

Norfolk Police and Crime Panel



Extraordinary meeting

Date: **Thursday 2 December 2021**
Time: **11am**
Venue: **Council Chamber, County Hall, Norwich**

Panel Members are invited to a pre-meeting at 9.30am on 2 December 2021 in the Edwards Room, County Hall, Norwich.

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link: https://www.youtube.com/channel/UCdyUrFjYNPfPq5psa-LFIJA/videos?view=2&live_view=502

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

Membership

Main Member	Substitute Member	Representing
Cllr Gordon Bambridge	Cllr Mark Robinson	Breckland District Council
Cllr Jonathan Emsell	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Colin Manning	Cllr Stuart Dark	King's Lynn and West Norfolk Council
Cllr William Richmond	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Tim Adams	Cllr Steve Riley	Norfolk County Council
Cllr Sarah Butikofer	Cllr John Toye	North Norfolk District Council
Cllr Cate Oliver	Cllr Paul Kendrick	Norwich City Council
Cllr James Easter	Cllr Margaret Dewsbury	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

For further details and general enquiries about this Agenda please contact the Committee Officer:

Nicola Ledain on 01603 223053
or email committees@norfolk.gov.uk

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

- 1. To receive apologies and details of any substitute members attending**
- 2. Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

District Council Members will be bound by their own District Council Code of Conduct.

- 3. To receive any items of business which the Chair decides should be considered as a matter of urgency**
- 4. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Constable appointment**

(Page **5**)

To hold a confirmation hearing in respect of the proposed appointment of Mr Paul Sanford to the position of Chief Constable.

5. Exclusion of the public

The Panel will be asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of an item on the grounds that it involves the likely disclosure of exempt information as defined by a Paragraph 1 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Panel will be presented with the conclusion of the public interest tests carried out by the report author and is recommended to confirm the exclusion.

6. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Constable appointment

The Panel will discuss the outcome of the hearing and agree the content of its report to the Commissioner, which must include a recommendation on whether the proposed candidate should be appointed.

The Panel's decision, and the reasons for it, will be released into the public domain in due course.

Tom McCabe
Head of Paid Service
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 24 November 2021



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Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Constable appointment

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Undertake a Confirmation Hearing, to review the PCC's proposed candidate for appointment as Chief Constable for Norfolk in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.
- 2) Agree its recommendation to the PCC on whether the proposed candidate should be appointed.
- 3) Delegate to the Chair, to report the Panel's recommendation to the PCC.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 ("the Act") requires Police and Crime Panels to review the PCC's proposed Chief Constable appointment.
- 1.2 Schedule 8 Part 1 states that the review must take the form of a Confirmation Hearing ("the Hearing"); that is "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." The Panel must undertake this Hearing and make a report to the Police and Crime Commissioner ("the PCC") within a period of three weeks following receipt of notification. The report must include a recommendation to the PCC as to whether or not the candidate should be appointed and the report must be published.

2. Notification from the PCC

- 2.1 The PCC formally notified the Panel of his proposed Chief Constable appointment, Mr Paul Sanford, on 16 November 2021 and subsequently provided the Panel with a report which provides an overview of the appointment process, including reasons why the candidate has been selected. This is attached at **Annex 1** of this report.
- 2.2 The PCC's report contains the following information as required under Schedule 8 of the Police Reform and Social Responsibility Act 2011:
 - 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.

2.3 It also contains the following appendices to support the Panel's review:

- A. Independent Member's Report
- B. College of Policing Guidance for Appointing Chief Officers
- C. PCC's letter to all eligible candidates
- D. Norfolk Chief Constable Application Pack
- E. College of Policing Competency and Values Framework
- F. Assessment and Selection Day Agenda

2.4 The College of Policing Guidance for Appointing Chief Officers sets out that the purpose of the Independent Member report is to "specifically address the appointment principles of merit, fairness and openness and the extent to which the Appointments Panel was able to fulfil its purpose (e.g. to challenge and test that the candidate meets the necessary requirements to perform the role)."

3. The Confirmation Hearing

3.1 The Confirmation Hearing is a focused two stage process:

- Stage 1 - The Panel will question the candidate to determine whether they possess the professional competence and personal independence to carry out the role. The Panel may also ask questions of the PCC.
- Stage 2 - The Panel will determine whether to recommend that the candidate be appointed; or to recommend that the candidate should not be appointed; or to use its power of veto. This second stage of the process will be held in closed session (see paragraphs 3.4 – 3.10 below).

Stage 1

3.2 The Chair and Vice-Chair have agreed the following format for the question and answer session:

- a) The PCC will be invited to comment on why he thinks the proposed candidate should be appointed.
- b) Panel Members will have the opportunity to put questions to the PCC.
- c) The proposed candidate will be invited to introduce themselves, to say why they consider themselves to be suitable for the role and to give any additional information they feel may be helpful. They will also have the opportunity to ask questions about the process.
- d) Panel Members will have the opportunity to put questions to the

proposed candidate covering the areas outlined at paragraph 3.1 of this report.

- e) The proposed candidate will be invited to clarify any answers they have given during the course of the Hearing and to make some closing remarks.

- 3.3 The presumption is that the question and answer session will be held in public. However, the Panel has discretion to exclude the press and the public from this part of the meeting if it is to consider exempt information, as defined under Paragraph 1 of Schedule 12 of the Local Government Act 1972 (information relating to any individual), and in respect of which the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Stage 2

- 3.4 Immediately following the Confirmation Hearing the Panel will go into closed session to determine whether to recommend that the candidate be appointed. The Panel's Support Officer and Human Resources Adviser will be present to provide advice to the Panel in its deliberations.
- 3.5 The Panel must make a report to the PCC and this report must be published.
- 3.6 The Panel may veto the appointment of the PCC's proposed Chief Constable candidate. For that purpose, the Panel must vote in favour of using its veto by the required majority of at least two-thirds of the Panel's membership (8 or more members). A flow chart of the process for reviewing the appointment is attached at **Annex 2** of this report, which shows the steps to be taken.
- 3.7 Where a candidate does not have either the professional competence to exercise the role as set out in the role profile or the personal independence to exercise the role, this would suggest a significant failure in the appointments process undertaken by the PCC. If the Panel believes this to be the case, it may choose to use its veto.
- 3.8 Where a candidate has demonstrated that they have both the professional competence and personal independence to exercise the role but there is still cause for concern about their suitability, it may be appropriate to outline those concerns in the Panel's response to the PCC.
- 3.9 The Panel and PCC agreed a Local Protocol ("the Protocol"), setting out expectations about local ways of working, on 13 July 2021. In respect of Confirmation Hearings, it explains that:
 - a) Immediately following the Hearing, the Panel will meet in closed session to decide its recommendations.
 - b) The Panel will notify the Commissioner of its recommendations the following working day. The candidate will be copied into this communication. Where the Panel has recommended that an appointment should not be made, or used its veto, the notification will append a summary of the principal reasons for that decision.

- c) A period of five working days will normally be allowed to pass before information is released about the Panel's recommendation and the Commissioner's response (including, where relevant, the steps that the Commissioner will take to make another appointment). The aim is to allow the candidate some time to consider their position and ask any further questions they may have about the process before information is released to the press and general public.
- d) If, however the candidate's interests would be better served by a quicker release of information, this will be discussed and agreed with the Commissioner.
- e) Where the Panel has recommended that a proposed appointment should not be made or it has used its power of veto, the Commissioner will aim to inform the Panel of his/her response before releasing it to the press and public.

4.0 Action

4.1 The Panel is recommended to:

- 1) Undertake a Confirmation Hearing, to review the PCC's proposed candidate for appointment as Chief Constable for Norfolk in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.
- 2) Agree its recommendation to the PCC on whether the proposed candidate should be appointed.
- 3) Delegate to the Chair, to report the Panel's recommendation to the PCC.



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.

ORIGINATOR: Chief Executive

DECISION NO. /2021

REASON FOR SUBMISSION: For Decision

SUBMITTED TO: Police and Crime Commissioner for Norfolk (PCC)

SUBJECT: Proposed Appointment of Chief Constable

SUMMARY:

The purpose of this paper is to notify the Police and Crime Panel of the Police and Crime Commissioners proposed appointment to the position of Chief Constable for Norfolk Constabulary. The report provides an overview of the appointment process, including reasons why the candidate has been selected for consideration by the Police and Crime Panel.

This report should be read in conjunction with the Independent Members Report (Appendix A)

RECOMMENDATION:

It is recommended that:

1. The Police and Crime Panel be notified of the proposed appointment of Paul Sanford as Chief Constable of the Norfolk Constabulary by the Police and Crime Commissioner;
2. This Decision paper be submitted to the Police and Crime Panel for consideration at the Confirmation Hearing on Thursday 2nd December 2021.

OUTCOME/APPROVAL BY: PCC – Giles Orpen-Smellie

The recommendations as outlined above are approved.

Signature



Date: 23rd November 2021

DETAIL OF THE SUBMISSION

1. INTRODUCTION

- 1.1 On 30th June 2021, Simon Bailey retired from his role as Chief Constable. Interim arrangements were put in place until such time the Police and Crime Commissioner (PCC) recruited to the permanent position. This report describes the steps taken by the PCC to recruit a Chief Constable.
- 1.2 Prior to commencing recruitment, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) Chief Executive engaged with the College of Policing Senior Leaders Hub to help provide 'expert' advice and support to the process. This was undertaken to ensure that the process was as objective and robust as possible.
- 1.3 The PCC also appointed an Independent Member. This role is laid out in Home Office circular 13/2018. The Home Office guidance is to ensure the selection and appointment process is conducted fairly and openly and the successful candidate is selected on merit. It also details the extent to which the panel fulfils their responsibility to challenge and test the candidates' suitability against the requirements of the role. The Independent Member is required to produce a written report on the appointment process, to be submitted to the Police and Crime Panel (please refer to Appendix A).
- 1.4 The PCC must, under the Police Reform and Social Responsibility Act 2011 (the Act), notify the Police and Crime Panel (PCP) of the proposed appointment of a Chief Constable by the PCC. Set out below is the PCC's proposed appointment, providing information as required by paragraph 3 of Schedule 8 to the Act, namely:
 - a. *The name of the person whom the Commissioner is proposing to appoint;*
 - b. *The criteria used to assess the suitability of the candidate for the appointment;*
 - c. *Why the candidate satisfies these criteria; and*
 - d. *The terms and conditions on which the candidate is to be appointed.*
- 1.5 The PCP is required to review the proposed appointment, hold a confirmation hearing and make a report to the PCC which includes a recommendation as to whether the candidate should be appointed. The hearing is set for Thursday 2nd December 2021. The procedural steps that must be followed are set out in Schedule 8 to the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.
- 1.6 In progressing the recruitment of a new Chief Constable, the PCC has had regard to the legislation referred to above and the College of Policing guidance for appointing Chief Officers (2021), the guidance is included in Appendix B of this report. This latter guidance is a non-prescriptive reference source for those making chief officer appointments and explains the essential stages in designing and delivering an appointments process.

2. APPOINTMENT PROCESS AND CRITERIA

Advertisement of the Chief Constable

- 2.1 The advertisement was drafted in conjunction with the College of Policing, incorporating the key criteria and information on how to access an application form and

information pack. Full details of the skills, experience, knowledge and qualifications required were provided in the Role Profile which was included in the information pack.

- 2.2 Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.
- 2.3 The position was advertised using the following methods:
- A letter from the PCC sent to every Chief Constables office promoting the vacancy (please refer to Appendix C).
 - The letter was also sent via the College of Policing Hub, to all eligible Chief Officers throughout the country.
 - Police and Crime Commissioner's website
 - Norfolk Constabulary website
 - College of Policing jobs board
 - Police Oracle
 - Social media channels linking in with Police networks
- 2.4 The Chief Constable post and candidate pack was advertised from Tuesday 10th August to Monday 13th September 2021 inclusive which was four weeks and six days; the Home Office Circular and the College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising as described above was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.

3. APPLICATION PACK

- 3.1 The Application Pack was available upon request from the Office of the Police & Crime Commissioner or via the PCC website (a full copy of the pack is included in Appendix D). This comprised of a number of documents including:
- The Recruitment Brochure
 - Letter from the PCC
 - Advert
 - Comprehensive Role Profile
 - Full Particulars and terms of appointment
 - Selection process
 - Application form
 - Assessment criteria
 - Monitoring Questionnaire
 - Privacy Notice

Comprehensive Role Profile

- 3.2 The role profile and person specification were developed in collaboration with the College of Policing, following the national guidance and incorporates the primary accountabilities, the competencies required, and all the skills, experience and knowledge required from a Chief Constable. The behaviours in the Role Profile set

out that the role should operate at Level 3 of the six competencies that comprise part of the Competency and Values Framework (CVF) published by the College of Policing. (Please refer to Appendix E for full details of the framework).

Terms of Appointment

- 3.3 The terms of appointment which can be viewed in the 'Conditions of Service' section of the candidate information pack, were compiled in accordance with Police Regulations and Determinations. The advertisement and terms and conditions stated that the appointment will be for an initial term of up to 5 years. The 'spot rate' salary (as determined by the Secretary of State) for Norfolk is £153,282.

Application Form

- 3.4 The application form required completion to show that the Eligibility Criteria were met these included the successful completion of both Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC). It requires candidates to provide evidence against the core values within the College of Policing Competency and Values Framework and would then be tested during assessments and interview process. The application form also asked the applicant to provide a report on 'How you would expect Norfolk Constabulary to evolve by 2030 and what would your role be in this'.

4. THE APPOINTMENTS PANEL

- 4.1 Whilst the Act provides that it is the PCC's responsibility to appoint the Chief Constable, the College of Policing Guidance suggests that the PCC should convene an Appointment Panel (to include at least one Independent Panel Member – Home Office Circular 013/2018). The role of the Independent Member is to ensure that the appointment process is conducted in line with the principles of merit, fairness and openness and that the successful candidate is selected on merit. The Independent Member is required to produce a written report on the appointment process, to be submitted to the Police and Crime Panel (please refer to Appendix A).
- 4.2 The PCC selected Appointments Panel members to provide a diverse range of perspectives and experience along with local knowledge of the county. All of those appointed have experience of selection processes at a senior level.

The Appointments Panel members were:

- Giles Orpen-Smellie, Norfolk Police and Crime Commissioner
 - Carolyn Dhanraj MBE JP, Independent Member
 - Tom McCabe, Head of Paid Service, Norfolk County Council
 - Sheila Oxtoby, Chief Executive, Great Yarmouth Borough Council
 - Alec Wood, Policing Advisor (former Chief Constable, Cambridgeshire)
- 4.3 The Panel and process were supported by the following advisors, who did not have a role in the decision-making process:
- Professional Recruitment Advisors – College of Policing
 - OPCCN Chief Executive & Monitoring Officer – Mark Stokes
- 4.4 The Appointments Panel members received a copy of the College of Policing Guidance for the Appointment of Chief Officers. The Independent Member was selected based on her experience of having led a number of appointments at Chief Officer level.

5. STAKEHOLDER PANELS

- 5.1 The Stakeholder Panels were undertaken to provide internal and external involvement and input into the appointments process.
- 5.2 The Internal Panel was for Norfolk Constabulary officer and staff representatives to participate, with the External Panel for senior external stakeholders, with whom any future Chief Constable would need to work. All attendees were confident in holding people to account and were eminent in their area of expertise. The PCC and Independent Member on the Appointments Panel also attended to observe the panels.
- 5.3 The objective of these sessions was to involve a range of internal and external stakeholder interests in the selection process in view of the need for organisations to work in partnership with the PCC and the Constabulary. The participants were able to sound out the candidate about their approach and understanding with regards to those aspects of policing and issues which they felt important. (Please refer to Appendix 2 in the Independent Members report for details of the membership of the Stakeholder Panels).

6. APPLICATIONS AND SHORTLISTING

- 6.1 One application was received for the role of Chief Constable; with no additional requests for information received throughout the process.
- 6.2 The shortlisting meeting (Appointments Panel) took place on 22nd September 2021. Panel members individually assessed the application form against the College of Policing's Competency and Values Framework (CVF) criteria using the agreed rating scale. The Panel then agreed an overall score per competency area for the candidate, to ensure a fair, merit based and transparent assessment of the candidate, the PCC asked different panel members to lead on their scores for the different competencies being measured. The individual and agreed scores were recorded by all the Appointments Panel members and by the OPCCN representatives.
- 6.3 The candidate did not demonstrate in their application form clear evidence to enable them to be selected for assessment on 5th and 6th October 2021. The process was therefore halted at this stage and with the full support of the Appointments Panel, the PCC confirmed he would re-open the recruitment process.
- 6.4 The role was re-advertised in a similar manner as described in paragraph 2.4. The closing date was set for Monday 8th November, shortlisting on the 11th November with the assessment process on 15th and 16th November 2021. One application was received; with no additional requests for information received throughout the process.
- 6.5 As described previously, the Appointments Panel members individually assessed the application form against the College of Policing's Competency and Values Framework (CVF) criteria using the agreed rating scale. The candidate demonstrated in their application evidence to enable them to meet the threshold to be shortlisted.

7. THE APPLICANT

- 7.1 The candidate whose application proceeded to the selection and assessment process was Paul Sanford.
- 7.2 Mr Sanford's substantive role is that of Deputy Chief Constable, Norfolk Constabulary. Following the retirement of Mr Bailey in June 2021, Mr Sanford has been undertaking the role of Temporary Chief Constable.

8. SELECTION AND ASSESSMENT

8.1 On Monday 15th November 2021 the Selection and Assessment process took place at Norwich City Football Club, Carrow Road, Norwich. The process was managed as follows:

- Internal Stakeholder Panel with staff and Officers
- External Stakeholder Panel
- A presentation to the Appointments Panel
- A competency-based interview.

Please refer to Appendix F for the full agenda for the day.

9. APPOINTMENTS PANEL – PRESENTATION AND INTERVIEW

9.1 The candidate was required to prepare a presentation for 10 minutes followed by questions. The candidate was then interviewed for approximately 90 minutes against a range of questions agreed by the Panel.

9.2 The Appointments Panel assessed the performance of the candidate in the presentation and interview against a selection of the six competencies and four values from the Competencies and Values Framework (CVF) published by the College of Policing. Initially the panel members individually assessed the candidate and rated performance against the 5-point rating scale (5 being low, medium, high, very high and 1 being exceptional). The scores were individually presented and then discussed as a group to produce a final panel score for each competency area.

10. APPOINTMENTS PANEL – OUTCOME AND CONCLUSIONS

10.1 The Panel concluded the assessment of the candidate against the competencies and values from the CVF. Following the conclusion of the assessment process the Panel unanimously agreed that the PCC approves Paul Sanford to be the preferred candidate as the next Chief Constable of Norfolk.

10.2 The PCC considers that Paul Sanford satisfies the selection criteria as set out below:

- Meets the criteria for appointment to the rank of Chief Constable, set out in law
- Satisfactory completion of the Senior Police National Assessment Course - completed in October 2017 – verified with College of Policing
- Satisfactory completion of the Strategic Command Course - completed in March 2018 – verified with College of Policing
- There is no match of the candidate on the barred list maintained by the College of Policing
- Has undertaken an open, transparent and rigorous recruitment process which included independent, internal and external scrutiny and met the principles of fairness, openness and merit
- Has over 20 years' experience in policing
- Demonstrated throughout the application and assessment process his ability to not only lead Norfolk Constabulary, but to deliver improvements to the policing service in Norfolk
- Was able to demonstrate that he met the values and competencies as set out in the College of Policing Competency and Values Framework (Appendix E), namely:

- Competency
 - We are emotionally aware
 - We take ownership
 - We are collaborative
 - We deliver, support and inspire
 - We analyse critically
 - We are innovative and open minded

- Values
 - Integrity
 - Impartiality
 - Public Service
 - Transparency

10.3 In summary, Paul Sanford performed to a very high level throughout the application and assessment process, which rigorously challenged and tested the candidate against the necessary requirements for the role and is the preferred candidate to be Chief Constable of Norfolk Constabulary.

11. PCC PROPOSAL

11.1 The PCC proposes, subject to confirmation by the Police and Crime Panel, to appoint the candidate in accordance with the Terms of Appointment set out in Paragraph 3.3.

12. Appendices

- A. Independent Members Panel Report
- B. College of Policing Guidance for Appointing Chief Officers
- C. PCCs letter to all eligible candidates
- D. Norfolk Chief Constable Application Pack
- E. College of Policing Competency and Values Framework
- F. Assessment and Selection Day Agenda

APPENDIX A



November 2021

**Chief Constable
Norfolk Constabulary
Appointment Process**

Independent Member Report
Carolyn Dhanraj MBE JP

1. Introduction

- 1.1 This report provides information on the appointment process for the role of Chief Constable of Norfolk Constabulary and in particular, it will comment on:
- how the process met the principles of merit, fairness and openness and
 - the extent to which the Appointments Panel were able to fulfil their purpose, to challenge and test the candidate against the stated criteria.
- 1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.
- 1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Norfolk Constabulary, which was the responsibility of Giles Orpen-Smellie the Police and Crime Commissioner for Norfolk.

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 based on merit. It will also comment on the extent to which the Appointment Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Constable role.

3. Independent Member Role

- 3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012 and HO 013/18. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was first issued in November 2012 and after a review, a more practical guide was produced in April 2018 reissued in January 2021. The guidance is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.
- 3.2 I am an Independent Member and a qualified Assessor originally appointed by the College of Policing to support the Guidance in 2012 in this role, where I was managed by the College until 2018. To be on the original list of six Independent Members 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 had an induction to this role from the College of Policing and I was continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my background are set out in the role profile in Appendix 1.

4. Independent Member initial involvement in the Chief Constable Appointment Process for Norfolk Constabulary

- 4.1 I was invited to join the process by Mark Stokes (Chief Executive and Monitoring Officer, Office of the Police and Crime Commissioner Norfolk (OPCCN)) on the 30th June 2021 to seek my participation and I was able at this early stage, to offer my advice and suggestions for the process. I advised on the steps that could be taken and recommended an early engagement and consultation with a range of statutory, community and key stakeholders, the use of a presentation, media scenario, interview and officer/staff/community forums as parts of the selection processes that had been used successfully in the past with other OPCCs in selecting a new Chief Constable.

- 4.2 We discussed that due to the limited number of eligible potential applicants, and the PCC's desire that the process be seen and indeed be open to all that were eligible to apply, it was confirmed at the outset that all eligible candidates would be encouraged to apply. This was achieved in a fair and transparent manner through a wide-ranging recruitment campaign, via a letter or email from the Police and Crime Commissioner and use of the College of Policing Leadership hub. I was pleased that Mark Stokes welcomed my ideas and thoughts on how the whole process could be open, transparent and merit based, as this demonstrated an openness and transparency to the process.
- 4.3 A TEAMS telephone meeting was arranged as soon as practicable with Mr Orpen-Smellie (PCC) and his key OPCC team on 13th July 2021 and this was an opportunity for me to discuss his approach and process to this key appointment. He confirmed and demonstrated a thorough understanding of the good practice guidance, and I was satisfied at this early stage that the process was fair and transparent and similarly he was very open to a range of ways he and his Appointments Panel could fairly test the attributes, competencies and values that the new Chief Constable would need to possess to meet the challenges within Norfolk.

5. Appointments Panel

- 5.1 The Appointments Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the aforementioned Home Office Guidance and 1.3.1 of the 2021 College of Policing guidelines). This outlines that the Appointments Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Appointments Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Appointments Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Appointments' Panel capable of discharging this responsibility.
- 5.3 The Police and Crime Commissioner should ensure that Appointments Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Appointments Panel members. It is suggested that an Appointments Panel of between three-five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.4 The Appointments Panel appointed by the Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at a policing executive level. I confirmed that all Panel members had read the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process, and each had previously been involved in senior recruitment and panel participation.
- 5.5 There were five Appointments Panel members comprising of three male and two female members; three white men, one white female and one minority ethnic woman, who was also the Independent Member.
- 5.6 **APPOINTMENTS PANEL:**
- Giles Orpen-Smellie, Police and Crime Commissioner for Norfolk;
 - Sheila Oxtoby, Chief Executive Great Yarmouth Borough Council;
 - Tom McCabe, Head of Paid Service and Executive Director of Community and Environmental Services Norfolk County Council;
 - Alec Wood Policing Adviser and ex Chief Constable Cambridgeshire Police and
 - Carolyn Dhanraj, Independent Member

- 5.7 An individual with professional policing knowledge is not a compulsory component of an Appointments Panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and design of the appointment process; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews and supporting the PCC during decision making.
- 5.8 The Chief Executive and OPCC team were represented by Mark Stokes, Chief Executive and Monitoring Officer and Sharon Lister, Director (Performance and Scrutiny) and Deputy Monitoring Officer. The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation, meeting the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures. It is noteworthy to state, that the OPCC team worked exceptionally well and consistently to maintain standards, collaborating openly and helpfully with the Independent Member throughout the planning and administration of the appointment process.

6. Role profile and attraction strategy

- 6.1 The role profile was based on the College of Policing's national profile for a Chief Constable and it further reflected Norfolk PCC's vision; the candidate pack was very comprehensive and fully acknowledged the challenges that would face the new Chief Constable in relation to the PCC's Police and Crime Plan.
- 6.2 The advertisement was placed on the Police and Crime Commissioner's website, Norfolk Constabulary website, Twitter, Facebook and the College of Policing's website. It was also marketed to Chief Police Officer members by way of press releases in Police Professional and in Police Oracle alongside an advertorial. The OPCC also directly emailed a letter from the PCC to over 220 Chief Officers (Assistant Chief Constables, Deputy Chief Constables, and Chief Constables and equivalents). This approach demonstrated an openness and created further opportunity for those suitable, to apply for the post.
- 6.3 The Chief Constable post and candidate pack was advertised from Tuesday 10th August to Friday 13th September 2021 inclusive which was four weeks and five days; the Home Office Circular and the College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.
- 6.4 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 2.5.1) to attract the best possible eligible candidate pool.
- 6.5 Please note to ensure absolute fairness, I checked that no direct approaches were made to eligible potential candidates by the Appointment Panel members, to encourage or highlight the Chief Constable vacancy.

7. Shortlisting and Panel briefing

- 7.1 By the closing date, one application form had been received for the role of Chief Constable; there had been no additional requests for information throughout the process. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed.

- 7.2 The shortlisting meeting was scheduled for 22nd September 2021, and the application form was securely emailed by the OPCC to all Appointment Panel members along with the shortlisting criteria template and guidance.
- 7.3 On the shortlisting day, I ensured that all Panel members had read the College of Policing guidance and understood the process, and their specific role and responsibilities. It was emphasised that the shortlisting process and any further assessment, should be based purely on the evidence provided in the application forms and not on previous knowledge.
- 7.4 The Appointments Panel members individually assessed the application form against the College of Policing's Competency and Values Framework (CVF) criteria using the agreed rating scale. The Panel then agreed an overall score per competency area for the candidate, to ensure a fair, merit based and transparent assessment of the candidate, the PCC asked different panel members to lead on their scores for the different competencies being measured. The individual and agreed scores were recorded by all the Appointments Panel members and by the OPCC representatives; it is noteworthy to state that the individual scores were very consistent between the Panel members.
- 7.5 The candidate did not demonstrate in their application form clear evidence to enable them to be selected for assessment on 5th and 6th October 2021 at Norwich Football Ground. The process was therefore halted at this stage and with the full support of the Appointments Panel, the PCC confirmed he would re-start the whole process.
- 7.6 I am confident at this stage, that the shortlisting process was fair, transparent and without bias. (Guidance 3.3.1)
- 7.7 The role was re-advertised in a similar manner as described in 6.2 above. The closing date was set for Monday 8th November, shortlisting on the 11th November with the assessment process on 15th and 16th November 2021.
- 7.8 The Familiarisation Day previously scheduled for 11th September 2021 was moved to 10th November where staff, officers and the Police and Crime Commissioner, Mr Orpen-Smellie would be available to discuss what he was looking for and the challenges for the new Chief Constable for Norfolk Constabulary.
- 7.9 As described previously, the Appointments Panel members individually assessed the application form against the College of Policing's Competency and Values Framework (CVF) criteria using the agreed rating scale. One Panel member was unable to attend the TEAMS shortlisting meeting, and it was agreed that it would be fair and transparent if they provided their grades and evidence to the Chief Executive to share their scores, with the caveat that they be contactable to clarify any evidence. As before, each Panel gave their scores and evidence, and agreed an overall score per competency area for the candidate. To ensure a fair, merit based and transparent assessment of the candidate, the individual and agreed scores were recorded by all the Appointments Panel members and by the OPCC representatives. The candidate demonstrated in his application evidence to enable him to meet the threshold to be shortlisted.

8. Assessment design

8.1 I had previously discussed with the OPCC the merits of assessment through methods such as interview, presentation, media scenario, stakeholder panels. I had previously provided the OPCC guidance on the use of stakeholder panels with an internal and external focus and the different assessment methods that could be deployed after the formal shortlisting meeting. I further advised on the questions, composition of the Stakeholder Panel and the following was agreed to ensure a fair and challenging process:

- one external Stakeholder Panel (see Appendix 2 for list of participants);
- one internal Stakeholder Panel with staff and Officers (see Appendix 2);

- a presentation to the Appointments Panel where the topic was provided in advance, after the shortlisting meeting on 11th November and
- a competency-based interview.

8.2 It was confirmed that the competencies and the values pertaining to a Chief Officer could be measured fairly and with face and content validity through this assessment process.

8.3 The Stakeholder Panel comprised questions designed to explore the competency area of:

- We are Collaborative

The Presentation delivered to the Appointments Panel was designed to provide evidence for the competency area of:

- Deliver, Support and Inspire and
- Values of Integrity and Transparency

The Interview measured the following competency and value areas of:

- We take ownership
- Integrity
- We are Collaborative
- We Deliver, Support and Inspire
- We Analyse Critically
- Impartiality
- Transparency
- We are Innovative and Open-minded
- We are Emotionally Aware
- Public Service

9 Assessment delivery and Appointments Panel briefing

9.1 The candidate followed the process of:

Morning - Stakeholder Assessment Panel

75 minutes	Internal Stakeholder Panel
75 minutes	External Stakeholder Panel

Afternoon - Presentation and Interview

10 minutes	Candidate presentation to Appointments Panel
10 minutes	Questions on the presentation
90 minutes	Competency and Values-based Interview

9.2 The Stakeholder Panel members were each provided a very comprehensive pack containing the Chief Constable recruitment brochure and the College of Policing's Competency and Values Framework (CVF). The PCC and I briefed the Stakeholder Panel members on their role, the process and to emphasise that they were not the decision makers, but to provide valuable assistance to the PCC. I assured the Stakeholder Panel members that their views and any areas of concern would be used to probe the candidate through the rest of the process. We observed the Stakeholder Panels for the candidate, to ensure that it was fair and unbiased, especially as the candidate was known to some of the stakeholders. At the end of the Stakeholders Panels, the Police and Crime Commissioner thanked them for their time and their vital contribution to the process.

9.3 On the afternoon of Monday 15th November the full Appointments Panel convened 90 minutes before the presentation and the interview to review and to confirm the questions

and the process. I invited Giles Orpen-Smellie (PCC) to remind the Appointments Panel what he was looking for in the new Chief Constable and the challenges facing Norfolk Constabulary.

- 9.4 The Appointments Panel were briefed on the documentation contained in each Appointments member's folder, which clearly outlined the CVF competencies being tested. A summary of the feedback from the Stakeholder Panel, enabled the Appointments Panel to shape some of their interview questions.
- 9.5 The Appointments Panel was chaired by the PCC and the questions were evenly asked by the Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-5. Once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

10.0 Assessment Decision Making

- 10.1 To demonstrate a fair and transparent process, based on merit, the Appointments Panel agreed to set a benchmark, similar to the shortlisting benchmark for which the candidate would be considered for appointment.
- 10.2 Each Assessment Panel member's folder contained the documentation to enable them to record, assess and mark the presentation and interview exercise independently.
- 10.3 To reinforce openness and transparency, I asked Mark Stokes Chief Executive of the OPCC to record on flipchart the score per question, provided by each Appointments Panel member. The Chief Executive of the OPCC wrote down our individual scores and we openly challenged and confirmed from each Panel member the evidence they had gathered to justify the grades for both the Presentation and Interview. Collectively we ensured the consistency and justification of each score given and this was noted on the score grid.
- 10.4 The total score for the candidate was above the benchmark set by the Appointments Panel. The PCC shared the views of the Stakeholders Panels, as to whether they felt the candidate was in their opinion suitable to be the Chief Constable of Norfolk Constabulary, which they did.
- 10.5 The Appointments Panel unanimously supported Giles Orpen-Smellie (PCC) in his recommendation to the Police and Crime Panel (PCP) scheduled for Thursday 2nd December 2021, that Paul Sanford currently Deputy Chief Constable for Norfolk Constabulary, be the preferred Chief Constable for Norfolk Constabulary.
- 10.6 I am wholly satisfied that the Police and Crime Commissioner for Norfolk, Giles Orpen-Smellie fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance. I am wholly impressed by Giles Orpen-Smellie's outstanding and demonstrable commitment to the College of Policing Code of Ethics and the Values of open, fair and transparent leadership.
- 10.7 I am confident that the Appointments Panel appointed by the PCC and his OPCC, performed their duty to challenge and assess the candidate in a manner that was fair, transparent and merit based, following the College of Policing Guidance in an exemplary manner.

Carolyn Dhanraj MBE JP BPS
Independent Member

**APPENDIX 1
INDEPENDENT MEMBER**

CAROLYN DHANRAJ MBE JP BPS

Carolyn has over twelve years experience as a College of Policing Non Service Member, assessing for a range of appointments from Senior Police National Assessment Centre (SPNAC) to Direct Entry. She has acted as a College of Policing Independent Member for over fourteen Chief Constables, Deputy Chief Constables and collaboration ACC appointments including Cambridgeshire, Hertfordshire, Bedfordshire, Sussex, Surrey, Lincolnshire, Lancashire, West Yorkshire, Avon and Somerset, Dyfed Powys, Leicestershire, Warwickshire and Wiltshire. On the recommendation of current Chief Constables, Carolyn was appointed as the Independent Member on the NPCC Performance Sub-Committee, the first task was to appointment the new Chairperson for the NPCC. Carolyn was appointed as a College of Policing Coach to support Chief Officers attending SCC (Strategic Command Coure), Aspire and Leadership Development courses; she acts as Coach and critical friend to many Chief Officers and other senior leaders in the public, private and voluntary sector.

She is British Psychological Society (BPS) qualified (Hogan, NEO, P3, OPQ, Elements and Dimensions) and has worked in the private sector, specialising as a Client Partner for Government and Public Services (head-hunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn started her career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity – Standing Together and as a Presiding Justice (Magistrate), where she also facilitates training.

Carolyn will offer you credible advice and guidance and she will support you in a practical way which is grounded in experience and College of Policing guidance on the Appointment of Chief Officers. Her firm, fun but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability between stakeholders.

APPENDIX 2

External Stakeholder Panel Membership

Andrew Proctor	Leader Norfolk County Council (Stakeholder Panel Chair)
Alan Waters	City Council Leader (Norwich City Council)
Frank Ferguson	Chief Crown Prosecutor
Chris Starkie	Chief Executive – New Anglia Local Enterprise Partnership
Lorraine Tedeschini	Delivery Director – Crown Courts HMCTS
Steve Johnson-Proctor	Regional Director – Probation
Zoe Byrne	Regional Director – Victim Support
Claire Cullins	Chief Executive – Norfolk Community Foundation

Internal Stakeholder Panel Membership

Andy Symonds	Norfolk Police Federation
Caron Reeves	Norfolk Unison
T/Det. Chief Supt Kate Thacker	Superintendents Association Chair (Stakeholder Panel Chair)
Beth Davies	LGBT+ Police Network National Chair
Chief Inspector Jason Selvarajah	Ethnic Minority Police Association Chair
Terri Cooper Barnes	Inspector
Darren Taylor MBE	Special Constabulary
Geoff Hancock	Community Speed Watch
Les Rowlands	Independent Advisory Group (IAG)

APPENDIX B



Guidance for appointing chief officers

January 2021



Guidance for appointing chief officers



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Introduction

This guidance equips those responsible for appointing chief officers with the skills and knowledge to deliver an appointment process based on merit, fairness and openness and confidently appoint the right candidate to the vacant position.

The guidance describes the principles, processes and responsibilities required for appointing chief constables (CCs), deputy chief constables (DCCs) and assistant chief constables (ACCs). It also describes the requirements for appointing the commissioner, deputy commissioner (DC), assistant commissioners (ACs), deputy assistant commissioners (DACs) and commanders in the Metropolitan Police Service (MPS).

Appointing the commissioner and AC of the City of London Police continues to be governed by the City of London Police Act 1839. The requirements to have successfully passed the Senior Police National Assessment Centre (SPNAC) and the Strategic Command Course (SCC) and the principles highlighted in this guidance still apply, however.

This guidance can be used:

- by police and crime commissioners (PCCs) and CCs to follow, while recognising that ultimately they have responsibility for managing their appointment processes in accordance with the law
- to provide advice and guidance to PCCs and CCs on how to design and deliver an appointment process based on the principles of merit, fairness and openness that would withstand scrutiny
- to provide guidance on how to confirm the appointment and what post-appointment activities they may wish to undertake
- to advise PCCs and CCs when to seek additional advice from legal or HR professionals as required.

All those employed by the police, including police staff and those from non-Home Office forces, should follow the guiding principles outlined in this document. While these principles may not directly apply to non-Home Office forces, they may be a helpful guide where appropriate.

The guidance is a non-prescriptive reference for those making chief officer appointments. PCCs and CCs should review this document to identify their specific roles and responsibilities, as well as the essential

stages involved in designing and delivering an appointments process.

This guidance has been developed and will be maintained by the College of Policing.

For all the reports, publications and frameworks referred to in this guidance, see:

- Code of Ethics
- Competency and Values Framework (CVF)
- Leadership Review
- Chief Officer Appointments Survey – Results and Analysis Report
- Chief Officer Appointments Survey – Executive Summary
- Policing and Educational Qualifications Framework.

Home Office circulars:

- HO Circular 013/2018
- HO Circular 004/2017



1. Legal

This section outlines the eligibility for promotion to a chief officer rank in a UK police force, as well as the legal requirements a PCC/CC must adhere to during the appointment process. There is additional legislation that PCCs need to be aware of in terms of confirming the appointment of their preferred candidate, outlined in **The appointment** section of this guidance.


 Legal

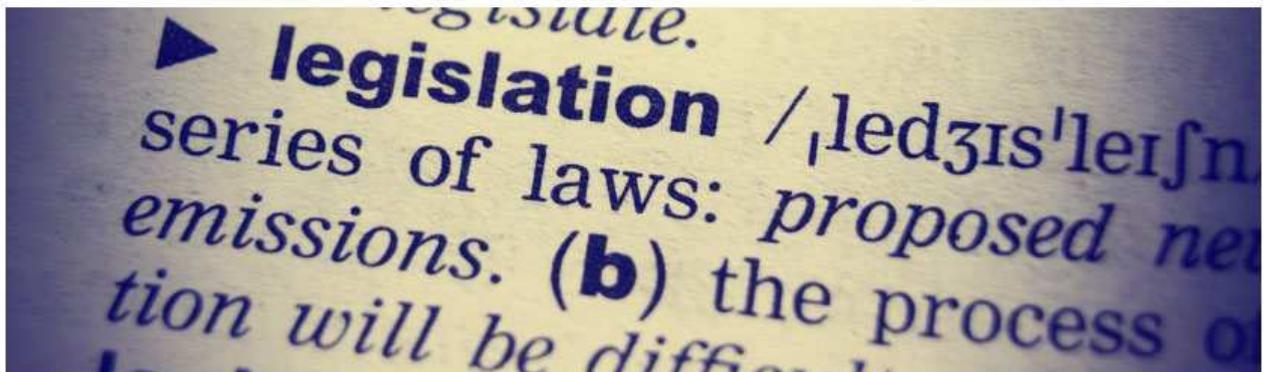
 Good practice in assessment
and selection

The appointment

Post-appointment

1.1. Eligibility

The table on the following page outlines the eligibility requirements for promotion to chief officer, including CC rank, for all potential applicants in a UK police force. The specific legislation behind each requirement has been noted, should the reader wish to review this further.



 Legal

 Good practice in assessment
and selection

The appointment

Post-appointment

Rank	UK or overseas applicants	Eligibility requirements	Legislation	Dated
Chief officers (ACC, AC, DCC, DC)	All applicants	All applicants must have successfully completed the Senior PNAC and the SCC Police Scotland (i) To be eligible for appointment to the office of DCC in Police Scotland, an applicant must have held the rank of ACC or above in a relevant police force for for at least two years (ii) To be eligible for appointment to the office of ACC in Police Scotland, an applicant must have held the rank of superintendent or above in a relevant police force for at least two years	Police Regulations 2003 (SI 2003/537) Regulation 11 (Annex B – Appointment of Senior Officers) Police Service of Northern Ireland Police Service of Northern Ireland Regulations 2005 Regulation 11 Police Scotland Police Service of Scotland Regulations 2013 Regulation 7, Annex 2 HO Circular 013/2018 HO Circular 004/2017	4 January 2017
	Overseas	Overseas applicants must meet the immigration requirements to live and work in the UK	Tier 2 immigration law It is the employer's responsibility to show that the vacancy cannot be filled by a suitably qualified or skilled settled worker	
Chief constable/ commissioner	UK	Applicants must have served at the rank of constable in a UK police force	For chief constables Police Reform and Social Responsibility Act 2011 (the 2011 Act) Section 38 of and Schedule 8 to the 2011 Act, paragraph 2(1A) (a) For commissioner The 2011 Act Section 42 (3A) to (3C), the eligibility criteria replicates those for CCs in paragraph 2 of Schedule 8 to the 2011 Act	

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Rank	UK or overseas applicants	Eligibility requirements	Legislation	Dated
Chief constable/commissioner	UK	Applicants must have held the rank of ACC, commander, or a more senior rank in a UK police force Police Scotland and the Police Service of Northern Ireland To be eligible to be appointed to the office of CC, an applicant must have held the rank of ACC in a relevant police force for at least two years	Police Regulations 2003 (SI 2003/527) Regulation 11 (Annex B), (1A) Police Service of Northern Ireland Police Service of Northern Ireland Regulations 2005 Regulation 11 (Annex A) Police Scotland Police Service of Scotland Regulations 2013 Regulation 7, Annex 2 HO Circular 013/2018 HO Circular 004/2017	4 January 2017
	Overseas	Applicants must have served in an approved overseas police force at an approved rank – a list of the approved forces and ranks are listed in appendix A	The 2011 Act Paragraph 2(1A)(b), (1B) and (1C) of Schedule 8 HO Circular 050/2015	
	Overseas	Overseas applicants must meet the immigration requirements to live and work in the UK	Tier 2 immigration law It is the employer's responsibility to evidence that the vacancy cannot be filled by a suitably qualified or skilled settled worker	
	Fire and rescue service applicants	In forces where the PCC of the recruiting force has adopted the single employer model, those who have held a senior position in the fire and rescue service are eligible to be appointed to the position of CC Exemptions The single employer model does not apply to Wales, the MPS and the City of London Police	The 2011 Act (i) Paragraph 2 of Schedule 8 to the 2011 Act (ii) Paragraph 2(1AA) of Schedule 8 to the 2011 Exemptions Section 4A Fire and Rescue Services Act 2004	Published April 2017

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

1.2. Conduct

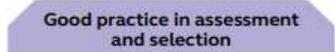
This section aims to provide PCCs and CCs with guidance on ensuring that their potential appointee has an appropriate record of conduct. When appointing a chief officer the PCC/CC should consider the applicant's disciplinary record and be aware of any outstanding allegations or ongoing investigations. A disciplinary record is a record of incidents where an officer has been found to have breached standards of professional behaviour. The PCC/CC must review the Barred and Advisory list to confirm that their potential appointment is eligible for the vacancy (Police and Crime Act 2017, section 30). If a potential appointee is named on the Barred list, the PCC/CC is prohibited from appointing that individual (The Police Barred and Police Advisory List Regulations 2017). (Policing and Crime Act 2017, section 30).

An investigation into an applicant's disciplinary record should be reviewed as part of the appointment process and carried out with the applicant's consent. This can be achieved through including a self-disclosure of any disciplinary matters on the application form and by the recruiting force contacting an applicant's CC or the professional standards department (PSD). The process by which an applicant's disciplinary record will be reviewed should be clearly outlined on the application form.

All parties involved (home, recruiting force and PSD) should consider the purpose and relevancy of the information to be shared. There should also be an explanation either on the application form or pack that outlines how information shared will be used, who will have sight of this information and how it will be stored.

It is the responsibility of the PCC/CC to decide whether to appoint a candidate with evidence of a disciplinary record that is live (a written warning is live for 12 months and a final written warning for 18 months) or concluded and in circumstances where an individual is subject to ongoing investigation. They should complete a risk-based assessment which considers the circumstances of the disciplinary, the potential effect on the applicant's role within the police service and the wider impact this appointment may have on their force, region and community. The PCC/CC should focus on making a balanced and proportionate decision which is based on the evidence available. Furthermore a Chief Constable should inform the PCC if they appoint a chief officer with a disciplinary record that is live or concluded. Consideration should be given to when, in an appointment process, investigations regarding an applicant's conduct and disciplinary record are undertaken.

A new code for police vetting was given the authority of Parliament on Thursday 12 October 2017 to improve consistency across the Police Service. Further information on the code and the accompanying Authorised Professional Practice (APP) are available on the College website.



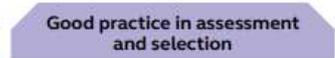
1.3. Roles and responsibilities

This section provides a detailed overview of the specific roles and responsibilities of a PCC appointing a CC (1.3.1) and a CC/commissioner appointing an ACC/AC and DCC/DC respectively (1.3.2).

There are similarities and repetition between the roles and responsibilities for a PCC and CC. As some distinct differences occur, however, these have been considered separately for ease of access and understanding.

This section refers to a number of stages involved in developing an appointment process. An explanation of what these are and the why/how they should be undertaken has been considered in the **Good practice in assessment and selection** section of this guidance.





1.3.1. Police and crime commissioners' roles and responsibilities in appointing chief constables

It is for the PCC to decide how they wish to run their appointment process.

Outside London

Section 38 of and Schedule 8 to the Police Reform and Social Responsibility Act 2011 (the Act) requires the appointment of CCs to be made by PCCs subject to a confirmation hearing held in accordance with the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.

London

City of London Police

The appointment of the commissioner of the City of London Police is governed by the City of London Police Act 1839.

Metropolitan Police Service

In the context of the MPS, the major of London is the holder of the Major's Office for Policing and Crime (MOPAC) and although they may delegate the day-to-day discharge of their policing and crime functions to a deputy mayor for policing and crime. The commissioner is appointed by Royal Warrant based on the recommendation of the secretary of state. The secretary of state is required to have regard to any of the MOPAC's recommendations.

The Police and Crime Panel (PCP) is required to review the information submitted by the PCC regarding the appointment process and the preferred candidate. The PCP has the option to veto the first candidate the PCC proposes.

There is a series of processes which the PCC will need to consider putting in place. The PCC's chief executive officer holds the position of statutory monitoring officer during the appointment process. While they may be responsible for putting these processes in place, the PCC should maintain oversight and hold responsibility for ensuring these are done. These processes have been considered in terms of the requirements a PCC must undertake and best practice processes, eg, what a PCC is advised to consider in order to achieve the principles of merit, fairness and openness in their selection process.



The table below outlines the PCCs roles and responsibilities in appointing chief constables:

Requirements	Good practice
<ul style="list-style-type: none"> Ensure the appointment process is based on the principles of merit, fairness and openness and is in accordance with the public sector equality duty (public sector equality duty). Convene an appointments panel including at least one independent panel member (HO Circular 013/2018). Ensure the vacancy is advertised for no less than three weeks. Review recommendations by the PCP (Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012). Confirm the appointment (Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012). Ensure the appointment process is undertaken in accordance with relevant legislation. Ensure the appointment process adheres to the Equality Act 2010 and the Data Protection Act 2018. 	<ul style="list-style-type: none"> Ensure the appointment process considers the Code of Ethics and organisational competencies and values. Agree the content of the advert and where this should be placed. Ensure that the vacancy is publicised widely to all potential applicants. Consider the composition of the chief officer team in terms of existing skills and experience. Take steps to address any gaps in skills and experience that are identified. For further information on this please go to page 39. Ensure those involved in assessing candidates have undertaken appropriate training in selection and assessment practices. Direct the appointment panel to this guidance. Develop an application and assessment process which includes a robust decision-making model. In collaboration with the appointment panel, assess, shortlist and appoint applicants against the agreed assessment criteria. Confirm that the potential appointee's conduct is satisfactory. Submit the independent panel member's report to the PCP and inform them of the preferred candidate. Provide feedback to all candidates.



Appointment panel's role

The PCC should convene the appointment panel before any stage of the appointment process takes place (eg, sifting applications). They may consider involving panel members in defining role requirements.

It is the PCC's and panel members' responsibility to confirm, prior to shortlisting that no conflict of interest exists between panel members and the applicant pool. Panel members should declare if a conflict does exist and the PCC will need to determine whether it is appropriate for them to remain as a member of the appointment panel.

An appointment panel should:

- consist of three to five panel members from a diverse range of backgrounds with experience in the assessment and selection of candidates, for example:
 - PCCs from other regions
 - senior managers from private sector organisations
 - leaders from the fire and ambulance service
 - leaders from the local authority

- include an independent member – see below for more information
- remain the same throughout the selection process to ensure consistency of assessment and approach.
- be informed of the time commitment involved.

All appointment panel members must adhere to the principles of merit, fairness and openness and read this guidance to ensure they are familiar with its content prior to starting the appointment process.

The panel's purpose is to challenge and test that the candidate meets the necessary requirements to perform the role. It supports the PCC in making the appointment by:

- helping develop the assessment criteria (0.5 to 1 day)
- undertaking appropriate briefing/assessor training (0.5 to 1 day, depending on the experience of the panel members chosen)
- in collaboration with the PCC, shortlisting applicants against the agreed appointment criteria (1 day – this will depend on the number of applicants)

- in collaboration with the PCC, assessing all shortlisted candidates against the agreed appointment criteria (this will depend on what and how many selection tools are chosen and if the assessment process is delivered across a single or multiple days)
- in collaboration with the PCC, considering which candidates most closely meet the appointment criteria (0.5 to 1 day, depending on the number of candidates assessed).

(The information in brackets outlines the likely time commitment of each task.)

The PCC should take steps to ensure the panel they select has the necessary skills to make fair assessments of candidates and is capable of undertaking the responsibilities listed above.



Independent member's role

HO Circular 013/2018 states that at least one member of the appointment panel should be an independent member. It is important that the independent member is suitably experienced in selection and assessment practices in order so they can determine the extent to which the appointment process is conducted in line with the principles of merit, fairness and openness.

The role requires them to:

- be suitably experienced and competent in assessment and selection practices
- undertake appropriate briefing/assessor training
- be aware and have an understanding of the needs and interests of the recruiting force and local community
- in collaboration with the PCC and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidates most closely meet the appointment criteria
- produce a written report on the appointment process, to be submitted to the PCP at the same time as the name of the preferred appointee, expressly and explicitly addressing the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (eg, to challenge and test that the candidate meets the necessary requirements to perform the role).

The PCC is encouraged to identify an independent member who has an understanding of local, national and strategic needs and interests, for example:

- magistrates
- chief executives of local authorities
- representatives of community organisations
- local business leaders
- key stakeholders from existing partnership arrangements.

The independent panel member should not be the PCC, a member of the PCC's staff, a PCP member, a member of Parliament or member of European Parliament, local councillor, serving or retired police officer or member of police staff, civil servant, member of the National Assembly for Wales, Northern Ireland Assembly or the Scottish Government, HMICFRS staff, IOPC commissioner/staff or College of Policing staff.

Although the Home Office circular specifies certain roles that are not eligible to be an independent member, this does not preclude those in these roles being part of the appointments process and/or the wider appointment panel in other roles. This involvement would be at the PCC's discretion.

When a PCC appoints an independent member, they should base their decision on who to appoint on the principles of merit, fairness and openness. For instance, the PCC should consider the skills/experience required

and the responsibilities and time commitment involved in being an independent member. When an independent member is appointed, it is important to clearly outline their role and responsibilities throughout the selection process, the purpose of having an independent member in terms of ensuring the appointment is based on the principles of merit, fairness and openness and the time commitment involved.

There are a number of ways a PCC can identify and appoint an independent member:

- Outline the position on the force website.
- Promote the position on public sector job websites, local business groups and at networking events.
- Promote the position with existing partners.
- Discuss the position at stakeholder meetings/boards.

If there is more than one independent member, they should seek to agree a single report for submission to the PCP.



Policing adviser's role

There is no requirement for an individual with professional policing knowledge to act either as a member of the appointments panel or in an advisory capacity during any stage of the appointment process. Should a PCC choose to include such an individual in the process, however, the policing adviser's role is to provide the PCC with professional advice at an appropriate level from a policing perspective. Responsibilities may include one or more of the following in an advisory capacity to be determined by the PCC responsible for the appointment process:

- Provide professional policing advice in developing and designing the appointment process, including the assessment criteria and selection tools.
- Provide professional policing advice on how well each candidate's experience and skills fit with the policing-specific requirements of the role during shortlisting and the appointment process.
- Play an active role (where required) as part of the appointment panel in reviewing the documented procedures and related assessment material, conducting interviews/assessment exercises and making an independent assessment of the candidate's performance against the required criteria.

- Support the PCC during their decision-making process prior to making an appointment.

Role of the chief executive of the Office of the PCC

The role of the chief executive is to support the PCC in undertaking their responsibilities. In supporting the PCC in the appointments process, the chief executive should:

- ensure the principles of merit, fairness and openness are adhered to throughout the design and delivery of the appointment process
- advise and assist the PCC throughout the appointment process
- ensure that the appointment process is properly conducted and in line with responsibilities and requirements outlined in legislation
- ensure appropriate monitoring of the appointment process.

Applicant's role

The applicant's role is to comply with the requirements of the appointment process. They should:

- complete and submit an application within the published deadlines

- ensure that all information requested as part of the application process is accurate and complete
- disclose any record of disciplinary or conduct issues, regardless of whether these are ongoing or concluded
- attend assessment stage(s)
- if successful, participate in the confirmation hearing held by the PCP.

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Police and Crime Panel's role

The PCP's role is to review the information and decision submitted by the PCC. The PCP is required to adhere to the guidelines set out in the Police Reform and Social Responsibility Act 2011. In line with this responsibility, it has specific responsibilities within the appointment process as set out in Schedule 8 of the Act. These responsibilities state that the PCP is required to consider recommendations made by the PCC in terms of the appointment. The PCP should satisfy itself that the process was properly conducted and adhered to the principles of merit, fairness and openness and that the preferred candidate meets the requirements of the role by:

- considering the report submitted by the independent member
- reviewing the PCC's proposed appointment
- holding a public confirmation meeting
- making a report to the PCC on the proposed appointment, including a recommendation as to whether or not the candidate should be appointed

- the PCP must produce their report within three weeks of being notified by the PCC of the proposed appointment
- the PCP must ensure that the report is made available to the public.

The PCP can veto the appointment if agreed by at least two thirds of PCP members within three weeks of being notified of the proposed appointment (see guidance on vetoing appointments in The Appointment section).

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1.3.2. Chief constables' roles and responsibilities in appointing assistant chief constables, deputy chief constables and equivalent chief officer ranks in the Metropolitan Police Service

CCs are ultimately responsible for deciding how to design and deliver their appointment process. Appointments must be made in accordance with Regulation 11 of the Police Regulations 2003 and the relevant parts of the Police Reform and Social Responsibility Act 2011.

Outside London

It is the CC's responsibility to make the decision about which candidate to appoint. In line with the Police Reform and Social Responsibility Act 2011, however, the CC must consult the PCC on any proposed increase in numbers of DCCs or ACCs and may wish to consult on any decrease. Before appointing a DCC or an ACC, the CC is required to consult the PCC on their proposed appointment. The legislation outlining this requirement can be found in section 39 (DCC) and section 40 (ACC) of the Police Reform and Social Responsibility Act 2011.

London

City of London

The appointment of the assistant commissioner of the City of London Police is governed by the City of London Police Act 1839

Metropolitan Police Service

The DC is appointed by Royal Warrant based on the recommendation of the secretary of state. The secretary of state must have regard to any recommendations made by the commissioner and any representations from the Major's Office.

The Commissioner of Police of the Metropolis must consult the Mayor's Office for Policing and Crime before appointing a person as AC or DAC. The legislation outlining this requirement can be found in section 45 (AC) and section 46 (DAC) of the Police Reform and Social Responsibility Act 2011.

There are a series of processes which the CC will need to consider putting in place prior to the decision-making stage. Although the CC may not put all these processes in place personally, they should have oversight and hold responsibility for ensuring these are done.

These processes have been considered in terms of the requirements a CC must undertake and best practice processes, eg, what a CC is advised to consider in order to achieve the principles of merit, fairness and openness.



The table below outlines the chief constables roles and responsibilities in appointing assistant chief constables, deputy chief constables and equivalent chief officer ranks in the Metropolitan Police Service:

Requirements	Good practice
<ul style="list-style-type: none"> Ensure the appointment process is based on the principles of merit, fairness and openness and is in accordance with the public sector equality duty (public sector equality duty). Convene an appointments panel including at least one independent panel member (HO Circular 013/2018). Ensure the vacancy is advertised for no less than three weeks. Ensure a discussion with the PCC is undertaken regarding the proposed appointee prior to confirmation of the appointment. Ensure the appointment process is undertaken in accordance with relevant legislation. <p>Ensure the appointment process adheres to the Equality Act 2010 and the Data Protection Act 2018.</p>	<ul style="list-style-type: none"> Ensure the appointment process considers the Code of Ethics and organisational competencies and values. Agree the content of the advert and where this should be placed. Ensure that the vacancy is publicised widely to all potential applicants. Consider the composition of the chief officer team in terms of existing skills and experience. Take steps to address any gaps in skills and experience that are identified. For further information on this please go to page 39. Ensure those involved in assessing candidates have undertaken appropriate training in selection and assessment practices. Direct the appointment panel to this guidance. Develop an application and assessment process which includes a robust decision-making model. In collaboration with the appointment panel, assess, shortlist and appoint applicants against the agreed assessment criteria. Confirm that the potential appointee's conduct is satisfactory. Submit the independent panel member's report to the PCP and inform them of the preferred candidate. Provide feedback to all candidates.



Appointment panel's role

The CC should convene the appointment panel before any stage of the appointment process takes place (eg, sifting applications). Consideration may be given to having panel members involved in helping to define the requirements of the role.

It is the CC and panel members' responsibility to confirm, prior to shortlisting that no conflict of interest exists between panel members and the applicant pool. Panel members should declare if a conflict does exist and the CC will need to determine whether it is appropriate for them to remain as a member of the appointment panel.

An appointment panel should:

- consist of three to five panel members from a diverse range of backgrounds with experience of selection and assessment, for example:
 - the PCC
 - deputy PCC
 - officers or staff from a suitable rank/level from the appointing or other forces

- professionals from the College of Policing
- senior individuals from private sector organisations
- members of community groups
- local authority leaders
- representatives from existing partnerships
- include an independent member
- be maintained throughout the appointment process to ensure consistency of assessment and approach.
- be made aware of the time commitment involved.

All appointment panel members must adhere to the principles of merit, fairness and openness and read this guidance to ensure they are familiar with its content prior to starting the appointment process.

The panel's purpose is to challenge and test that the candidate meets the necessary requirements to perform the role. It supports the CC in making the appointment by:

- helping develop the assessment criteria (0.5 to 1 day)
- undertaking appropriate briefing/assessor training

(0.5 to 1 day depending on the experience of the panel members chosen)

- in collaboration with the CC, shortlisting applicants against the agreed appointment criteria (1 day - this will depend on the number of applicants)
- in collaboration with the CC, assessing all shortlisted candidates against the agreed appointment criteria (this will depend on what and how many selection tools are chosen and if the assessment process is delivered across a single or multiple days)
- in collaboration with the CC, considering which candidates most closely meet the appointment criteria (0.5 to 1 day, depending on the number of candidates assessed).

(The information in brackets outlines the likely time commitment of each task.)

CCs or the MPS commissioner may also consider including policing advisers where the role contains areas of policing with which they are less familiar.

The CC should take steps to ensure the panel they select has the necessary skills to make fair assessments of candidate and is capable of undertaking the responsibilities listed above.



Independent member's role

HO Circular 013/2018 states that at least one of the appointment panel members should be an independent member. Principles governing the selection of an independent member, the restrictions on appointment and their role in the appointment process outlined in 1.3.1 also apply in this context.

While the independent member in a CC appointment process produces a report for consideration by the PCP, here they should submit this to the PCC at the same time as the CC consults the PCC about the proposed appointee. This report should specifically address the appointment principles of merit, fairness and openness, and the extent to which the panel was able to fulfil its purpose (eg, to challenge and test that the candidate meets the necessary requirements to perform the role).

Applicant's role

The applicant's role is to comply with the requirements of the appointment process. They should:

- complete and submit an application within the published deadlines

- ensure that all information requested as part of the appointment process is accurate and complete
- disclose any record of disciplinary or conduct issues regardless of whether these are ongoing or concluded
- attend assessment stage(s).

PCC's role

In a chief officer appointment process, the PCC is required to review the report submitted by the independent member and engage in a discussion with the CC regarding their proposed appointee.



1.4.2. The Data Protection Act 2018

The individual responsible for the appointment process must be familiar with their responsibilities in relation to the Data Protection Act 2018 (DPA), the General Data Protection Regulation and other associated information laws. The DPA regulates all personal data processing activity.

Information covered by the DPA includes computerised records, health records and manual records. The DPA states that information must be:

- processed fairly, lawfully and in a transparent manner
- collected for specified, explicit and legitimate purposes
- adequate, relevant and not excessive
- accurate and up to date
- retained for no longer than necessary
- processed in a manner that ensures appropriate security.

The DPA entitles individuals to certain **rights** with regard to their personal data, including the right of access and the right to be informed. Candidates who have records kept with their details on are entitled to formal access to those records as well as the reasons why they are being used. In relation to the appointment process, this refers to all notes taken during the process, either in relation to candidates' verbatim comments or notes on appointment decisions.

Data controllers should also be mindful of other DPA considerations such as retention, security and sharing of personal data. Review of ICO guidance and consultation with a data protection officer is recommended.

For further information on the DPA and the GDPR, please [click here](#).


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2. Good practice in assessment and selection

PCCs and CCs must adhere to legal requirements relating to appointments they make. In addition to this, there are a number of principles which underpin designing and delivering fair and effective appointment processes which are robust and transparent in response to scrutiny. This section outlines what these principles are and how they can be embedded from the start and throughout an appointment process in order to ensure the right candidate is appointed.


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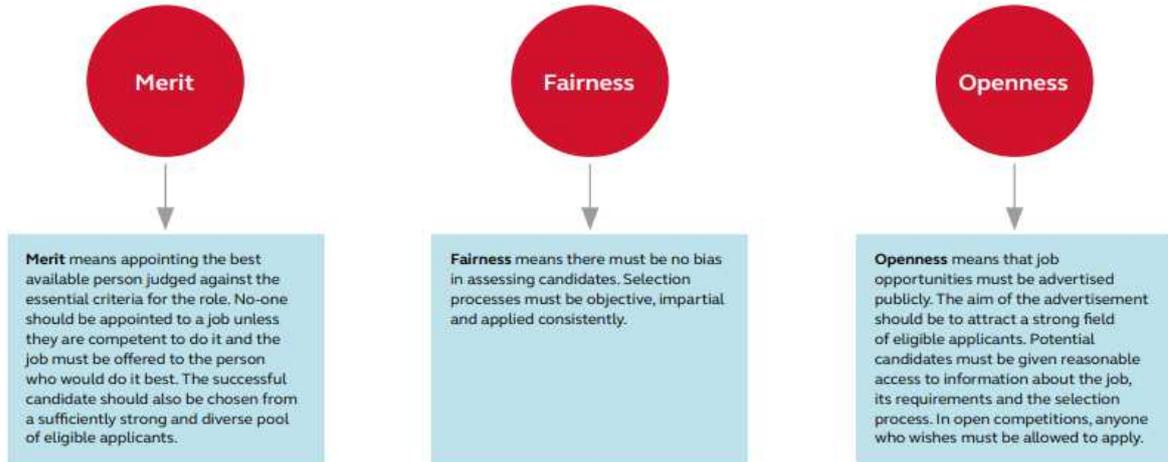
The appointment

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2.1. Merit, fairness and openness

Home Office circular 2018 on the Selection and Appointment of Chief Officers states that those responsible for selecting and assessing chief officers must observe the three principles of merit, fairness and openness.

The definition of these principles outlined below are based on those contained in the Civil Service Recruitment Principles 2018.



2.2. The Code of Ethics and values-based recruitment

The Code of Ethics outlines the principles and standards of behaviour expected of officers and staff in policing. In order to ensure that the workforce reflects these principles and standards of behaviour, it is important to take steps to embed the Code of Ethics in local and national selection and promotion processes. A means of achieving this would be using values-based recruitment (VBR).

Values based recruitment

Values are beliefs which are important to an individual and which guide behaviours and actions. VBR is centred on ensuring that values are considered and assessed at every stage of a selection process, from attraction through to developing an application and assessment process and inducting the appointed candidate into the new organisation.

There are a number of benefits to employing VBR, alongside assessing for competencies, as there is a wealth of research which suggests that assessing and selecting a candidate on the basis of their personal values and the extent to which these fit with the values of the organisation can lead to improved person-organisation fit. In turn, appointing an individual with high person-organisation fit can lead to improvements in:

- perceived organisational support
- trust in managers
- performance
- organisational commitment
- job satisfaction
- co-worker satisfaction
- engagement.

The first and most important step when introducing values into an appointment process is to clearly define the organisation's values. It is then essential to identify the behaviours that demonstrates these values so they can be measured.



2.4. Assessment principles

Assessment principles address how an appointment process is designed and delivered and how candidates are assessed and overall grades/results are agreed. The assessment principles outlined here are important as they ensure that the appointment process delivered is fair and effective. These principles also enable PCCs and CCs to have confidence in what they are measuring, that each candidate is being assessed in the same way and that they have transparent and justifiable reasons why the appointed candidate is the right candidate for the position. These principles can also help a PCC/CC ensure that their appointment process adheres to the requirements outlined in the **Equality Act 2010**.


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2.4.1. Reliability and validity

The main assessment principles that any appointment process must adhere to in order to fairly compare candidates and confidently select the right person for the role are:

Reliability

Reliability is the extent to which an assessment, delivered in a standardised manner (see 2.4.2) can consistently produce the same result or behaviour. To achieve reliability in an appointment process, it is important to consider:

- **Inter-rater reliability**
The extent to which assessors assess candidates in the same way, use the same framework and method to ensure consistent and fair assessments are made. This can be achieved by assessors benchmarking performance prior to beginning the assessment of candidates, eg, discussing and confirming as an assessor panel what performance looks like at each point of the rating scale. In addition the assessor panel could complete a trial run of the exercise to identify the spread of scores and ensure consistency during the live assessments of candidates.

- **Test-retest reliability**

The extent to which the measure itself (interview, media exercise, presentation etc.) can consistently measure the construct (competency or value) it has been designed to measure each time it is delivered.

Validity

The validity of an appointment process is the accuracy of the selection tools used. Do they measure what you think they are measuring? In order for a PCC/CC to ensure that their appointment process is valid, they must first know what it is they want to measure, then choose selection tools that provide the opportunity for candidates to display the evidence they have defined as being required for effective performance in the role. There are many types of validity. PCCs/CCs should consider the following examples when developing their appointment process:

- **Face validity**
The extent to which the assessment looks like it measures what it says it is measuring. Another way of looking at this is: will candidates feel they have been given a realistic opportunity to demonstrate evidence of the construct being measured?

- **Content validity**

The extent to which an assessment measures the different aspects of the specific construct being measured. For example, to what extent is the interview question assessing the competency of 'take ownership' and how much of the candidate's response relates to something else?

- **Predictive validity**

The extent to which an assessment is able to accurately predict the likelihood of future job performance. For example, are those candidates who performed well in the assessment process now performing well in the role?


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2.4.2. Standardisation

Standardisation addresses the consistency with which the process itself is delivered and is a key way of achieving reliability. A standardised selection process is one which ensures that:

- all applicants undertake the same assessment in terms of instructions, information provided, preparation materials and environment
- the same assessment criteria are applied consistently across all candidates
- the same decision-making model is applied consistently across all candidates.

2.4.3. Barriers to objective assessment

Steps can be taken to standardise the design and delivery of an appointment process and ensure it is reliable, however, no assessment system is perfect. Human and environmental factors can and do influence the consistency with which assessors apply the assessment criteria and the objectivity of their decision making.

At least twenty barriers to accurate assessment have been highlighted in research literature. Almost all of these exist within everyone to some extent, either conscious or unconscious. The important point, however, is for an assessor is to understand them, to be able to identify when they may be starting to influence decisions and to take steps to remain as objective as possible.

During candidate assessment, assessors listen to and observe a high level of information, causing an increase in demand on their cognitive processes. In order to manage these demands, assessors can begin to rely on short cuts and snap judgements to make decisions regarding a candidate's performance. It is in these circumstances where biases, conscious or unconscious, can begin to affect an assessor's ability to remain objective in their decision making.

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The table below provides an overview and definition of some of the most common barriers to accurate assessment:

Unconscious bias	Definition
Expectancy effect	Tendency for assessors to generate either a positive or negative expectation from pre-assessment information (eg, application form, word-of-mouth opinion, appraisal document) and for their evaluation and decisions to follow these expectations.
Confirmatory information	Assessors actively seek information to confirm their initial impressions. This is closely linked to the expectancy effect. Interviewers tend to ask questions designed to elicit information confirming their initial impressions or may ignore evidence which goes against their initial impression.
Similar-to-me effect	Also known as the 'clone syndrome', the similar-to-me effect is where assessors' views are biased in favour of candidates similar to themselves, based on personal characteristics or even based on how they would complete the exercise or the style of presentation they would use. They could then give more favourable ratings to candidates who complete the exercise in a similar way, rather than those who score highly on an objective marking guide.
Fundamental attribution error	The tendency for an assessor to erroneously ascribe or attribute candidate behaviour to facets of their personality, rather than to the actual cause of their behaviour.
Halo/horns effect	Assessors assume that if a candidate scores well or is viewed favourably in a particular exercise/situation, they will also do well throughout and is scored accordingly (halo). Alternatively, candidates who score poorly or are viewed negatively in a particular exercise/situation are assumed to do poorly throughout and are scored accordingly (horns).

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Unconscious bias	Definition
Central tendency, leniency and stringency	The assessor gives many applicants similar ratings, rather than using the full rating scale to evaluate differences in performance. It is the assessor's task to highlight the differences using the full extent of the rating scale. Leniency is similar to central tendency but refers to assessors rating every candidate very favourably across all dimensions. Stringency refers to assessors rating every candidate unfavourably across all dimensions.
Fatigue	When assessors become tired, this often results in cognitive overload, where the mental demands of the task outweigh the attention available. When this state occurs, the assessor will intentionally or unintentionally only select what they consider the salient or pertinent points from the candidates' performance, ie, selective attention.
Contrast and quota effects	Contrast effect refers to when the assessor's evaluation of the present candidate's performance is influenced by the quality of previous candidates' performances. Quota effects are seen when candidates are only selected because they are from a group that is under-represented in the organisation, eg, women, people with disabilities or members of minority ethnic groups.
Negative information	Assessors' decisions are influenced significantly more by negative information than by positive information. Assessors can be affected by negative information bias when evaluating candidates' performances in most types of exercise. Sometimes this bias can be so strong that the assessors do not discuss the candidate's positive behaviours at all.
Rushing	The assessment and decision-making processes are rushed in order to meet logistical arrangements, rather than giving each candidate fair consideration. Effort should be made to ensure that sufficient time is set aside to evaluate candidate performance and to discuss each candidate individually in detail about their performance.



2.4.4. Assessment methodology

The approach used to assess candidates must be consistent between candidates and throughout the assessment process, from assessing and shortlisting the written application to the live assessment of candidates' behaviour. A way of avoiding biases and ensuring decisions made remain objective throughout the process is to follow a structured evidence-based assessment method.

The assessment method used must consider each individual stage involved in assessing the evidence a candidate has provided. By breaking down the assessment of candidates and their evidence into individual stages, a transparent audit trail is created which can identify where the evidence has come from and why and how the final decision has been made.

The stages involved in a structured evidence-based assessment method can include:

- understanding the evidence
 - reading (application form) or observing (live assessment, eg, interviews) the evidence a candidate provides in response to the question/task they have been presented with

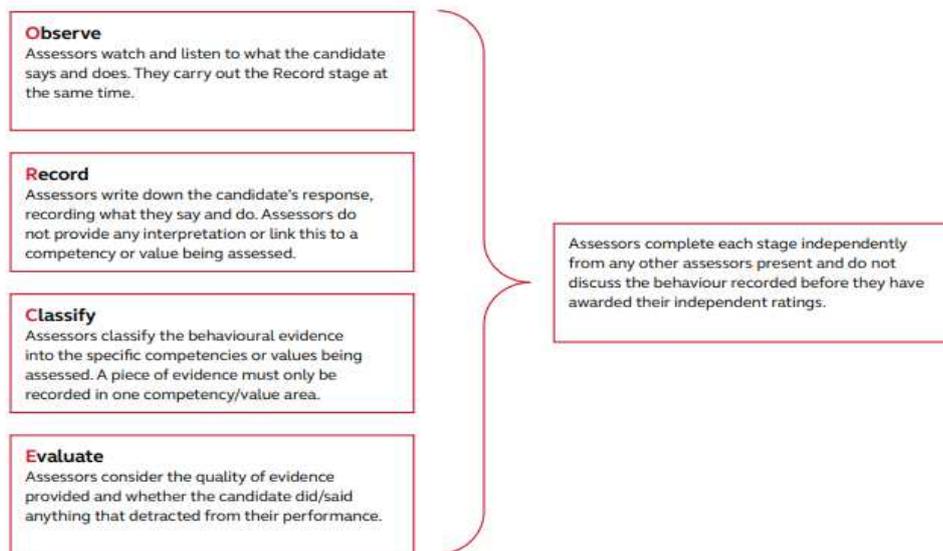
- reviewing the evidence
 - reviewing the evidence provided in terms of the extent to which it answered the question or task the candidate has been presented with
 - considering whether the evidence provided meets the assessment criteria
- evaluating the evidence
 - considering the quantity and quality of evidence provided in relation to the assessment criteria
 - considering whether the evidence was at the required level and relevant to the question/task presented
 - considering anything the candidate did that detracted from their performance or anything they omitted
 - using a rating scale to determine the mark awarded to a candidate and to ensure that marking across all candidates is standardised
 - making a record of the individual and overall mark awarded to each candidate.

ORCE assessment model

A well-known example of a structured evidence-based method of assessment is the **Observe, Record, Classify and Evaluate (ORCE)** assessment model. The ORCE model is based on research into the role of the assessor and the cognitive processes assessors use that may help or hinder the decisions they make. The ORCE model has four distinct sequential stages of assessment. This is effective in supporting objective decision making as assessors are not required to undertake multiple tasks at once, which requires greater cognitive effort and therefore presents a greater risk of decisions being influenced by unconscious biases.



The four stages of ORCE are:



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2.5. Key selection stages

The main objective of any appointment process is to identify the right candidate for the position. The content of a process can vary as there are a number of selection techniques that can be used, depending on the needs and interests of the organisation, as well as the competencies and values being assessed.

Planning

In order for a fair and reliable appointment process to develop, sufficient time must be allocated for planning and delivery. Forces should avoid confirming an ideal appointment date and working backwards from this before they have determined what they want their selection process to involve. This is important when you consider that an appointment panel needs to be selected and then all members to be available at the same time to undertake training, attend shortlisting and potentially assess as an interview panel.

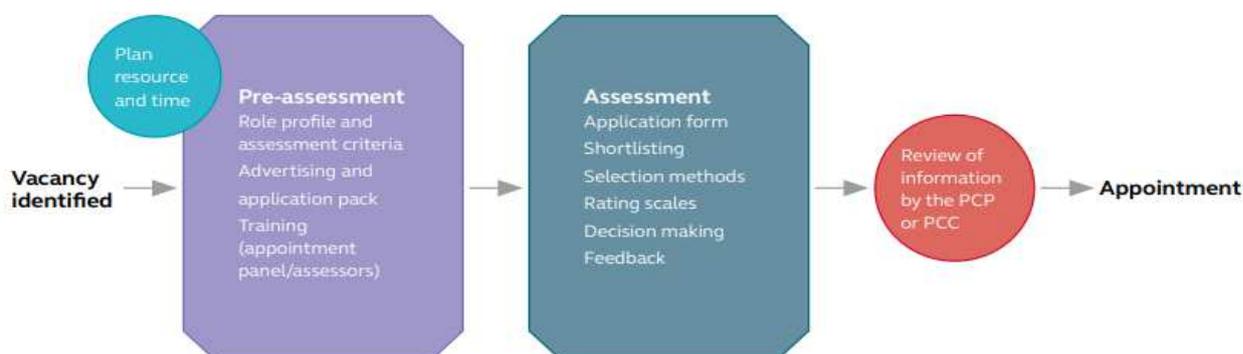
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The diagram below highlights the key stages of selection considering pre-assessment and assessment activities:



2.5.1. Pre-assessment

Police professional profiles

The College of Policing has engaged with key stakeholders to develop police professional profiles for all ranks (policing roles and policing-specific staff roles). The role profiles define the skills and professional standards, competencies and behaviours required for policing on a national basis. All professional profiles will indicate the required minimum CVF competency level from 1-3.

The role profiles are intended to capture the primary and nationally consistent elements of the specific role. However, the role profiles also provide an opportunity for a PCC/force to define what it is they want from prospective candidates and to reflect the needs and values specific to their organisation. It is therefore expected that the role profile will be used to develop a job description where locally specific requirements can be included. In doing so it is advisable to liaise with key stakeholders such as the PCC (unless it is a CC process), the outgoing chief officer, remaining chief officers, chief executive, officers and staff, local community safety partners, criminal justice bodies and community interest groups to determine what specific or desirable requirements may need to be included and therefore reflected throughout the appointment process.

Assessment criteria

These are the criteria against which candidate assessments will be made and on which applicants will base their evidence of suitability. The assessment criteria detail what is required for effective performance in the role and provide a benchmark for what candidates will be assessed against during the appointment process. The assessment criteria are usually developed from the role profile highlighting the key aspects required.

It is important that the assessment criteria:

- reflects the level of the vacancy
- considers the current and future demands of the force, enabling the appointment process to identify a candidate who meets the short, medium and long-term requirements of the force and community.

Forces should refer to the CVF when identifying the assessment criteria to be used in the appointment process. Support is available from the College of Policing to assist forces in doing this, however, forces should also take into consideration the perspective of key stakeholders when developing the assessment criteria. Appendix B outlines a template questionnaire that can be sent to stakeholders as a means of identifying the most important and relevant

competencies or values from the CVF that are to be assessed during the appointment process.

It is **essential** that the recruiting PCC/CC confirms the assessment criteria before progressing with the appointment process.

The relationship between the PCC and CC (and the CC and their chief officers) is important and, while this may be something a PCC/CC considers during the appointment process, it is important that the relationship dynamic does not become part of the assessment criteria. Decisions need to remain objective and be made based only on the evidence a candidate has provided during the appointment process.



2.5.1 Pre-assessment (continued)

When developing a role profile and confirming the assessment criteria the PCC/CC should consider the composition of the chief officer team in terms of the skills and experience that the team already has, and whether there are any specific skills or experiences not currently reflected which a new chief officer could provide.

Force priorities will vary according to local needs however there will be key national issues that should also be considered. The areas suggested below are not a complete list but represent the views of chief officers in a recent survey conducted by the College of Policing. There may be other priorities identified locally by the PCC/CC, or recommended by local and national oversight bodies.

- Countering terrorism.
- Tackling child sexual exploitation and abuse.
- Recruiting and developing a workforce with the skill set required to respond and deal with all future demands (including social and technological change).
- Safeguarding and supporting vulnerable people.
- Tackling domestic abuse.
- Tackling serious and organised crime.
- Tackling sexual violence.
- Tackling cybercrime.
- Understanding and managing physical and psychological health amongst workforce.

Opportunities should be taken to address any skill or experience gaps identified within a chief officer team in relation to these priority areas.

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Attraction: advertising

The advert is the first contact between the PCC/CC and the potential applicant pool. It is an opportunity to promote the fairness and transparency of the selection process by ensuring it clearly states what the PCC or CC want (key requirements and eligibility), how they are going to assess for this (selection tools) and why an applicant would want to work for them (promotion of the role, force and community). The advert may include the following information:

- Remuneration, eg, salary and relocation support available.
- Post location.
- Direct force contact name and details.
- Dates outlining the main stages in the selection process, eg, application deadline.
- Key skills and attributes required or information outlining where an applicant can find further information about the role and key requirements (link to the application pack).

Where or how the advert is published also needs to be considered in order to ensure all eligible applicants are aware of the vacancy. In accordance with Police Regulations, the advert must specify the date by which

applications must be made, which should not be less than three weeks after the date of the advert. The advert must be published through a public website or some other form of publication that deals with policing matters. Vacancies for promotion should be advertised nationally, so all potential opportunities within policing are open to the widest pool of eligible candidates.

A PCC/CC may also want to consider promoting their vacancy via:

- the College of Policing website
- police organisations (CPOSA, PSAEW and ChiefsNet, run by the NPCC, which includes a regular newsletter)
- LinkedIn
- the force website
- a vlog post
- another channel of communication.

In order to encourage applications from external candidates, a force may want to consider holding an open day or familiarisation event to promote access to the force and demonstrate the commitment that will be shown to applications received from external candidates.

Attraction: application pack

Forces should develop an application pack which can be sent to the candidate alongside the application form. The application pack should include additional detail regarding the role and is a further opportunity to promote the force and community as a place to live and work. It can also highlight the benefits and experience the successful applicant can expect to gain. The application pack could be developed in partnership with the recruiting force's corporate communications team and may include:

- a letter from the PCC/CC promoting an open and transparent process and expressing an interest in applications from all eligible candidates
- key responsibilities, demands and challenges involved in the role – what portfolio will the new chief officer be undertaking
- priorities and ambitions for the force
- the PCC's Police and Crime Plan
- learning and development opportunities
- organisational values
- full details of salary and benefits, including any relocation support that is offered

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- financial information
- details of the location of the post, including information on local schools, houses, activities and other benefits of the region
- details of what the assessment process will involve, eg, timeframes, who will be involved and by when the appointed candidate is likely to be in post
- links to testimonials from current members of the chief officer team and/or comments from members of the public.

Biases can influence an appointment process at various points. The perception of bias, possibly of a candidate who has been 'acting up' in the rank being preferred, needs to be addressed during the pre-assessment stage and through attraction activities. The PCC/CC should take steps to promote to potential applicants that they recognise and value the effort and commitment involved in applying. This could be achieved through engaging with corporate communication teams to develop an attractive advert and application pack, promoting the presence of a neutral adviser on the appointment panel and holding a force open day.

Training the appointment panel (assessor training)

A PCC/CC should ensure that those involved in the appointment process have recently undertaken appropriate briefing/training in selection and assessment practices. Ideally, the appointment panel chosen will also have some prior experience within selection and assessment. If these two criteria are met, then a PCC/CC may decide not include this stage in their appointment process. As each appointment process is likely to assess different criteria and use different selection tools, however, all those involved should participate in a briefing to ensure the reliability and fairness of their appointment process.

Training can be completed in person or remotely. The time required to undertake appropriate training will depend on the assessors' experience. This stage can be provided by HR professionals based in a force or by the College of Policing. Regardless of provider, a first step for those involved in assessing candidates will be to review this guidance. Following that, there are a number of key areas the appointment panel and assessors will need to be briefed on:

- assessment principles
 - merit, fairness and openness
 - standardisation
 - barriers to objective assessment

- assessment methodology
 - overview of the structured assessment method being used to shortlist candidates and assess performance
- assessment criteria and rating scales
 - overview of the assessment criteria – training is an opportunity for the appointment panel to discuss what this criteria means and to confirm consistency in their understanding and application
 - training should involve a discussion with the appointment panel on what effective and ineffective performance looks like for each assessment criteria
 - training should also involve a discussion on the rating scales to be used and the standard required to progress to the next stage of the assessment process
- practicalities and logistics
 - confirm the time commitment required of the appointment panel for the whole process, from shortlisting to identifying the preferred candidate.

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2.5.2. Assessment

Application form

The application form is usually a written application, however, forces may want to consider alternative means of beginning their appointment process, such as requesting expressions of interest. The aim of an application form is to obtain information about the candidate relevant to the requirements set out in the role profile, eg, eligibility and assessment criteria. The information gained is then used to determine the extent to which the applicant meets these requirements, to confirm their eligibility for the promotion opportunity and whether they will progress to the next stage of the appointment process.

The application is a further opportunity to reflect the force's values and create greater transparency in the process. To achieve this, it is important to consider the purpose of the questions asked and how the information gained will be used. It is important that unnecessary, intrusive or inappropriate information is not asked for. The application should therefore only include questions relevant to the role requirements and provide the applicant with the opportunity to represent their eligibility, the extent to which they meet the assessment criteria and their experience and skills. A PCC/CC can sometimes request additional

information from applicants, such as previous performance reviews or feedback received from attending the SPNAC and the SCC. Any additional information should be considered carefully in relation to the variety of reporting methods and how up-to-date this information is. Applicants will usually have gained further experience and abilities since completing SPNAC and the SCC and this should be considered when requesting such information, especially if not all applicants are able to produce this information.

Shortlisting

The appointment panel, led by the PCC or CC, should review the application forms against the eligibility requirements and predefined assessment criteria and identify suitable candidates to take forward to the next stage of the assessment process.

The appointment panel should use a structured assessment method to ensure standardisation at the shortlisting stage. For example, ORCE can be applied here. The observe and record stages have already been completed by the candidate, so the appointments panel would begin at the classification stage and identify information recorded on the application form

that is evidence of the assessment criteria. They would then evaluate the quality of the evidence provided using the rating scale discussed during training. Once completed, the appointment panel members should discuss their individual marks and agree on which applicants to shortlist. An example of an individual and overall shortlisting scoring sheet can be found in appendix C and appendix D respectively.

All candidates should be informed of the shortlisting outcome. Applicants who are not shortlisted should be informed as soon as possible and provided with feedback in a timely manner about where they did and did not meet the requirements of the role and any development needs arising from their application.

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Timing

The time needed for shortlisting will depend on the number of applicants and how familiar/experienced in selection and assessment members of the appointment panel are. If sufficient time is not allocated to this stage, shortlisting assessments can be rushed. This can lead to biases affecting the objectivity and fairness of decisions.

Selection methods

The selection tools chosen must be able to consistently identify and measure the assessment criteria required for effective performance in the role. This is especially important to consider when the exercise chosen needs to withstand the scrutiny placed on the appointment process by the PCP. In choosing relevant and valid selection tools it is important to consider that they:

- reflect the role profile and assessment criteria
- provide the candidate with an opportunity to demonstrate the competencies and values which have been identified as important for the role
- mirror as much as possible the activities that are critical to the role
- provide new information to the appointment panel in addition to what is known from the written application
- provide all candidates equality of opportunity to perform
- are not vulnerable to subjective bias, eg, informal or social meetings can be vulnerable to subjective biases, making comparisons between candidates unreliable
- allow assessors to differentiate across candidates in terms of performance.

(The British Psychological Society: The Design and Delivery of Assessment Centres (2015)).



The table below outlines several selection techniques with a description of what they are and how they can be tailored to assess the specific needs and interests of the role and organisation.

Selection technique	Description
Presentation exercise	Bespoke presentation topics can be developed which relate specifically to current and future challenges/priorities the force is likely to experience, ethical decision making as well as criteria that have been defined as essential to the role and outlined on the advertisement. The topic can also include an ethical dilemma or focus on the rationale for why a decision or action is undertaken, thereby providing an opportunity to assess the extent to which the candidate's values meet those required by the organisation and role.
Structured and semi-structured interviews	A structured interview ensures that all candidates are asked the same questions in the same order, while a semi-structured interview allows for further exploration of a candidate's response by the interview panel. Questions can focus on past and future behaviour, enabling information to be gathered regarding a candidate's current ability and future potential.
Stakeholder panel	This is an opportunity for candidates to interact with stakeholders they will most likely be working with if appointed. The aim or task involved in a panel exercise can be focused on a key issue or challenge the force is experiencing or related to PCC priorities. For example, if there is a concern regarding workforce engagement, then a police officer/staff panel may be appropriate. If the PCC has a priority to develop opportunities for young people, a youth community panel may be beneficial. Additional stakeholder panels may include local authority and community group panels.



Selection technique	Description
Work sample exercises	A work sample exercise is an assessment that reflects the task and role the candidate will actually be performing. A work sample exercise can be an interactive roleplay involving the use of role actors to mirror a real situation a candidate would be likely to work in. Another work sample exercise can have a media focus, with the use of a journalist and set in a studio, as well as being completed as a written task. The advantage of this technique is that an assessment can be made not only of what a candidate would do and how, but also how effectively they communicate this message and how they engage with the media and stakeholders verbally and in written format.
Personality questionnaires	Assessments of personality in a workplace context can be used to determine a candidate's preference to how they approach their work. Assessments can indicate how an individual may respond or manage in a specific situation and environment, as well as how they are likely to communicate or support others in their team. There are several types of personality assessment, so research regarding what each aims to assess is needed to ensure the results gained are worthwhile and provide additional information to the appointments panel. The information gained from a personality questionnaire can be used to inform the interview questions a candidate may be asked. Personality questionnaires should never be used in isolation, however, and should always sit alongside another form of assessment.

2.5.2. Assessment (continued)

It is worthwhile spending time fully considering what selection techniques to use, as they provide a number of beneficial opportunities for the candidate and the organisation to learn more about each other. For instance, when appropriate and effective selection techniques are chosen, benefits can be derived, such as the opportunity to:

- assess and differentiate between candidates and identify the right candidate in terms of competencies, values and person-organisation fit
- further attract a candidate as they learn more about the role and organisation
- assess candidates by what they would actually be doing in the role
- thoroughly assess of the candidate and gain detailed, reliable and relevant information.

The standards set by the British Psychological Society in The Design and Delivery of Assessment Centres regarding designing and delivering assessments state that more than one selection tool should be used within a single assessment process.

As noted previously, if the selection tool(s) are confirmed early in the process, then this information should be highlighted in the application pack sent to prospective applicants.

Rating scales

The aim of a rating scale is to provide a means by which a candidate's performance can be evaluated objectively. This creates a consistent, fair, transparent and merit-based means of differentiating between candidate performances.

Each point on the rating scale must differentiate between different levels of performance in order to enable assessors to distinguish between effective and ineffective performance. Rating scales vary on the number of rating points used. Too few points and all of the candidates tend to be rated similarly, with no differentiation possible. With too many rating points, it becomes difficult to meaningfully describe the difference between a rating of '10' and '11' in observable terms. Generally, a rating scale should not exceed a maximum of nine points, but often between five and seven is sufficient to allow for fair and reliable differentiation.

An example of a five-point rating scale has been provided in appendix E. The number of points on the rating scale should remain consistent throughout the

assessment process, however, the definition of each point on the scale should be reviewed and relate to what is being assessed, especially if multiple types of selection tools are used within a single selection process.

Decision making

A PCC/CC needs to confirm the point on the rating scale which distinguishes between a candidate who has met the standard and a candidate who has not met the standard. If multiple selection tools are used, a way of collating the ratings from each assessment into an overall rating will be needed. The PCC/CC and the appointment panel should discuss these two points and confirm them prior to shortlisting.

Once the individual ratings have been discussed and a final mark has been agreed, the appointment panel should be in a position to identify the candidate who most closely meets the requirements of the post.

The decision on who to appoint is ultimately the responsibility of the PCC/CC, however, they must base this decision on the final marks that have been agreed by the appointment panel and all the information that has been gained throughout the appointment process. This is to ensure that the decision made is based on merit as identified by the information gained through a fair and open selection process.

Feedback

Feedback should be provided to all successful and unsuccessful candidates. This can be completed either face-to-face, by telephone or in a written report format. Feedback should be provided in a clear and timely manner within a reasonable timeframe following the conclusion of the selection process. This is an important stage to consider in the selection process, as providing feedback can influence the reputation of the organisation, regardless of whether a candidate was successful or not.

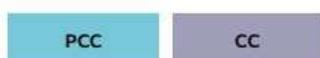
All those involved in the selection process, ie, members of the appointments panel, assessors or stakeholder panel members, must be informed that the observations they have recorded and the feedback/grades they have provided may be discussed directly with the candidate if requested.

The purpose of feedback is to enable the candidate to understand how they performed against the assessment criteria and the selection decision made. Therefore, the content of the feedback must accurately reflect only what a candidate said or did.



3. The appointment

This section outlines the legal processes PCCs and CCs are required to undertake in order to confirm the appointment of their preferred candidate. While there is some overlap between what is required of a PCC and CC, there are also differences and, as such, these processes have been outlined separately.



3.1. PCC – appointing and confirming a new chief constable

In line with Schedule 8 of the Police Reform and Social Responsibility Act 2011, the PCC should identify the candidate who most closely meets the role requirements, incorporating the recommendations of the appointment panel members.

The PCC must notify the PCP of:

the name of the person whom the PCC is proposing to appoint (the preferred candidate)
 the report completed by the independent member detailing the criteria used to assess the candidate's suitability for the appointment
 why the candidate satisfies the assessment criteria
 the terms and conditions on which the preferred candidate is to be appointed.
 In the event that the PCP vetoes the preferred candidate (see section 3.2), the PCC must notify the PCP of:

- the name of the reserve appointee (the reserve candidate)
- the report completed by the independent member detailing the criteria used to assess the suitability of the candidate for the appointment

- why the reserve candidate satisfies those criteria
- the terms and conditions on which the reserve candidate would be appointed.

Once the PCC has notified the PCP of their preferred candidate, the PCP must review the proposed appointment and hold a confirmation hearing. A confirmation hearing is a meeting of the PCP, held in public, at which the preferred candidate is requested to appear for the purpose of answering questions relating to the appointment from members of the PCP.

The candidate does not need to attend in person, but can participate in the proceedings by any means that enable the person to hear and be heard in those proceedings as they happen.

After the confirmation hearing, the PCP must make a report to the PCC on the proposed appointment which includes a recommendation as to whether or not the candidate should be appointed. This report must be submitted to the PCC within a three-week period from the date the PCP receives notification from the PCC of the proposed appointment. The PCP is required to publish its report.

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3.2. Veto the appointment of a chief constable

There is no statutory list of reasons why the PCP may veto the appointment of a CC, however, the requirements and process that must be followed are set out in the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 Part 3 Regulations 9 and 10.

Vetoing the appointment of a CC can only occur when the following two criteria apply:

- at least two thirds of the PCP at the time the decision is made must vote to veto the appointment
- the power of veto only applies during the period of three weeks, beginning with the day on which the PCP receives notification from the PCC of the proposed appointment.

The stages and actions involved should the PCP veto the PCC's preferred candidate are:

- the PCP must include in their report a statement explaining that the preferred candidate has been vetoed and the PCC cannot appoint the candidate
- the PCC is then required to inform the PCP of their reserve candidate (see 3.1 above)

- the PCP must then undertake a further confirmation hearing to consider the PCC's proposed reserve candidate – the same process for considering this candidate and reporting to the PCC applies in these instances
- the subsequent report produced by the PCP should include a recommendation as to whether or not the candidate should be appointed – the PCP is required to publish this report
- the PCP has no power to veto the reserve candidate and the PCC can appoint them, regardless of the recommendation.

The PCP's power to veto a candidate only applies to one particular appointment process. Therefore, should the same candidate apply again for a subsequent position, this would be a fresh appointment process and, if the PCC put forward the same candidate again, the PCP would have the option to deploy their veto again, if that was their decision.

Once the appointment and confirmation is finalised, the PCC should publicise the details.

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3.3. Chief constable – appointing chief officers

The CC should identify the candidate who most closely meets the agreed assessment criteria, incorporating the recommendations of the appointments panel. In line with the Police Reform and Social Responsibility Act 2011, the CC must consult the PCC regarding the proposed appointment.

The relationship between the PCC and CC is collaborative and where differences in opinion occur regarding the proposed chief officer appointment these should be discussed and resolved locally between the PCC and CC. Professional advice may be offered by HMICFRS. However the CC is ultimately responsible for the appointment of chief officers and the PCC does not have the power to veto the candidate the chief constable proposes. The guidance for this is set out in the Policing Protocol Order 2011.



3.4. Exercising the functions of a chief constable

Outside London

Section 41 of the Police Reform and Social Responsibility Act 2011 provides:

- a DCC may exercise or perform any or all of the functions of the CC during any period when the CC is unable to exercise functions, or at any time with the consent of the CC
- the CC must designate an ACC to exercise the functions of the CC, in circumstances where the CC and DCC are unable to do so

There may be circumstances in which these provisions cannot be applied; in these instances it is advised that further advice and guidance is sought from the College of Policing and the Home Office.

London

City of London Police

Please refer to the City of London Police Act 1839 regarding exercising the functions of the commissioner of the City of London Police.

Metropolitan Police Service

Section 44 and section 45 of the Police Reform and Social Responsibility Act 2011 provides:

- the DC may exercise any or all of the powers and duties of the Commissioner during any absence, incapacity, suspension or vacancy, or with consent, of the Commissioner. Any period exceeding three months will require the consent of the Home Secretary.
- an AC may exercise any of the powers and duties of the Commissioner with the consent of the Commissioner. The Commissioner should give this consent to an AC as part of routine MPS leadership contingency planning.

Guidance on temporary DCC and ACC appointments

There is no requirement for an individual to have satisfactorily completed Senior PNAC or the SCC before being temporarily promoted or otherwise required to perform the duties at a rank higher than that of Chief Superintendent, but below that of CC. There are also no similar provisions in legislation on the exercising of functions at DCC or ACC level.

In cases where it may be operationally appropriate (e.g. due to a DCC exercising the functions of a CC) to temporarily promote an individual to a DCC or ACC position forces should be fairly and openly selecting appropriately qualified individuals from the widest possible talent pool.

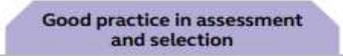
Therefore, although temporary appointments may sometimes be required, the substantive position should be made subject to open competition at the earliest opportunity.



4. Post-appointment

The College of Policing is responsible for supporting the development of its members and, in view of this, has introduced the **PEQF** as a means of providing officers and staff at all ranks the opportunity to gain academic recognition for their skills, police training and practical experience. This section considers the immediate and long-term post-appointment activities that can be undertaken to promote and support the ongoing professional and personal development of chief officers in the UK police service.


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4.1. Overview

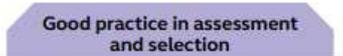
With regards to a newly appointed chief officer, the PCC/CC can begin promoting professional development immediately by engaging with key post-appointment activities such as providing a formal induction program and planning continuing professional development (CPD) activities. The aim of this section is not to suggest a one size fits all approach to induction and CPD. Every force should take the lead in designing and delivering the post-appointment activities that reflect the challenges and needs of their force and community.

The purpose of undertaking post-appointment activities is to provide the newly appointed chief officer with early and ongoing support, guidance and learning required to embed them into their new role, force and region. This will also help officers and staff identify what learning and training they have completed that can be accredited and contribute to progress in the PEQF.

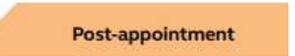
The College of Policing has developed a standardised national framework for the accreditation of prior learning gained from experience and training thereby providing a minimum credit level and value for specific skills and training. The Recognition of Prior Experience and Learning (RPL) process is a way of recognising the learning an individual has gained through skills and experience and helping them to access academic qualifications. The process could be used by forces and individuals. Further information on how to use RPL can be found on the College of Policing website.

There are a variety of ways a PCC/CC can promote ongoing learning and development. For the purpose of this guidance, however, a focus has been given to planning induction and CPD activities. This is because induction planning should happen immediately following appointment and may be something a PCC/CC could consider when designing and delivering their selection process.


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4.2. Induction planning

An induction process ensures that any appointee is able to successfully engage with the team and force and effectively fulfil the role requirements. There are benefits to this for employer and employee. For the employer, an effective induction may help improve the organisation-person fit and productivity. For the employee, an effective induction is likely to assist in developing new working relationships and clearly define their role and responsibilities, allowing a new chief officer to reach their full potential in their new position.

An induction programme should focus on the role, force and local region and could include:

- a clear outline of the job role, core responsibilities and an explanation of force specific policies and strategies
- organisational overview outlining to the new chief officer where they fit in the existing chief officer team and wider force, as well as informing them of how they and their role are expected to align with the organisation's strategies and goals – this could be achieved through one-to-one meetings with senior colleagues and group meetings with the teams they will be leading
- meeting officers from current force collaborations
- meeting external/local stakeholders such as fire and ambulance service representatives, community group leaders, local politicians and government officials
- an awareness of learning and development opportunities available in the organisation and how to access these
- engaging with a learning and development or HR professional to begin creating a personalised development plan – the PCC or CC should be involved in the initial development and undertake regular reviews to ensure that appropriate time and opportunity has been given to the new chief officer
- an understanding of the organisation's culture and values – this would need to consider an outline of how the culture and values were developed and if/how they are to develop, how these are promoted throughout the organisation.

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4.3. Continuing professional development

The College of Policing defines CPD as 'a range of learning activities through which you can maintain or enhance your capacity to practice legally, safely, ethically and effectively'.

The College has developed a CPD model and toolkit which aim to support everyone in policing in making the best possible decisions and gaining recognition for their skills and knowledge so that they can provide the best service to the public. While this section focusses on CPD, there are multiple ways in which a chief officer can engage with professional development throughout their career. Further information outlining how to plan, manage and review professional development throughout an individual's career is available on the College of Policing website.

Newly appointed chief officers must understand the importance of their part in promoting CPD by acting as a role model for the rest of the force. This can start with an initial CPD planning session to identify their personal and professional goals and consider how these can support delivering force objectives. The newly appointed chief officer should also be made aware of and provided with the opportunity to engage with the following activities throughout their appointment:

- e-learning
- placement and secondments opportunities
- input from senior police leaders
- peer reviews
- building effective collaborations
- attendance at formal training courses and conferences
- 360 feedback.

During the initial CPD planning meeting, additional queries should be discussed and confirmed, including:

- how an officer's CPD will be monitored and by who
- how their achievements and progress will be advertised to the wider force
- how the newly appointed chief officer will engage the teams they are leading in similar CPD and professional development activities during their appointment.

The College has also developed a toolkit of resources including CPD recording tools, case studies and research. A newly appointed chief officer should have access to this information in order to effectively monitor and build on CPD activity undertaken throughout their appointment. This toolkit and further information and guidance relating specifically to CPD for chief officers can be found on the College of Policing website.

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4.4. Overseas appointments

If an applicant from an approved overseas force and rank is appointed to the position of CC in a UK police force, this would be on the basis that they have the relevant experience and competence to perform at the rank. There is learning specific to UK policing, however, that an overseas candidate may be required to undertake – what specific learning is required is likely to vary between candidates.

The PCC is required to ensure that a tailored development plan is established to support an overseas CC during the initial stages of their appointment. A development plan should be confirmed prior to the appointee taking up the position as CC.

The College is currently undertaking work to identify the knowledge and learning specific to UK policing which will inform the content of the development plan, should an overseas applicant be appointed as CC in a UK police force. An amendment to this guidance will be made once the learning specific to UK policing has been confirmed.


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4.5. Home Office post-service standards

The standards outlined below are to be considered for inclusion when appointing a chief officer and recruiting PCCs/CCs may wish to discuss them with a new appointee to ensure all aspects of the appointment process are open and transparent to all those involved.

The Home Office has provided the following background and advice regarding the post-service standards currently being developed:

“Lord Leveson’s Report into the ‘Culture, Practices and Ethics of the Press recommended that consideration be given to whether limits should be placed upon the nature of any employment of chief officers within or by the media post-service (Recommendation 80).

In response to a request from the Minister for Policing, the National Police Chiefs Council (NPCC),

the Chief Police Officers Staff Association (CPOSA), the Association of Police and Crime Commissioners (APPC) and the Association of Policing and Crime Chief Executives (APACE) have worked with Home Office officials to develop and consult on a new system for approving any post-service employment for chief officers, which is akin to the Business Appointment Rules used by the Civil Service. The new system supports integrity and transparency, by capturing information on all post-service employment taken up by chief officers, within 12 months of them leaving the force. When former chief officers make a notification of post-service employment, the PCC (in the case of chief constables) or chief constable (for other chief officer ranks) will make a recommendation on whether the proposed employment is suitable and whether any conditions should be attached.”

Guidance on chief officers’ post employment standards can be found [here](#)


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Appendix A – Approved overseas police forces and ranks

Approved overseas police force	Approved ranks
Australia	
Australian Federal Police	Commissioner Deputy Commissioner Assistant Commissioner
New South Wales Police	Commissioner Deputy Commissioner Senior Assistant Commissioner Assistant Commissioner
Northern Territory Police	Commissioner Deputy Commissioner Assistant Commissioner
Queensland Police	Commissioner Deputy Commissioner Assistant Commissioner
South Australia Police	Commissioner Deputy Commissioner Assistant Commissioner

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Approved overseas police force	Approved ranks
Tasmania Police	Commissioner Deputy Commissioner Assistant Commissioner
Victoria Police	Chief Commissioner Deputy Commissioner Assistant Commissioner
Western Australia Police	Commissioner Deputy Commissioner Assistant Commissioner
Canada	
Royal Canadian Mounted Police	Commissioner Deputy Commissioner Assistant Commissioner
Ontario Provincial Police Force	Commissioner Deputy Commissioner
Calgary Police	Chief of Police Deputy Chief
Durham Regional Police	Chief of Police Deputy Chief
Edmonton Police	Chief of Police Deputy Chief

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Approved overseas police force	Approved ranks
Hamilton Police	Chief of Police Deputy Chief
Ottawa Police	Chief of Police Deputy Chief
Peel Regional Police	Chief of Police Deputy Chief
Toronto Police	Chief of Police Deputy Chief
Vancouver Police	Chief Constable Deputy Chief Constable
Winnipeg Police	Chief of Police Deputy Chief
Waterloo Regional Police	Chief of Police Deputy Chief
York Regional Police	Chief of Police Deputy Chief
New Zealand	
New Zealand Police	Commissioner Deputy Commissioner Assistant Commissioner

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Approved overseas police force	Approved ranks
United States of America (USA) – USA State Police	
Alabama Dept. of Public Safety	Colonel/Director Lieutenant Colonel/Assistant Director
Arizona Dept. of Public Safety	Colonel/Director Lieutenant Colonel/Deputy Director/Lieutenant Colonel/Assistant Director.
California Highway Patrol	Commissioner Deputy Commissioner Assistant Commissioner
Connecticut State Police	Colonel/Commander Lieutenant Colonel.
Florida Highway Patrol	Colonel Lieutenant Colonel/Deputy Superintendent.
Georgia Dept. of Public Safety	Colonel/Commissioner Lieutenant Colonel/Deputy Commissioner.
Illinois State Police	Director First Deputy Director Colonel
Indiana State Police	Superintendent Colonel Lieutenant Colonel

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Approved overseas police force	Approved ranks
Kentucky State Police	Colonel/Commissioner Lieutenant Colonel/Deputy Commissioner
Maryland State Police	Colonel/Superintendent Lieutenant Colonel
Massachusetts State Police	Colonel/Superintendent Lieutenant Colonel/Deputy Superintendent
Michigan State Police	Colonel/Director Lieutenant Colonel
Missouri State Highway Patrol	Colonel/Superintendent Lieutenant Colonel / Assistant Superintendent
New Jersey State Police	Colonel/Superintendent Lieutenant Colonel
New York State Police	Superintendent First Deputy Deputy Superintendent/Colonel Assistant Deputy Superintendent/ Lieutenant Colonel
North Carolina State Highway Patrol	Colonel Lieutenant Colonel
Ohio State Highway Patrol	Commissioner Assistant Commissioner

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Approved overseas police force	Approved ranks
Oklahoma Dept. of Public Safety	Colonel/Commissioner Lieutenant Colonel/Deputy Commissioner
Pennsylvania State Police	Colonel/Commander Lieutenant Colonel
South Carolina Highway Patrol	Commissioner Deputy/Assistant Commissioner Colonel of Tennessee Highway Patrol, Lieutenant Colonel
Tennessee Dept. of Safety	Colonel/Director Lieutenant Colonel/Dep Director Assistant Director
Texas Department of Public Safety	Colonel/Superintendent Lieutenant Colonel/Deputy Superintendent
Virginia State Police	Colonel/Superintendent Lieutenant Colonel/Deputy Superintendent
Washington State	Patrol Chief Deputy Chief Assistant Chief
USA Local Police	
Albuquerque Police Department (NM)	Chief of Police Deputy Chief

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Approved overseas police force	Approved ranks
Atlanta Police Department (GA)	Chief of Police, Deputy Chief
Austin Police Department (TX)	Police Chief Assistant Chief
Baltimore County Police Department (MD)	Chief of Police Colonel
Baltimore Police Department (MD)	Police Commissioner Deputy Police Commissioner Colonel
Birmingham Police Department (AL)	Chief of Police Deputy Chief
Boston Police Department (MA)	Commissioner Superintendent in Chief Superintendent
Buffalo Police Department (NY)	Chief of Police Deputy Chief
Charlotte - Mecklenburg Police Department (NC)	Chief of Police Deputy Chief
Chicago Police Department (IL)	Superintendent First Deputy Superintendent Chief (Assistant Superintendent) Deputy Chief

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Good practice in assessment
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Approved overseas police force	Approved ranks
Cincinnati Police Department (OH)	Police Chief Executive Assistant Chief Assistant Chief (Lieutenant Colonel)
Cleveland Police Department (OH)	Chief Deputy Chief
Columbus Police Department (OH)	Chief of Police Deputy Chief
Dallas Police Department (TX)	Chief of Police First Assistant Chief of Police Assistant Chief Deputy Chief
DeKalb County Police Department (GA)	Chief Deputy Chief Assistant Chief
Denver Police Department (CO)	Chief of Police Deputy Chief
Detroit Police Department (MI)	Chief of Police Assistant Chief Deputy Chief
El Paso Police Department (TX)	Chief Assistant Chief

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Approved overseas police force	Approved ranks
Fairfax County Police Department (VA)	Chief of Police Deputy Chief of Police
Fresno Police Department (CA)	Chief of Police Deputy Chief
Fort Worth Police Department (TX)	Chief of Police Assistant Chief Deputy Chief
Honolulu Police Department (HI)	Chief of Police Deputy Chief Assistant Chief
Houston Police Department (TX)	Chief Executive Assistant Chief Assistant Chief
Indianapolis Metropolitan Police Department (IN)	Chief of Police Assistant Chief Deputy Chief
Jersey City Police Department (NJ)	Chief of Police Deputy Chief
Kansas City Police Department (MO)	Chief of Police Deputy Chief

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Approved overseas police force	Approved ranks
Las Vegas Metropolitan Police Department (NV)	Sheriff Under Sheriff Assistant Sheriff
Long Beach Police Department (CA)	Chief Assistant Chief Deputy Chief
Los Angeles Police Department (CA)	Chief of Police Assistant Chief (Police Deputy Chief II) Deputy Chief I
Louisville Metropolitan Police Department (KY)	Chief of Police Deputy Chief of Police Assistant Chief of Police
Memphis Police Department (TN)	Director Deputy Director Deputy Chief
Mesa Police Department (AZ)	Chief Assistant Chief Deputy Chief
Miami-Dade County Police Department (FL)	Director/Sheriff Assistant Director

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Approved overseas police force	Approved ranks
Miami Police Department (FL)	Chief of Police Deputy Chief of Police Assistant Chief of Police
Milwaukee Police Department (WI)	Chief of Police Assistant Chief of Police
Minneapolis Police Department (MN)	Chief of Police Assistant Chief Deputy Chief
Montgomery County Police Department (MD)	Chief of Police Assistant Chief of Police
Nashville Metro Police Department (TN)	Chief of Police Deputy Chief
Nassau County Police Department (NY)	Police Commissioner Deputy Commissioner Assistant Commissioner Chief of Department
Newark Police Department (NJ)	Police Director Chief of Police Deputy Director Deputy Chief

Legal
Good practice in assessment and selection
The appointment
Post-appointment

Approved overseas police force	Approved ranks
New York City Police Department (NY)	Police Commissioner First Deputy Commissioner Deputy Commissioner Chief of Department
Norfolk Police Department (VA)	Chief Senior Assistant Chief Assistant Chief
Oakland Police Department (CA)	Chief of Police Assistant Chief of Police Deputy Chief
Oklahoma City Police Department (OK)	Chief of Police Deputy Chief
Orlando Police Department (FL)	Chief of Police Deputy Chief of Police
Philadelphia Police Department (PA)	Commissioner First Deputy Commissioner Deputy Commissioner
Phoenix Police Department (AZ)	Chief of Police Executive Assistant Chief Assistant Chief

Legal
Good practice in assessment and selection
The appointment
Post-appointment

Approved overseas police force	Approved ranks
Pittsburgh Police Department (PA)	Chief of Department Deputy Chief Assistant Chief
Portland Police Bureau (OR)	Chief of Police Assistant Chief
Prince George's County Police Department (MD)	Chief of Police Assistant Chief of Police Deputy Chief
Richmond Police Department (VA)	Chief of Police Deputy Chief
San Antonio Police Department (TX)	Chief of Police Assistant Chief Deputy Chief
San Diego Police Department (CA)	Chief Executive Assistant Chief Assistant Chief
San Francisco Police Department (CA)	Chief Deputy Chief
San Jose Police Department (CA)	Chief of Police Assistant Chief of Police Deputy Chief

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Approved overseas police force	Approved ranks
Seattle Police Department (WA)	Chief of Police Deputy Chief Assistant Chief
St. Louis County Police Department (MO)	Chief of Police Deputy Chief
St. Louis Metropolitan Police Department (MO)	Chief of Police Lieutenant Colonel
Suffolk County Police Department (NY)	Police Commissioner Chief of Department
Tampa Police Department (FL)	Chief of Police, Assistant Chief
Tucson Police Department (AZ)	Chief of Police Deputy Chief Assistant Chief
Tulsa Police Department (OK)	Chief of Police Deputy Chief
Virginia Beach Police Department (VA)	Chief of Police Deputy Chief
Washington Metropolitan Police Department (DC)	Chief of Police Assistant Chief

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Approved overseas police force	Approved ranks
USA Sheriff's Offices	
Alameda County (CA)	Sheriff Under Sheriff Assistant Sheriff
Broward County (FL)	Sheriff Under Sheriff
Cook County (IL)	Sheriff/Chief of Police First Deputy Chief Deputy Chief
Harris County (TX)	Sheriff Chief Deputy
Hillsborough County (FL)	Sheriff Chief Deputy
Jacksonville-Duval County (FL)	Sheriff Under Sheriff Director
Los Angeles County (CA)	Sheriff Under Sheriff Assistant Sheriff

Approved overseas police force	Approved ranks
Maricopa County (AZ)	Sheriff Deputy Chief Chief Deputy
Oakland County (MI)	Sheriff Under Sheriff
Orange County (CA)	Sheriff Under Sheriff Assistant Sheriff
Orange County (FL)	Sheriff Under Sheriff Chief Deputy
Palm Beach County (FL)	Sheriff Chief Deputy
Pinellas County (FL)	Sheriff Chief Deputy
Riverside County (CA)	Sheriff Under Sheriff Assistant Sheriff
Sacramento County (CA)	Sheriff Under Sheriff Chief Deputy

Approved overseas police force	Approved ranks
San Bernardino County (CA)	Sheriff Under Sheriff Assistant Sheriff
San Diego County (CA)	Sheriff Under Sheriff Assistant Sheriff
San Francisco (CA)	Sheriff Under Sheriff Assistant Sheriff
Ventura County (CA)	Sheriff Assistant Sheriff
Wayne County (MI)	Sheriff Under Sheriff

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Appendix B – Assessment criteria questionnaire

When developing the role profile and assessment criteria, it is preferable to meet with subject matter experts and stakeholders in person. An alternative, however, is to use a questionnaire that can be completed independently and returned for consideration. This template provides an explanation of the benefits and aims of undertaking this type of activity and considers the content/design of the questionnaire. PCCs and CCs are encouraged to consider questions relevant to their force and role when developing their own questionnaire. The questionnaire can also be used as an introductory task when meeting with stakeholders face-to-face.

Legal

Good practice in assessment
and selection

The appointment

Post-appointment

Aims and benefits (this explanation can be used as an introduction to the questionnaire when forwarded to the relevant subject matter experts and stakeholders) in order to develop a selection process that accurately reflects local needs and priorities and can identify the right candidate for the promotion, it is essential to thoroughly research the role.

The aim of this questionnaire is to enable all stakeholders to have an input into the selection process and to assist in prioritising the skills, competencies and values that are more and less critical for effective performance in this particular chief officer vacancy. The information gained will be used to develop the assessment criteria but can also contribute to the development of a role profile as responses will be analysed to identify the common and unique tasks and responsibilities a chief officer is expected to undertake. In addition, the information gained can also be used to inform the development of assessment materials that accurately reflect what the successful candidate will be doing in the role.

Design

The questionnaire should consider the competencies, values, experience and responsibilities of a chief officer. Respondents can then be asked to rate each of these in terms of importance and frequency to identify what are the essential requirements. Examples of these rating scales are:

Importance

Very important	Important	Neither	Unimportant	Very unimportant
5	4	3	2	1

Frequency

Very frequent	Frequent	Neither frequent nor infrequent	Infrequent	Very infrequent
5	4	3	2	1

An example of a question considering the importance and frequency of the competencies and values identified in the CVF is:

You will require a copy of the Competency and Values Framework to refer to when completing the next two sections. You should read the full definitions of each competency and value before rating them in terms of their importance and the frequency with which they will be required in the role:

Competencies	Importance	Frequency
Emotionally aware		
Take ownership		
Collaborative		
Deliver, support, inspire		
Analyse critically		
Innovative and open-minded		



Values	Importance	Frequency
Impartiality		
Integrity		
Public service		
Transparency		

Learning and professional development	Importance	Frequency
Lead on learning and development for the organisation across all levels/ranks		
Create a culture of empowerment and motivation to support staff in achieving their full potential and organisational goals.		

The following are example questions only that consider possible activities and skills likely to be required of a chief officer. A force is encouraged to amend these questions to reflect their specific organisational needs, challenges and priorities:

Strategic objectives	Importance	Frequency
Delivering financial savings		
Managing rapid and ongoing change programmes		
Sustaining collaborations and identifying opportunities for new partnerships		

Leadership	Importance	Frequency
Communicating a clear strategic direction for the organisation		
Setting the standards and values of the organisation		
Developing and motivating the chief officer team		
Developing wellbeing initiatives		
Engaging in coaching and mentoring		
Overview of recruitment and promotion processes		



Appendix C – Shortlisting – individual scoring sheet

You should complete this stage independently from other assessors present. You should read the candidate’s application form and, using the assessment method and rating scale applied, award a rating against each assessment criterion. Then, in view of this evidence, make a recommendation regarding each candidate’s eligibility to progress in the selection process.

Assessor name:						Date:		
Candidate name	Application form – questions marks					Overall score	Recommended	Comments
	1	2	3	4	5			

Appendix D – Shortlisting panel agreed scores

This should be completed as the appointment panel members are discussing their individual ratings to record the agreed ratings and decisions reached. This creates a clear audit of all the ratings and decisions made and how the final decision has been reached.

Panel's agreed rating							
Candidate name	Application form – questions agreed marks					Overall agreed score	Panel's agreed final recommendation - progress to assessment (yes/no)
	1	2	3	4	5		

Appendix E – Rating scale

The example below is a five-point rating scale. PCCs/CCs should consider the number of points to include on a rating scale in view of their assessment criteria and the activity the scale will be used to assess. Using a standardised rating scale enables transparent and consistent assessment of all candidates throughout a selection process.



Rating	Definition
1	Exceptional The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and what they did in relation to the questions asked/aim of the task.
2	Very high The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and what they did in relation to the questions asked/aim of the task.
3	High The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and what they did in relation to some of the questions asked/they have met some of the aims of the task.
4	Medium The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and what they did in relation to some of the questions asked/aim of the task, but this may not be clear.
5	Low The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role and what they did in relation to the questions asked/aim of the task.



11th August 2021

Dear Chief Officer

Norfolk Constabulary – Chief Constable Recruitment

I would like to take the opportunity to write to you with regards to a forthcoming recruitment process for the position of Chief Constable in Norfolk.

As you may be aware, Simon Bailey, Chief Constable of Norfolk Constabulary, has recently retired on the 30th June, 2021. Simon has left a Force in a strong position, high performing and one with strong values of respect, openness and transparency, integrity, trust and innovation. These values underpin my recruitment exercise to enable me to find the right person to lead the Constabulary.

This is a first-class opportunity for existing Chief Constables, Deputy Chief Constables and Assistant Chief Constables (and equivalent ranks) to make a difference to the communities of Norfolk.

I am immensely proud and have the utmost admiration for the hardworking, dedicated and professional individuals within the Constabulary who constantly strive to respond to the needs of all those who live, work and visit Norfolk. Their views helped shape the Constabulary's new policing model, one which has been designed to ensure it is victim-focused and demand led, providing significant support to the frontline and providing the best service we can to the public. However, there is still work to be done to meet the challenges we face as we look to the future and develop our vision to 2030 and beyond.

In the face of complex economic and social pressures we must think and act differently and continue to transform the way we work. Consequently, it is important to remind others that improving community safety cannot be achieved in isolation and we need to ensure our work locally, regionally and nationally is joined up with partnership working a key building block to our future success.

The Police and Crime Plan is at the heart of embracing challenges and turning these into opportunities for the communities we serve. We must continually seek out new ways of delivering our services, whether this through our estates strategy, business transformation or new technology to deliver a policing service our communities deserve. I am a realist and I will not pretend that this will be easy.

That is why I am seeking an exemplary inspirational Chief Officer who has vision, determination and resilience to lead the Constabulary. These attributes will ensure that they can lead strategic collaborative change both in policing and across partnerships to meet my vision; one that provides a local policing service that keeps people safe and protects the vulnerable in the most effective and efficient manner. To do this the Chief Constable needs to have the passion and purpose to bring inspiration to the people they lead in this, whether this is the Constabulary's existing officers and staff, our partners, or our new officers who are our police force of the future.

As Police and Crime Commissioner, my leadership position allows me to influence others, to test new ways of working, to listen to people's needs and find local solutions. I want the new Chief Constable to join me in being part of this to meet and embrace the challenges ahead, so together we can make a difference to policing in Norfolk.

An Information Pack and Application Form can be downloaded [here](#) and if candidates have any questions then please contact Mark Stokes, Chief Executive (mark.stokes@norfolk.police.uk). The closing date for applications is 17:00 on Monday 13th September, 2021.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Giles Orpen-Smellie'.

Giles Orpen-Smellie
Police and Crime Commissioner for Norfolk

CHIEF CONSTABLE

RECRUITMENT BROCHURE





**LOOKING FOR A LEADER WITH AN
OPEN, AUTHENTIC AND ENGAGING
APPROACH.**

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Thank you for your interest in the role of Chief Constable with Norfolk Constabulary.

I hope that you find the information in the application pack useful and I look forward to receiving your completed application if you feel that you have the skills to take up this exciting opportunity.

The position of Chief Constable is, without question, pivotal to the future success of Norfolk Constabulary. The creation of an open and honest culture, built on an effective working relationship with the Chief Constable is key to achieving my priorities and my commitment to public accountability.

Norfolk has a strong and established record of multi-agency and partnership working. As the new Chief Constable, I will expect you to bring a strong partnership approach and be able to develop and maintain effective partnerships to support the work of the Force as well as contributing to wider community safety, criminal justice and other relevant agendas.

In terms of personal qualities, I am looking for a leader with an open, authentic and engaging approach, whose professional credibility and passion will inspire support from both the workforce and the public, as we meet the challenges of the future.

Neighbourhood policing is at the heart of the service at Norfolk, so the successful candidate will possess a strong public service ethic, firmly rooted in the expectations and needs of local communities, and a commitment to continue to foster and develop strategic partnerships.

I will, of course be looking to the new Chief Constable to deliver the Police and Crime Plan, but also to develop a longer term 2030 vision, creating a new, sustainable operating model for Norfolk Police. The successful candidate will need drive, ambition and a deep understanding of the area and its communities to deliver this ambition.

If you have any further questions relating to the process, please do not hesitate to get in touch with my Chief Executive, Mark Stokes who will be happy to assist and can be contacted by email mark.stokes@norfolk.police.uk.

I look forward to receiving your completed application.

Giles Orpen-Smellie
Police and Crime Commissioner




WELCOME TO NORFOLK

In Norfolk we can offer you job satisfaction combined with a great quality of life and short commutes. We also have a vibrant city, vast countryside and award-winning beaches on your doorstep.

Norfolk is one of the safest counties in the country with Norwich being one of the safest cities in the UK. Nevertheless, policing such a large county presents officers with unique challenges creating a broad range of roles.



photo credit - Craig West

ABOUT NORFOLK

Sandy beaches, windswept marshes, vibrant city life, picturesque villages, royal residences – Norfolk is home to them all.

The county is known for its coastal villages, busy market towns, rural farming communities, and the historic bustling city of Norwich at its heart.

Together, these features combine to make Norfolk the fifth largest shire county in England, with a population of nearly 900,000 – forecast to grow to more than a million by 2036.

That population is supported by a strong jobs market, a busy tourism economy and growth in sectors, including biotechnology, clean energy and creative digital.

Significant development of new homes is expected over the next 20 years, together with the roads and infrastructure to support that growth.

The diversity of Norfolk's geography is reflected in its citizens too, with the Constabulary serving rural and urban communities and a multi-ethnic population of young families, those who are new to Norfolk life and those who have spent long and happy lives here.



POLICING IN NORFOLK

Norfolk is one of the safest counties in the country, but is still faced with significant and diverse community safety challenges, ranging from combating the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime.

About half of Norfolk's residents live in urban towns and cities, and the other half in rural settings and there is a greater concentration of younger people and diversity in Norwich and larger towns.

DOMESTIC ABUSE: Approximately 22% of all crime reported to Norfolk Constabulary is domestic abuse related.

SEXUAL OFFENCES: In 2019, recorded sexual offences in Norfolk were 23% higher than the three-year average. Restrictions imposed as a response to the Covid-19 pandemic have led to minor decreases in some sexual offences, however long-term trends show significant increases.

SERIOUS VIOLENCE: Knife crime has increased by 11% in Norfolk for the 12 months ending December 2020 compared to the previous 12 months. The increase has been associated with drug supply, in particular the County Lines drug delivery model.

PREVENT: The UK faces a continuing threat from terrorism, and whilst Norfolk is a low risk area, threats exist from both Islamic extremists and extreme right-wing group ideologies.

CRIMINAL EXPLOITATION: These crime types are hidden by their nature, although the number of cases locally have risen over recent years.

NEIGHBOURHOOD CRIMES Neighbourhood crimes (burglary, vehicle crime, robbery, and theft from the person) are considerably lower in number than their peak in the mid-1990s, though before the outbreak of the pandemic, this trend had plateaued. Anti-social behaviour has a big impact on feelings of safety within communities.

FRAUD: More than 5,000 reports of fraud were made in a year in Norfolk to Action Fraud, with a total reported loss of £16.1m.

PROJECT ADDER: Norwich has one of the highest drug related death counts nationwide, leading to funding for Project ADDER from the Home Office and Public Health England to tackle drug related crime and improve health outcomes.

PERFORMANCE IN NORFOLK

Policing Norfolk in context:



A TYPICAL DAY FOR US:

On an average day Norfolk Constabulary are likely to deal with:



HIGH PERFORMANCE IN NORFOLK

Norfolk is a higher performing force, during its last PEEL inspection conducted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) it assessed the force on the three strands below:



Candidates can obtain more information on Norfolk's performance here.



The role of the Police and Crime Commissioner (PCC) extends beyond just policing and includes working with community safety and criminal justice partners.

No single organisation can tackle the all too often complex problems in our society or meet the significant community safety challenges we all face.

The Chief Constable's ability to work in a partnership is fundamental, requiring the experience and skills to bring partners together to tackle crime, the causes of crime, and support victims and offenders. It is only by working together in partnership that we will be able to achieve a shared vision, deliver on the outcomes and tackle the priorities in the Police and Crime Plan.

photo credit - Craig Weir

COLLABORATION



NORFOLK & SUFFOLK

Norfolk and Suffolk Constabularies have been collaborating since 2010, and that partnership has produced significant savings for both constabularies. Extensive collaboration with Suffolk Constabulary achieved savings of £17.9m of the £34m saved since 2010 whilst minimising reductions on frontline local services. This programme of collaborative work has already delivered a number of joint units and departments in areas such as Major Investigations, Protective Services, Custody, Transport, HR, Finance and ICT.

Collaboration between Norfolk and Suffolk Constabularies is one of the most successful in the country. The PCC meets with Suffolk's Police and Crime Commissioner and the Chief Constables of both counties to monitor collaborative work between the two forces and keeps existing collaboration arrangements under review.



7 FORCE / EASTERN REGION COLLABORATION

The 7 Force Collaboration Programme includes Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces. This strategic collaboration programme was established in 2015 to develop and implement successful collaborative solutions to protect the frontline local delivery of policing.



7 FORCE / PROCUREMENT SUPPLIER CHARTER

The public sector has a vital role in furthering sustainable development through its procurement of goods, works and services. Our Supplier Charter sets out some basic principles of how we will conduct business in an open, honest and transparent manner and the behaviours and practices we expect of our suppliers and partners from whom we expect the highest standards of business ethics.

We expect suppliers to comply fully with all laws, regulations and standards that are applicable to their business and operations and that they will also ensure their suppliers and supply chains comply with this charter.



EMERGENCY SERVICES COLLABORATION POLICE AND FIRE

During the 2016-2021 PCC term, a legislative change under the Policing and Crime Act 2017 permitted PCCs to consider whether governance of fire and rescue services in their police force area should fall under their remit.

You can view the annual reports of the enhanced collaboration work programme via our website.

POLICE & CRIME PLAN FOR NORFOLK

The Police and Crime Plan is the foundation upon which police, partners and communities join forces to achieve shared goals, working to make Norfolk a safer place for everyone.

A public consultation is currently underway to inform the development of a new Police and Crime Plan to come into effect in April 2022. Until that time, the priorities of the existing plan remain in place.

INCREASE VISIBLE POLICING

We will:

- Increase the number of volunteers in policing
- Increase opportunities for the public to engage with the police and me
- Bring communities, and the police together to develop positive relationships
- Give people an opportunity to influence policing priorities where they live
- Increase public confidence and reduce fear of being a victim of crime.

SUPPORT RURAL COMMUNITIES

We will:

- Prioritise rural crime with commitment to new ideas & joined-up approaches
- Increase confidence of rural communities
- Increase levels of crime reporting in rural communities.

IMPROVE ROAD SAFETY

We and the Norfolk Road Casualty Reduction Partnership will:

- Tackle dangerous driving through education and enforcement
- Reduce speeding in rural villages and communities
- Reduce killed and serious injury collisions caused by the Fatal (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs).

DELIVER A MODERN & INNOVATIVE SERVICE

We will:

- Support the police by giving them the tools to fight and reduce crime
- Improve information technology and invest in new technologies
- Improve information-sharing across partner agencies.

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ADVERTISEMENT

CHIEF CONSTABLE NORFOLK CONSTABULARY

£153,282 plus allowances (as at September 2020) | Fixed 5 year contract

The Police and Crime Commissioner for Norfolk is seeking to appoint a new Chief Constable and applications are invited from suitably qualified and experienced senior police officers for this demanding position.

Norfolk continues to be one of the safest places in which to live, work, travel and invest – and is served by a Constabulary dedicated to doing the best for the public. The person sought by the Police and Crime Commissioner will need to embrace his vision to build on this strong base and further improve the efficiency and effectiveness of Norfolk Constabulary.

The successful candidate will need to:

- Deliver outcomes in line with the PCC's Police & Crime Plan;
- Create a safer Norfolk by protecting people from crime and harm;
- Lead the Constabulary in its strategic management and development to ensure enhanced productivity, value for money and continuous improvement against a background of reducing resources;
- Be a strong effective leader of the Constabulary, communicating a consistent, forward-looking and inspiring vision to all;
- Undertake a leading role in promoting strategies that ensure a customer-focussed service and high levels of public confidence;
- Consolidate and further progress the extensive collaboration undertaken by the Constabulary;
- Work with partners to progress the delivery of the police and crime objectives and enhance the delivery of community safety outcomes.

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PREVENT OFFENDING

We will:

- Tackle all forms of violence and abuse
- Reduce the number of domestic abuse incidents
- Continue to work in partnership to tackle anti-social behaviour
- Reduce overall levels of re-offending by addressing the underlying causes through continued collaboration and innovative responses
- Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and re-offending rates of young people by prioritising support for vulnerable young people.

SUPPORT VICTIMS & REDUCE VULNERABILITY

We will:

- Work to improve the overall experiences and outcomes for victims and witnesses
- Work in partnership to make those at risk less vulnerable to victimisation
- Work in partnership to deliver the most appropriate response to those in mental health crisis
- Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
- Support and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime.

GOOD STEWARDSHIP OF TAXPAYERS' MONEY

We will:

- Deliver an efficient policing service, achieving value for money for all Norfolk residents
- Join up emergency services and identify opportunities for further collaboration
- Develop robust accountability frameworks and governance arrangements.

Full details of the Police and Crime Plan is available on the [website](#)

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■ ■ ■

The appointment will be offered for a fixed term of five years. The salary is £153,282 plus the allowances applicable to this level of seniority, including removal/relocation expenses. The appointment will be subject to vetting and medical clearances and to the provisions of the relevant Police Acts, Regulations and Determinations.

The Office of the PCC is proud to be committed to equal opportunities and welcomes applications for this post from all sections of the community.

Closing date for applications: **08 November 2021**

Date for shortlisting: **completed by 11 November 2021**

Briefing & Familiarisation Day: **10 November 2021 (virtual format)**

Dates for interviews: **15 and 16 November 2021**

Interviews will include a full panel, stakeholder panels and a media exercise. Candidates must be available to attend both days.

The appointment is also subject to a Confirmation Hearing by the Police & Crime Panel.

Further information and application packs can be downloaded from the [Norfolk PCC's website](#) and can also be obtained by contacting Mark Stokes, Chief Executive, Office of the Police and Crime Commissioner for Norfolk at Mark.Stokes@norfolk.police.uk



■ ■ ■

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TERMS & CONDITIONS



ELIGIBILITY

The appointment of Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation and will be subject to the outcome of the Confirmation Hearing by the Police and Crime Panel.

TERM OF APPOINTMENT

The term of appointment will be for a maximum five year period with any extension(s) to that term requiring the approval of the PCC

PERIOD OF NOTICE

The appointment will be subject to three months' written notice or such shorter notice as may be accepted by the PCC.

SALARY

The salary for the position is £153,282 (as at September 2020). The Police and Crime Commissioner may, on appointing the Chief Constable, set the salary at 10% above this salary rate.

PLACE OF WORK AND HOURS

The majority of work will be carried out from Police Headquarters, Wymondham. However the nature of the work will require travel throughout

Norfolk, the Eastern Region and nationally. The successful applicant will be required to reside within a reasonable travelling distance of Police HQ for operational purposes and which is subject to the agreement of the Police and Crime Commissioner.

REPLACEMENT ALLOWANCE

The successful applicant will receive a replacement allowance: £4073.00 housing allowance or £5074.00 transitional rent allowance if applicable in accordance with Police Regulations.

The replacement allowance will be payable if the successful applicant was receiving such an allowance immediately prior to transfer to Norfolk.

BENEFITS

The successful applicant will be provided with a "company car" up to the value of £41,500 or an equivalent allowance.

RELOCATION EXPENSES

Where relocation of the successful applicant's home is required to take up post, reasonable removal and relocation expenses and any tax liability arising thereon will be

paid in accordance with Police Regulations on the production of receipts.

In the event that the successful applicant's appointment ceases then the amount of the removal and relocation expenses paid will be repaid to the Commissioner by reference to the following time periods and percentages:

- **appointment ceasing within 1 year: 75% repayable;**
- **appointment ceasing within 2 years: 50% repayable;**
- **appointment ceasing within 3 years: 25% repayable.**

Reimbursement will be paid for reasonably incurred incidental expenditure.

LEAVE

The successful applicant will be entitled to leave in accordance with Police Regulations.

WHOLE-TIME SERVICE

The successful applicant will be required to devote his/her whole-time service to fulfilling the duties of the Chief Constable and shall not take up any other additional appointment or role, or undertake a business interest without the prior written consent of the Police and Crime Commissioner.

PRE-EMPLOYMENT CHECKS

Any conditional offer of employment will be subject to successful completion of various pre-employment checks including a medical assessment and reference checks. The appointment will also be subject to security clearance at Management Level (MV) and Development (DV) vetting level if not in place on appointment and this will remain a requirement of the post. A formal offer of appointment will not be made until all of the pre-employment checks have been completed to the satisfaction of the Police and Crime Commissioner.

CPOSA INSURANCE

The CPOSA insurance (non-personal) element will be paid for from police funds to be reviewed by the Police and Crime Commissioner from time to time in accordance with national policy developments. The successful applicant will be required to pay the CPOSA insurance protective element and their membership subscription themselves.

POST-SERVICE EMPLOYMENT

It is a condition of appointment that the successful applicant will comply with the system for approving post-service employment introduced by the Home Office in November 2017.



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COMPREHENSIVE ROLE PROFILE



POST:

Chief Constable

ACCOUNTABLE TO:

The PCC for Norfolk

LOCATION:

OCC Wymondham

RESPONSIBLE FOR:

The direction and control of the Norfolk Constabulary in order to provide Norfolk with an effective and efficient police service and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

ROLE PURPOSE

- The Chief Constable has overall responsibility for leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.
- The Chief Constable holds direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents
- The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.
- As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any the Schemes of Governance or Consent that exist, which determine force governance arrangements.

KEY RESPONSIBILITIES

- To set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands
- To develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- To develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- To lead the Force. Communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of profession conduct to enable an effective and professional service
- To lead, inspire and engage the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the force visions and goals.
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.



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KEY RESPONSIBILITIES

- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Represent the Force at local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play an active role in national decision making on the development of the Police

Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

ELIGIBILITY

- The following eligibility criteria must be satisfied to perform the role of Chief Constable of Norfolk Constabulary. The eligibility criteria must be addressed in the completion of the Application Form:
- All applicants must have successfully completed the Senior PNAC and the Strategic Command Course.
- UK applicants must have served at the rank of constable in a UK police force.
- UK applicants must have held the rank of ACC, commander, or a more senior rank in a UK police force.
- Overseas applicants must meet the immigration requirements to live and work in the UK.
- Overseas applicants must have served in an approved overseas police force at an approved rank – a list of the approved forces and ranks are listed in the College of Policing Guide for Appointing Chief Officers.

BEHAVIOUR

- The role is expected to understand and act within the ethics and values of the police service.
- The Competency and Values Framework (CVF) for policing published by the College of Policing has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

COMPETENCY & VALUES FRAMEWORK

The role should operate at the following levels of the CVF:

- Resolute, compassionate and committed
- Inclusive, enabling and visionary leadership
- Intelligent, creative & informed policing

Level 3

- We are emotionally aware
- We take ownership
- We deliver, support & inspire
- We are collaborative
- We analyse critically
- We are innovative & open-minded

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PERSON SPECIFICATION

PRIOR EDUCATION AND EXPERIENCE

Held the rank of Assistant Chief Constable/ Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas) or have held a senior position in the Fire and Rescue Service in cases where a single employer model has been adopted.

- Authorising officer training;
- Wide-ranging operational law enforcement experience;
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level;
- Experience of successfully engaging with and influencing multi-agency partnerships;
- Experience of implementing an effective performance management framework;
- Experience of implementing successful organisational development, change and innovation;
- Experience of accountability for management of significant budgets;

- Up to date operational/technical policing knowledge;
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning;
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

SKILLS

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals;
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money;
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues;

- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning;
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively;
- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders;
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest;
- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours;
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours;
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service.

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SELECTION PROCESS

The appointment will be handled by a panel convened by the Police and Crime Commissioner. The panel will include the Commissioner, an appointed independent member and other members.

Applications will be shortlisted against the eligibility requirements and the person specification set out in the Comprehensive Role Profile.

The Assessment and Selection process will be open, transparent and merit based and designed to measure the extent to which each applicant meets the requirements of the values and competencies within the Competency and Values Framework and as applicable to the post.

The key dates for the process are:

Closing date for applications on the application forms supplied:
08 November 2021

Shortlisting: 11 November 2021

Briefing and Familiarisation session for candidates:
10 November 2021 (virtual format)

Date for final interviews:
15 & 16 November 2021

Interviews will include a full panel, stakeholder panels and a media exercise. Candidates must be available to attend both days.

The appointment is also subject to a Confirmation Hearing by the Police & Crime Panel, which the successful candidate must attend.

Applicants will be reimbursed by the PCC in respect of their reasonable and necessary travel expenses incurred in attending for the Assessment and Selection process and the Confirmation Hearing only. The Office of the PCC will arrange any overnight accommodation that is required in respect of the Assessment and Selection process and Confirmation Hearing.

Feedback on the outcome of the Assessment and Selection process will be provided to short-listed candidates on request.

Applicants who wish to find out more about the role should in the first instance contact Mark Stokes, Chief Executive, Office of the Police and Crime Commissioner for Norfolk on Mark.Stokes@norfolk.police.uk.

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PRIVACY NOTICE

The PCC in pursuance of his statutory functions appoints the Chief Constable.

In order to make this appointment he requires access to the personal data of applicants. The data collected in the application process will be used to make an appointment decision. In the case of unsuccessful applicants the data will be retained and disposed of in accordance with the time period specified in the PCC's GDPR Policy (available on the PCC website).

Where an applicant is successful the applicant's data will be retained and disposed of, again in accordance with the time period in the GDPR policy. Personal data obtained from the successful applicant will be used to facilitate the successful delivery of the appointment. It will be shared with Norfolk Constabulary in order to deliver where appropriate the functions relating to service delivery, HR, pension, payroll, ICT and vetting and such other necessary functions.

Your personal data will only be reasonably used to enable the discharge of statutory functions. The PCC has adopted a GDPR Policy which sets out his approach to handling personal data.

A data subject has the following rights under the GDPR:

- The right of access to their personal data;
- The right to require a controller to rectify errors in their personal data;
- The right to require a controller to delete their personal data if the continued processing of those data is not justified;
- The right to restrict the controller in the processing of their personal data;
- The right to transfer their personal data between controllers where appropriate;
- The right to object to the processing of their data in certain circumstances;
- The right not to be evaluated on the basis of automated processing.

These rights are explored in more detail in the PCC's GDPR Policy on our [website](#).



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POLICE AND CRIME COMMISSIONER

**APPLICATION FORM FOR CHIEF CONSTABLE OF
NORFOLK CONSTABULARY**

OCTOBER 2021

NAME OF APPLICANT:

--

Instructions for completion

Candidates are advised to download the Application Form to complete. Please ensure evidence contained within the Application Form is 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 Job Description and Role Requirements.

Reference should also be made to the College of Policing's 'Competency and Values Framework for policing'.

All sections of the Form need to be completed in a concise manner and not exceed the specified word count.

Candidates are required to answer the following question set by the Police and Crime Commissioner:

"How would you expect Norfolk Constabulary to evolve by 2030 and what would your role be in this?"

This answer should not exceed 1000 words.

An Equal Opportunities Form will also need to be completed. The information you provide in this form is for monitoring purposes only and will be treated in confidence. The information contained with the Form will not be considered as part of the recruitment process and will be detached from your application form on receipt.

Please return your completed Application Form and Equal Opportunities Form to Mark Stokes, Chief Executive, Norfolk Office of the Police and Crime Commissioner (Mark.Stokes@norfolk.police.uk) no later than 17:00 hours on Monday 8th November 2021.

PART ONE – Personal Information

LAST NAME:	FORENAMES:
CURRENT ROLE:	CURRENT FORCE (include Dept, Division, Unit):
WORK ADDRESS:	CORRESPONDENCE ADDRESS:
TELEPHONE:	EMAIL:

Are there any reasonable adjustments that would need to be made to any stage of the selection process to enable you to participate? Please be specific about the adjustments required.

Please state 'none' if this is not applicable to you.

PART TWO – Current Post

Please provide details of your **current** and previous **two** posts.

CURRENT ROLE:	FORCE:
START DATE:	
Brief description of role and responsibilities, including key achievements: (maximum of 500 words)	

PART TWO – Recent Posts

ROLE:	FORCE:
START DATE:	FINISH DATE:
Brief description of role and responsibilities, including key achievements: (maximum of 500 words)	

PART TWO – Recent Posts Continued

ROLE:	FORCE:
START DATE:	FINISH DATE:
Brief description of role and responsibilities, including key achievements: (maximum of 500 words)	

PART TWO – Qualifications and Training

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

Colleges, universities attended or correspondence courses taken:	From:	To:	Qualification's and/or 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 contents:

PART THREE – Evidence

Please ensure that the evidence you provide relates to the values and competency areas below.

1. The Police and Crime Commissioner is seeking a Chief Constable who will deliver on his vision, strategy and policy contained within the Police and Crime Plan for Norfolk.

1.1 Please describe how you have developed a strategy in line with a high-level plan or programme and how this strategy has translated into meaningful outcome delivery.

Your answer will be assessed against the competency of ‘We Take Ownership’ in the College of Policing’s Competency and Values Framework for policing.

Please evidence in no more than 500 words:

Approximate date of example provided:

2. The Police and Crime Commissioner is seeking a Chief Constable who will ensure all officers and staff have a shared organisational sense of value, respect and belonging.

2.1 Please describe how you have used your personal values to set a culture that instils, promotes and supports ethical behaviour.

Your answer will be assessed against the value of 'Integrity' in the College of Policing's Competency and Values Framework for policing.

Please evidence in no more than 500 words:

Approximate date of example provided:

3. The Police and Crime Commissioner is seeking a Chief Constable who will influence and work across partnerships to achieve shared aims.

3.1 Please describe how you have understood and negotiated in a complex strategic environment of multiple partner organisations to ensure a collective outcome with shared responsibilities and accountabilities.

Your answer will be assessed against the competency of 'We are Collaborative' in the College of Policing's Competency and Values Framework for policing.

Please evidence in no more than 500 words:

Approximate date of example provided:

4. The Police and Crime Commissioner is seeking a Chief Constable who will embrace challenges and turn these into opportunities for communities thus promoting trust.

4.1 Please describe how you have engaged with the community when action was required to strengthen public trust and confidence.

Your answer will be assessed against the value of 'Public Service' in the College of Policing's Competency and Values Framework for policing.

Please evidence in no more than 500 words:

Approximate date of example provided:

PART FOUR – Question set by the Police and Crime Commissioner

The Police and Crime Commissioner would like to hear from you “How you expect Norfolk Constabulary to evolve by 2030 and what would your role be in this?”

Your answer should not exceed 1000 words.

PART FIVE – Additional Information

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.

Please give details below of any contractual/relationships/partnerships to Members/Officers of Norfolk Constabulary or Norfolk Police and Crime Commissioner (answer none if no 'relationship' exists).

Please give the names and contact details and status of two referees who can substantiate your integrity and experience, as set out in this application form. One must be your current Chief Constable (or equivalent). The Commissioner will contact them prior to interview.

DECLARATION

I declare that to the best of my knowledge and belief, all of the information that I have provided within this form is correct. I agree to be subject to the appropriate level of vetting should I be successful in being appointed.

Name:

Signature:

Date:



RECRUITMENT MONITORING FORM

Name: Post Applied for:

The Office of the Police and Crime Commissioner for Norfolk is committed to recruiting employees on the basis of their ability and the requirements of the job. It is important, to everyone concerned, that the way employees are selected is fair and that factors such as gender, marital status, race, religion, sexual orientation, age, ethnic origin or disability are not used.

To help us meet this commitment, we hope you will assist us in monitoring the recruitment process by completing this form and returning it with your application form. This monitoring form will be separated from your application on receipt and those involved in selection will not see it. The information you give will be used for statistical purposes only.

Date of birth:

I am: Female Male Transgender

I am: Married/Civil Partnership Divorced Separated Cohabiting
Single Widowed

Where did you find out about this vacancy?

How would you describe your ethnic origin?

<u>WHITE</u>	<u>BLACK/ AFRICAN/ CARIBBEAN/ BLACK BRITISH</u>	<u>ASIAN OR ASIAN BRITISH</u>
British <input type="checkbox"/>	African <input type="checkbox"/>	Chinese <input type="checkbox"/>
Irish <input type="checkbox"/>	Caribbean <input type="checkbox"/>	Indian <input type="checkbox"/>
Gypsy or Irish Traveller <input type="checkbox"/>	Any other background <input type="checkbox"/>	Pakistani <input type="checkbox"/>
Any other white background <input type="checkbox"/>		Bangladeshi <input type="checkbox"/>
		Any other Asian background <input type="checkbox"/>
<u>MIXED/MULTIPLE ETHNIC GROUP</u>	<u>ANY OTHER ETHNIC GROUP</u>	
White and Asian <input type="checkbox"/>	Arab <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
White and Black African <input type="checkbox"/>	Any other ethnic group <input type="checkbox"/>	
White and Black Caribbean <input type="checkbox"/>		

How would you describe your religious belief?

Agnostic <input type="checkbox"/>	Atheism <input type="checkbox"/>	Bahá'í <input type="checkbox"/>
Buddhist <input type="checkbox"/>	Christian <input type="checkbox"/>	Hindu <input type="checkbox"/>
Islam (Muslim) <input type="checkbox"/>	Jainism <input type="checkbox"/>	Jewish <input type="checkbox"/>
Mormon <input type="checkbox"/>	Pagan <input type="checkbox"/>	Shinto <input type="checkbox"/>
Rastafarianism <input type="checkbox"/>	Sikh <input type="checkbox"/>	Unitarianism <input type="checkbox"/>
Zoroastrians (Parsi) <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>	Any Other Religion <input type="checkbox"/>

How would you describe your sexual orientation?

Heterosexual <input type="checkbox"/>	Lesbian/Gay <input type="checkbox"/>	Bisexual <input type="checkbox"/>
Prefer not to say <input type="checkbox"/>		

Do you consider yourself to have a disability? Yes No
Prefer not to say

If yes, how would you describe your disability?

Information is handled in accordance with General Data Protection Regulation (GDPR) and Data Protection Act 2018 which set out the principles of good information handling practice and governs the fair and lawful processing, maintenance and security of data. For further details on how we use information and your information rights, please visit: <https://www.norfolk-pcc.gov.uk>

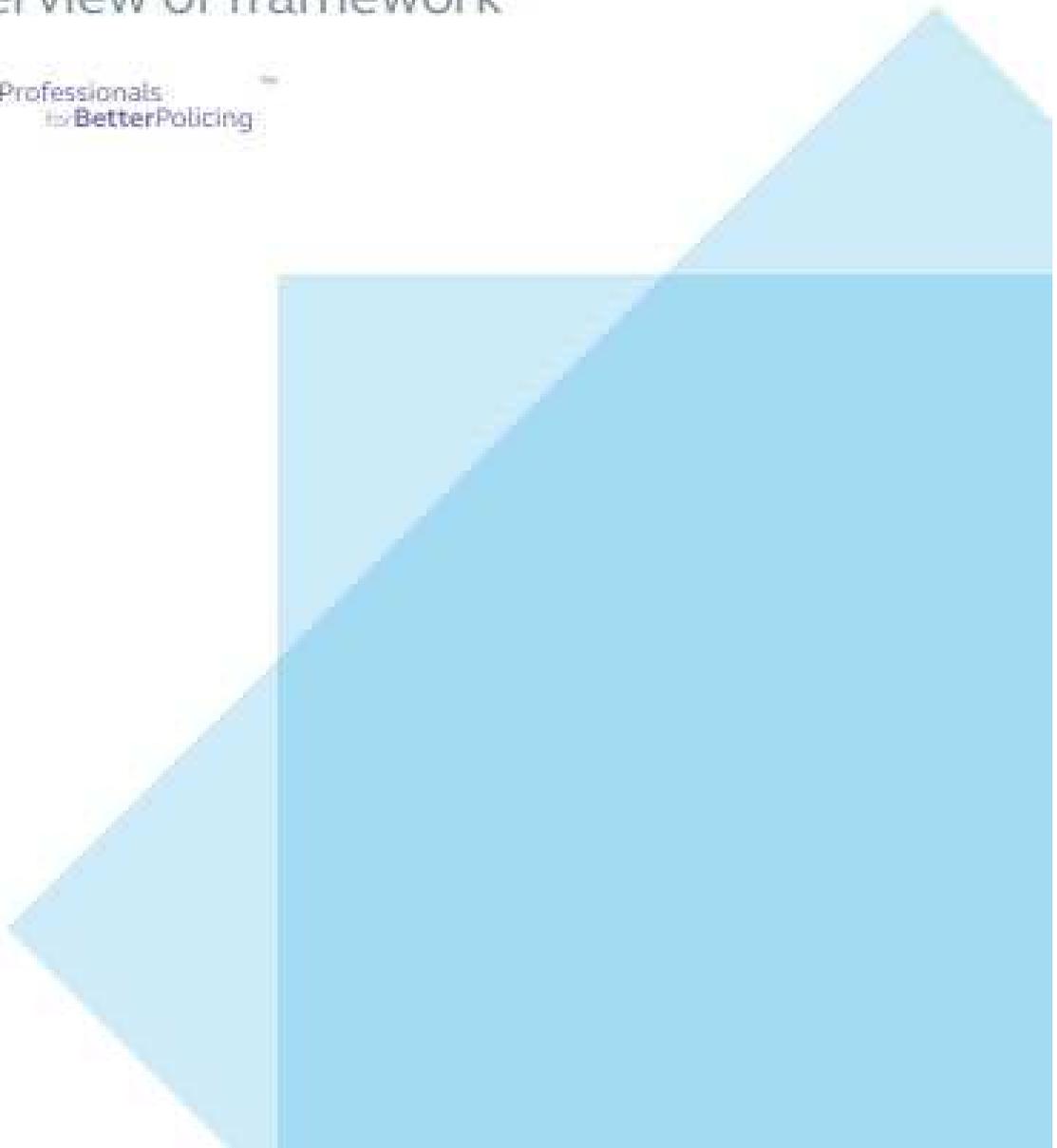


college.police.uk

Competency and Values Framework for policing

Overview of framework

BetterProfessionals
for BetterPolicing



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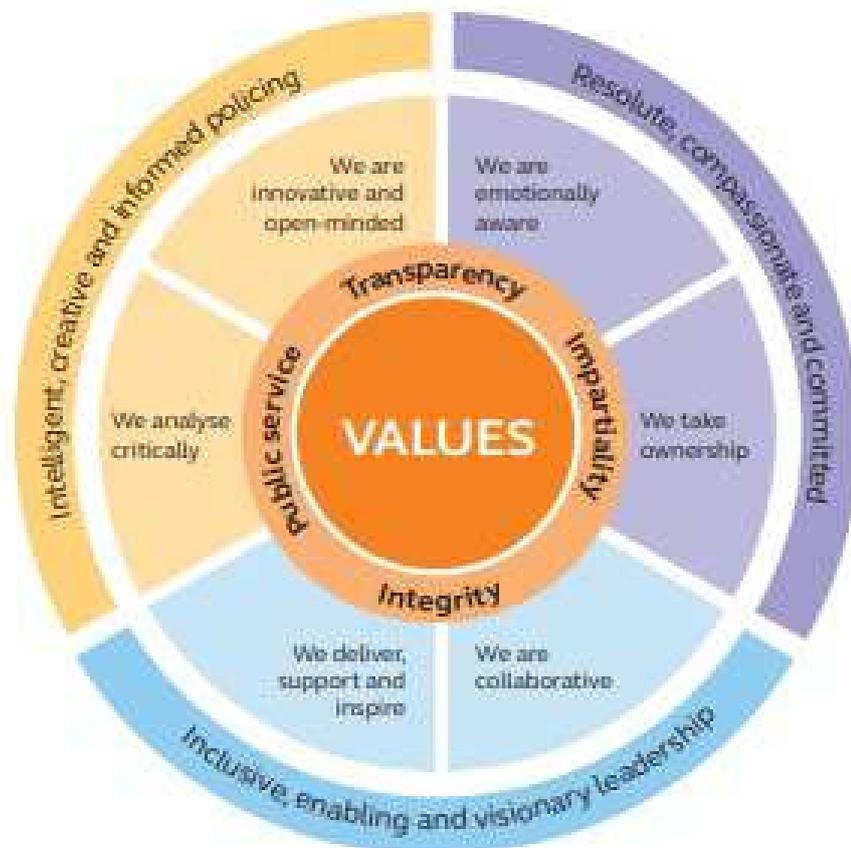
For enquires about this document, or to request an alternative format, please email contactus@college.pnn.police.uk

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Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 - practitioner
- level 2 - supervisor/middle manager
- level 3 - senior manager/executive

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

Values

Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

Integrity

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

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

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

Behaviours

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

Public Service

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

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

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

Behaviours

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

Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

Cluster

Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

Competency

We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

We are emotionally aware

Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Competency

We take ownership

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

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

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

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

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

We take ownership

Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems, both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

Level 3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Cluster

Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

Competency

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative

Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

Level 3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

Competency

We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

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

We deliver, support and inspire

Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

Level 3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

Cluster

Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

Competency

We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

We analyse critically

Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Competency

We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and open-minded

Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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Chief Constable Appointments Process

15th November 2021

AGENDA

Timings	Attendance
09.00	Key Panel Members Introduction
09.30-09:45	Internal Stakeholder Panel (Briefing)
10.00 - 11.00	Internal Stakeholder Panel (staff/officers/volunteers)
11.15– 11.45	Internal Stakeholder Panel Feedback (PCC / Appointments Panel)
11.45 – 13.00	Buffet served
13.00 – 13.15	External Stakeholder Panel (Briefing)
13.30 - 14.30	External Stakeholder Panel
14.45 – 15.15	External Stakeholder Panel Feedback (PCC / Appointments Panel)
15.15 - 15.45	Appointments Panel Preparation
16.00	Presentation & Interview
	Appointments Panel & Discussion

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	Independent Member & College of Policing
Has the PCC's Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes
<p>Is this report a Confidential Decision?</p> <p style="text-align: right;"> <input data-bbox="1066 1447 1187 1518" type="checkbox"/> <input data-bbox="1259 1447 1380 1518" type="checkbox" value="NO"/> </p> <p>If Yes, please state reasons below having referred to the PCC Decision Making Policy</p>	

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to the PCC).

Chief Executive – Mark Stokes

I am satisfied that relevant advice has been taken into account in the preparation of the report, that the recommendations have been reviewed and that this is an appropriate request to be submitted to the PCC.



Signature:

Date: 23rd November 2021

Chief Finance Officer (Section 151 Officer) - Jill Penn

I certify that:

- a) there are no financial consequences as a result of this decision,
OR
- b) the costs identified in this report can be met from existing revenue or capital budgets,
OR
- c) the costs identified in this report can be financed from reserves
AND
- d) the decision can be taken on the basis of my assurance that Financial Regulations have been complied with.

Signature:



Date: 23rd November 2021

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Chief Constable Appointments Process

15th October 2021

AGENDA

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Police and Crime Panel - Process for reviewing Chief Constable appointments

