

POLICE AND CRIME PANEL

13th April 2017

REPORT OF THE POLICE AND CRIME COMMISSIONER FOR DERBYSHIRE

Recruitment process for the new Chief Constable of Derbyshire Constabulary and notification of the 'Preferred Candidate' – Mr Peter Goodman QPM
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1. PURPOSE OF THE REPORT

- 1.1 To inform the Police and Crime Panel (the PCP) of the process followed for the recruitment of a new Chief Constable for Derbyshire Constabulary.

2. STATUTORY REQUIREMENTS

- 2.1 Part 1 of Schedule 8 of The Police Reform and Social Responsibility Act 2011 outlines the statutory framework for the appointment of Chief Constables.
- 2.2 The Police and Crime Commissioner is required to inform the PCP of the proposed appointment, which was done immediately after the interview process was concluded on 31st March 2017.
- 2.3 The Commissioner is also required to provide:
- 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.

This report has been written to satisfy those requirements and to provide the PCP the information required for them to review and report on the proposals.

- 2.4 The PCP must hold a confirmation hearing at which the candidate will be asked questions relating to the appointment. This meeting is held in public.
- 2.5 The PCP is required to consider the proposed appointment and make a report to the commissioner as to whether or not the candidate should be appointed.
- 2.6 The PCP have the right, under paragraph 5 of Schedule 8, to veto the proposal if a two-thirds majority of the panel agree.
- 2.7 Subject to their being no veto the Commissioner will consider the report of the PCP and will notify them of his decision whether to accept or reject the panel's decision, and therefore whether to appoint or not.

3. BACKGROUND

- 3.1 In December 2015 the then Police & Crime Commissioner, Alan Charles, took the decision to extend the Chief Constable's Fixed Term Appointment (FTA) for

a further six months, giving an end date of 31st May 2017 (Decision 61/15).

- 3.2 The rationale for the decision was to allow the newly elected PCC time to understand the role of the PCC and what they would be looking for in a chief officer, but also not to 'tie the hands' of the new commissioner and allowing them to exercise one of the key functions of the role i.e. appointing a Chief Constable.
- 3.3 By mutual agreement the Chief Constable and Commissioner agreed that the Chief would retire at the end of this extension and so a vacancy would be created from 1st June 2017.
- 3.4 The Chief Executive therefore pulled a process together to find a replacement for the outgoing Chief Constable, Mick Creedon. The process was informed by guidance issued by the College of Policing (CoP) and engagement with Chief Executives from other OPCCs where they had recruited new chief constables.

4.0 ENGAGEMENT WITH THE COLEGE OF POLICING

- 4.1 The CoP have published guidance for the appointment of chief officers and a toolkit to assist with the process (for more details see <http://www.college.police.uk/What-we-do/Support/Recruitment/chief-officers/Pages/default.aspx>)
- 4.2 The guidance and toolkit, along with Home Office Circular 020/2012 (as amended by HOC 005/2015) formed the basis for the process.
- 4.3 A conversation was had with Alex Marshall QPM, the CEO of the CoP, about the role(s) the college could play in supporting the process. The options fell into two main areas. Firstly the college, through Alex, could offer an 'Executive Search' function to ensure that those working within the police service in the UK were aware that this opportunity has arisen and was being advertised. The college also offered support in the running of the process itself, design of tests and exercises and support in running the day itself. This second option was subject to a charge to the OPCC, the 'Executive Search' was a free service from the college.
- 4.4 Both options were presented to the PCC and it was decided that as the Chief Executive had previous experience of running Chief Officer recruitment processes, albeit under the Police Authority governance arrangement, the Commissioner was satisfied that there were the skills within the office to pull a process together. That said, the offer of an 'Executive Search' was accepted by the Commissioner and liaison took place between the college and the OPCC to ensure that this happened.

5.0 THE APPLICATION PROCESS

- 5.1 Attached at Appendix A is a copy of the application pack that was developed for the recruitment.
- 5.2 The Job Description and Person Specification were developed using the guidance from the CoP, previously developed documentation from Derbyshire

recruitment processes and a review of recent application packs for other Chief Constable recruitments. They were also cognisant of the statutory requirements such as the successful completion of the Strategic Command Course¹. Applicants also needed to provide evidence, and references, of how they met the seven personal quality/competency areas highlighted by the CoP as necessary to fulfil the role.

5.3 The Home Office Circular 020/2012 states:

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.

- 5.4 The advert appeared in Police Professional (a specialist policing magazine) in the edition published on 23rd February 2017 and also the edition published on 2nd March 2017 with a closing date of 17th March – giving a window of opportunity to apply of 3 weeks and one day. The advert also appeared on Policeprofessional.com, the PCC's website and via 'Chiefsnet' – the National Police Chiefs Council's intranet. This was in addition to the 'Executive Search' undertaken by the CoP. (A copy of the advert can be found at Appendix B). It should be noted that an article also ran in the Derby Telegraph about the opening of the recruitment process (23.02.2017 *Wanted: fancy earning £144,000 to run Derbyshire's police force?*)

6.0 **SHORTLISTING & THE INTERVIEW PROCESS**

- 6.1 By the closing date (5:00pm on 17th March) one completed application had been received. Whilst it is disappointing that there were not more people who wanted to apply this is not a wholly unusual experience. The CoP has undertaken a piece of research into Chief Officer Appointments, see Appendix C. As part of the press release for the publication of the report, the CEO of the CoP, Alex Marshall, cites the following reasons as potential barriers to people applying for senior jobs within policing:
- Domestic circumstances – the impact a promotion may have on time spent away from family and on partners and children.
 - Financial impact – including pension and tax, and specifically the lack of advice and information to assist understanding of consequences in this area.
 - Force/organisational – considerations relating to the 'fit' with a recruiting force's culture and values, profile, location, existing team and PCC.
 - Location – and impacts associated with changes in cost of living and disruption through a requirement to relocate.

¹ Confirmation of Peter Goodman's successful completion of the course in 2006 was gained from the Deputy Director of the SCC on 23rd March 2017

- Selection process – concerns around transparency and fairness of current selection processes, including perceptions of favoured internal candidates.

6.2 As there was only a single candidate a standard 'shortlisting process' was not possible. Instead the PCC, Deputy PCC and Chief Constable reviewed the application received to ascertain if the applicant had been able to demonstrate the skills and experience required in order to make it through to the formal interview process. It was agreed that the application did meet the required standards and a formal interview was offered. The name of the candidate was Peter Goodman, the current Deputy Chief Constable of Derbyshire Constabulary. (His redacted CV is at Appendix D)

6.3 The Commissioner did consider the potential to re-open the application process to try and attract a wider field of applicants, but with the Chief Constable's FTA due to expire at the end of May, a candidate who met the required standards to be offered an interview and no guarantee that a re-advertising would attract any additional applications it was decided to proceed with the process exactly as planned with a single candidate.

6.4 An interview panel had already been established and a date set of 30th and 31st March 2017 for the process to take place. The seven person panel consisted of:

Hardyal Dhindsa	Police & Crime Commissioner for Derbyshire
Kevin Gillott	Deputy Police & Crime Commissioner for Derbyshire
Prof Kevin Bampton	Director of the International Policing & Justice Unit, Derby University
CC Mick Creedon	Outgoing Chief Constable and technical advisor
Rachael Livingstone	CEO of Impact Derby & member of the Independent Advisory Group
Terry McDermott	Chief Fire Officer and Chief Executive, Derbyshire Fire & Rescue
Deirdre Newham	Independent Member of the Panel

6.5 The Commissioner recognised the importance of the decision he was required to and the significant impact it would have on officers, staff and volunteers within Derbyshire Constabulary and therefore wanted to understand what their view on the candidate(s) was. To gain this feedback from officers, staff and volunteers were invited to an event on 30th March. It was designed as an opportunity to meet the candidate(s), hear why they wanted to be the next leader of Derbyshire Constabulary, explain the skills they would bring to the role and then answer questions from the audience. (NB the questions were not pre-submitted). After the even audience members were asked to provide feedback.

6.6 69 people attended the events, with a good range of ranks/seniority, area of business and working location. In total 24 questions were asked on the following issues:

- Medical issues relating to staff/ability to continue working
- Mental Health support
- Resources relating to increased Cyber Crime
- Equality and Diversity within the Force and Community
- Partnership Working
- New Policing/Staffing levels
- Main issues facing the Force in next 3-5 years

- Domestic Violence – should we be supporting at all levels
- Staff Development/Leadership
- Evidence Based Policing
- Career Progression/Staff Pathways
- Regional Policing and joining with other Forces
- Special Constables
- Powers for PCSOs
- Cuts to Neighbourhood Policing
- Future of Control Room – Outsourcing
- Drugs
- What was his preparation for the Role
- Personal Development Review – benefits/is it working
- Opinion on suggestion about Chief Officers not being Police Officers
- Shift Patterns
- Values of the Force

6.7 Audience members were asked to rate the performance of the candidate(s) on a scale of 1 – 5, with 5 being very good. The feedback was as follows:

Score	%
1	0
2	1.5
3	4.4
4	11.8
5	82.3

They were then asked if, based on what they had heard that evening, they felt that Peter Goodman was the right person to lead Derbyshire Constabulary through the challenges it will face over the coming years.

Answer	%
Yes	88.2
No	0
Maybe	10.3
No Answer	1.5

The results were:

- 6.8 Candidates were also given the opportunity to give freetext feedback, which was almost exclusively positive.
- 6.9 All of the feedback from the Meet the Candidate(s) event was collated and shared with the interview panel.
- 6.10 For the formal interview the candidate was required to complete the following tasks:

Exercise Type	Description
Presentation	<p>The candidate was supplied with a range of statistical data sets looking at the performance of Derbyshire Constabulary. They were set the following:</p> <p><i>Using the information provided, along with your own knowledge and experience of policing, please produce a 10 minute presentation for the Police & Crime Commissioner on your views on the current state of Derbyshire Constabulary, its performance, the threats and risks it faces and outline your thoughts on how you might address them.</i></p> <p>30 minutes preparation time was allowed</p>
Media Exercise	<p>Scenario:</p> <p><i>Before you are taken into the interview panel you will meet with a reporter from the local TV news. They will be interviewing you for a 'pre-record' for the local news to be broadcast in the vending news slot. The interview will be about the Force and your appointment as its Chief Constable. The interview will be recorded to the interview panel are able to watch it.</i></p>
Presentation & Interview	<p>The prepared presentation was made to the panel, followed by any questions the panel had.</p> <p>There was then a formal interview, consisting of 10 questions. Each of the personal qualities/competencies was addressed by at least one question and some more general questions about the Chief Constable/PCC relationship were asked.</p> <p>The answers were scored against the CoP's Five Point rating scale (see Appendix D)</p>
Second Media Exercise	<p>Once the formal interview was over the candidate was escorted out of the interview room. They were met by the same reporter but this time were 'doorstepped' with a hostile interview based on a developing story around a poor police response to domestic abuse.</p> <p>The journalist who was working helping with this element of the task had been briefed to be challenging and to try and shake the candidate.</p>

- 6.11 The rationale behind the second interview was to test the candidate's ability to manage a difficult media interview, on camera, when they were not expecting it and did not have possession of all the relevant facts or the support of a media and communications team. It was deliberately placed at the end of the process to try and catch the candidate off guard.
- 6.12 Following the formal interview the panel then individually scored the answers given before comparing scores and assigning an average score for each

answer. The scoring was then taken into account, along with the media exercise and feedback from the meet the candidate(s) event the night before, for the Panel to assist the Commissioner in deciding whether or not to put forward Mr Goodman's name to the PCP.

- 6.13 Following a robust discussion it was agreed that he did meet the required standards and it was therefore decided by the Police and Crime Commissioner for Derbyshire that Peter Goodman's name should be put forward as the preferred candidate to the Police & Crime Panel for their consideration.

7.0 AN INDEPENDENT VIEW

- 7.1 It is expected that the recruitment process should follow the principles of merit, fairness and openness.
- 7.2 Section 4.2.5 of the CoP Guidance for the Appointment of Chief Officers places a clear responsibility to ensure adherence to these principles upon the Chief Executive of the PCC's office. It has been the Chief Executive who designed and facilitated and monitored the entire process in Derbyshire.
- 7.3 Additionally there is a requirement for an independent member of the panel to be sought. For this appointment process Mrs Deirdre Newham was fulfilling this role. Mrs Newham had been the Chair of the Police Authority in Northamptonshire during the time that the Chief Executive of the OPCC had worked as the Deputy CEO. During this time Mrs Newham had lead the recruitment of Chief Officers, albeit under the previous governance arrangement. More recently Mrs Newham assisted the Chief Constable of Northamptonshire when recruiting their new Deputy Chief Constable. Mrs Newham is also a magistrate and Deputy Lieutenant for Northamptonshire. Mrs Newham has no connections to Derbyshire nor to the PCC Hardyal Dhindsa and with her significant experience was an ideal candidate to fulfil this role.
- 7.4 Attached at Appendix E is a letter from Mrs Newham giving her independent view of the process.

8.0 APPOINTMENT TERMS

- 8.1 The Commissioner's intention is to offer a fixed term appointment of 5 years, subject to the Panel's approval. This is the maximum allowed under regulations and will allow time for the next Police & Crime Commissioner for Derbyshire to consider options toward the end of this FTA (in consultation with the Chief Constable.)
- 8.2 The appointment would be subject to a notice period of 3 months from either party should they wish to end the appointment prior to the end of the FTA.
- 8.3 All other terms and conditions would be in line with current Police Regulations.

9.0 RECCOMENDATION(S)

- 9.1 That the Police & Crime Panel approves the appointment of the 'Preferred Candidate' Peter Goodman for the role of Chief Constable.

9.2 That the appointment is on the terms outlined in section 8.0 of this report.

Contact details in the event of enquiries	Name: Hardyal Dhindsa External telephone number: 0300 122 6000 Email address: pccoffice@derbyshire.pnn.police.uk
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Derbyshire Chief Constable Recruitment Candidate Information Pack



**Derbyshire
Police and Crime
Commissioner**

*Protecting Communities,
Fighting Crime*



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February 2017

Dear Applicant

Thank you for your interest in the role of Chief Constable of Derbyshire. 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.

As a force Derbyshire Constabulary is regularly assessed as being either GOOD or OUTSTANDING when inspected by HMIC. This is in no small part due to the excellent leadership of the outgoing Chief Constable Mick Creedon and I am looking for a new Chief Constable that is able to demonstrate the same levels of drive and commitment that Mick has given the force for the past ten years.

Like all police forces Derbyshire does have to respond to the challenges of the changing face of crime and the tough economic environment that we have to deliver policing in. Strong financial management has meant that Derbyshire is in a relatively strong position and is able to respond to these challenges, though this is no reason for complacency. Through your strong leadership I expect to see this continue and Derbyshire to remain a safe county to live and work in.

I enjoy an excellent working relationship with the Chief Constable, the senior team and the whole of Derbyshire Constabulary and the relationship between the Force and my office is a very effective, open and honest one. It is vital that as the new Chief Constable you are committed to maintaining this relationship.

As part of the pack you will see my Police and Crime Plan that sets out my seven key strategic objectives. Whilst this is my plan, I worked closely with the Chief Constable and the senior officer team to develop it and you will play a vital role in its delivery.

As you would expect there is a wealth of information on both my own website, the force's site and other portals, but I fully appreciate that you may feel you wish to get a closer view. Therefore, if you wish to arrange a familiarisation visit we have arranged for Helen Drummond, the Chief Constable's PA, to help you. Please contact Helen by telephone on 0300 122 5557 or e-mail helen.drummond.4804@derbyshire.pnn.police.uk

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

Application Process Opens	23rd February 2017
Deadline for applications	5pm, Friday 17th March 2017
Shortlisting and notification to successful candidates	23rd Thursday March 2017
Discussion event with Force colleagues	Thursday 30th March 2017
Interview & Media exercises	Friday 31st March 2017
Police & Crime Panel Confirmation meeting	TBC

If you have any further questions relating to the process, or the working of my office, please do not hesitate to get in touch with my Chief Executive, David Peet who will be happy to assist in the first instance. David can be contacted by calling 0300 122 6000 or emailing david.peet.16406@derbyshire.pnn.police.uk.

I look forward to receiving your completed application,

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Hardy Dhindsa', written in a cursive style.

Hardyal Dhindsa
Police & Crime Commissioner for Derbyshire



Chief Constable Recruitment

Application Process



**Derbyshire
Police and Crime
Commissioner**

*Protecting Communities,
Fighting Crime*



1. Terms and conditions

1.1 Appointment

The appointment will be subject to the provisions of the Police Act 1996, Police Regulations, successful completion of the Senior Police National Assessment Centre (or equivalent) and Strategic Command Course (or equivalent), a satisfactory medical examination and such other conditions of service as determined by the Police and Crime Commissioner for Derbyshire. The successful candidate will be expected to take up the appointment as soon as possible.

1.2 Terms of appointment

Appointment is on a fixed term basis, initially for 5 years. Termination of appointment is subject to 3 calendar months' notice in writing from either party.

1.3 Salary

The annual salary is £144,768 per annum

2. Benefits package

The Force offers a comprehensive benefits package which includes:-

- 2.1 Either a car allowance or the provision of a car;
- 2.2 Health Insurance;
- 2.3 Relocation Package;
- 2.4 Incidental Expenses;
- 2.5 Fees & Professional Body Membership;
- 2.6 Home Security.

(A copy of the detailed agreement can be obtained from David Peet)

3. Working location

The majority of work will be carried out from Derbyshire Police Headquarters, Butterley Hall, Ripley DE5 3RS. However, the nature of the work will also require travel throughout the East Midlands and across the UK.

4. Working hours

Working hours will be not less than 40 hours per week and such as are needed to fulfil the requirements of the post, subject to the requirements of the Working Time Directive. There is a requirement to be contactable 24 hours per day when not on leave. This role will require evening and weekend working including attending meetings and events during these times. In addition, the post holder will have responsibility for representing Derbyshire Constabulary and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time.

5. Holiday

The post holder is entitled to leave in accordance with Police Regulations.

6. Medical examination

Applicants to this position will be required to undertake a medical examination before taking up appointment.

7. Security clearance

The successful applicant will be appointed subject to holding or obtaining security clearance at Developed Vetting (DV) level.

8. Pension

The post holder will be eligible for membership of the Police Pension Scheme.

9. Telephones, IT and other equipment

Mobile telephone and other equipment, which is necessary to ensure convenient working arrangements, will be made available.

Application and selection process

Applications

Applicants are required to submit a CV which outlines their relevant experience along with the following documents:-

- **Personal Qualities:** evidence of how you meet the criteria set out in the Personal Qualities and the contact details of a reference who may be asked to confirm the accuracy of the examples you have provided.
- **Chief Constable's Reference:** a reference from your current Chief Constable or equivalent. This reference template should be given to your Chief Constable (or equivalent) to complete and be returned in hardcopy or electronically to the address below.
- **Performance Development Review:** a copy of your most recent Performance Development Review report.
- **Biographical Data Monitoring Questionnaire:** A template for completion is available on the Deputy Chief Constable recruitment webpage

All the requested documents should be sent by email to David Peet at the following email address: david.peet.16406@derbyshire.pnn.police.uk

Alternatively a hard copy can be sent to:

David Peet, Chief Executive,
Office of the Police & Crime Commissioner
Derbyshire Constabulary Police Headquarters,
Butterley Hall,
Ripley
DE5 3RS

Documentation should be received no later than **5pm on Friday 17th March 2017**

Recruitment process

Shortlisting panel

All the information submitted by applicants will be considered by the Police and Crime Commissioner and his shortlisting panel.

Evidence will be drawn from your CV, Evidence of Personal Qualities, Chief Constable's reference and Performance Development Review report.

Shortlisting will take place on the **23rd March 2017** and candidates will be informed of their results as soon as possible after it has completed

Discussion Event

An event will take place on **30th March 2017** where the candidates will be given the opportunity to introduce themselves, share their thinking about the future and answer questions from an invited audience of Derbyshire Constabulary officers and staff. Feedback from audience members will be shared with the interview panel to help them in their selection process.

Interviews

Interviews will take place on **31st March 2017** at the Police Headquarters at Ripley. The interview panel will be:

Hardyal Dhindsa	Police & Crime Commissioner for Derbyshire
Kevin Gillott	Deputy PCC for Derbyshire
CC Mick Creedon	Outgoing Chief Constable and technical advisor
Terry McDermott	Chief Fire Officer and Chief Executive, Derbyshire Fire & Rescue
Prof Kevin Bampton	Director of the International Policing & Justice Unit, Derby University
Rachael Livingstone	CEO of Impact Derby & member of the Independent Advisory Group
Deirdre Newham	Independent Member of the Panel

Police and Crime Panel – Confirmation Hearing

Pursuant to Schedule 8 of the Police Reform and Social Responsibility Act 2011 the appointment of a Chief Constable is subject to a Confirmation Hearing of the Police and Crime Panel, at which the nominated candidate is expected to be present. It should be noted that the Panel does have the right to veto the proposed appointment by a two-thirds majority vote by the Panel. The Confirmation Hearing must be called within 3 weeks of the notification to the panel of the nominated candidate.

Interview expenses

The PCC, in accordance with Police Regulations, will pay reasonable and necessary expenses of candidates invited for interview.

Any questions in relation to the selection process or role should be addressed to:

David Peet, Chief Executive

Contact details Tel 0300 122 6000, david.peet.16406@derbyshire.pnn.police.uk

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Chief Constable Recruitment

Job Description,
Person Specification &
Personal Qualities



**Derbyshire
Police and Crime
Commissioner**

*Protecting Communities,
Fighting Crime*



Chief Constable

Job description

POST TITLE:	CHIEF CONSTABLE
ACCOUNTABLE TO:	DERBYSHIRE POLICE AND CRIME COMMISSIONER
RESPONSIBLE FOR:	The direction and control of the Derbyshire Constabulary in accordance with the Police Act 1996, in order to provide Derbyshire with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.
LOCATION:	Force Headquarters, Butterley Hall, Ripley, Derbyshire
TERM:	Five Year Fixed term appointment

The successful candidate will be responsible for:

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

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

Chief Constable

Person specification

Applications are invited for the post of Chief Constable, Derbyshire Constabulary

Qualifications

Essential

Successful completion of the Strategic Command Course.

Hold the rank of at least Assistant Chief Constable or Commander

Desirable

Accredited in the following areas:

Strategic Firearms Command, MAGIC, CBRN, SIO, APOC, RIPA, Covert Policing

Experience

Substantial experience is required of taking a strategic perspective and developing strategies that manage the internal and external expectations and influences on the organisation.

Experience of developing strategic responses to the national agenda.

Experience of developing and maintaining strategic partnerships that support the national agenda, local operational issues and the complexities of policing diverse communities.

Experience of influencing organisational culture and its impact on performance and behaviours.

Personal Qualities

High performance against the Police Performance Framework in the areas of:

Decision Making; Leading Strategic Change; Leading the Workforce; Managing Performance; Professionalism; Public Service and Working with Others.

Chief Constable

Personal qualities

Decision Making

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

Leadership

Leading strategic change

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

Leading the workforce

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise.

- Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Managing performance

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

Professionalism

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

Public service

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.

- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

Working with others

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



**Derbyshire
Police and Crime
Commissioner**

*Protecting Communities,
Fighting Crime*



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Chief Constable

This is an exciting opportunity to **lead** a broad range of **specialist assets** and to **manage** significant **operational risk** across Derbyshire



Derbyshire is not simply home to one of the country's most stunning national parks, it is also one of the safest counties in England and Wales, consistently assessed as either good or outstanding by HMIC.

Our determination is to keep it that way with a high-performing police force that punches far above its weight when it comes to protecting communities and meeting the challenges of 21st Century policing.

Police and Crime Commissioner Hardyal Dhindsa is now searching for the force's next Chief Constable and wants candidates who match his, and the force's, ambition and vision to deliver high-quality policing for the people of Derbyshire.

Our next Chief Constable will have the ability to adapt to new and emerging challenges; the drive to implement change; the wish to embrace a partnership approach and the will to welcome diversity in all its forms.

They will be an inspirational leader with the skill and experience to build on the solid foundations in place, enhancing Derbyshire Constabulary's performance and reputation still further.

To find out more about this fantastic opportunity you are invited to call the Commissioner's Chief Executive David Peet on **0300 122 6000** for an informal discussion.

Further information and the application pack is available at **www.derbyshire-pcc.gov.uk/chiefconstable**

The closing date for applications
5pm Friday 17 March 2017



**Derbyshire
Police and Crime
Commissioner**

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Fighting Crime





Chief Officer Appointments Surveys

Executive summary

1 Background

- 1.1 The College of Policing was tasked with addressing concerns that had been expressed by some senior stakeholders regarding the limited number of applicants for chief officer vacancies. The research also supports work being carried out under Recommendation 1 of the Leadership Review, which stated that the College of Policing will:

promote a debate with the Home Office, police and crime commissioners and the National Police Chiefs' Council about how strategic advice, support and coordination can be offered to those making decisions about appointment to senior leadership positions.

- 1.2 In addition, the Home Affairs Select Committee has discussed the limited number of applicants and considered why eligible candidates may not apply for chief officer positions.

Methodology

- 1.3 In partnership with the Chief Police Officers Staff Association (CPOSA), the National Police Chiefs' Council (NPCC), the Police Superintendents' Association of England and Wales (PSAEW), the Association of Police and Crime Commissioners (APCC) and the Home Office, the College of Policing developed four questionnaires to gather further information on the issues raised. The questionnaires were aimed at four distinct response groups: selection and HR leads, PCCs, chief constables and potential applicants, including deputy chief constables, assistant chief constables, chief superintendents and superintendents.
- 1.4 The questionnaires asked about how forces currently advertise for and deliver their selection processes, as well as considering common barriers and seeking feedback on potential ways to widen the applicant pool for chief officer positions.
- 1.5 The four questionnaires were sent via email links and completed online. In total, 41 PCCs, 45 chief constables, 273 chief officers (deputy and assistant chief constables) and 1,200 potential applicants (chief superintendents and superintendents) were sent the questionnaire.
- 1.6 Overall, the following responses were received: selection process (12 responses), PCC (24 responses), chief constables (23 responses) and potential applicants (124 responses).

2 Findings

- 2.1 The findings from the questionnaires have been considered in terms of challenges, barriers and ways forward.

Challenges

- 2.2 The majority of PCCs and chief constables confirmed that they received ‘too few’ applicants for a chief officer vacancy. PCCs and chief constables only were asked a series of questions regarding the main challenges they experienced in preparing for and delivering selection processes for chief officers.

Lack of available candidates

The main challenge identified across a number of questions was the lack of available candidates from which to attract applicants. Chief constables in particular reported that the lack of available candidates affected their ability to make comparisons during the selection process. The small number of applicants meant a lack of choice, which could limit the decisions made. Responses from PCCs and chief constables which support this challenge included ‘inability to select the best possible candidate due to small pools’, ‘lack of competitiveness could lead to complacency’ and ‘not enough candidates to compare one against another’.

Lack of diversity

Chief constables reported that, due to the limited number of eligible applicants from which to attract candidates, there was a lack of diversity and ability to share ideas, thoughts and experiences. Responses included; ‘lack of diversity in command teams’, ‘lack of diversity in the process in the widest sense’ and ‘lack of cross-fertilisation of ideas and experiences’.

Attraction

While this is linked to the challenge outlined above, PCCs and chief constables also reported concern regarding their ability to attract candidates to a vacancy in view of factors, including a ‘competitive job market’, the impact on pensions and the time remaining until pensionable age.

Location

This challenge was reported by chief constables only (and identified as a barrier by chief constables and potential applicants) and refers to the need for a candidate to travel or relocate. This appears to be more pertinent for forces that are geographically isolated, making relocation more of a requirement than a choice.

Barriers

- 2.3 Chief constables and potential applicants were asked a series of questions which focused on the factors most likely to influence their decision to apply for a chief officer vacancy and what barriers they currently experienced. The main barriers outlined below are those that have been reported by both response groups across a number of questions:

Domestic circumstances

The impact a promotion may have on an individual's family includes the time spent away from their children, difficulty in finding a suitable school and house, disruption to a child's education as well as the impact on a partner's job. While this did influence a chief constable's decision, it was the most prominent barrier to promotion for potential applicants in the ranks between superintendent and deputy chief constable.

Financial

The financial impact a promotion is likely to have includes the impact on an individual's pension, tax and lifetime allowances. The likely financial impact of a substantive promotion was considered in more detail, with chief constables and potential applicants being asked what it was that caused them the most concern. Two further considerations were identified:

- Scale of impact: the responses suggest that it is the unknown scale of the financial impact and what future changes may occur which cause concern and create a barrier to applying for a chief officer vacancy.
- Lack of advice and understanding: responses also suggest that a lack of clarity and understanding exist regarding what support is available and how to manage the financial impact in the short and long term.

Force/organisational

This was a more prominent barrier for chief constables, compared to potential applicants, and includes the influence the recruiting force's culture and values, profile (eg, size of force and location), the existing chief officer team and PCC are likely to have on their decision to apply for a chief officer vacancy.

Location (eg, change in cost of living and the requirement to relocate)

The location of a vacancy is likely to affect an individual's decision to apply due to a potential increase in the cost of living and the requirement to relocate. This has an equal impact across the chief constable and potential applicant response groups.

Selection process

Chief constables and potential applicants expressed concern regarding the perceived fairness, integrity and transparency of current selection processes. Responses focused on barriers including ‘favoured internal candidate in applicant pool’, inconsistencies in support available, with some being able to access mentoring support while others cited a lack of support from their existing force in comparison to colleagues.

Ways forward

- 2.4 A number of ways forward were suggested, with some shared agreements and differences between PCCs, chief constables and potential applicants being identified. The most agreed way forward for PCCs was reinstating the requirement to have served within another force (including secondments). The most agreed way forward for chief constables and potential applicants was to have a national coordination of an ‘executive search’ function working with the recruiting PCC/CC to match candidates with requirements.
- 2.5 The least-agreed on way forward for PCCs was introducing the requirement to have a minimum number of applicants per vacancy before a selection process could go ahead, which was similar to the responses from chief constables and potential applicants.
- 2.6 There was agreement between chief constables and potential applicants regarding the least-preferred solution, which was introducing a national assessment centre for the rank of chief constable and deputy chief constable. This was mirrored by more than half of the PCCs.
- 2.7 In order to identify the widest possible range of ways forward, a series of open questions were asked. Additional ways forward were identified and include providing independent financial advice (eg, support to identify the long-term impact a promotion may have), career planning (eg, secondments opportunities, the availability of early and consistent coaching, mentoring and CPD activities), organisational/legislative changes (introducing the requirement to have gained experience at a senior level in an external organisation) and a review of current selection processes such as Senior Police National Assessment Centre (PNAC) and training courses such as the Strategic Command Course (SCC). PCCs in particular focused on how to improve attraction through a truly open selection process. Their responses suggested that an open selection process can be achieved through a strong advert, clearly outlining who and what is involved in each stage of the selection process and promoting the local region as a good place to live and work.

3 Options

- 3.1 The main report contains a full outline of the options suggested, which have been informed by the findings of the survey and aim to mirror the preferred ways forward and the needs of the PCCs, chief constables and potential applicants. While below is a summary of these options, it is important to view them alongside the pros and cons reported in the main report, especially when if and how they can be implemented is discussed.

Career management and planning

This was identified by current chief constables and potential applicants as something which is not consistently available and may assist in encouraging applicants to apply for chief officer positions. It was also reported as a possible role for national organisations to hold in selection processes. Examples include: a career module as part of SCC, secondment opportunities internally and with external partners and industries, a careers fair and developing an online careers portal.

Independent financial advice

The financial impact of a promotion and the lack of understanding around this impact were frequently reported barriers among potential applicants in particular. Access to support to manage the long-term impact and independent financial advice were repeatedly cited as potential ways forward. Examples of what this option could include are subsidised access to 1-2-1 independent financial advisors throughout an individual's career and regular updates regarding pensions, taxation and allowances.

Attraction and selection

The ability to attract applicants to a chief officer vacancy was the main challenge identified by both PCCs and chief constables. This could be resolved by developing clear and unambiguous role profiles, defining expectations, openly stating who and what is involved in each stage of the selection process, ensuring that the vacancy is advertised across multiple forms of media, holding an open day or force visits and offering a relocation support package.

National oversight

As noted, chief constables and potential applicants shared some agreement on national organisations having oversight and input throughout a selection process. Examples of this could include early professional support to PCCs and chief constables on delivering selection processes, central management and tracking applications and short-listing.

- 3.2 The findings from this report have fed into further discussions with the NPCC, CPOSA, PSAEW, the Home Office, the APCC and within the College of Policing. The aim will be to address the issues raised and identify opportunities to implement the options highlighted through existing processes and meeting structures such as the SCC and PRG.

About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

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Chief Officer Appointments Surveys

Results and analysis report

1 Background

- 1.1 This research was undertaken to explore concerns expressed by some senior stakeholders regarding the number and breadth of applications for recent chief officer appointment processes. The research also supports work being carried out under Recommendation 1 of the Leadership Review which states that the College of Policing will:

promote a debate with the Home Office, police and crime commissioners and the National Police Chiefs' Council about how strategic advice, support and coordination can be offered to those making decisions about appointment to senior leadership positions.

- 1.2 In addition to this, the Home Affairs Select Committee (HASC) has also discussed the limited number of applicants and potential barriers to application for eligible candidates. The HASC made a series of recommendations based on comments by existing police and crime commissioners (PCCs) which, in the first instance, held PCCs accountable for ensuring that there is a sufficient pool of candidates for chief officer vacancies. Additional recommendations focused on flexibility in pay scales offered and the requirement to have served in another force before being eligible for a chief officer position.
- 1.3 Four questionnaires were designed which were respectively aimed at HR and selection leads, PCCs, chief constables and potential applicants, including deputy chief constables, assistant chief constables, chief superintendents and superintendents. The questionnaires were developed in consultation with the Chief Police Officers Staff Association (CPOSA), the National Police Chiefs' Council (NPCC), the Police Superintendents' Association of England and Wales (PSAEW), the Association of Police and Crime Commissioners (APCC) and the Home Office.

1.4 The questionnaires were completed online and, prior to completing, respondents were sent the background to the aims of the research via email. This information was emailed direct from the College to PCCs and via CPOSA and PSAEW for chief constables and potential applicants. The questionnaires were open for two weeks (an extension of a week was applied to the PCC survey in view of the elections taking place during the time the surveys were made available). 41 PCCs and 45 chief constables received a questionnaire direct from the College of Policing, with the selection process questionnaire being sent alongside this. The questionnaire for potential applicants was sent via CPOSA and PSAEW to 273 and 1,200 members respectively. Members of these organisations were encouraged to forward to relevant non-members. It is unknown in how many incidences this occurred, however, and, as such, it is not possible to confirm the specific number of potential applicants who received the questionnaire. The following overall responses were received.

- Selection process (HR and selection leads): 12 responses
 - The ranks/roles of the individuals who completed the selection process questionnaire are: chief constables, chief executives, directors, ACOs, heads of HR, strategic workforce leads and advisers.
- PCC: 24 responses
- CC: 23 responses
- Potential applicants: 124 responses
 - The following ranks responded to the potential applicant questionnaire:

Superintendent:	45
Chief superintendent:	30
Assistant chief constable:	21
Deputy chief constable:	22
Chief constable:	2
Senior police staff/director:	4

1.5 The main body of this report presents the findings from the questionnaire responses, regarding chief officer appointments, challenges experienced in selecting a chief officer, barriers to applying and potential ways forward. An overview of possible options has also been outlined, which draws on the main findings from the surveys.

2 Current overview

- 2.1 The aim of the selection process questionnaire was to gather information regarding how selection processes are delivered in terms of typical applicant numbers, how a vacancy is advertised and what a selection process involves. The intended respondents were HR and selection leads. This questionnaire was sent alongside those sent to PCCs and chief constables, with the request that it was forwarded to the relevant individual managing selection processes for chief officers in their force.
- 2.2 Respondents were asked to repeat questions for each selection process they had managed in the previous 24 months. The results below outline the main findings from the selection process survey.
- 2.3 The headings in bold indicate the question asked, with the responses summarised below.

What chief officer role did you select for?

- 2.4 13 forces were represented, reporting on a total of 25 selection processes.

	Number of roles selected for
Chief constable	3
Deputy chief constable	11
Assistant chief constable	11

How did you advertise your vacancy? Please select all that apply.

- 2.5 There were 18 appointment processes reported on, with individuals selecting all methods that applied. The table below demonstrates the most commonly used method of advertising a vacancy:

	Number of times used (18 selection process)
Policing magazines, eg, Police Oracle	13
College of Policing website	11
Direct contact with potential candidates	9
Social media	7
Force website	7
Professional networks to e-mail members	5
National newspaper	1
Used a search agency	1
NPCC website	1
Organisation internet	1

How many people made an 'expression of interest?'

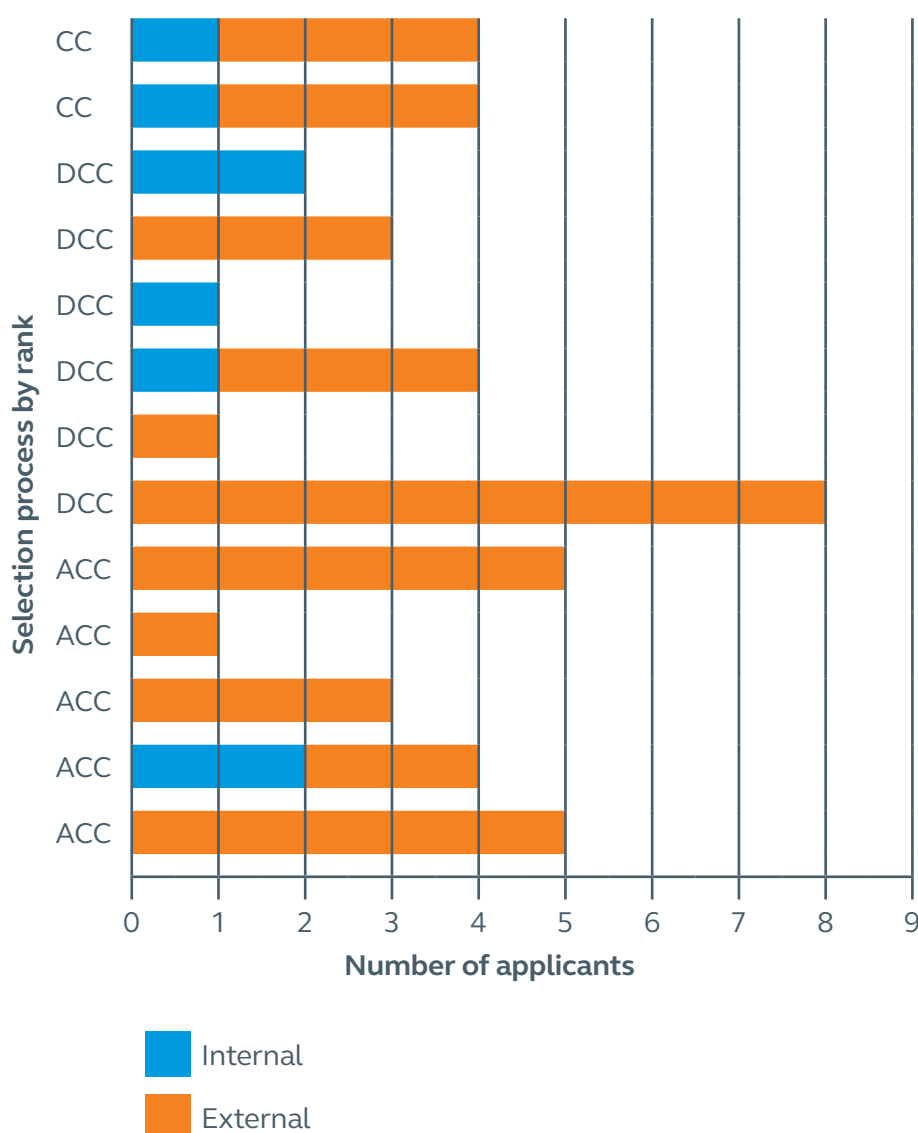
2.6 There were 19 responses to the following question.

The number of expressions of interest ranged from 1 to 8, with an average of 3 expressions of interest being received for each vacancy.

How many internal and external applicants did you receive?

2.7 The definition of an internal candidate is someone currently working in the recruiting force, and an external candidate is someone from outside the recruiting force. There were 12 responses to this question. The number of applicants ranged from one to eight per process. The graph below shows the number of internal and external applicants per reported process.

Number of internal and external applicants per selection process



What assessment tools did you use during your selection process for a chief officer role?

- 2.8 18 people responded and reported on 22 individual selection processes. The number of assessment tools used per selection process ranged from one to six, with the average being two types of assessment per selection process. The table below outlines the different types of assessment tools used across the 22 selection processes:

	Number of time used (22 selection processes)
Interviews	20
Presentation exercise	17
Community panel	3
Personality profiling	4
Situation judgement test	1
Written exercise	1
Media exercise	1
Briefing exercise	1
Partner panels	1
Question time event with staff/ officers	1

It is evident from the data above that interviews and presentation exercises are the most commonly used form of assessment in a selection process for chief officers.

How long, if at all, was the role vacant before the recruitment process was started?

- 2.9 This question considered the length of time a chief officer role was vacant before an appointment was made. Only eight responses were gained to this question:

Length of time the role was vacant before a recruitment process was started	Responses
Less than a month	4
1-2 months	2
More than 6 months	2

The following two questions focused on what support or services were used, if any, to assist in the selection process for a chief officer.

Did you use any of the following College of Policing services?

- 2.10 Respondents were able to select all services that applied. Overall, 14 processes were reported on, with a total of 18 services being selected.

The responses demonstrate that the most commonly used services delivered by the College of Policing for chief officer selection processes are providing advice, guidance and advertising.

College of Policing services	Number of times service used (14 selection processes)
Advice and guidance	6
Advertising	6
Independent member on selection panel	2
Personality profiling	1
Eligibility checks	1
None	2

For what reasons did you not use other/all services from the College of Policing?

- 2.11 Respondents were able to select all services that applied. Overall, 14 processes were reported on, with a total of 20 other/alternative options being selected:

Reasons	Number of processes that stated not used
Alternative provider	7
Not required	7
Wasn't aware of services provided	4
Timescales of promotion	1
Timescales associated with the College of Policing service delivery	1

Challenges, barriers and ways forward

3

- 3.1 The following sections consider the current challenges in selecting a chief officer, the barriers experienced in applying for a chief officer vacancy and potential ways forward which may help widen the applicant pool. There are a number of questions which have been repeated across two or more of the surveys, allowing for comparisons to be drawn between PCCs, chief constables and potential applicants, regarding the most common challenges and barriers, as well as highlighting what may be the more preferred way forward.
- 3.2 The aim of the PCC questionnaire was to gather information regarding the challenges they have experienced in delivering selection processes and appointing a chief constable. Additional questions considered their expectations regarding the role of a chief constable, skills required and what may help widen the applicant pool.
- 3.3 The focus of the chief constable questionnaire was similar to the one for PCCs. As a chief constable is responsible for recruiting assistant and deputy chief constables, however, the questions focused on their expectations and requirements of a chief officer.
- 3.4 The aim of the potential applicant questionnaire was to identify the barriers currently experienced to progressing in the police service to chief officer rank, to identify why eligible candidates may choose not to apply for a vacancy and also to consider what factors have influenced their career aspirations. Potential applicants therefore consisted of the ranks from superintendent to deputy chief constable.
- 3.5 All response groups were asked the questions that considered potential ways forward.
- 3.6 The questionnaires contained a mix of closed and open questions. The responses to free-response questions were coded and analysed to identify overall themes among the responses.

4 Challenges

4.1 A series of questions regarding the selection process (HR and selection leads) in general for chief officer positions were asked of HR professionals, PCCs and chief constables.

4.2 What have been the main challenges in preparing for and delivering your selection processes for chief officer overall? (HR and selection leads)

What, if any, do you feel have been the main challenges in your selection processes for chief constable/chief officer (time, support available, legislation requirements etc.)? (PCCs and chief constables)

4.2.1 There were 18 responses gained from HR and selection leads, 11 from the PCC survey and 20 responses from the chief constable survey. Thematic analysis was used to identify the main themes identified from these responses.

4.2.2 The main challenge reported across each of the response groups (total sample of 49) was attracting a broad field of applicants to a chief officer vacancy (17 responses). The second challenge reported across each of the response groups was concerned with the lack of availability of suitable applicants (nine responses).

4.2.3 Examples of statements relating to difficulty in attracting applicants to a chief officer vacancy include:

- 'Encouraging a wide selection of candidates to apply' (PCC)
- 'Attracting candidates in a competitive market of officers who are often at the end of their career, not wishing to remain beyond their pensionable service due to effects on pension changes and effects of changes to service.' (HR/selection lead)
- 'No real challenges other than encouraging applicants' (CC)
- 'Attracting candidates' (CC).

4.2.4 The responses concerned with the lack of available candidates do relate to the main theme of attraction, however, one PCC and eight chief constable responses suggest that there is a lack of available candidates from which to attract applicants:

- 'Provision of an adequate range of candidates' (PCC)
- 'Lack of applicants' (CC)
- 'Number 1 issue has been the decreasing pool of qualified officers for ACC appointments' (CC)
- 'Lack of applications' (CC)
- 'Securing applicants for the posts in question' (CC).

4.2.5 A third theme identified in responses made by chief constables (sample of 20) focussed on the location of the vacancy (five responses). This reflects the need to travel or relocate. Responses relating to this theme were:

- 'The most significant challenge has been geography - the location of the role is in a coastal location and the number of applicants is constrained by the wish to relocate.' (CC)
- 'The force is geographically isolated and often requires relocation, which people are reluctant to do.' (CC)
- 'Ability to encourage movement from outside of the region' (CC)
- 'A reluctance to move forces, which appears to have emerged since the restriction upon serving at all chief officer ranks in one force has been lifted.' (CC)
- 'The force is geographically isolated and often requires relocation which people are reluctant to do.' (CC).

4.3 From the options below, please select the statement that best reflects your thoughts on the number of applicants for your most recent chief officer vacancy.

4.3.1 PCCs and chief constables were also asked to comment on whether they considered the number of applicants received to be sufficient:

	Too few	Just right	Too many
PCC	8	3	0
CC	17	4	0

4.3.2 In total, 11 PCCs and 21 chief constables responded to this question. The table above demonstrates that the majority of PCCs and chief constables reported that they do not receive a sufficient number of applicants for a chief officer vacancy. This data supports the comments made by PCCs and CCs reported in 4.2.3 and 4.2.4 that their main challenges in selection were the ability to attract applicants and the limited availability of applicants.

4.4 What concerns would you have about low numbers of applicants for a chief constable/chief officer selection process?

4.4.1 PCCs and chief constables were asked the following question in order to identify why a low number of applicants for a chief officer would be a concern or may present a challenge in selection. 10 PCCs and 23 chief constables responded to this question.

4.4.2 The main theme reported by chief constables (sample of 23) is the concern regarding their ability to select the best candidate for the position due to the lack of applicants and, therefore, their ability to compare candidates during the selection process (six responses). An example of responses relating to this theme are:

- 'Inability to select the best possible candidate due to small pools'
- 'A lack of comparison and no confidence in best field available'
- 'Lack of choice and limitation on making a balanced team decision.'

4.4.3. A further two themes were identified in the chief constables' responses, which relate to a lack of diversity (four responses) and the ability to share ideas, thoughts and experiences (two responses). These responses are:

- 'Lack of diversity'
- 'Lack of diversity in command teams'
- 'Creating diverse teams in thought and background'
- 'Lack of diversity in the process in the widest sense'
- 'Lack of opportunity to share personal and organisational experiences'
- 'Limited cross-fertilisation of ideas and experiences.'

4.4.4 Responses from PCCs (sample of 10) fell into similar themes as those for chief constables. The main theme identified in the responses of PCCs were similar to those of the chief constables and related to the level of competitiveness that exists between candidates during a selection process (five responses). PCCs made the following statements:

- 'Lack of competitiveness could lead to complacency.'
- 'Not enough candidates to compare one against another.'
- 'Restricted choice and lack of competition, not necessarily seeing the best candidate.'
- 'This is not simply a question of competition for a post. For me, it is more the knowledge that all applicants have been through the same career progression and the same work life-long influences. This is why I support direct entry. The pool from which all applicants are drawn can, at the moment, be very shallow indeed.'

4.4.5 The remaining responses from PCCs were mainly individual statements with no overall theme being identified.

4.5 Selection panels will often have background knowledge of evidence provided by internal candidates. With that in mind, to what extent do you agree with the following statement: 'The selection process provided me with sufficient information to assess the potential of external candidates compared with internal candidates'? (PCC

To what extent do you agree with the following statement: 'The selection process provided me with sufficient information in order to make a comparative assessment of an external candidate alongside an internal candidate'? (CC)

4.5.1 In total, 10 PCCs and 21 chief constables responded to these questions.

	PCCs 10 responses	Chief constables 21 responses
Strongly agree	1	5
Agree	5	6
Don't know	1	1
Disagree	0	4
Strongly disagree	0	0
N/A	3	5

4.5.2 The results above demonstrate that PCCs largely agreed with the statement that the selection process provided them with sufficient information to assess the potential of external candidates compared with internal candidates (six). This is in comparison to 11 chief constables agreeing and four disagreeing with the same statement.

4.5.3 PCCs were asked to provide an explanation for why they had given the rating above. The main theme identified (three responses) within the PCCs' responses (sample of seven) was that consideration is being given towards how a selection panel is managed, what assessment tools to use and how to ensure consistency and fairness. These responses are:

- 'We used external support, several panel interviews, paper sifts, psychological testing, and a final interview, as well as a question-time event with officers and staff.'
- 'The College of Policing provided an extremely effective panel member who was very determined to ensure fair process took place. The interview questions of the main panel were neutral and not biased towards internal candidates. Each candidate appeared before a political stakeholder panel and a partnership panel and were asked questions which were pre-vetted by the OPCC to ensure fairness to all candidates.'
- 'I agree because I set up the recruitment panel to be searching in its method and I was satisfied in its findings and have been very well served by the selected candidate.'

4.5.4 Additional individual comments made by PCCs include:

- 'The process did allow me to test the calibre of the external applicants, but it doesn't allow for you to test the personal relationship dynamic, which is a huge part of the relationship.'
- 'I believe there should be greater insight as to what their vision is. The evidence of what they have done is essential of course, but it is the direction that they see the police service moving is critical.'

4.5.5 Chief constables were also asked to provide an explanation for the rating given, with 18 responses being received. Their responses suggested that the process itself either allowed for sufficient information and assessment to take place, or further information was required (seven responses). The responses below demonstrate why chief constables provided an agree or a disagree response:

(Agree – 11 responses)

- 'ACC applicants come with a significant amount of recent, independent, evidence in support of their application. We can build in sufficient local scrutiny to ensure 'best fit' for the role and the wider chief officer team.'
- 'I felt the application process and comprehensive interview, alongside credible interviewers from policing and other agencies, allowed for the appropriate level of assessment.'
- 'Followed College guidance and also facilitated open access to force and partners.'
- 'I asked for SCC and SPNAC feedback.'

(Disagree – four responses)

- 'Formal HMIC assessment of external candidates would be helpful.'
- 'Reliant on application and process for all the info (good or not so) on internal candidate.'
- 'The application form was the only information available for the candidate, other than that gathered during their performance in the selection process.'

4.6 What, if any, additional information do you think would be useful in a selection process to compare external and internal candidates?

4.6.1 PCCs only were asked this question, with six responses in total being gained.

4.6.2 The six responses from PCCs have been noted below. While no specific theme has been identified, some commonalities between responses can be drawn. First, there is a suggestion that if a structured application form and specific role requirements are defined, they are likely to lay the 'foundation for a credible process' (two responses). Second, a further two responses reported that having the opportunity to work together, to interact with candidates, may be useful in a selection process where there is a comparison between external and internal candidates.

- 'Application form needs to be structured to encourage information base which transcends a county area, but which gives an insight into capability.'
- 'Very detailed consideration of the role requirements and person spec laid the foundation for a credible process to select the CC. A requirement of the application process was to address the person spec and provide chief officer write up, plus previous performance development reviews as well as the candidate's formal write up from the strategic command course. In addition, the design of the application form was important to ensure all meaningful relevant information about each candidate was available for the short-listing process and the final selection process. It would be helpful if a prescribed application form could be provided.'

- 'Opportunity to work together.'
- 'A way to interact socially with all of the candidates prior to interview, especially if you are now testing people from abroad or from a different landscape.'
- 'The process used would have allowed a rounded evaluation of candidates, if there had been more than one.'
- 'On the day, the panel (with help from the College) was exceptionally well qualified to make a decision. I do think the College's input was essential.'

4.7 Nationally, it appears that there has been an increase in the proportion of chief constable appointments that have been given to internal candidates (current deputy chief constable). What factors, if any, do you think may have driven this increase?

4.7.1 PCCs only were asked this question, with 12 PCCs providing multiple responses. In total, 12 PCCs answered this question, providing multiple responses. Three main themes were identified. The first theme (five responses) was concerned with the lack of applicants and available candidates:

- 'Too few applicants'
- 'Lack of alternatives that are credible'
- 'Lack of field of candidates'
- 'Lack of external applicants'
- 'The smaller field of external candidates.'

4.7.2 The second theme (four responses) relates to a perception that an internal candidate will be favoured, which acts to discourage external candidates from applying:

- 'The natural advantage of an internal candidate if there is one'
- 'If there is a feeling, genuine or not, that an internal candidate is in line for the job, this naturally will greatly restrict the number of external applicants.'

4.7.3 The third theme (three responses) focuses on the PCC/chief constable relationship, as well as the impact PCC elections may have on applications being made:

- 'The perception of a possibly 'difficult' PCC plus the uncertainty of PCC elections.'
- 'The personal relationship between PCC and CC is a leap of faith if appointing an external candidate. Get it wrong and it can be a huge challenge, so people opt for the personal relationship they know.'
- 'PCCs and their relationships with internal candidates have had some influence, but this is an embedded problem.'

4.7.4 The remaining themes related to the impact on family limiting external applicants (two responses), the removal of the need to have served outside of the force (two responses) and tax implications (one response).

4.8 Do you think there is anything PCCs could do to attract a higher number of candidates to chief constable selection processes? (PCC)

4.8.1 PCCs only were asked this question.

4.8.2 11 PCCs responded to this question, providing multiple reasons per response. The main theme identified focused on the suggestion that a more open selection process would likely attract a higher number of applicants (seven responses). An example of the responses supporting this include:

- 'Use all available sources to clarify that it is an open process.'
- 'The PCC should be emphatic that the process is a truly open one and that all applications will be welcomed and carefully considered.'
- 'Be very public (internally and externally) about the need for the best candidate and having no preconceptions.'
- 'The OPCC chief exec spoke to each candidate informally prior to the applications being submitted to provide reassurance that the process was open and fair.'
- 'The selection process itself could be designed to make it clearer that it is a wholly open process – involvement of professional advisors, search organisations, local stakeholders etc. would help. More overt comments from the PCC and their office may help.'

4.8.3 A second theme was that of attraction (four responses). Attraction is concerned with the recruiting force being welcoming, clear about their values and what their role requirements are. Responses received were:

- 'Be welcoming and hospitable, send out the right signals that this is an area that you would feel valued in and respected.'
- 'Take a lot of care and effort to ensure that the application pack and advert is attractive and sets out exactly what the process will be to selecting the CC. Head hunting is not appropriate. Sell the role as an attractive proposition to potential candidates, which welcomes external applicants.'
- 'Produce effective promotional material to sell the job and the police area as a good place to work and live.'
- 'I will also record a recruitment video, so candidates can see you before they apply.'

- 4.8.4 The remaining responses tended to be individual comments and did not fall directly into an overall theme. They considered advertising internationally (one response), independence on the selection panel (one response) and continuing to work with external organisations such as the College of Policing and the NPCC to drive innovation and develop a more outward-looking philosophy (one response).

4.8.5 Do you think there is anything chief constables could do to attract a higher number of candidates to chief constable selection processes? (Chief constable)

- 4.8.5.1 A similar question was asked of chief constables only, with 22 chief constables providing a response.
- 4.8.5.2 Chief constables provided multiple reasons per response, which considered a broad range of options that could attract a higher number of applicants to a chief officer selection process. The main themes, which have been outlined in more detail below, are concerned with finances and pensions, favoured internal candidate, assessment process and providing consistent support and coaching.

Financial and pensions (five responses)

Responses here are concerned with the financial impact a promotion may have in terms of taxation, pensions and the cost of relocating. Greater clarity regarding these concerns may help a potential applicant decide on whether to apply for a chief officer vacancy, thereby increasing the number of applications received. The responses received relating to this theme include:

- 'Why are we not seeing more applicants? Pension and tax implications.'
- 'Clarity with PCC/CC and CPOSA on financial implications for promotion/relocation.'
- 'Better communication of the impacts of taxation on the police pension scheme.'
- 'More flexibility within the police pension scheme.'
- 'The remuneration package will have an effect. People will be more likely to uproot and move if the financial compensation is sufficient.'

Favoured internal candidate (four responses)

These comments focused on the need to overcome the perception that an internal candidate was favoured and therefore likely to be appointed. In addition, this theme also related to the perception of disloyalty that can be created if applying for a vacancy outside your current force:

- 'That all hinges on perceptions of fairness. The rule making people move forces would create a market, but needs supporting regarding some of the above.'
- 'They should be less obvious that an internal candidate is the 'chosen one'. Some chiefs also indicate to applicants from their force to another that to do so is disloyal, thus inhibiting people from applying, for fear of their career within force if unsuccessful.'
- 'It is really difficult. If a chief constable phones potential applicants, this could be seen as a favourable indication. If a letter of encouragement to apply is sent around, candidates view this with some skepticism. A recent personally written email by a chief was well received and considered genuine, but this had a lot to do with that chief's reputation as a fair and ethical leader.'
- 'Some need to recognise the perception that internal candidates are generally favoured, which on occasion is in fact consciously reinforced by the chief constables in question for particular selection processes.'

Process (four responses)

These comments focused on the barriers to applying that SCC may create and suggests that removing SCC and PNAC may be a means of attracting a higher number of applicants to chief officer selection processes. The four responses relating to the assessment process itself have been noted below:

- 'Controversial – but ignore the requirement to have completed the SCC. Not something I would consider yet, but if I am unable to appoint, then I am faced with an unqualified temp ACC for at least 12 months anyway.'
- 'Scrap PNAC.'
- 'No requirement for SPNAC.'
- 'No requirement for SCC.'

Support (three responses)

These comments were that support and guidance in developing chief officers would assist in attracting a higher number of applicants to a chief officer selection process. These responses were:

- 'It is important that chief constables actively support and encourage the development of senior officers and help them to aspire to the most senior roles.'
- 'I am already seeking to develop our own cadre of potential chief officers locally with support for academic work, coaching, temp ACC secondments etc.'
- 'Personal reassurance of support and mentoring. A commitment to a strong 'team ethos' rather than the blame culture that currently dominates much of the organisation. People want to work for leaders who stand up for what is right and I fear we, as a body, are too passive.'

4.8.6 Additional responses were gained which did not fall within the main themes outlined above. These responses focus on exploring external opportunities such as recruiting from outside the UK and other emergency services (two responses), for the candidate to have greater opportunity to consider accepting a job rather than accepting immediately (one response), advertising the process (one response) and using a prioritisation system for recruitment which would allow the police service to 'prioritise the needs of forces' (one response).

5 Barriers

- 5.1 In the surveys for chief constables and potential applicants, there were a series of questions aimed at identifying what factors were likely to influence an individual's decision to apply for a promotion to a chief officer.

5.2 Have you seen any chief officer vacancies in any UK police force, for which you have been eligible, but you have chosen not to apply for?

- 5.2.1 Potential applicants only were asked this question, with 105 responses being received in total:

Yes: 40%

No: 32.3%

N/A: 27.6%

5.3 If you have selected 'Yes', please provide the main reasons for this decision.

- 5.3.1 Potential applicants were then asked a follow-up question, asking them to explain why they had chosen not to apply for a chief officer vacancy.
- 5.3.2 The reasons why an eligible applicant chose not to apply for a vacancy fell into the four themes outlined below. Overall, 42 potential applicants responded to this question, giving multiple reasons (total of 62 responses):

Domestic (24 responses)

The majority of respondents identified this reason for why a potential applicant had chosen not to apply for a vacancy and relates to the likely impact a promotion will have on their family. Impact on family included the need to relocate children and the time spent looking for schools and a new home, disruption to family life and an unwillingness to undertake a long commute due to time spent away from the family. This reason also considered the readiness of an applicant, the need to commute and the ability to maintain a work/life balance. Examples of responses gained are:

- 'Distance from home-travelling impact as I have children.'
- 'Implications of relocation for family.'
- 'Family; my husband is a serving superintendent and this would make transferring difficult. Not prepared to live away from family.'

Financial (14 responses)

This was the second most common reason, with the majority of potential applicants citing a lack of financial reward and concerns regarding pension, taxation and the impact a promotion will have on lifetime allowances. Some responses indicated that potential applicants felt that there were limited benefits and the impact on their work/life balance did not justify applying for and taking a promotion. Responses included:

- 'Cost of re-location and tax implications.'
- 'Financial – the cost of the tax hit on your pension increase, followed by the relocation costs for which you are not recompensed makes it unaffordable.'
- 'Cost of moving / tax implications.'
- 'The financial rewards have been significantly reduced and, in particular, the impact of pension tax is wholly disproportionate, particularly if you need to relocate. It is just not worth it.'

Selection process (13 responses)

The third theme refers to a perceived lack of integrity and fairness in the selection process and the understanding that an internal or preferred candidate will be appointed. Responses include:

- 'Done deal.'
- 'Know somebody is already nailed on for the job.'
- 'Lack of faith in integrity of process.'
- 'It was clear that a preferred candidate had been propped up.'

Organisational/force (11 responses)

The fourth theme considers the perceptions of disloyalty, the type of force and in particular the culture, values and ethics of the force and current chief officer team (five responses). Responses included:

- 'Values of the chief and team/culture of the force.'
- 'In the past, I've not been attracted to team or leadership of chief constable.'

5.4 As part of this survey, we are trying to clarify the reasons why candidates may not apply for a chief officer vacancy. The table below contains some possible reasons. Please indicate which reasons you feel:

1. Have an impact on your own decision to apply; and

2. Have an impact on other people's decision to apply.

5.4.1 Both chief constables and potential applicants were asked this question.

5.4.2 The question on whether a reason may have an impact on 'other people's decision to apply' was also asked as, although an impact may not be specific to an individual's current circumstances, they may believe it to be an influence more generally. The table below has been sorted on potential applicants and the impact on their own decision to apply:

	Chief constables 22 respondents		Potential applicants	
	Impact on own decision to apply	Impact on others people's decision to apply	Impact on own decision to apply 97 respondents	Impact on others people's decision to apply 101 respondents
Impact on family, eg, children moving schools/partner's job	16	20	82 (85%)	77 (76%)
Impact on pension and tax	11	20	73 (75%)	76 (75%)
Requirement to relocate	13	19	73 (75%)	71 (70%)
Location, eg, change in cost of living	16	20	68 (70 %)	84 (83%)
Cost of relocating	11	16	56 (58%)	59 (58%)
Perceived fairness of the promotion process	9	13	45 (46%)	56 (55%)
Internal candidate from the force in the pool of applicants	12	18	37 (38%)	65 (64%)
Recruiting forces profile, eg, size of force and whether it is a rural/urban force	11	17	37 (38%)	40 (40%)
Lack of oversight to the process (as performed by SAP/HMIC)	5	6	36 (37%)	34 (34%)
Temporarily promoted (to the rank advertised) candidate in the pool of applicants	4	10	35 (36%)	49 (49%)
Being unsuccessful could adversely affect existing working relationship(s)/create poor perceptions of applicant	9	6	28 (29%)	32 (32%)
Timing (preference to apply for chief officer posts later in career)	3	9	26 (27%)	34 (34%)
Salary	4	5	24 (25%)	36 (36%)
PCCs' ability to use section 38 of the Police Reform and Social Responsibility Act (2011) (to call on the chief constable to retire or resign)	7	7	22 (23%)	47 (48%)
Length of appointments	7	8	22 (23%)	42 (42%)
Public exposure of being a chief officer (personal and operational risk)	5	13	19 (20%)	43 (43%)
Potential to appear disloyal if applying to an external force	8	9	18 (19%)	27 (27%)
Chief constables ability to use Section 39 of the Police Reform and Social Responsibility Act (2011) (to call on a chief officer to retire or resign)	1	6	13 (13%)	35 (35%)
Potential to come under scrutiny regarding allowances and expenses received	4	8	4 (4%)	19 (19%)

5.4.3 The table above demonstrates that the main reason likely to have the most impact on both a chief constables' and potential applicant's decision is the effect a promotion may have on the family.

5.4.4 The table also indicates that, in comparison to potential applicants, a main barrier perceived by chief constables relates to the recruiting force's profile in terms of its size and location.

5.5 Please list the top five issues you feel have the most impact on your decision to apply for a chief officer vacancy. These can include or be in addition to what has been listed above.

5.5.1 Chief constables and potential applicants were then asked this follow-up question to determine the main barriers they had experienced or perceived to exist.

5.5.2 In total, 22 chief constables responded. The table below demonstrates those issues ranked only as number one with the recruiting force having the greatest impact on a chief constable's decision to apply for a chief officer vacancy. The definition of the 'force' considers the values and culture of the recruiting force, the ethos of the chief officer team and behaviour of the PCC.

5.5.3 The two tables below, listing the issues ranked at number one for chief constables and potential applicants, have been coloured coded to allow for comparisons to be drawn across the response groups with regards to the issues that have the most impact on their own decision to apply for a chief officer vacancy.

Issues ranked at number 1 – chief constables

	Number of responses
Force (Eg, values and culture of chief officer team and PCC)	7
Domestic (Eg, time spent away from children, disruption to a child's education and the need to find a new school and the impact on a partner's job)	4
Location (Eg, the need to travel or to relocate)	4
Financial (Eg, impact on tax, pensions and life-time allowances, cost of living, salary)	2
Process (Eg, transparency of the selection process, support provided to potential applicants, availability of mentoring)	1
Skills (Eg, the relevant skills and experience, the value of external experience)	1
Role (Eg, the challenge of the role, demands and expectations associated with a chief officer rank)	1
Professional (Eg, being removed from operational policing, being happy to stay at current rank)	1
Vulnerability and scrutiny (Eg, scrutiny from the public and media, vulnerability of being removed from post)	1

5.5.4 The statements above are from existing chief constables and, as such, are likely to have been based on barriers experienced throughout their careers with the police service.

5.5.5 Responses across the top five issues were then grouped to identify the most commonly stated issue affecting a chief constables' decision. Overall, from all top five-ranked issues, the force was also the most frequently mentioned issue.

5.5.6 The same question was asked of potential applicants, with 98 responses.

The table below demonstrates those issues ranked only as number one, with domestic issues as having the greatest impact on a potential applicant's decision to apply for a chief officer vacancy. The impact on an individual's family considers the disruption to children and to a partner's job, the need to find a new home and the time it takes to find a new school, as well as the effect changing schools at certain points will have on a child's education.

Issues ranked at number 1 – potential applicants

	Number of responses
Domestic (Eg, time spent away from children, disruption to a child's education and the need to find a new school and the impact on a partner's job)	29
Process (Eg, transparency of the selection process, support provided to potential applicants, availability of mentoring)	17
Financial (Eg, impact on tax, pensions and life-time allowances, cost of living, salary)	16
Professional (Eg, being removed from operational policing, being happy to stay at current rank)	14
Perception of preferred candidate (Eg, internal candidate being supported)	10
Location (Eg, the need to travel or to relocate)	5
Force (Eg, values and culture of chief officer team and PCC)	3
Length of appointment (Eg, fixed-term contracts)	2
Rank availability (Eg, availability of chief superintendent appointments and the need to hold a chief superintendent rank)	1
Timing of appointment (Eg, time until retirement/pensionable age)	1

5.5.7 Responses across the top five issues were then grouped to identify the most commonly stated issue affecting a potential applicant's decision. Overall, from all top five-ranked issues, financial concerns – including the impact on pensions, taxation and life-time allowances – were the most frequently cited issue.

5.6 Whilst it is understood that an individual will ultimately gain overall from a substantive promotion, what is it about pensions and taxation that may cause the most concern for applicants for chief officer?

5.6.1 Chief constables and potential applicants were then both asked a question relating specifically to pensions and taxation.

5.6.2 In total, 21 chief constables and 100 potential applicants responded to this question. The main theme identified across both response groups was concerned with how and to what extent the change to taxation and pensions would affect them. For example, what tax bill or liability would be sustained, what future changes may occur and how a promotion will impact them in the immediate and long-term future. Responses included:

- 'Being caught with a huge upfront bill without the guarantee that it will be offset by future earnings, fear of future tax changes which may further erode pension savings' (CC)
- 'Scale of tax charges, taken with other potential adverse implications, eg, impact on family and potential that relocation costs will not be met in full, as well as higher risks associated with new role' (CC)
- 'Facing a large tax liability if promoted too close to retirement' (potential applicant)
- 'The candidate is no better off due to a tax liability' (potential applicant)
- 'The impact longer term if people get promoted earlier in service and the subsequent tax implications, plus extra costs, ie, moving house' (potential applicant).

5.6.3 A second theme identified across both response groups was the lack of advice and guidance on how a promotion will affect their allowances and pensions. Responses reported that, while chief constables and potential applicants are aware that a promotion may entail some financial impact, what concerns them is a lack of understanding and available advice on how to manage this impact. Chief constables and potential applicants both reported a need for independent financial advice and guidance throughout their career:

- 'Lack of clear advice on financial impact' (CC)
- 'Lack of clarity as to what the financial deal is' (CC)
- 'The unknown nature of the tax impact' (potential applicant)
- 'Relocation is not clear, often viewed with suspicion and never recompenses the change properly' (potential applicants).

6 Ways forward

6.1 In each of the surveys sent to a PCC, chief constable and potential applicant, recipients were presented with a series of potential ideas or ‘ways forward’ which may assist in attracting a larger pool of the most suitable candidates. Each response group was also given the opportunity to provide additional ideas.

6.2 What financial information would you wish to see that may help inform your decision to apply for a chief officer promotion? For example, information in your annual pension statement?

6.2.1 This question was asked of chief constables and potential applicants, with 20 chief constables and 91 potential applicants (total sample of 111) providing a response.

6.2.2 Responses from both groups tended to fall into three main themes outlined below:

Cost and impact

The most frequent theme identified, with a total of 32 responses, focusses on the ‘cost and impact’ of a promotion. This refers to an understanding of specifically how much impact a promotion will have. Responses gained include:

- ‘Clarity of the impact of a promotion’ (potential applicant)
- ‘Impact of taking a contract that doesn’t take you to retirement’ (potential applicant)
- ‘Total impact on pensions, tax and retirement plans’ (potential applicants)
- ‘Clarity on what the figures actually mean’ (CC)
- ‘Scale of tax changes’ (CC)
- ‘Loss of protected life-time allowances which would have an impact on retirement’ (CC).

Advice and guidance

The second most frequent theme, with 22 responses, relates to advice and guidance. Responses suggested that it is not just about understanding the impact or cost of a promotion – it is having access to advice on how to manage the impact in the long term throughout a career which would be of benefit. Examples of responses received include:

- 'Most important is information about effective management of the impact' (potential applicant)
- 'Independent financial advice' (potential applicant)
- 'CPOSA should offer a personal valuation and advice service' (potential applicant)
- 'There should be an opportunity to access advice before applying' (CC)
- 'It is one thing providing the information – it needs someone to explain/interpret it' (CC).

Forecasting

This theme is closely linked to the two above, however, it has been stated separately as some responses focused on the long-term impact and access to financial projections. This may suggest that financial advice and guidance would benefit from including long-term management and support (19 responses). Responses included:

- 'Access to long-term projections' (potential applicant)
- 'Increase in pension and yearly cost compared to future earning potential' (potential applicant)
- 'Predicted annual allowance charges' (CC)
- 'Projections based on future promotions' (CC).

6.2.3 Additional responses from potential applicants focused on receiving regular and annual pension statements (four responses) and assurances from government that there won't be further changes (two responses). A further response from chief constables stated 'none' (three responses), suggesting that no further information or support was required.

6.3 The following question proposes some initial ideas on possible ways forward to attract a larger pool of the most suitable candidates. They are not an exclusive list of ideas to be considered.

To what extent do you agree or disagree with the following suggestions for how to attract a larger pool of the most suitable candidates to apply for a chief officer role?

- 6.3.1 PCCs, chief constables and potential applicants were all asked to rate these ideas on a scale of strongly agree, agree, undecided, disagree and strongly disagree.
- 6.3.2 A comparison of what PCCs, chief constables and potential applicants thought may be effective in attracting a wider pool of applicants to a chief officer vacancy has been outlined below.

	PCC 11 respondents		CC 22 respondents		Potential applicants 103 respondents	
	Agree	Disagree	Agree	Disagree	Agree %	Disagree %
Reinstating the requirement to have served with another force (this could include secondments)	10	1	15	5	47 (46%)	44 (43%)
Introducing the requirement to have a minimum number of applicants per vacancy before a selection process can go ahead	4	7	6	14	35 (34%)	63 (61%)
Creating more directive and mandated guidelines from the College of Policing for PCCs and chief constables to adhere to in selection processes	4	6	12	9	59 (57%)	34 (33%)
A national assessment centre for the rank of chief constable and deputy chief constable that would lead to approval for successful candidates to apply for chief constable and deputy chief constable positions	6	4	2	19	24 (23%)	69 (67%)
A national development centre to identify strengths and areas for development to support applications and selection at the rank of chief constable and deputy chief constable	6	4	13	9	58 (56%)	35 (34%)
National coordination and input into chief officer selection processes from the start and throughout	5	3	12	9	64 (62%)	29 (28%)
National coordination of an 'executive search' function, working with recruiting PCC/CC to match candidates with requirements	7	2	19	3	72 (70%)	20 (19%)
National process to identify suitable candidates and provide a shortlisting service prior to force selection processes	4	6	9	11	64 (62%)	33 (32%)
Opening up the pool of applicants to external organisations, eg, Home Office, security agencies	6	3	8	10	22 (21%)	68 (66%)

6.3.3 An overview of the main results from the table above have been outlined below:

6.3.4 The most agreed with way forward for each response group was:

- PCC: Reinstating the requirement to have served in another force, including secondments (10). Although there was support for this among PCCs and chiefs, however, it was only 'favoured' by 47 potential applicants.
- Chief constables: National coordination of an 'executive search' function, working with recruiting PCC/CC to match candidates with requirements (19). Results demonstrate that all three response groups share agreement on this.
- Potential applicants: National coordination of an 'executive search' function, working with recruiting PCC/CC to match candidates with requirements (72).

6.3.5 The least preferred solution or way forward for PCCs was introducing the requirement to have a minimum number of applicants per vacancy before a selection process can go ahead, with seven PCCs disagreeing with this option. This was mirrored by 14 and 63 chief constables and potential applicants respectively also disagreeing with this option.

6.3.6 There was agreement between chief constables and potential applicants regarding the least preferred solution, which was introducing a national assessment centre for the rank of chief constable and deputy chief constable that would lead to approval for successful candidates to apply for chief constable and deputy chief constable positions. Conversely, this was supported by more than half of PCCs.

6.4 Please use the space below to outline any suggestions you may have that you think would encourage eligible candidates to apply for chief constable/officer vacancies.

6.4.1 PCCs, CCs and potential applicants were provided with the opportunity to report free responses regarding what they thought may encourage eligible applicants to apply for chief officer vacancies.

6.4.2. In total, seven PCCs provided a response to this question. No single theme was identified across the responses and, as such, individual comments have been noted below:

- 'Free up the requirements to have tests to be chief officers, so that the best strategic leaders can find their way to the top.'
- 'A clear indication of what to expect from the PCC.'
- 'A required minimum number of candidates would result in extended vacancies – some jobs very few people will want. Whether more directive guidance would help depends on what the guidance is. A further national assessment would prevent PCCs from finding people they can work with and reinforce the mould that chief officers come out of.'

- 'The reputation of the force and strength of relationships within and outside the force is what attracts people.'
- 'Job swap for people in similar roles outside policing.'
- 'Direct entry is needed sooner rather than later.'

6.4.3 In total, 12 chief constables responded to this question. Overall, individual responses were received, however, one theme was identified (four responses) that stated that providing career planning, advice and development support would be of benefit in encouraging eligible candidates to apply for chief officer vacancies. These responses are noted below:

- 'I think career planning starts much earlier but I do not think there is much evidence of it happening consistently across the service.'
- 'Do more to help external candidates understand force and partners.'
- 'More structured support from the NPCC and College of Policing, mentoring in the police service and mandatory coaching.'
- 'Ultimately, this has to be about local decision making, so I don't see national mandation adding any value, though offering more opportunities for development would help.'

6.4.4 In total, 63 potential applicants responded to this question, with the main themes being outlined below:

- **Organisational/legislative (15 responses)** – this was the theme identified in the responses by potential applicants and refers to introducing organisational and legislative changes, including gaining experience in another organisation at a senior level, secondment opportunities, removing a PCC's ability to dismiss a chief constable, national endorsement of an application, the ability to rank skip and removing fixed-term contracts.
- **Financial (12 responses)** – responses suggested that improved remuneration packages, financial incentives and greater relocation support would help encourage eligible applicants to apply for chief officer vacancies.
- **Assessment process (10 responses)** – comments focussed on a review of current selection process, use of more work-based assessments, reducing the level of preparation required for PNAC and enabling chief constables to recommend applicants for SCC.
- **Executive search (four responses)** – responses indicated that having a function to identify suitable applicants and to provide a short-listing service may assist in encouraging eligible candidates. One response extended this further by stating that a central short-listing service would reassure incumbent applicants that they were being tested against their peers.

6.5 What role do you think there is for national organisations such as the College of Policing, HMIC, NPCC and CPOSA in providing strategic advice, support and coordination in order to ensure that the strongest possible field of candidates is available to a PCC and chief constable?

6.5.1 PCCs, CCs and potential applicants were each asked this question, with 10 PCCs, 22 chief constables and 88 potential applicants providing multiple responses to this question. The table below demonstrates the type of roles national organisations could have:

	PCC 10 respondents	Chief constable 22 respondents	Potential applicant 88 respondents
Coaching and mentoring	2	4	10 (11%)
Advice and guidance	3	8	5 (2%)
National/central overview	5	10	22 (25%)
Executive search		3	5 (6%)
Advertising		3	
None			9 (10%)

6.5.2 Results demonstrate that there are some similarities in the role national organisations can have across each of the three response groups. The table above demonstrates that the main theme identified or role for national organisations is to have a central overview of the selection process. The second and third strongest themes reported across each response group relate to advice and guidance and coaching and mentoring. An outline of what each theme refers to has been explored below.

National/central overview

This was the strongest theme identified and refers to national organisations being involved in the selection process, tracking applications, ensuring consistency of the selection process, role definitions and expectations. Some responses suggested that a central oversight was required from the start and throughout, with others reporting that the College was responsible for widening the applicant pool, CPOSA for providing advice and the NPCC for promoting the role of chief officers.

Coaching and mentoring service

This relates to providing coaching and mentoring for potential applicants and current chief officers and includes CPD activities, consistent support in preparing for selection processes such as PNAC and SCC, using a development plan for potential applicants to address any barriers early in their career, providing career planning advice earlier on and creating more open access to information regarding each force.

Advice and guidance

Responses indicated that there was a need for national organisations to provide advice and guidance related to a number of features of a selection process. This included financial and legal advice to applicants, guidance for PCCs and chief constables in attracting a wider pool of applicants and information of what is involved in the promotion process.

Executive search

Responses gained from chief constables and potential applicants stated that there is a role for national organisations to coordinate suitable applicants, to sign-post suitable applicants and to identify a fit with forces without being prescriptive.

Advertising service

Three chief constables reported that national organisations could provide a central advertising service or portal to ensure that a vacancy is advertised to the widest group of eligible applicants.

7 Additional questions

7.1 The two additional questions highlighted in this section were both presented to potential applicants only.

7.2 What are your current career aspirations in terms of rank progression?

7.2.1 105 potential applicants responded with the following aspirations being identified:

- 47% stated that they wanted to progress to a chief officer rank. This included chief constable, deputy chief constable and assistant chief constable.
- 17% reported that they would like to progress to the rank of chief superintendent only.
- 11% stated they were happy to remain at their current rank. Reasons included consolidating their skills, not thinking they held the ability to progress and being comfortable at their current level.
- 11% stated that they had no career aspirations. 5% reported no career aspirations as they were due to retire.
- 6% expressed an interest to eventually complete Senior PNAC.

7.3 Have your career aspirations changed at all in recent years? If 'Yes', please provide an explanation/reasoning for this response.

7.3.1 A total of 107 potential applicants provided a response to this question.

7.3.2 Results demonstrate that 41% reported a decrease, with 13% reporting an increase in career aspirations. The remaining responses did not provide a clear indication that there had been an increase or decrease and have therefore not been reported on.

7.3.3 Potential applicants were asked to provide a reason for their response. The response rate fell to 65 for this question.

7.3.4 Explanations indicated that 41% (27 potential applicants) had stated that their career aspirations have decreased in recent years. The main reason for these changes fell within three main themes, which have been outlined below:

Chief officer role

Responses suggest that there has been a change in the perception of what a chief officer role involves. The theme refers to a change in demands and expectations faced by a chief officer, as well as the perceived vulnerability that may be experienced in that rank. Responses include:

- 'Position of CC being too vulnerable.'
- 'Role of chief officer more complex and challenging.'
- 'Politicisation of the role with PCCs.'
- 'I am less keen on taking up more senior posts than I thought I would be when I reached this point in my career. In part, the introduction of PCCs has been a factor and the increasing political nature of the role/loss of operational control.'

Personal

This refers to a change in an individual's personal circumstances. Responses included:

- 'Work-life balance.'
- 'Once reached 25 years in service, I reviewed aspirations and decided I wasn't prepared for the upheaval to my personal life.'
- 'My ambition has decreased, largely because of the increased complexity of managing work and personal factors.'

Change in benefits

This related to the change in financial rewards and the impact of a promotion on tax, pensions and life-time allowances. Responses included:

- 'Tax implications for promotions'
- 'Pay and condition reform has caused me to consider a career outside of policing'
- 'Tax and relocation costs.'

7.3.5 Career aspirations had increased for 15% of potential applicants in recent years. The reasons for this increase in aspirations tended to fall within two main themes:

- **Confidence:** this refers to a potential applicant's change in confidence and the belief that they are capable of progressing to a chief officer rank (seven responses):
 - 'Realisation that I could be competent at the next rank'
 - 'I have become more confident about my ability to progress further as I have become established as a chief officer'
 - 'My adjustment to ACC role and realisation that I could be effective and competent in the next rank, if the post is the right one for me'
 - 'Never thought I could get promoted and have managed to do so.'
- **Support:** responses suggested that some potential applicants had experienced greater support from within forces and the chief officer team, which had led to an increase in career aspirations (three responses):
 - 'I now have a gender supportive CC who invests in development and is not biased'
 - 'My chief encouraged me to do SPNAC and supported me.'

8 Options

- 8.1. The following are potential options for consideration, which may assist in increasing the applicant pool for chief officer vacancies. These options consider the current challenges experienced and the apparent preferred ways forward as highlighted in this report. They do not, however, represent an exhaustive list of options to be considered.

Option	Why	Example	Potential responsibility	Pros	Cons
Career management and planning	This was identified by current chief constables and potential applicants as something which was not consistently available at present and may assist in encouraging eligible applicants to apply for chief officer vacancies in the future. It was also reported as a possible role for national organisations to have within selection processes.	A career module as part of SCC (could be optional in view of current length/demands of SCC)	College of Policing	Providing additional advice and guidance Enabling potential applicants to make informed decisions	Lengthening duration of SCC

Option	Why	Example	Potential responsibility	Pros	Cons
		Careers fair	Collaborative, College of Policing membership, CPOSA, NPCC and the APCC	Reaching a broad range of potential applicants and current chief officers Involving multiple stakeholders, sharing experiences and best practice Enabling face-to-face meetings and networking Recruiting organisations in order to attract talent	Cost
		Career development planning for newly appointed superintendent, chief superintendent and ACCs	Individual forces with guidance provided by the College of Policing	Providing support earlier in an individual's career, allowing them to tailor their training and next steps	Time and cost considerations
		Online career advice portal, ready access to resources on next steps and the financial impact	Forces and College of Policing membership	Easy access to information Quick reference guide	Resource/time taken to set up
		Secondment opportunities for existing officers from the rank of superintendent upwards, flexible movement between forces and external industries on a specified temporary basis	Forces, College of Policing CPD team, CPOSA, NPCC and the Home Office	New experiences, skills and information Establishing relationships and promoting partnership working with external organisations	Resource considerations, accommodating the gap in force left by an officer who pursues a secondment opportunity

Option	Why	Example	Potential responsibility	Pros	Cons
Independent financial advice	The financial impact of a promotion and the lack of understanding around this impact was a common barrier for potential applicants. Long-term management and independent financial advice was frequently cited as a potential way forward.	Access to independent financial advice, pre-applying for a promotion and throughout a career	CPOSA	Applicants making informed decisions on whether to apply for a promotion Increasing understanding and awareness, increasing openness of the impact	It is likely that a cost will be incurred for providing this for all members
		Regular financial updates including pension, taxation and allowance information	CPOSA/force	Applicants making informed decisions on whether to apply for a promotion Increasing understanding and awareness, increasing openness of the impact	It is likely that a cost will be incurred for providing this for all members
		Support in forecasting and the long-term management of obtaining a chief officer position	Collaboration, SCC membership, CPOSA, HO	As above	As above

Option	Why	Example	Potential responsibility	Pros	Cons
Attraction and selection	The ability to attract applicants to a chief officer vacancy was a main challenge for HR and selection leads, PCCs and chief constables.	Clearly defined role requirements/ expectations	Forces	Developing effective and relevant selection processes Open and fair basis for selection, reducing the perception that a preferred candidate will be appointed	Time considerations
		Clearly define what and who will be involved in the selection process	Independent local partnerships, forces and the College of Policing	Greater openness and transparency Reducing the perception that a preferred candidate will be appointed	
		Information easily available on each force in terms of values, COT, what positions are likely to be available in the next 12-24 months Linked to online career advice portal	College of Policing membership and forces	Access	Time and cost involved in setting up and maintaining
		Advertisement, vacancy must be advertised externally from the recruiting force and across a minimum of three media channels, eg, College of Policing website, trade publication and LinkedIn/Twitter	Forces	To increase the number of applicants	Additional effort/resource for PCC/CC

Option	Why	Example	Potential responsibility	Pros	Cons
		Recruiting force to hold open days when selecting for a chief officer, or having the option for an interested candidate to visit the force ahead of applying	Forces	Promoting force values and culture	Time/cost to facilitate this
		Providing a relocation consultant/ relocation support package	Forces/HO/ CPOSA	Reducing concerns related to relocating, eg, time and cost	Cost involved in providing this support
		Support to identify a school	Collaborative, NPCC, CPOSA, HO and local authorities	Reducing concerns related to relocating, eg, time and cost	
		Support to develop a flexible commuting-working pattern to minimise time spent away from family and still meet force needs	Force, CPOSA, NPCC	Reducing concerns related to relocating, travel time and time away from the family	Difficulty in ensuring force needs and demands are successfully met

Option	Why	Example	Potential responsibility	Pros	Cons
National oversight	Central coordination or a national oversight of a chief officer selection process from start to finish was largely supported by PCCs, chief constables and potential applicants. It was also reported as a role for national organisations such as the College of Police and CPOSA to have during chief officer selection processes.	Early professional support to PCCs and chiefs on running attraction and selection processes	College of Policing External private consultancies	Openness and transparency Increased standardisation and quality of process and reputation of fairness Increase in clarity and therefore attraction	Cost
		National oversight of the selection process throughout	College of Policing	Transparent process, reducing perception that a preferred candidate will be appointed Relevant assessment tools used	
		Developing a candidate guidance/ information pack to outline what steps will be involved in individual selection process and who will be undertaking these	Forces and the College of Policing	Transparency, likely to reduce the perception that a PCC/ CC will choose a preferred candidate	Resource required to develop, would need to ensure the pack is tailored to individual selection processes

Option	Why	Example	Potential responsibility	Pros	Cons
		Independent progression scheme – removing the need to have support from the COT from within current force before applying for PNAC	HO, NPCC, CPOSA and the College of Policing	Greater movement through senior ranks may encourage more applicants for chief officer positions Reduces the impact of the relationship with the existing COT/CC	Readiness in terms of operational experience and competence Potential for variance on how this is managed/ applied across forces
		Review of current PNAC and SCC processes	College of Policing	Identifying positive updates and requirements	Time and cost
		SCC to be more accessible, not such an extensive time away from home and force, process could be split	Collaborative, College of Policing, NPCC, CPOSA and HO	More accessible for potential applicants to attend	Will need a change in planning and time management
		Independent pre-assessment with information to be forwarded to PCC/CC with the candidate application	College of Policing HMIC	Reducing PCC/CC ability to select/assess a single candidate	
		Central management and tracking of applications	College of Policing	Easy to identify the number of applications received, what support may be required and recommend eligible candidates to forces	Time and resources required to ensure this is accurately maintained

Option	Why	Example	Potential responsibility	Pros	Cons
		Central application short-listing service and providing a short-list of candidates to interview to PCC/CC	College of Policing HMIC	Consistent and fair approach to short-listing Ensuring that candidates are short-listed against the role profile/ requirements	Time and resource required
		Eligibility database. This could be used two-ways, for a force to view or for the College of Policing to recommend out	College of Policing membership and S&A	Would assist in identifying who the eligible applicants are Would allow PCC/CC to proactively review options and encourage them to consider external applicants	Time and resource required
		Contract end dates, centrally held database	CPOSA/ NPCC to hold, accessible via College of Policing website	Candidates would have the flexibility to manage their own careers, judging when and what vacancies are suitable	

About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

college.police.uk



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Curriculum Vitae

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E mail: xxxxxxxxxx@xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

Education

- Leeds University 1984 – 1987
2:1 Honours Degree in English Literature
- Nottingham High School 1978 – 1984
Three A Levels: 2 x Grade A, 1 x Grade B
Nine O Levels: 2 x Grade A, 6 x Grade B, 1 x Grade C

Training

- Authorising Officers' Course – 2012
- SIRO Training – 2010
- Windsor Leadership Trust – Developing Strategic Leaders Programme – 2009
- Strategic Command of Firearms Operations – 2007
- Strategic Command Course – 2006
- Strategic Management of Critical Incidents – 2006
- Research in Action – 2006
- Critical Incident – Refining the Gold – 2005
- London First Strategic Co-Mentoring Programme – 2005
- Organisational Development – 2005
- Policing Contexts and Futures - 2005

Current position

April 2016 till the present

Deputy Chief Constable
Derbyshire Constabulary
Butterley Hall
Ripley
Derbyshire
DE5 3RS

Tel: xxxxxxxxxxxxxxxxx
Email: xxxxxx@xxxxxxxxxxxxxxxxxx

Brief description of role and responsibilities:

I am the designated deputy to the Chief Constable. My portfolio consists of Corporate Development, Human Resources, Legal Services and Professional Standards.

I am responsible for leading the change programme for the force and delivering the new policing model. I am also developing a new leadership programme to ensure we maximise the potential of our people. I lead on ethics in the organisation and I am altering our approach to professional standards to ensure that it more closely reflects the values of the organisation.

I also have responsibility for:

- Information security
- Data protection
- Well being
- Learning the Lessons – continuous improvement
- Uniform and Equipment
- Transport provision
- Training
- Police officer deployment

Previous Role March 2010 till April 2016

Deputy Chief Constable (East Midlands)

Brief description of role and responsibilities:

I was responsible for leading the collaboration programme for the five forces of the East Midlands, which incorporated all areas of business other than the local.

I led for all five forces on serious and organised crime, major crime and counter terrorism. I was the line manager for East Midlands Special Operations Unit (EMSOU) and the East Midlands Counter Terrorism Intelligence Unit (EMCTIU).

On a national basis, I was the ACPO Lead for distraction burglary and Operation Liberal. From 2010 until 2016, I was the national policing lead for the Government Agency Intelligence Network (GAIN). I was the SRO for the MobileID project which delivered mobile fingerprint recognition capability to 24 forces, and the national policing lead for Forensic Innovation until 2014.

Previous Role March 2007 till February 2010

Assistant Chief Constable (Crime and Operations) – Derbyshire Constabulary

Brief description of role and responsibilities:

- Local Policing
- 24/7 response neighbourhood policing

- local performance, including crime reduction and detection, local satisfaction, confidence in policing and organised crime group management
- local criminal investigation
- local partnership and crime prevention
- Specialist Operations
- strategic roads policing and collision investigation
- roads policing
- armed response and specialist firearms
- general and specialist dogs
- public order
- North Midlands Helicopter Support Unit
- Crime Support
- major crime
- serious and organised crime
- public protection
- economic crime and financial investigation
- scientific support
- Counter Terrorism.
- Community Safety and partnership

Previous Role January 2004 till March 2010

BCU Commander – Central Birmingham, West Midlands

Brief description of role and responsibilities:

I was responsible for all policing matters in the largest, most high profile and diverse BCU in the West Midlands. I had responsibility for neighbourhood policing, response, critical incidents, performance, partnership, crime reduction and detection. In a strong performance culture, I led the BCU to being the top performing BCU in the force for two of the three years. I led many critical incidents (evacuation of the city, protests, high risk sporting events) and led significant partnerships around the night time economy, drugs and prostitution. I oversaw a large reduction in crime and increase in offences brought to justice.

Brief summary of relevant previous experience

I have been a police officer for 29 years and have served in a variety of uniform and detective roles at different ranks. I have undertaken strategic roles as Staff Officer to the Chief Constable, and senior police advisor to a senior Home Office official. I have undertaken various detective roles as a DC, DS and DCI covering volume crime, serious and organised crime, major crime and intelligence. I have led on local policing as an Inspector, a Superintendent and as Chief Superintendent in two of the most demanding BCUs (Central Birmingham and Aston) in a metropolitan force. I have worked in three different forces and have worked collectively with five different forces in my current role. I have led nationally on innovation in forensic science, including developments of the use of DNA, fingerprints and technology.

I have dealt with several high profile national critical incidents in relation to crime, terrorism and protest, as well as improving performance in each and every leadership role I have undertaken.

I have been fortunate to have such a wide-ranging career and firmly believe that the experiences, skills and resilience I have gained from it makes me suitable for this challenging, yet exciting role.

Previous Experience

- Personally led a business change programme within force – Closing the Risk Gap – designed to reprioritise the distribution of finite resources according to risk and threat. Given its contentious nature and the potential negative perception, I instigated a rigorous stakeholder analysis and comprehensive consultation and communication process, demonstrating the need for change and providing reassurance around frontline policing.
- Development of a strategy and infrastructure to redefine neighbourhood policing, ensuring stakeholder representation and buy in, and appropriate governance arrangements.
- In a complex political environment, both regionally and nationally, I have sought to promote and further develop collaborative opportunities, promulgating a spirit of enterprise and a pragmatic approach.
- With the inception of Police Innovation Fund bids, I have actively supported the drive to develop the Digital Laboratory and eForensics service as an East Midlands region capability, intended to be the benchmark for other regions. This received recognition from the Home Office and a contribution for proof of concept. Building on the learning from previous collaborative projects, I ensured that counterpart Deputies, Chief Constables and PCCs were conversant of the proposals.
- Led the establishment of Operation XXXXXXXX, a multi-agency response to a gun enabled violence.
- Volunteered to lead the creation and management of the EMCTIU, at a time when there was little understanding of a lead force model, consequent suspicion of the concept and political sensitivity. The East Midlands region is now recognised as the most progressive and cohesive in the country for Counter Terrorism. The development of the CTIU also presented the opportunity to develop as diverse a staffing profile as possible through positive action initiatives across the forces.
- Gold Commander for Operation XXXXXXXX; a proactive covert investigation into sexual exploitation of white girls by Muslim men, leading to the prosecution of nine men and sentences totalling in excess of 42 years.
- Gold Commander for the policing response to the BNP 'Red, White and Blue' event for three consecutive years, ensuring the event was policed in a sensitive, yet independent manner.
- I have worked in multiple police disciplines at an operational, tactical and strategic level, with force, regional and national responsibilities. Prior to my current role as Deputy Chief Constable, my experience includes:
 - Six years as Regional Deputy Chief Constable, with responsibility for collaboration projects across the five forces of the East Midlands.
 - Three years as Assistant Chief Constable with the broadest portfolio in the region at that time, encompassing the whole of operational policing for Derbyshire Constabulary.
 - A period of time as national lead for Innovation in Forensic Services, with responsibility for three projects: fast tracking of DNA, development of fingerprint probabilistic, and the national Lantern/MIDAS Project.
 - Three years as a Divisional Commander for West Midlands Police.
 - Secondment to the Home Office as police advisor to the Director of Police Policy Directorate and the Chief Executive of the NPIA.
 - Thirteen years in both uniformed and non-uniformed police officer roles in Nottinghamshire Police, to the rank of Chief Inspector.

Interest and hobbies

I am physically active, playing football, attending the gym and road cycling. I am keen on all types of sport, both as a participant and a spectator.

I am interested in current affairs and regularly read fiction as a past time.

References

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Cllr Julie Hill

Chair of the Derbyshire Police and Crime Panel

Independent Panel Member Report

This report reflects my view as the Independent Member of the Interviewing Panel meeting held on the 31st of March 2017 in respect of the proposed appointment for the post of Chief Constable of Derbyshire Constabulary.

The process for appointing the Chief Constable was a two- part process, shortlisting candidates and an interview.

One application was received, and the short-listing Panel met and agreed that he met the required skills, knowledge and experience to formally go forward to interview.

I can confirm that the agreed process was followed throughout to ensure a fair and open procedure for selection to enable proper analysis and evaluation of the application and the candidate's presentations and responses against the relevant requirements of the Post, and to establish whether these met sufficient of these to be properly eligible for selection.

The interviewing Panel comprised 7 Members and the candidate was evaluated in relation to general abilities and robust responses, Media Awareness, Competence, and Presentation Skills.

All Members were able to question the Applicant, follow up and clarify any responses. They also were given the opportunity to view the two media exercises in which the candidate was tested on his ability to respond to media interest in the Force. The whole process involved rigorously testing and individual marking against agreed rating criteria.

Finally, the marks were aggregated and it was agreed that the Candidate was able to meet the standards and criteria required for the Post of Chief Constable.



Deirdre Newham MBE,JP,DL,MA(Hon)

2nd April 2017