

Police, Fire and Crime Panel – 21st June 2021

Confirmation Hearing for the appointment of the Temporary Chief Constable of Staffordshire Police

Report of the Police, Fire and Crime Commissioner

1. Report summary

1.1 This report recommends the appointment of Mrs Emma Barnett to the position of Temporary Chief Constable for Staffordshire, whilst a recruitment process for the permanent role progresses.

2. Recommendations

2.1 It is recommended that:

- a) The Police, Fire and Crime Panel confirm the appointment of Mrs Emma Barnett to the role of Temporary Chief Constable of Staffordshire Police 15th June 2021 on a salary of £156,693.
- b) That the Police and Crime Panel hold me, as the Police, Fire and Crime Commissioner, to account for ensuring that a robust and effective plan is in place to support the candidate in the role, while a recruitment process to the permanent role progresses.

3. Background and Detail

- 3.1 The former Chief Constable of Staffordshire Police retired from the role on 14th June 2021, following a three month notice period. The retirement came four years into a five year contract.
- 3.2 There is a legal requirement for a Chief Constable role to be filled at all times, so during any recruitment process for the permanent role, a Temporary Chief Constable (TCC) has to be appointed.
- 3.3 The process for recruitment has been agreed with the newly elected Police, Fire and Crime Commissioner and the expected timings are as detailed in the table below.

Stage/Theme	Purpose/Activity	Approximate Timescale
Stage 1 - Pre-recruitment and Engagement activity	To enable the Commissioner to:	June / July 2021

	<p>Undertake engagement activity with internal colleagues and external partners and key stakeholders.</p> <p>Identify the leadership and key competency areas and requirements for future Chief Constable; also to consider the composition of the Chief Officer team in terms of existing skill sets and experience.</p> <p>Agree proposed recruitment, assessment and selection processes and all relevant documentation.</p> <p>To identify and select Interview Panel members including Independent Member, Policing Adviser (if required) and key stakeholder groups.</p>	
Stage 2 – Advertisement, Marketing & Application Process	<p>Following Stage 1 engagement activity, Media & Comms team to support a high profile advertising campaign promoting the Chief Constable vacancy, ensuring engagement with all potential applicants by way of personal letter highlighting the Commissioner’s vision and promoting Staffordshire Police and Staffordshire County/Stoke on Trent (including rail/road networks etc)so maximising the talent pool of applicants.</p> <p>To optimise the number of candidates it is recommended that post is advertised for a minimum period of 3/4 weeks.</p> <p>Candidates to complete application form including supporting information regarding their suitability for the role – see Competency & Values Framework including key leadership qualities.</p>	August / September 2021
Stage 3 – Shortlisting process	<p>Shortlisting panel to identify applicants who best fulfil the criteria and are suitable to proceed to the next stage in the assessment process.</p> <p>In accordance with the Role Profile, Competency and Values Framework and Code of Ethics.</p>	1 Week
Stage 4 - Interview and Selection process	To identify the preferred and a potential reserve candidate following the selection process. The selection	2 Weeks

	<p>process will follow a robust decision making model including:</p> <ul style="list-style-type: none"> - Psychometric Testing - Staff / Stakeholder / Partnership Panels - Formal Interview 	
Stage 5 - Police Fire & Crime Panel	The Police, Fire and Crime Panel to be notified of the preferred candidate and a Confirmation Hearing arranged.	TBC subject to the date of panel meeting

- 3.4 The process detailed above is likely to complete in October 2021, with a notice period meaning that a permanent role may not be filled until January 2022, at the latest, depending on whether there is an internal or external appointment.
- 3.5 During the recruitment period, the Commissioner has requested that the current Deputy Chief Constable, Emma Barnett, becomes TCC, subject to this confirmation hearing. The TCC will subsequently confirm that one of the Assistant Chief Constables (ACCs) acts as a temporary Deputy and a Chief Superintendent acts as a temporary ACC. The current role profile is attached as Appendix A; this will be refreshed for the 2021 permanent appointment.
- 3.6 Emma Barnett was appointed as the Deputy Chief Constable in June 2020. She has over 27 years policing service, mainly in West Midlands Police and in Staffordshire Police for nearly 5 years since joining as ACC in 2016. As DCC, Emma has formally acted as the Chief Constable on a number of occasions, whilst the Chief Constable has been on leave, or not in the office. She has the knowledge and experience to carry out the role, in all of its aspects, whether these be internally driven, or externally through sound partnership working. She has also been the National Police Chief's Council (NPCC) lead for victims and worked with national leads from other sectors in this role.
- 3.7 Emma has the confidence of the Commissioner to carry out the TCC role, whilst recruitment to the permanent role takes place. It is recommended that the panel confirm Emma Barnett into the TCC role.

Ben Adams
Police, Fire and Crime Commissioner for Staffordshire

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CHIEF CONSTABLE OF STAFFORDSHIRE POLICE

ROLE PROFILE

Role Overview

Post:	Chief Constable
Accountable to:	The Police, Fire and Crime Commissioner for Staffordshire
Location:	Staffordshire Police Headquarters Weston Road Stafford, ST18 0YY
Responsible for:	The direction and control of Staffordshire Police in order to provide Staffordshire with an effective and efficient Police Service and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

Role Purpose/Aims

- have extensive experience of leading a policing organisation and delivering effectively for, and with, the public;
- have successfully led transformational change through to delivering outstanding outcomes for the public;
- be able to evidence the outstanding delivery of operational policing and partnership working to impact on crime and anti-social behaviour;
- show an understanding of the challenges faced by the police service and clear views on how these should be addressed in both the short and longer term future;
- have experience of delivering evidenced-based approaches in policing, being able to show how these can be used to deliver outstanding outcomes;
- have experience of working successfully with a wide range of partners and an understanding of the wider political, social and economic context;
- show evidence of credible, visible and empowering leadership;
- have effective interpersonal and communication skills and demonstrate sound ethical judgement;
- have a successful track record of working with all communities to achieve positive outcomes; and
- have a commitment to serving the wider public, protected groups and victims, with an evidenced capability to providing excellent services and support.
- To ensure delivery of the objectives set out in the Safer, Fairer, United Communities for Staffordshire strategy supported by the forces Policing Plan.
- Utilise the resources available to deal with what matters to communities, prevent crime and disorder and provide outstanding service in line with the principles of the Policing Plan.
- To direct and control Staffordshire Police to deliver an effective, ethical, responsive and efficient police service.
- To provide professional policing advice to the Police and Crime Commissioner to support him in fulfilling his role.
- To work with regional partners to provide the capability to address the national and regional threats as set out in the Strategic Policing Requirement.

- To lead Staffordshire Police in its strategic management and development to ensure that enhanced productivity, value for money and continuous improvement is achieved against a background of reducing resources.
- To be a strong, effective leader of Staffordshire Police, communicating a consistent, forward looking and inspiring vision to all.
- Explore opportunities for collaboration with strategic partners to enhance the effective and efficient delivery of services to the communities of Staffordshire.
- Together with partners, deliver enhanced safeguarding arrangements for children, young people and vulnerable adults in Staffordshire.
- To ensure that Staffordshire Police is open and transparent in the way it delivers policing services. Promote the highest levels of professional conduct and integrity within the force ensuring that the Code of Ethics is effectively embedded.
- To champion equality, diversity and human rights in the forces practices and the delivery of policing services
- To represent the force at a local, regional and national level to safeguard the reputation of the force and promote a positive image of Staffordshire Police and the Office of the Police and Crime Commissioner.
- Play an active part nationally through membership of appropriate ACPO working groups to develop the policy service.
- To undertake such other tasks commensurate with the rank of Chief Constable as the Police and Crime Commissioner shall require.

POLICING PROFESSIONAL FRAMEWORK

PERSONAL QUALITIES

Serving the Public

- 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.

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 performance looks like, highlighting good practice. Confronts under performance 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.

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 factors.
- Considers the wider impact and implications of 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

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 the benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively. Fully commits to team decisions.