

OPEN

**OFFICE OF THE POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE  
DECISION RECORD**

Decision Record Number: **4/2012**

Title: **Appointment of new chief constable**

**Executive Summary:** Tim Hollis' fixed term appointment expires on 31<sup>st</sup> March 2013 and a replacement chief constable is required.

**Recommendation(s):**

- (i) Approval is given to commence the recruitment process for the next chief constable,
- (ii) Commissioner to provide comments on the draft role profile
- (iii) Approval is given, in principle, for David Taylor to be the independent person on the appointment panel.

**Police and Crime Commissioner for Humberside**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct.

Any such interests are recorded below.

The above request has my approval.

**Signature**



**Date 22.11.12**

**POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE**

**DECISION RECORD: SUPPORTING REPORT FOR DECISION**

**Title: APPOINTMENT OF NEW CHIEF CONSTABLE**

**Date: 22 November 2012**

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**1. Purpose:**

The purpose of the report is to obtain direction for the appointment of a replacement for Tim Hollis, chief constable.

**2. Issue:**

Tim Hollis intends to retire in the new year. His fixed term appointment was extended by the police authority in June 2009 to 31 March 2013.

**3. Recommendations:**

- Approval is given to commence the recruitment process for the next chief constable,
- Consider and comment on the first draft role profile and the pace of implementation,
- Approval is given for David Taylor to be the independent person on the appointment panel.

**4. Background:**

You have the power to appoint a chief constable<sup>1</sup>, subject to a confirmation hearing by the police and crime panel<sup>2</sup>.

The former Police Minister Nick Herbert MP prevented any promotions to Chief Constable during the past year, to allow commissioners to appoint their new chief constable. As a consequence there are a significant number of vacancies awaiting commissioners taking office.

In our area alone vacancies exist in Lincolnshire, North Yorkshire, West Yorkshire, Durham, Cumbria and Cleveland. Therefore it is likely that there will be several appointments processes underway at the same time, thereby limiting the potential pool of applicants.

A circular from the Home Office<sup>3</sup> outlines the legal requirements and principles for the appointment of chief officers. It states:

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<sup>1</sup> Police Reform and Social Responsibility Act 2011, section 38(1)

<sup>2</sup> Police and Reform Act 2011, schedule 8 (2)

<sup>3</sup> Home Office circular 20/2012 Selection and appointment of chief officers from 22 November 2012.

*It is for the commissioner to decide how they wish to run their recruitment process and which candidate they appoint. The commissioner should involve an independent member during assessment, short-listing and interviewing of candidates.*

The circular is supplemented by guidance<sup>4</sup> on the process of appointment of chief officers. Although it is discretionary, it has been endorsed by the Police Advisory Board for England and Wales. It does highlight the need to observe the principles of merit, fairness and openness.

The guidance refers to different elements of the **process** and **roles** within it.

### **Appointments Process**

The guidance follows a 'best practice process' of agreeing a role profile; a national advertisement inviting candidates to submit a competency based application form; an objective short-listing approach; a structured interview.

This advice will be taken account of as the detail of your process is developed with you.

### **Roles**

**Independent member** The circular and guidance propose that you convene an appointments panel, which should consist of at least one independent member. This member should be appointed through a fair, open and merit based process or from an established pool of accredited members or assessors<sup>5</sup>. The role includes producing a written report on the adequacy of the appointment process.

**Appointment panel** The guidance highlights that it is desirable to convene an appointment panel of approximately 5 people. The core role being to support you to challenge and test that the candidates meet the requirements to perform the role. This support can be available from short-listing through to interviews.

**Policing adviser** Although there is no requirement for anyone with professional policing knowledge to support you in the appointment process, the guidance outlines the potential responsibilities of such a role. Individuals who could perform this role may be drawn from an accredited list.

### **Other roles**

The guidance outlines my role and also those of applicants and the police and crime panel.

### **Preparations and proposals**

**Construction of role profile** The best practice guidelines identify that appointments should be made having regard to specific national skills

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<sup>4</sup> College of Policing, Guidance for the appointment of chief officers, November 2012 ver 1.0

<sup>5</sup> Home Office circular 20/2012, paragraph 19 -21.

requirements known as domains and national policing professional framework of personal qualities.

Taking this guidance I have sought various stakeholders (see appendix 1) views as to the challenges that face a new Chief Constable and the key skills and competencies, which are seen as critical. Appendix 2 provides information to support the development of a draft role profile.

### ***Independent member***

David Taylor is your professional human resource adviser and has been involved with the police authority for over ten years. During that time he has advised on the appointment of chief officers and staff. In addition, he was an accredited independent adviser in the Home Office pool. In this latter role he has overseen the appointment process for independent members of the police authority.

It is proposed that in view of his experience, skills and accreditation status, he should be appointed as your independent member on the appointment panel.

## **5. Options:**

The overall objective is for you to appoint the next chief constable in accordance with the principles of merit, openness and fairness. This can be achieved by constructing a process in accordance with the guidance and providing you with capable and appropriate support in making the final decision. Therefore I have assessed the available options against the following criteria:

- What option will give you the most confidence in selecting the right person to be your chief constable?

### **Option A – Temporarily appoint the current deputy to chief constable**

Upon the retirement of Tim Hollis you do have the option to temporarily promote the current deputy chief constable, David Griffin. This would provide continuity and respond to the risk of the competing appointments process. However, it would then give you a temporary post holder, thereby raising uncertainty for the individual, the force and you.

### **Option B – Commence the recruitment process for a chief constable**

The option of commencing a recruitment process would end with an appointment of your new chief constable in February. It will require significant work to develop and implement a robust process. However, the preparations would enable you to publish an advertisement in early December.

This option is the preferred option as although the market will be turbulent it would enable you to appoint a new chief constable. This will give you the confidence you have the right person to implement your police and crime plan and lead the force over your term of office. The preparations and access to a professional adviser will ensure a robust, effective appointments process.

## **6. Risks/Implications:**

The preferred option actually reduces risk, through enabling the appointment of a permanent leader at a time when the market is turbulent.

**7. Financial Comments:**

There are no financial issues at this stage. However, the outline terms and conditions for the chief constable will need to be considered during the process.

**8. Legal Comments:**

There are no legal issues at this point in the process, other than to ensure the principles of merit, fairness and openness are adhered to.

**9. Equality Comments:**

There are no equalities implications (see paragraph 8)

**10. Next steps:**

A recruitment process has been established with regard to best practice and the following identifies the key processes that are recommended:

- application form will have regard to the leadership domains and there will be specific competency questions derived from the agreed role profile,
- short-listing will be conducted having regard to the responses made by the applicants and a scoring of these responses by the appointments panel,
- interview will require candidates to present against a predetermined topic and structured questions having regard to their application form. The presentation and answers will be scored against a predetermined scoring matrix.

A critical path has been established with our independent personnel adviser, which has the following key time milestones:

- |                                 |                  |
|---------------------------------|------------------|
| • sign off role profile         | by 30th November |
| • national advertisement        | 14th December    |
| • closing date for applications | 14th January     |
| • establish appointment panel   | 31st December    |
| • short-listing of candidates   | 27th January     |
| • Interviews                    | 3rd February     |
| • Confirmation by PCP           | 10th February    |
| • In post no later than         | 1st May          |

**11. Background/Supporting Papers**

Police Reform and Social Responsibility Act 2011

Home Office circular 20/2012

College of Policing – Guidance on the appointment of chief officers, November 2012 ver 1.0

**Stakeholder involvement**

Ros Taylor MBE, chair of the Police Authority

Roger Baker Her Majesty's inspector of constabulary,

Peter Wright, Chief Probation Officer,

Richard Hannigan, Chief Fire Officer,

Julie Good, High Sherriff of the East Riding,

Paula Grant, Chief Officer Voluntary Action North East Lincolnshire

Stephen Garmston Chair of the Police Federation

Richard Kerman, Chair of the Superintendents Association

Tadeusz Krawczyk, Unison Treasurer / Branch Secretary

John Ford, chair of the Forum

Police and crime panel

Tim Hollis Chief Constable



**Draft role profile**

**NPIA Leadership Strategy - experience**

Key skills to be based upon the *three leadership domains*:

**Professional Policing Skills Incident Command**

- Firearms
- Public order at major sporting events
- Civil contingencies
- Counter terrorism
- Strategic management of intelligence
- Doctrine & history of UK policing
- Criminology, sociology and socio economics
- Operational risk management and health & safety
- International policing

**Business Policing Skills**

- Managing & using resources
- Financial management
- Business planning
- Strategic people management
- Demand management
- Utilising ICT, science & technology
- Programme management (OGC)
- Marketing, communication & influencing
- Performance management & continuous improvement
- Equality & diversity

**Executive Policing Skills**

- Personal leadership & emotional intelligence
- Governance
- Tripartite & Government strategic working
- Partnership working
- Political acumen
- Stakeholder management
- Ethical policing
- Doctrine of leadership

**Summary of Stakeholders comments:**

Either in broad agreement for mix across the range OR

Executive policing skills come first with less importance given to business policing as they are transactional / tactical elements,

## Challenges to be faced by the new chief constable of Humberside

1. increasingly **diverse and** challenging environment **both socially, geographically and economically**– e.g. drivers for crime going the wrong way e.g. 'perfect storm' of unemployment, welfare reform, **increasing gap between 'haves & have nots'** etc.
2. key partners / stakeholders looking inward – reducing resources, away from prevention and back to core services / survival,
3. further significant organisational change likely, due to further reductions in resources **following the forthcoming spending review –change upon change, and then need to constantly review productivity and business transformation.**
4. likelihood of significant workforce dissatisfaction, upheaval and reducing moral (local and national changes e.g. pay and pensions)
5. the need for a revised **long term** vision for the force, including organisational shape in 5 yrs, need to **balance** national and local issues, collaboration, frontline, workforce mix, balance of neighbourhood, investigation and response **and potential increases in certain crime types e.g. domestic violence**
6. need to **be sensitive to** the dynamics of new governance model (Police and crime commissioner), **where operational and political influences exist within 4 diverse local authorities**, – how to make this a real opportunity,
7. the national landscape which is uncertain and changing – e.g. national tasking / control of local assets, requiring more resource, regional capability fit re command and control, new IT company, new College of Policing,
8. increased public expectations and greater need **to meaningfully engage with** them, along with the need to make a positive, tangible difference in productivity **of the organisation, team and individuals in** an environment of reducing resources **and relatively high volumes of crime.**
9. potential for a new chief officer team after a long period of stability. **Where a broad range of skills, styles and experience will be beneficial**
10. new senior leadership across the Yorkshire and Humber Police Forces, at a time of developing vision / strategy for police force collaboration.



## Key deliverables for the new chief constable of Humberside Police

1. to develop **and communicate a clear, effective and deliverable strategy for the Force**, which will enable the Force to deliver its part in the Police and Crime Plan and ensure policing across Humberside best serves the needs of local people, **increases public confidence and make the area safer.**
2. to **review, determine and lead changes** to the future shape and culture of the organisation to enable delivery of the strategy within the financial and resource constraints, **responding to both national and local demands and improving productivity and performance**
3. to develop a cohesive and well led chief officer team and force, where the **workforce is enthused, inspired and held to account, is highly productive yet flexible to respond to changing environment** and delivers a first class policing service, which responds to the needs of local people.
4. to develop **strong, effective relationships** through influence, negotiation, trust and respect, where key partners and stakeholders at local, regional and national levels want to engage in working together to achieve **improved outcomes for local people.**
5. **Role model for upholding high standards of ethical behaviour.**

**Key skills, qualities and competencies required from the  
new chief constable of Humberside Police**

**Serving the public –**

promotes a real belief in public service, focussing on what matters to the public and will best serve their interests. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints and deliver the best possible service to the public. **Listens and acts to improve outcomes**

**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, encouraging creativity and innovation.

**Leading the workforce –**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. **confident and assertive in supporting what is right and**

**Managing performance –**

Translates 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.

**Working with others –**

Builds **constructive** effective working relationship through clear communication and a collaborative approach. Consults widely and involves people in decision making, speaking in a way they understand and can engage with. Treats people as individuals, showing tact empathy and compassion. Sells ideas convincingly, setting out the benefits of a particular approach and striving to reach mutually beneficial solutions. **Recognises and values the contributions of other partners**

**Integrity, diversity etc**

(see appendix 1)