by Lord Laming.

He regularly coaches and mentors aspiring police and local authority leaders from diverse and BME backgrounds.

He has a strong commitment and experience of working in partnership with local Authorities and other partner organisations to achieve a safer and stronger community for victims of crime and public of Nottinghamshire

- 8.0** Nottinghamshire Police and Crime Panel are required to review the proposed appointment and to make a recommendation through a report to the Commissioner.

9. The terms and conditional of Appointment:

- 9.1** The post will be contracted for four years with a salary of £147,915 as determined by the Secretary of State. Allowances will be paid in line with regulations and the published Chief Constables benefits package as attached in appendices of this report.
- 9.2** The Commissioner has agreed to continue to pay for the proportion of the CPOSA insurance fees, which provides legal cover for the reactive element. Mr Guildford is intending to maintain his Fire arms Commanders license. Individual Police Officers are responsible for paying for 'proactive' S38 cover of CPOSA insurance. This is line with current practice.

Appendices

For the Updated Job Descriptions and Executive Level Personal Qualities, PCC's strategic challenges document, and Chief Constable's benefits package please see the appendices to the Independent Member's report.

PADDY TIPPING

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSER

