

POLICE AND CRIME PANEL

Meeting to be held on 3rd April 2016

APPOINTMENT OF CHIEF CONSTABLE FOR LANCASHIRE

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Executive Summary

This report updates on the recruitment process for the appointment of the Chief Constable for Lancashire Police following the end of term for Steve Finnegan. Following the Confirmation Hearing on 20th March 2017 Mr Andrew Rhodes was confirmed as the new Chief Constable for Lancashire.

Recommendation

The report is for information.

Background and Advice

Following the notification of Steve Finnegan's intention to retire at the end of his tenure, the Police & Crime Commissioner presented a report to the Police & Crime Panel in October 2016 on the proposed recruitment arrangements for a new Chief Constable for Lancashire.

The Panel agreed that the Office of the Secretary to the Panel would participate in the process to monitor and support the process and report back to the Panel ensuring prior to the Confirmation Panel process an assurance that the process for recruitment was robust, equitable and fair. This to complement the formal processes of the Independent Member of the Selection Panel.

Recruitment process

At the outset of this process Angela Harrison – Director of the Office of the Police & Crime Commissioner for Lancashire met with David Fairclough – Director of HR, Legal and Corporate Services in his role as Secretary for Lancashire Police & Crime Panel in the context of the above, to discuss the options available related to how to fill the role.

Stefanie Baron – HR Manager at Blackburn with Darwen Borough Council was engaged to work with colleagues in the Commissioner's Office which took place on 15 December, 2016, to feed into the design of a recruitment campaign and selection process. The aim of this was to ensure an objective process which attracted candidates to the role through an effective advert and also ensuring that the role was very open and inclusive in terms of encouraging applicants from across the Country.

Gatensby Sanderson were also engaged by the Commissioner's Office to provide a direct contact approach to a list of circa 100 individuals who were identified as having the level of qualification required to undertake the Chief Constable role.

The role was advertised on 6 January, 2017 and closed 13 February, 2017.

Advice and support offered to the OPCC

Advice was provided to colleagues on the Commissioners Team on the following topics:

Advert:

Style of writing to be engaging with prospective candidates and written in the first person from the Commissioner Clive Grunshaw

Needed to pique interest to ensure prospective candidates clicked through to the microsite area where much more information was available about the role and about Lancashire Constabulary.

Needed to identify the unique selling points.

Needed to mention the Familiarisation Day as this is a key part of the attraction strategy for the role

Behavioural assessment:

That it would be useful to include an unexpected or unplanned scenario - owing to difficulties drawing out candidates real and genuine behaviours in a recruitment process. By their very definition, candidates tend to perform at interviews in a way they think is expected – so assessing them with something unplanned tends to demonstrate how they would typically respond in a genuine situation.

Interview/stakeholder panels:

Ensure clarity as to what the expectations are on each panel member involved in the formal panel and stakeholder panels and what their roles and responsibilities are given that they may not know each other and will only be meeting for the first time on the day of the interview panel. Suggested a pre-meet or guidance note which details what the expectations are to be developed.

Recruitment Consultants: Gatensby Sanderson

Need to ensure they are clear what their role and responsibility is and who they are accountable to. Also that they needed to 'sell' the role to the prospective candidates they will be contacting so need to understand the role so that they can identify the key selling points to get the best results.

Stakeholder panels

Advised on the need to mix them up as not very diverse as the original approach looked too silo'd.

Also whether there was the possibility of encouraging a young member of the panel, or a youth panel as Lancashire is one of the youngest counties in the country and it would be reflective of the community we serve to include in the appointment process.

Scoring

Necessary to score every part of the process for the transparency, demonstrate fairness and equity and also to support recruitment decisions and support the Commissioner when he confirms the appointment to the Board. Scoring to be pre-determined and mock answers should be drafted to score against which ensures transparency and consistency of scoring, but also that full feedback can be given to candidates as necessary.

Trade Union/Professional Associations

That Trade Union/Professional Association colleagues be included as part of the process and effectively part of the decision.

Familiarisation Day

Held on 24 January, 2017 at the Headquarters in Hutton and promoted as part of the recruitment campaign. The purpose of the day was to allow key stakeholders to provide an overview of Lancashire's policing priorities to all interested candidates.

One candidate attended.

A broad agenda was developed which encompassed a number of key speakers who all delivered presentations:

Agenda:

Name	Role	Detail of presentation:
Angela Harrison	Director of the Office of the Police & Crime Commissioner for Lancashire`	Undertook the introductions and set the scene for the format of the day.
Clive Grunshaw	Police and Crime Commissioner	Talked about the context of the role and its evolution to date which included the journey over the last four years as well as some of the challenges ahead. Honest assessment of the challenges being faced around staffing, lack of resources and increasing crime.

		<p>Talked about his key priorities:</p> <ul style="list-style-type: none"> • Protecting local policing • Tackling crime and re-offending • Protecting vulnerable people and victims • Developing safe and confident communities <p>The Police and Crime Plan video was played.</p>
Steve Finnegan	Chief Constable	<p>Went through an informative which they had used as part of a roadshow he had undertaken with staff which was less about the financial side and more about what they were here to do.</p> <p>Outlined 'Our mission':</p> <ul style="list-style-type: none"> • To be enablers • Our ambition • Our commitment • Our values • Our priorities <p>Striking a balance between realistic and optimistic for staff.</p> <p>Gave an honest assessment of the financial situation and the culture we operate within.</p>
Ian Cosh	Director of Resources	<p>Went through all the resources he had responsibility for ie:</p> <ul style="list-style-type: none"> • Fleet • Business Support • Finance • Procurement • ICT • Estates <p>Discussed the challenges around the finances that have been ongoing since 2010 in response to austerity measures.</p> <p>Discussed the ongoing review of ICT and the new technologies and systems being utilised to maximise resources and modernise.</p>
Neil Ashton	Superintendent	<p>Talked through the change programme that has been ongoing over last 5/6 years.</p>

		<p>Vision for transformation of the organisation 2016 – 2020 with the key strategic drivers for change:</p> <ul style="list-style-type: none"> • Leadership • Place based • Prevention • Innovation • Demand • Organisational development <p>He also went on to discuss the staff associations and federations they worked with and that those strong relationships exist to communicate and engage.</p>
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All presentations were delivered within 30 - 40 minute slots each and allowed for questions to be asked throughout by the candidate.

The morning was observed by:

- Stefanie Baron – HR Manager for Secretary to the Panel
- Louise Fairclough – Crime, Re-offending and Criminal Justice Lead
- Ian Dickenson – Standards and Governance Officer who were introduced to the candidate with their observing role referenced.

Lunch was arranged for everyone involved in the Familiarisation Day so that the candidate had an opportunity to meet everyone properly in an informal setting.

An engagement session took place after lunch with key members of uniformed staff. (This was not observed).

It was planned for candidates to be offered a 1:1 both with Clive Grunshaw and with Steve Finnegan in the afternoon which the candidate took up. This was held in private and not observed.

Interviews

The process for the appointment of a Chief Constable also requires a specific set of arrangements of the appointment of Panel members and for the preparation of a report on the Appointment process for the Confirmation Panel of the Police and Crime Panel.

This report was produced by Carolyn Dhanraj, the appointed independent member of the recruitment panel.

Ms Dhanraj's report was considered by the Panel at the Confirmation Hearing on 20th March 2017.

The report details in full the Shortlisting and Interview process which followed

The process included group interviews of the candidates against recruitment competences by two Stakeholder Panels from a range of organisations. These included Chief Executives from local authorities represented on the Lancashire Police & Crime Panel (full details were provided in the report to the Confirmation Panel).

Feedback on the performance of the candidates was provided to the Recruitment Panel and this formed part of the Assessment process.

The candidates were also tested on a range of the required competences via a media scenario, involving a respected and experienced journalist who also provided feedback on views related to competences back to the Panel.

The candidates during the Assessment process also had to prepare a presentation in advance of formal interview focussing on their vision for making Lancashire the best force in the country. At the outset of the interview process they were challenged and questioned on their vision and how they would ensure successful delivery.

Finally there was the formal interview which for each candidate lasted 75 minutes and involved 7 main questions with a range of supplementary and detailed follow up questions which tested the remainder of the core competences for the role.

Summary

The Recruitment Process must follow some set criteria for the recruitment of Chief Constables. However the Secretary can confirm that the local process took account of the advice from representatives of the Secretary to the Panel and was observed throughout except where not appropriate as specified in this report.

Every effort was made to create a recruitment pool in an open and transparent way, but despite a range of encouragements and actions, only two suitably qualified and experienced senior police officers applied for the role. The actions taken by the OPCC however in engaging external support and being innovative in their recruitment strategy did ensure that two candidates did come forward and that they were of a high quality.

The Familiarisation Day was well planned and well delivered and provided a crucial insight into Lancashire Police both now and the way that it will continue to evolve and develop in the future. An honest reflection of the context of Lancashire policing which included the challenges and resources was a keen theme throughout the day. The passion for the development of the force and the importance of the Chief Constable role was also very strongly represented by all speakers. This gave a very realistic indication to candidates

The interview process itself utilised a range of techniques and approaches to test the key competences and the Panel was consistent and fair in its approach to assessing performance.

As reported to the Confirmation Panel Hearing, the Panel consisted of:

Clive Grunshaw – Police & Crime Commissioner
Carolyn Dhanraj – Independent Member
Alex Marshall – Chief Executive Officer, College of Policing
Steve Freeman – Chief Finance Officer, OPCC

The whole interview process took place over two days and was observed as requested by the Panel, by David Fairclough, Secretary to the Lancashire Police and Crime Panel.

Consultations

N/A

Implications:

This item has the following implications as indicated:

Legal Implications

The proposals fulfil the terms of reference of the Panel and are in accordance with the provisions of the Police Reform and Social Responsibility Act 2011

Financial Implications

The costs of the support to the recruitment, monitoring and reporting to the Panel have been met from the Grant available for the provision of administrative support to the Panel.

Risk management

The provision of an independent Police and Crime Panel for Lancashire is in accordance with the provisions of the Police Reform and Social Responsibility Act 2011 which includes responsibilities related to the scrutiny of the appointment process for a Chief Constable.

Local Government (Access to Information) Act 1985

List of Background Papers

<u>Paper</u>	<u>Date</u>	<u>Contact/Directorate/Tel</u>
LGA Guidance on Confirmation Hearings	August 2012	David Fairclough, HR, Legal & Corporate Services (01254) 585642

Reasons for inclusion in Part II, if appropriate
N/A