

Independent Panel Member Report

Recruitment of Nottinghamshire Police Chief Constable

Introduction

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

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

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

Advertising and Search

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

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

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

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

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

Briefing

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

Short Listing

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

The short-listing panel consisted of :

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

Adrian Smith - CEO Notts County Council – Panel member

Frank Jordan – Director, Nottingham City Council – Panel member

Andy Marsh – CC College of Policing – Strategic Policing Advisor

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

Elizabeth Fradd – Independent Panel member

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

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

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

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

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

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

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

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

Testing and Assessment

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

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

Interview

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

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

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

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

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

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

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

Summary

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

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

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

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

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

Professor Dame Elizabeth Fradd DBE DL
Independent Panel Member

26th August 2022.