

Police, Fire and Crime Panel – 12 October 2021

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

Report of the Staffordshire Commissioner

1. Report summary

- 1.1 This report recommends the appointment of Chris Noble to the position of Chief Constable for Staffordshire.
- 1.2 A report prepared by Mohammed Haroon, Independent Member of the Interview Panel and Caroline Coombe, Head of People & OD at Staffordshire Police, who assisted in the recruitment and appointment process is attached for consideration.

2. Recommendations

- 2.1 It is recommended that:
 - a) The Police, Fire and Crime Panel consider fully the findings of the attached report by Caroline Coombe and her assurances that the selection process for this role has met all legal, internal policies and executive best practices;
 - b) The Police, Fire and Crime Panel confirm the appointment of Chris Noble to the role of Chief Constable of Staffordshire on a 5 year fixed term contract from a start date to be agreed and on a commencing salary of £156,693 per annum, with an option to review and extend if required.
 - c) In confirming the appointment the Police, Fire and Crime Panel recognise the significant strengths and personal fit that Chris Noble has demonstrated in the selection process.
 - d) That the Police, Fire and Crime Panel hold me, as the Commissioner, to account for ensuring that a robust and effective development plan is in place to support the candidate in his new role.

3. Further Detail

- 3.1 The former Chief Constable, Gareth Morgan retired in June 2021. The recruitment for his permanent replacement has rested with Ben Adams, the Police, Fire and Crime Commissioner.
- 3.2 The recruitment process has taken place over the last few months and Chris Noble, a current Assistant Chief Constable with Humberside Police, is identified as the preferred candidate for the Panel's consideration.

3.3 The attached report has been drafted by Caroline Coombe, Head of People & OD at Staffordshire Police and Mohammed Haroon, Independent Member of the formal Interview Panel to provide assurance as to the robustness of the recruitment and selection process for the Chief Constable role.

Ben Adams
Staffordshire Commissioner

Contact Officer

Glynn Dixon
Chief Executive, Staffordshire Commissioner's Office
Tel: 01785 232242
Email: glynn.dixon@staffordshire-pfcc.pnn.gov.uk

Report of: Caroline Coombe, Head of People & OD at
Staffordshire Police

Mohammed Haroon, Independent Member of the formal Interview
Panel

To: Mr B Adams, Staffordshire Commissioner
Police, Fire and Crime Panel Members

Selection for the Role of Chief Constable of Staffordshire Police

1. Introduction and Context

- 1.1 The role of Staffordshire Chief Constable was vacated by Gareth Morgan when he retired in June 2021. At the time, the Deputy Chief Constable, Emma Barnett was appointed as Temporary Chief Constable. This report, following a lengthy recruitment and selection process, recommends the appointment of Chris Noble to the permanent position of Chief Constable for Staffordshire Police.
- 1.2 Working for the Commissioner, the role of the Chief Constable is vital in the delivery of the Police and Crime Plan and the forces own Policing Plan for Staffordshire.
- 1.3 The Commissioner put in place measures to ensure that the selection process undertaken to appoint a new Chief Constable for Staffordshire was properly informed by relevant and specialist advisors, who could assure him of the transparency, legality and fairness of the process, and most importantly the candidates fit against the identified competencies/criteria. In doing so the Commissioner used a number of specialist advisors during the process, summarised as follows:

1.4 Specialist Advisors

Helen Slimmon – Senior Psychologist Selection & Assessment, from the College of Policing

Helen was responsible for:

- Ensuring provision of independence in the process, (outside of Staffordshire People & OD and the Commissioner's Office), by facilitating the staff and stakeholder panel process, including personalised feedback to the interviewing panel.
- Administering the personality assessments and subsequent conversations with all candidates.
- Providing technical assurance to the panel on the fit of the candidates against all professional standards.

Glynn Dixon – Chief Executive, Commissioner’s Office

Glynn was responsible for:

- Ensuring that the Commissioner’s requirements were met in terms of the recruitment process, business and service outcomes;
- Ensuring all aspects of the recruitment process were coordinated and worked smoothly;
- Ensuring staff, stakeholders and an independent representative were involved in the process.

Caroline Coombe – Head of People & OD Services, Staffordshire Police.

Caroline was responsible for:

- Preparing the recruitment timeline and agreeing this with the Commissioner;
- Preparing the application and information pack and agreeing this with the Commissioner and ensuring this was available to all candidates via the chosen recruitment platforms;
- Advising the Commissioner on the relevant advertising / sourcing methods to secure applications for the role in line with the College of Policing Guidance and Toolkit for the selection of Chief Officers;
- Ensuring that the shortlisting of candidates was conducted and candidates were measured against the criteria laid down in the role profile; the Competency and Values Framework for policing and the leadership domains;
- Providing assurance to the Commissioner as to the transparency, fairness and compliance of process, both in terms of compliance with legal and internal policies alongside best practice executive recruitment techniques.
- Providing professional HR advice to the interview panel during the process
- Working with the Independent Interview Panel member to create this report for submission to the Police, Fire & Crime panel on the 12th October 2021 for their information to enable the panel to fulfil its duties which are to:
 - Review the proposed appointment
 - Determine whether it agrees, vetoes or makes certain recommendations regarding the proposed appointment
 - Notify the Commissioner of its decision and any recommendations
 - Publish its report and recommendations

2. Background

a. Role Profile

- The role profile (**Appendix 1**) was reviewed by Ben Adams and Glynn Dixon. The role profile outlines the key requirements of the role to form the method on which to test competence. The role profile was agreed as suitable for use.
- In addition to the role profile a candidate pack (**Appendix 2**) was provided which contains comprehensive information about the role and Force :
 - A foreword that outlined the role of Chief Constable with the aim of exciting candidates to join Staffordshire Police detailing what was expected from the role and allowing candidates to pre-select themselves against the role challenges and context
 - Several documents setting out the priorities of the Commissioner and the Service
 - The conditions of service of the role
 - Application form
 - Competency and Values framework for policing
 - Leadership domains

3. Sourcing Candidates

3.1 In line with the College of Policing guidance, the role was advertised for three weeks with a closing date of 3rd September 2021. The advertisement (**Appendix 3**) was placed in the media outlined below.

- The National Police Chiefs' Council website
- Staffordshire Force Website
- COMMISSIONER Staffordshire Website
- College of Policing Website
- In addition to this, the Commissioner wrote to every eligible Chief Officer across the UK advising them of the impending vacancy.

3.2 The result of the above advertising exercise was that four applications were received before the advertised closing date, three applications were received from external candidates and one application from an internal candidate.

4. Creating a short list

4.1 The four applications were duly assessed by the shortlisting panel, which was made up of the Commissioner, his Chief Executive, the Head of People Services and OD Enabling Services, a senior College of Policing Representative and an Independent Panel member, on the following:

- Did the candidates meet the prior experience and qualifications of the role?

- Did the candidates demonstrate in their application a sufficient match with the technical requirements of the role?
 - Did the candidates demonstrate in their application sufficient match with the personal qualities required for the role?
- 4.2 The shortlisting panel took place on 7th September and recommended that all four applicants be progressed to the next stage of the process. An example of the shortlisting form is attached (**Appendix 4**)

5. Selection Process

- 5.1 The Commissioner together with his Chief Executive and the Head of Resourcing and Recruitment agreed the formal process for selection.
- 5.2 A four stage selection process was recommended:
- An internal Staff Panel session
 - An external Stakeholder Panel session
 - Personality Profiling
 - An interview panel (including presentation topic)
- 5.3 The interview panel was provided with a comprehensive pack of information to assist them during the interviews, as follows:
- Role Profile
 - Candidates application forms
 - Applicants pack
 - Competency and Values Framework for Policing
 - Interview Questions (**Appendix 5**)
- 5.4 The candidates were invited by way of email dated 8th September 2021 (**Appendix 6**) which sets out the stages for the selection process.

6. Internal Staff Panel

- 6.1 The Commissioner sent an email to all officers and staff inviting them to become involved in the recruitment of the new Chief Constable by taking part in a Question and Answer session with the four candidates. This took place on 20th September 2021 and was attended by eight employees of the service. This session was facilitated by Helen Slimmon from the College of Policing, who briefed the panel in advance of the exercise (**Appendix 7**)
- 6.2 The candidates were provided with a briefing for the session in their invite to interview email and had been given a topic to introduce and discuss for 10 minutes. The following 30 minutes was given over to questions from the Staff Panel.

7. External Stakeholder Panel

7.1 The Commissioner invited representatives of external stakeholders to form a panel where the candidates would introduce and discuss a topic (**Appendix 8**) followed by a Question and Answer session. This session was facilitated by Chetan Kalsi from the College of Policing and took place on the 7th September 2021. This was attended by senior stakeholders from Stoke on Trent City Council, Staffordshire County Council, Staffordshire Fire and Rescue and Staffordshire University.

8. Personality Testing

Administered by Helen Slimmon the candidates completed a personality profiling questionnaire followed by a one to one interview to validate and explore the results.

9. Selection Panel

9.1 The final selection panel consisted of:

- Ben Adams – Commissioner
- Glynn Dixon – Chief Executive
- Caroline Coombe – Head of People Services and OD Staffordshire Police
- Joanne Noakes – College of Policing
- Mohammed Haroon – Independent Panel Member

9.2 Feedback from the Staff and Stakeholder Panels and Personality assessment was collated by Helen Slimmon from the College of Policing and a briefing was given to the interview panel covering each candidate prior to interviews taking place.

9.3 In line with guidance published by the College of Policing and HO Circular 013/2018, the selection panel was established to reflect a range of skills and backgrounds. In particular, Jo Noakes, the Director of Workforce Development at the College of Policing brought significant national experience of senior appointments and a strong knowledge base of policing and Mohammed Haroon, an independent panel member, brought a wealth of experience as a former senior civil servant with national and international leadership experience representing the UK, as well as experience and skills from work in the private sector and through community leadership in Staffordshire.

9.4 The independent member is required to produce a written report (this report) addressing the appointment principles of merit, fairness and openness and the panel meeting its purpose.

10. Selection Panel Process

10.1 Candidates were provided with a topic (**Appendix 6**) in advance of the interview date to prepare a presentation. Candidates were given ten minutes to deliver their presentation followed by twenty minutes of questions from the panel. (**Appendix 9**).

10.2 The interviews were conducted on the basis of the pre-prepared questions and the additional 'probing' questions asked at the interview were to establish a deeper or further demonstration of the competencies. All questions were pertinent and relevant to the competencies outlined in the role profile (**Appendix 1**).

11. Conclusion

11.1 The wash up session of the panel concluded that overall, Chris Noble most closely met the requirements for the role of Chief Constable of Staffordshire. The final interview panel was assured, before reaching their final decision of:

- Technical fit by way of a suitably qualified person, personal qualities, behaviours, competencies and overall fit for Staffordshire Police
- Business acumen and service delivery
- Competency fit by way of suitably qualified person

11.2 The outcome of the final interview panel was to recommend that the Commissioner appoint Chris Noble to the post subject to medical and vetting clearance and suitable references. Further confirmation by the Police, Fire and Crime Panel will be required.

12 Recommendations

12.1 Having taken all specialist advice and considered the opinions and views of all Panels, it is the Commissioner's recommendation that the candidate be appointed subject to confirmation by the Police, Fire and Crime Panel.

12.2 That Chris Noble be appointed on a 5 year fixed term basis on a commencing salary of £156,693 per annum.

Appendices (titles)

1. Role Profile
2. Candidate pack
3. Advertisement
4. Shortlisting form
5. Invite to interview email
6. Brief regarding the internal staff panel
7. Brief regarding the external stakeholder panel
8. Presentation topic
9. Interview questions