

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

Decision Record Number: **12/2014**

Title: **Chief Executive's probationary period**

Executive Summary:

Martin Scoble's appointment as Chief Executive begins on 7th April 2014 and in accordance with his contract of employment, he has a six month period of probation. The paper sets out a proposed process and draft objectives for the probationary period.

Decision:

- (a) That the process for Martin Scoble's probationary period be approved in line with paragraph 3.3;
- (b) that the objectives at 3.4 be approved subject to the inclusion of "to lead and maximise the development of staff" in objective 2, and
- (c) that at the initial meeting with Martin Scoble, consideration be given to the type of personal development support required, using the suggestions at paragraph 3.5 at potential options.

Background Report: Open

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 decision has my approval.

Signature

Matthew Grove

Date **02.04.14**

**POLICE AND CRIME COMMISSIONER
FOR HUMBERSIDE**

OPEN

SUBMISSION FOR DECISION

Title: Chief Executive's probationary period

Date: 2 April 2014

1. Executive Summary

1.1 Martin Scoble's appointment as Chief Executive begins on 7th April 2014 and in accordance with his contract of employment, he has a six month period of probation. The paper sets out a proposed process and draft objectives for the probationary period.

2. Recommendation

2.1 That the process for Martin Scoble's probationary period is approved in line with paragraph 3.3 below.

2.2 That the objectives at paragraph 3.4 are considered and approved.

2.3 That at the initial meeting with Martin Scoble, consideration is given to the type of personal development support required, using the suggestions at paragraph 3.5 as potential options.

3. Background

3.1 The selection process for the Chief Executive clearly included the need to assess candidates against a set criteria. The process enabled the appointment of Martin Scoble as he was deemed to possess the necessary skills and competencies required.

3.2 However, to ensure there is an appropriate period to assess his performance, whilst actually performing the role, there a requirement for a probationary period as part of the contract of employment, namely:

This appointment is permanent subject to a satisfactory completion of a probationary period of six months with two-monthly reviews being undertaken by the Police and Crime Commissioner and his Deputy.

3.3 So as to give focus to his first six months in post and to enable a proper assessment of his performance it is proposed that the process for reviewing performance during the probationary period should consist of the following:

- draft objectives are to be agreed by the Commissioner and Deputy (see 3.4 below),
- the performance review form at appendix 1 be used as the written record of progress,
- Martin Scoble provides the Commissioner and Deputy with a written report on his progress for the agreed objectives in section C of the form on i) 2nd June, ii) 4th August and ii) 15th September 2014,
- Commissioner and Deputy discuss progress with Martin Scoble on these three dates and make comments in section D of the form, where appropriate,
- Commissioner and Deputy formally consider Martin Scoble's permanent appointment by no later than 30th September 2014,

- assuming satisfactory completion of probation, further personal objectives (including personal development objectives) to be agreed by the Commissioner, Deputy and Martin Scoble for the period 1 October 2014 to 31 March 2015 and sections E and F of the form completed.
- 3.4 In considering the work required of the newly appointed Chief Executive over the next six months, the following draft objectives are proposed:
- to develop a good understanding of the effectiveness of the Corporate Governance Framework to identify any areas for development,
 - to embed the new structure and operating model for OPCC / Corporate support team, and undertake an evaluation to identify any areas in need of improvement,
 - to develop relationships and engagement arrangements with the Chief Constable and her fellow Chief Officers to ensure continuous involvement with the Commissioner and Deputy Commissioner as significant organisational change is considered and developed,
 - to build upon recent work to improve engagement arrangements with local health commissioners and directors of services in local authorities that will lead to longer term sustainable improvements to safety of community.
- 3.5 As part of the initial discussion with Martin Scoble, it would be beneficial to consider together what additional support would be of value to assist his transition into the new role. Examples of potential support could include:
- the identification of peer support from an experienced member of the Association of Police and Crime Commissioners' Chief Executives,
 - support from Home Office 'buddy', Justine Currell,
 - ad hoc support from with Kevin Sharp,
 - professional Human Resource and organisational advice from David Taylor.
- 3.6 It is important that Martin determines the level of support he needs and may prefer some time getting to understand the critical development issues, the environment, the role and the staff, before he decides what support would be of most value.

4. Summary

4.1 The proposed process enables:

- the Commissioner to give direction to Martin Scoble for the key pieces of work required in the first six months in post,
- Martin Scoble the opportunity to record his progress against the agreed objectives,
- the Commissioner and Deputy to assess performance against progress made,
- the Commissioner to formally consider Martin Scoble's permanent appointment at the end of the 6 month probationary period.

4.2 In October, assuming successful completion of the probationary period, the Commissioner and Deputy should agree the focus of effort for the Chief Executive for the remainder of the financial year. Revised or new objectives,

along with personal development objectives should then be incorporated into sections E and F of the performance report. This will ensure that the Chief Executive is part of the same performance development review process as any member of staff.

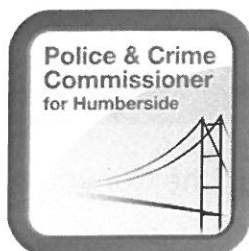
5. Background documents

Contract of employment

Offer letter from the Commissioner,

Kevin Sharp

Chief Executive



The Office of Matthew Grove

Working hard to keep you safe

PROBATIONARY PERIOD AND FORMANCE DEVELOPMENT REVIEW

Forename(s)	Martin _____	Job Title	Chief Executive _____
Surname	Scoble _____	Grade	_____

Reviewer	Matthew Grove _____	Job Title	Police & Crime Commissioner _____
----------	------------------------	-----------	--------------------------------------

CONTENTS

6 MONTH PROBATIONARY PERIOD 7.4.14 – 30.9.14

- SECTION A** Personal objectives for probationary period
- SECTION B** Chief Executive's self assessment
- SECTION C** Commissioner's comments

ANNUAL PERFORMANCE PLAN 1.10.14 – 31.3.15

- SECTION D** **Personal qualities of executive officer.**
- SECTION E** **Personal Objectives**
[To be set upon successful completion of probationary period]
- SECTION F** **Personal development objectives**
[To be set upon successful completion of probationary period]

SECTION A

PERSONAL OBJECTIVES FOR PROBATIONARY PERIOD 7.4.14 – 30.9.14

Decision making

Objective 1: to develop a good understanding of the effectiveness of the Corporate Governance Framework to identify any areas for development.

Leading the workforce

Objective 2: to embed the new structure and operating model for OPCC / Corporate support team, and undertake an evaluation to identify any areas in need of improvement,

Working with others

Objective 3: to develop relationships and engagement arrangements with the Chief Constable and her fellow Chief Officers to ensure continuous involvement with the Commissioner and Deputy Commissioner as significant organisational change is considered and developed.

Leading strategic change

Objective 4: to build upon recent work to improve engagement arrangements with local health commissioners and directors of services in local authorities that will lead to longer term sustainable improvements to safety of community.

PROGRESS REPORT 2nd June 2014

Objective 1 decision making: to develop a good understanding of the effectiveness of the Corporate Governance Framework to identify any areas for development.

Objective 2 leading the workforce: to embed the new structure and operating model for OPCC / Corporate support team, and undertake an evaluation to identify any areas in need of improvement.

Objective 3 working with others: to develop relationships and engagement arrangements with the Chief Constable and her fellow Chief Officers to ensure continuous involvement with the Commissioner and Deputy Commissioner as significant organisational change is considered and developed.

Objective 4 leading strategic change: to build upon recent work to improve engagement arrangements with local health commissioners and directors of services in local authorities that will lead to longer term sustainable improvements to safety of community.

PROGRESS REPORT 15th September 2014

Objective 1 decision making: to develop a good understanding of the effectiveness of the Corporate Governance Framework to identify any areas for development.

Objective 2 leading the workforce: to embed the new structure and operating model for OPCC / Corporate support team, and undertake an evaluation to identify any areas in need of improvement,

Objective 3 working with others: to develop relationships and engagement arrangements with the Chief Constable and her fellow Chief Officers to ensure continuous involvement with the Commissioner and Deputy Commissioner as significant organisational change is considered and developed.

Objective 4 leading strategic change: to build upon recent work to improve engagement arrangements with local health commissioners and directors of services in local authorities that will lead to longer term sustainable improvements to safety of community.

Progress report 2.6.14

Progress report 4.8.14

Progress report 15.9.14



The Office of Matthew Grove

Working hard to keep you safe

ANNUAL PERFORMANCE PLAN 1.10.14 – 31.3.15

Introduction

All staff employed by the Commissioner are required to participate in an annual performance development review, where personal 'performance' objectives are set at the beginning of the financial year along with personal development objectives. Progress towards achieving the objectives should be regularly reviewed by the line manager.

The objectives should directly relate to achievement of the Police and Crime Plan and the Corporate Plan of the OPCC / corporate support team. The following strategic objectives are those contained within the Corporate Plan:

Office of Police and Crime Commissioner:

- i) to effectively engage with the public and empower local problem solving,
- ii) to develop the capacity and capability of the OPCC / Corporate Support Team within defined functions and roles to provide transparent decision-making processes, based on good quality information and evidence.

Corporate Support team

- iii) to set the strategic direction for policing and crime based on understanding of public need,
- iv) to work together with partners to achieve better outcomes
- v) to use all available resources to improve public outcomes (in the Police and Crime Plan),
- vi) to develop effective financial, organisational and operational assurance of policing and crime (to deliver the Police and Crime Plan).

Contents of this performance development review

Section D	Personal qualities of executive officer.
Section E	Personal objectives [To be set upon successful completion of probationary period]
Section F	Personal development objectives [To be set upon successful completion of probationary period]
Section G	Notes page

SECTION D

PERSONAL QUALITIES (extract Skills for Justice)

Executive officer [<http://www.skillsforjustice-opcc.com/>]

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, regional 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 Office of Police and Crime Commissioner (OPCC). 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 local, regional and national needs, encouraging creativity and innovation with the OPCC and other 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 crime reduction and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the OPCC by recognising good performance, and giving genuine recognition and praise. Promotes learning and development within the OPCC, giving honest and constructive feedback to colleagues and investing time in skills development, 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 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, ethical standards and codes of corporate governance. 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 OPCC. 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 and commits to putting them right. Flexible and open to alternative approaches to solving problems, and encourages flexibility in others.

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, regional and national level, assessing the costs, risks and benefits of each. 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 OPCC 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, regional and national bodies, representing the interests of the OPCC and local area. 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.

List below the objectives to be agreed upon successful completion of the probationary period

1.	Competencies: <u> i) ii) iii) </u> Objective :
2.	Competencies: <u> i) ii) iii) </u> Objective :
3.	Competencies: <u> i) ii) iii) </u> Objective :
4.	Competencies: <u> i) ii) iii) </u> Objective :

SECTION F**PERSONAL DEVELOPMENT OBJECTIVES****1.10.14 – 31.3.15**

To be agreed following successful completion of the probationary period.

Detail here any personal development objectives that will help the reviewee realise their potential and aid their career progression whilst also contributing to the Commissioner's strategic objectives:

1. Objective:

--

2. Objective:

--

3. Objective:

--

Annual Review October 2014 – March 2015