

Consideration	
Public	Public
Report to:	Nottinghamshire Police and Crime Panel
Date of Meeting:	21 September 2022
Report of:	Caroline Henry, Police and Crime Commissioner
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Agenda Item:	Appendix A

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

1. Purpose of the Report

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

2. Background and Recommendations

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

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

3. Reasons for Recommendations

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

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

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

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

3.10 My Office wrote out to potential Independent Member candidates to invite expressions of interest, and a short statement setting out their suitability for the role. I was grateful to receive an early response from Dame Elizabeth Fradd, and in the absence of receiving any other expressions of interest, I was happy to appoint her to be the Independent Member. One further expression of interest was received some weeks after this; my Office responded and explained the progress so far, the appointment of Dame Elizabeth Fradd and sought to involve them in external stakeholder panel interviews, which they were happy to assist with. I would like to express my sincere thanks to Dame Elizabeth Fradd for the excellent assistance she has provided to ensuring the Chief Constable recruitment process was conducted properly.

3.11 I worked with my Office to identify key internal and external stakeholders, with a view to inviting them to participate in stakeholder panel interviews of the potential candidates. The decision on who to appoint as Chief Constable rests with me as elected Police and Crime Commissioner. However, while stakeholders should not score candidates, their views, and impressions, combined with psychometric test outcomes, were very useful to understanding the relative strengths and areas for development with each candidate, as well as fit with the organisation and in the wider partnership landscape. The invitation to be involved in the stakeholder panel interviews was very popular, and we further invited stakeholders to develop their own questions to ask of the candidates. These were checked over by my Chief Executive (also Monitoring Officer) and the College's Senior Psychologist, in order to reduce any duplication and to maximise the opportunity for stakeholder panel members to get a rounded view of the candidates they were interviewing.

3.12 The following agreed to participate in the internal stakeholder panel:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4. Summary of Key Points

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

5. Financial Implications and Budget Provision

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

6. Human Resources Implications

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

7. Equality Implications

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

8. Risk Management

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

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

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

10. Changes in Legislation or other Legal Considerations

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

11. Details of outcome of consultation

11.1 None – for information only.

12. Appendices

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

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

13.1 None.

For any enquiries about this report, please contact:

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