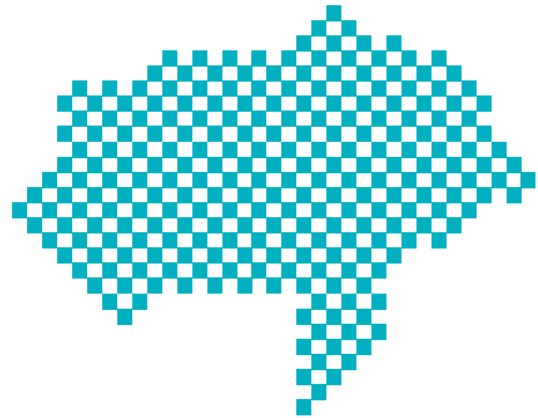


**Police and Crime
Commissioner
North Yorkshire**



**Chief Constable
North Yorkshire Police
Appointment Process**

**Independent Member Report
Jenni Douglas-Todd**

August 2018

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1. Introduction

1.1 This report provides information on the appointment process for the role of Chief Constable of North Yorkshire Police. In particular the report will comment on:

- the extent to which the appointment process has been conducted fairly, openly and based on merit
- the extent to which the interview panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role

1.2 Home Office circular 13/2018 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their recruitment process and which candidate they wish to appoint. The PCC should involve an independent member during assessment, short listing and interviewing of candidates for Chief Constable positions.

1.3 This report is the independent member's report (Jenni Douglas-Todd) relating to the appointment process for the role of Chief Constable for North Yorkshire Police which was the responsibility of the North Yorkshire PCC, Julia Mulligan.

2. Independent member's role

2.1 The role of the independent member is laid out in Home Office circular 13/2018. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in 2018 and is maintained by the College of Policing.

2.2 I was selected to perform the role of Independent Panel Member for the recruitment of the North Yorkshire Chief Constable. The selection process focused on my suitability as someone skilled in assessment and capable of quality assuring assessment processes. Further details of my background are set out in the role profile at Appendix A.

2.3 The application pack with the role requirements and person specification was assembled without my involvement but adhered closely to the Guidance for Chief Officer Appointments. The advert ran from the 1 June and the recruitment timetable ran to schedule. I was invited to join a conference call for a briefing session by the College of Policing on the 25 June, alongside other assessment panel members, followed by a shortlisting meeting of the candidates. The briefing session and shortlisting date was agreed with me and led on the day by the College of Policing Representative, Melanie Hill. The 25 June date consisted of:

- Shortlisting Presentation – which set out the competencies the North Yorkshire PCC was looking for in her next Chief Constable
- Grade & Exercise Rating Scale – the A-D scale for marking applications
- Classification Sheet – the scoring sheet
- Chief Constable Applications shortlisting – three applications received

2.4 In preparation for this Chief Constable recruitment I studied the following:

- Guidance for appointing chief officers
- Shortlisting Presentation – The College of Policing talked through these slides at the start of the call, they set out the competencies North Yorkshire is looking for in their next Chief Constable.

- Grade & Exercise Rating Scale
- Classification Sheet

Preparation was supported through a briefing session by the College of Policing for all panel members ahead of the shortlisting meeting.

2.5 I was involved in the selection process. We discussed the fact that a relatively small pool of candidates is not uncommon at this level. In an attempt to enlarge the pool and to demonstrate openness the PCC spoke with the Chief Executive of the College of Policing to encourage applicants through endorsement that the process was open and fair. The PCC and her staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of openness, fairness, and merit.

2.6 I saw all documentation for the Chief Constable role including the recruitment pack with a message from the PCC, North Yorkshire police key facts, a synopsis of the current Leadership team, Living and working in North Yorkshire, Police and Crime Plan priorities, Recruitment process and timetable, job advertisement, Chief Constable role responsibilities and personal qualities, Chief Constable Terms and conditions.

3. Appointment Panel

3.1 The Appointment panel's role is set out in the College of Policing's Guidance for appointing chief officers. This sets out that the PCC should convene the appointment panel before any stage of the appointment process takes place (e.g. sifting applications). The PCC can consider involving panel members in defining the role requirements. I was appointed as independent panel member on the 22nd May, prior to the Chief Constable advert being placed. Whilst the PCC did not engage me in defining the role requirements, I can confirm that they were defined in line with the College of Policing's Police Professional Profiles; that the advertisement included information on the salary, post location, direct contact name and details, dates outlining the main stages in the selection process, key skills and attributes required.

3.2 The college of policing guidance suggests that the panel should consist of three to five panel members from a diverse range of backgrounds with experience in the assessment and selection of candidates. The panel members came from a broad range of backgrounds and all have experience in the assessment and selection of candidates. In addition to myself, four of the other panel members also have experience recruiting senior police officers. I can therefore confirm that these criteria were met. Additional information on the panel members is provided at paragraph 5.1.

3.3 Additionally, the guidance sets out that the appointment panel members must adhere to the principles of merit, fairness and openness and read the guidance to ensure they are familiar with its content prior to starting the appointment process. I can confirm that the guidance was sent to all panel members and that throughout the selection process the panel members adhered to the principles.

3.4 Further, the guidance sets out that the panel's purpose is to challenge and test that the candidate meets the necessary requirements to perform the role. It supports the PCC in making the appointment by:

- helping develop the assessment criteria
- undertaking appropriate briefing/assessor training

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

3.5 We collectively participated in a half day briefing/assessor training followed by a shortlisting session, led by the College of Policing. The briefing focused on:

- the competency matrix
- the competency and values framework
- unconscious bias
- the ORCE model of assessment (observe and record, classify and evaluate)
- rating scales

This ensured we had a collective understanding of the process and effectively challenge and test the candidates

3.6 The shortlisting was completed against the agreed appointment criteria. This allowed us to consider with the PCC, which candidates most closely met the appointment criteria. All 3 candidates who applied were assessed as meeting the appointment criteria at shortlisting and therefore progressed to the next stage. Prior to the stakeholder assessment day and formal interviews, 1 of the candidates withdrew from the process.

3.7 The appointment panel was made up of 6 panel members, plus the PCC. The Interview Panel members comprised of three males and four females, further breaking down as three white men, three white woman and one minority ethnic women, me as the Independent Member. I can confirm that the Interview Panel members had each previously been involved in senior recruitment and panel participation.

4. Role profile and attraction strategy

4.1 The role profile was based on the previous Chief Constable job description and further reflected the qualities identified by the PCC. The PCC also included in the Candidate pack and covering letter the personal qualities which she was expecting to see in the candidate, that she was looking for someone to deliver the PCC's Police and Crime Plan and the Transform 2020 programme.

4.2 The advertisement was placed on the Police and Crime Commissioner's website, the National Police Chiefs' Council website and the College of Policing's website. It was also marketed to NPCC members by email and a press release was issued. This approach demonstrated an openness and created further opportunity for those suitable to apply for the post.

4.3 The post was advertised from Friday 1 June 2018 to Friday 22 June 2018 inclusive which was three weeks. The Home Office Circular and the College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The

thoroughness of advertising was to enable inclusive and openness in order to attract the most eligible candidate pool of Chief Officers to apply.

4.4 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.

5. Shortlisting and panel briefing

5.1 The guidance suggests that the appointment panel should consist of three to five panel members from a diverse range of backgrounds with experience in the assessment and selection of candidates. Julia Mulligan, PCC for North Yorkshire, followed this advice and agreed at the outset a panel consisting of seven members, which from experience is not an unusual number of panel members for Chief Constable appointments. The seven panel members were:

- Julia Mulligan, PCC for North Yorkshire
- Fraser Sampson, Interim CEO for North Yorkshire PCC
- Mary Weastell, CEO City of York Council
- Lynda Marginson, Director National Probation Service (NE)/SFO SPOC National Probation Service (NE)
- Carl Roberts, CEO of X-Net ii
- Stuart Carlton, Director of Children's Services North Yorkshire County Council
- Myself, Jenni Douglas-Todd, Independent Panel Member

5.2 The panel included an appropriate range of stakeholders from the public and private sector. Its mix and size reflected the importance placed on partnership working in the locality and the significant transformation journey that the force is on. By the closing date, three application forms had been received for the role of Chief Constable North Yorkshire Police. There had been one additional request for information throughout the process which did not result in an application. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. It is worth noting that this role attracted a similar number of candidates that other Chief Constable roles that have been advertised in the previous two years.

5.3 Ahead of the shortlisting meeting the panel were briefed by a representative from the College of Policing on good practice in assessment and selection, including merit fairness and openness, the code of ethics and values based recruitment, competency and values framework and assessment principles. The briefing was supported by documentation which was sent to the panel members ahead of the shortlisting meeting. The documentation was pre reading supported by a presentation ahead of the shortlisting meeting; grade and exercise rating scales; an appointment process classification sheet; along with the received applications.

5.4 The shortlisting meeting was scheduled for Monday 25 June. All members of the selection panel participated jointly in the shortlisting except for the interim CEO who was represented by the Head of O&D in his absence.

5.5 Three applications were received which were emailed to panel members ahead of the shortlisting meeting. Each candidate read through the applications reaching their own assessment. During the shortlisting meeting, which was conducted via telephone conference, we were provided

with 20 minutes to read through each application followed by a period of group discussion, after giving our individual scores and assessment. The purpose of the discussion was to reach a consensus score.

5.6 All 3 candidates were considered to have reached the bar to proceed to interview. 1 candidate withdrew before the interview selection date. I can provide assurance that the shortlisting preparation was carried out in a fair and balanced process.

6. Assessment design

6.1 The PCC supported by the Office of the Police and Crime Commissioner (OPCC) designed a robust and challenging assessment process of:

- A group stakeholder exercise
- A Vlog exercise (where the topic was provided on the afternoon of the stakeholder exercise to be filmed and played to the assessment panel the following day, ahead of the presentation and formal interview)
- A presentation where the topic was provided on the afternoon of the stakeholder exercise for presenting ahead of the formal interview)
- A formal competency based interview

6.2 It was confirmed that the Policing Professional Framework (PPF) competencies and the qualities pertaining to North Yorkshire Police could be measured fairly and with face and content validity through this assessment process.

6.3 The Vlog Assessment was designed to provide evidence for the competency areas of:

- **Value:** Public Service
- **Competency:** Deliver, Support & Inspire (Level 3)

The Presentation subject was designed to provide evidence for the competency areas of:

- **Value:** Transparency
- **Competencies:** Emotionally Aware (Level 3)

The Interview measured the following competency areas (Level 3):

- **Value:** Public service
- Analyse critically
- Innovative & Open minded
- Collaborative & Emotionally aware
- Take ownership

7. Stakeholder assessment

7.1 The stakeholder session consisted of a facilitated question and answer session by Harry Graton, BBC Yorkshire news anchor for 60 minutes on Thursday 26th July. In the audience were

staff members, union and federation representatives from the constabulary; Criminal Justice and wider partners, Local Authorities, Police and Crime Panel members, Youth Commissioners and Cadets. A list of the stakeholders attendee list is provided at Appendix C.

7.2 Nine questions were identified from a selection of questions submitted in advance from members of the audience. The audience were briefed by the Interim CEO on how the process would work, the role of the Q&A in the recruitment process and that whilst it was hoped it would prove a fun and informative session, it was important for the audience to remember that this was part of a serious and professional recruitment process. The audience were reminded that the session would be filmed but anyone who would not be comfortable appearing on camera should inform him prior to the start of the session. Similarly, anyone who was keen to be on camera could also advise ahead of the session so they could be placed in prime seats.

7.3 The briefing was supported by the College of Policing, who advised the audience on the importance of capturing and recording evidence; that there would be a group discussion after the Q&A had completed, without the candidates, where subjective information could be presented on how the candidates responded, supported by evidence; that areas for further probing of the candidates during interview the following day could be suggested, although no guarantees could be provided that they would form the basis of the interview questions; that their individual written feedback sheets should be handed to the College of Policing representative at the end of the feedback.

7.4 Similarly, the candidates were briefed on how the session would work by the Interim CEO and Harry Gration. The candidate's agreement had previously been obtained for the recording of the session.

7.5 Harry Gration also informed the audience how he would facilitate the session. Both candidates were introduced to the audience and given an opportunity to present their manifesto in opening. This was followed by taking the pre-selected questions in order from 1-9. The format followed the author of the question asking the question, both candidates given an opportunity to respond to the question, the questioner following-up with any further clarification questions and the wider audience asking any additional queries on the subject. At the end of the 9 questions the session was then opened up to the full audience for general questioning.

8. Stakeholder session debrief and feedback

8.1 Candidates debrief was conducted by the Interim CEO in a separate room for 15 minutes. Both candidates said they had enjoyed the session and that it more reflected the reality of the environment they would expect to operate in as Chief Constable.

8.2 Audience debrief and feedback was conducted by the Interim CEO and College of Policing representative for 60 minutes, following a lunch which was provided. There was consistent feedback from the audience that they enjoyed the session, felt able to participate and had got some value from the process. The College of Policing representative captured themes for further probing during the formal interview process to be held the following day for both candidates.

9. Vlog and presentation

9.1 Post lunch the candidates were given the Vlog exercise and presentation topic to be delivered ahead of the formal interview the following day. This allowed them to develop both the Vlog and presentation content through the rest of the afternoon and over evening. The internal

candidate, the current acting Chief Constable, had to attend an audit committee directly after receiving the Vlog briefing, to sign off of the accounts. I did not identify any concerns that she felt disadvantaged by having less time to prepare than the external candidate.

9.2 The candidates were given written and verbal instructions for the Vlog, with 1 hour to complete and record the Vlog. No time limit was set for the Vlog, but both candidates used a similar amount of time. The Vlog was recorded on the candidates own smartphone or tablet and submitted via dropbox.

9.3 The candidates were given written and verbal instructions for the presentation with the time for preparation allocated until 8.30am on the 27 July 2018.

10. Formal Interview

10.1 Both candidates were interviewed on Friday 27 July, preceded by the panel reviewing the feedback from the stakeholder exercise held the previous day, viewing each candidates Vlog and listening to and questioning on the presentations.

10.2 The candidates had up to 10 minutes to deliver their presentation, including questions, followed by 50 minutes of questions in interview.

11. Assessment decision making

11.1 Each assessment panel member was provided with an assessment pack consisting of:

- Interview timetable
- Assessment questions
- Assessment marking sheets
- Exercise rating scale
- Competency and values framework
- Policing Professional Profiles

11.2 On the morning of the 27 July, the assessment panel were provided with a debrief on the stakeholder exercise from the previous day consisting of overall feedback and questions and specific candidate feedback.

11.3 Each candidate underwent a formal competency based interview, with flexibility to probe.

11.4 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently. Panel members effectively exercised their responsibility to challenge and test both candidates against the competencies and requirements of the role.

11.5 After each candidate had been assessed the PCC verbally gathered each Interview Panel Members' individual scores and confirmed an overall score demonstrating a fair and transparent process, based on merit. Collectively we ensured the consistency and justification of each score given.

11.6 The Interview Panel unanimously support Julia Mulligan (PCC) in her recommendation to the Police and Crime Panel (PCP) scheduled for Wednesday 15 August that Lisa Winward, currently Temporary Chief Constable for North Yorkshire Police, be the preferred Chief Constable for North Yorkshire Police and that there is no reserved candidate.

11.7 I am wholly satisfied that the North Yorkshire Police and Crime Commissioner, Julia Mulligan, fulfilled her responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance.

11.8 I am confident that the Interview Panel and the PCC performed their duty to challenge and assess the candidate in a manner that was fair, transparent and merit based, following the College of Policing Guidance in an exemplary manner. The selection arrangements organised by the Office of the Police and Crime Commissioner assisted us greatly in the process.

Jenni Douglas-Todd

Independent Member

August 2018

Appendix A: Independent Member pen picture - Jenni Douglas-Todd

I have significant experience of policing both as a former Advisor and Chief Executive over a period of 15 years. As a management consultant I am currently engaged as a contractor with the National Counter Terrorism HQ. My experience also includes decades of working on equality, diversity and inclusion at local, national and international levels.

I have led or advised on senior Chief Officer recruitment since 2011, including being a former assessor on the Police National Assessment Centre. Additionally I have led and supported numerous appointments at the equivalent of Chief Executive level, Non-Executive Director and Chair appointments in a range of other public sector arenas beyond Policing, including in the National Health Service, national charities and the education sector.

Appendix B - Role Profile

Chief Constable role

Post:

Chief Constable

Accountable to:

The Police and Crime Commissioner for North Yorkshire

Responsible for:

The direction and control of North Yorkshire Police, in accordance with the Police Act 1996, in order to provide the people of North Yorkshire with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable

Responsibilities

- Raising the bar in the performance of the Force and setting the operational strategy for policing in North Yorkshire to deliver the vision, values, priorities and outcomes of the Police and Crime Plan.
- Reviewing, determining and leading changes to the future shape and culture of North Yorkshire Police, enabling the delivery of services within financial and resource constraints, responding to both national and local demands and improving productivity and performance thereby enhancing the reputation of the Force.
- Providing dynamic and highly visible leadership to the force, promoting the highest professional and ethical standards and realising the full potential of staff within North Yorkshire Police by creating an environment in which people are motivated and inspired to give their best.
- Encouraging, supporting and participating in partnerships/collaborative arrangements with other forces, agencies and the public in order to fulfil the aims of the Police and Crime Plan.

- Responding to and influencing the changing external and internal environments affecting the Force.
- Developing and implementing strategies to enhance the policing of North Yorkshire, focussing strongly on communities and ensuring that policing across North Yorkshire best serves the needs of local people, increases public confidence and makes the area safer.
- Ensuring continuous improvement in the effective and efficient use of all the resources of the Force.
- Representing the best interests of North Yorkshire in addressing and influencing national policing, community safety and criminal justice issues and promoting North Yorkshire Police to the public, partners and in the media.
- Modelling and fostering behaviours of openness and transparency across the Force, and between the Office of the Police and Crime Commissioner and the Force, including the provision of professional advice and information to the Police and Crime Commissioner to support her in fulfilling her functions.

Personal qualities

National Occupational Standards require a Chief Constable to be able to:

HB3 (ML B3) Develop a strategic business plan for the organisation

HC3 (ML C3) Encourage innovation in the organisation

HD11 Chair and participate in meetings

HE2 (ML E2) Manage finance for the area of responsibility

SFJ HB7 Provide leadership for the organisation

It is an expectation within this role and duties that the candidate is able to travel or to work away from home when required.

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 colleagues and the public. 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 Police and Crime Plan, the values of North Yorkshire Police, 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.

Is honest, open and candid in communication, and encourages these qualities in others across the Force. 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 activity.

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. Tackles 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 and openly 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 communication and a collaborative approach. Maintains visibility, promotes openness and transparency and ensures communication works 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 North Yorkshire Police. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively in an open and engaging manner. Fully commits to team decisions.

Appendix C - Stakeholder exercise attendee list



Chief Constable Recruitment Process

Stakeholder Exercise – Attendee List

Name	Role	Question No	Visitor No
Nick Sinclair	Public Health Specialist - Suicide Prevention		
Paula Stott	Police and Crime Panel		
Cllr Val Arnold	Police and Crime Panel		
Cllr Russell Lord	Police and Crime Panel		
Kevin McAleese	CYC Children Safeguarding Board	3	
Sandra Chatters	CRC	8	
Sara Orton	CY Youth Offender Management		
Tammy Banks	CE Re-Shape	9	
Mo Mohammed	NYP BPA	2	
Alan Beattie	Member of Public		
Wendy Green	Supporting Victims	4	
Thomas Bruce	Youth Commission		
Matilda Williams	Youth Commission	5	
Jonathan Mortimer	OCCD Panel Chair		
Steve Cowie	New Life Baptist Church		
Paul Ivison	Member of Public		
Malcolm Lees	Member of Public		
Tim Osborne	Supporting Victims		
Laurie Norris	NFU		
Neil Lancey	Police Cadets		

Shawny Dixon	Police Cadets	6	
John Mackfall	Unison		
Alex Nicholson	Harrogate NPT		
Fionna McEwan	Organised Crime Unit		
Sue Proudfoot	Member of public	1	
Gail Cook	Member of Public	7	
Catherine Dearden	Member of Public		