

## **POLICE AND CRIME PANEL**

**Meeting to be held on 18 January 2021**

### **Recruitment process for the new Chief Constable of Lancashire Constabulary and notification of the 'Preferred Candidate' – Mr Christopher Rowley**

Contact for further information: Ian Dickinson, 01772 533462, Office of the Police and Crime Commissioner, [ian.dickinson@lancashire-pcc.gov.uk](mailto:ian.dickinson@lancashire-pcc.gov.uk)

#### **EXECUTIVE SUMMARY**

The purpose of the report is to inform the Police and Crime Panel (the PCP) of the process followed for the recruitment of a new Chief Constable for Lancashire Constabulary.

#### **RECOMMENDATION**

1. That the Police & Crime Panel approves the appointment of the 'Preferred Candidate' Christopher Rowley for the role of Chief Constable.

## **1. STATUTORY REQUIREMENTS**

- 1.1. Part 1 of Schedule 8 of The Police Reform and Social Responsibility Act 2011 outlines the statutory framework for the appointment of Chief Constables.
- 1.2. The Police and Crime Commissioner is required to inform the Police and Crime Panel (PCP) of the proposed appointment, which was done immediately after the interview process was concluded on 22 December 2020.
- 1.3. The Commissioner is also required to provide:
  - The name of the person whom the commissioner is proposing to appoint ("the candidate");
  - The criteria used to assess the suitability of the candidate for the appointment;
  - Why the candidate satisfies those criteria; and
  - The terms and conditions on which the candidate is to be appointed.
- 1.4. This report has been written to satisfy those requirements and to provide the PCP the information required for them to review and report on the proposals.
- 1.5. The PCP must hold a confirmation hearing at which the candidate will be asked questions relating to the appointment. This meeting is held in public.

- 1.6. The PCP is required to consider the proposed appointment and make a report to the commissioner as to whether or not the candidate should be appointed.
- 1.7. The PCP have the right, under paragraph 5 of Schedule 8, to veto the proposal if a two-thirds majority of the panel agree.
- 1.8. Subject to their being no veto the Commissioner will consider the report of the PCP and will notify them of his decision whether to accept or reject the panel's decision, and therefore whether to appoint or not.

## 2. BACKGROUND

- 2.1. On the 22 June 2020, the Chief Constable, Andrew Rhodes, notified in writing to the Police and Crime Commissioner his intention to retire on 6 April 2021 following his 30 year service in policing.
- 2.2. The Director, therefore, designed a process to find a replacement. The process was informed by guidance issued by the College of Policing (CoP) and engagement with Chief Executives from other OPCCs where they had recruited new chief constables.

## 3. ENGAGEMENT WITH THE COLEGE OF POLICING

- 3.1. The CoP have published guidance for the appointment of chief officers and a toolkit to assist with the process (for more details see <https://www.college.police.uk/What-we-do/Support/Recruitment/chief-officers/Pages/default.aspx>)
- 3.2. The guidance and toolkit, along with Home Office Circular 013/2018 formed the basis for the process.
- 3.3. A conversation was had with the College of Policing, about the role(s) the College could play in supporting the process, however, it was decided that as the Director and the Office of the Police and Crime Commissioner had previous experience of running Chief Officer recruitment processes, the Commissioner was satisfied that there were the skills within the office to pull a process together.
- 3.4. However, it was agreed that as part of the recruitment process the CoP would undertake online 'Personality tests' on the candidates.

## 4. THE APPLICATION PROCESS

- 4.1. Attached at Appendix A is a copy of the application pack that was developed for the recruitment.
  - Advert
  - Candidate Pack
  - Role Profile
  - Application Form
- 4.2. The Application pack was developed using the guidance from the CoP, previously developed documentation from Lancashire's recruitment processes and a review of

recent application packs for other Chief Constable recruitments. They were also cognisant of the statutory requirements such as the successful completion of the Strategic Command Course. Applicants also needed to provide evidence, and references, of how they met the values and competency areas highlighted by the CoP as necessary to fulfil the role.

4.3. The Home Office Circular 013/2018 states:

*Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.*

4.4. The table below sets out in broad terms the recruitment timetable originally agreed for the recruitment of the Chief Constable.

4.5. The form of the selection process was subject to consideration and agreement by the Police and Crime Commissioner. It was indicated to the Panel in a report dated the 16<sup>th</sup> of September 2020 that the process was likely to include an interview, stakeholder panel and final appointments panel. However, due to the covid-19 restrictions currently in place the format may change following discussions with the CoP.

Action	Date
Receive letter from CC	22 June 2020
Advise the Chair of the P&CP	6 July 2020
Report to Police and Crime Panel	16 September 2020
Advertisement	17 September 2020
Familiarisation Day	28 September 2020
Closing Date for applications	16 October 2020 at 4.00pm
Notification of short listed candidates	23 October 2020
NEO personality testing	26 October – 6 November 2020
2 day Assessment Centre	10/11 November 2020
Conditional Offer subject to Confirmation Hearing	20 November 2020
Confirmation Hearing for new Chief Constable	07 December 2020
Formal Offer to be sent allowing 3 months' notice for April 2021 start	08 December 2020
Retirement Date of current Chief Constable	6 April 2021
Start Date for new Chief Constable	7 April 2021

4.6. The applications process went live on the 17<sup>th</sup> of September 2020. The advert appeared on the websites of Police Professional, College of Policing and the Police and Crime Commissioner for Lancashire.

4.7. A Familiarisation event was held at the Constabulary Headquarters on the 28<sup>th</sup> of September 2020.

4.8. Candidates were invited to apply by submitting

- A completed application form and associated documents;
- A short video (no longer than 4 minutes) which should include a personal statement setting out what interests them in this role and their vision for Lancashire Constabulary.

4.9. The values and competencies demonstrated by the applicants through the video and application form were 'innovative and open-minded', 'impartiality' and 'integrity'.

4.10. Applications closed on the 16<sup>th</sup> of October 2020 giving a window of opportunity to apply of 4 weeks and 1 day.

## 5. SHORTLISTING & THE INTERVIEW PROCESS

5.1. By the closing date (4:00pm on 16 October) six completed application had been received.

5.2. The Appointment Panel, observed by Mr David Fairclough reviewed the applications received on Monday 19 October 2020 to ascertain if the applicants had been able to demonstrate the skills and experience required in order to proceed to the formal interview process. It was agreed that all six applications did meet the required standards and a formal interview was offered on the 20 October 2020.

5.3. On the 23 October 2020 the Police and Crime Commissioner was notified by one of the candidates that they wished to withdraw from the selection process.

5.4. An Appointment Panel had already been established and a date set of 10/11 November 2020 for the process to take place. The four person panel consisted of:

Mr Clive Grunshaw	Police and Crime Commissioner
Ms Naseem Malik	Independent Member
Mr Mike Cunningham	Chief Executive Officer, College of Policing
Mrs Angela Harrison	Director, Office of the Police and Crime Commissioner

5.5. The Commissioner recognised the importance of the decision he was required to make and the significant impact it would have on partners, officers, staff and volunteers within Lancashire Constabulary and therefore wanted to understand what their view on the candidates was.

5.6. To gain this feedback from partners, officers, staff and volunteers were invited to an event on 10 November. It was designed as an opportunity to meet the candidates, hear why they wanted to be the next Chief Constable of Lancashire Constabulary, explain the skills they would bring to the role and then answer questions from the Stakeholders.

5.7. 18 people were invited to attend the panels, with a good range of ranks/seniority, area of business and working location.

5.8. Unfortunately, due to the covid-19 pandemic, the Government announced a new national lockdown to commence on the 5<sup>th</sup> of November 2020 to run until the 2<sup>nd</sup> of December 2020. These rules were more restrictive than the previous Tier regulations. The Commissioner had a meeting with his officers on the 4<sup>th</sup> of November 2020 and took external legal advice.

5.9. On the 5<sup>th</sup> of November the Commissioner took the decision to postpone the interviews scheduled for the 10<sup>th</sup> and 11<sup>th</sup> of November 2020 and this was communicated to the candidates and Panel Members on the 5 November 2020. All were advised that the Commissioner had taken the decision to postpone the interviews because of the announcement of the national lockdown by the Prime Minister and the introduction of the new national lockdown regulations.

5.10. Further to the decision to postpone a new timetable was put together as set out below.

Assessment Centre	11/18/22 December 2020
Conditional Offer subject to Confirmation Hearing	22/23 December 2020
Confirmation Hearing for new Chief Constable	18 January 2021
Formal Offer to be sent allowing 3 months' notice for April 2021 start	19 January 2021
Retirement Date of current Chief Constable	6 April 2021
Start Date for new Chief Constable	7 April 2021

5.11. It was proposed that the preferred method for the Stakeholder Panels on the 11 and 18 December 2020 was for these to be conducted virtually. However, the preferred method for the main interview and presentation on the 22<sup>nd</sup> of December 2020 was for this to be conducted face to face unless a candidate elected to have a virtual meeting.

5.12. On the 2 December 2020 Lancashire moved into Tier 3 bringing with it stricter restrictions regarding permitted gatherings. As such, the Commissioner sought further legal advice in relation to holding 'face to face' interview and presentation on the 22 December 2020.

5.13. On the 15 December 2020 the Commissioner took the decision to continue with 'face to face' interviews and presentation.

5.14. The rationale for the decision was shared with the Monitoring Officer to the Police and Crime Panel who agreed with the decision. The rationale was also shared with the Appointment Panel and the candidates.

5.15. All candidates were offered the opportunity to be interviewed virtually but none of the candidates expressed a preference to do so. In terms of the Appointment Panel all members were also given the option of attending in person or to join virtually. One member of the Panel and Mr Fairclough indicated they would join virtually, all others attended in person.

5.16. The 'staff Network' and 'Third Sector' Stakeholder Panels were held virtually on the 11 December 2020. These were followed by the 'Local Authorities' Stakeholder Panel which was also held virtually on the 18 December 2020.

5.17. The Stakeholder Panels **were not** interviews with their members formally assessing the candidate's response. They were a mechanism to provide an insight and a view of each candidate. The answers and information provided was used to identify areas of particular interest or concern that the Appointment Panel could question or explore further during the interview stage of the process.

5.18. The Questions asked, were as follows:-

- **Staff Network - How will you ensure that the expectations and needs of staff within the Constabulary are taken into account?**

The competency that was being tested by this question was 'Emotionally Aware'.

- **Third Sector - As a chief officer, please tell the panel what you have done to make sure the organisation is representative of all the communities it serves?**

The competency that was being tested by this question was 'Impartiality'.

- **Local Authorities - As the Chief Constable, how will you work with local authorities and other strategic partners to improve public services, for the people of Lancashire?**

The competency that was being tested by this question was 'collaborative'.

5.19. All of the feedback from the Stakeholder Panels was collated and shared with the Appointment Panel on the 21 December 2020 along with feedback from the College of Policing in relation to the Personality Tests.

5.20. On the morning of the 22 December 2020 the Commissioner received notification from one of the candidates that he was withdrawing from the selection process. This left 4 candidates to participate in the presentation and interview process.

## 6. COVID SAFE ENVIRONMENT

6.1. The 'face to face' presentation and interviews were held at 'The Exchange' in County Hall, Preston. In terms of compliance with Regulation 7 of 'The Health Protection (Coronavirus, Restrictions) (All Tiers) (England) Regulations 2020' the Commissioner was satisfied that there were the appropriate risk assessments in place and relevant measures documented.

## 7. PRESENTATION

7.1. The candidates were reminded that when they applied for the role of Chief Constable for Lancashire they were asked to provide their vision for Lancashire Constabulary.

7.2. Candidates were asked to give a presentation to the Appointment Panel on the following matter:

### *In order to achieve your vision*

- ***What do you see as the main challenges and opportunities in delivering your vision and as Chief Constable, what would you take personal accountability for?***
- ***What do you see as the main organisational risks and opportunities created by the national landscape over the next 3-5 years?***

7.3. The competency being tested by the presentation was 'Deliver, support and inspire'.

7.4. Each candidate had **35 MINUTES** in which to prepare for the presentation. After the 35 minutes they were brought to the interview room, where they had a maximum of **10 MINUTES** to make their presentation to the Appointment Panel.

## 8. PRESENTATION AND INTERVIEW

8.1. The prepared presentation was made to the panel, followed by any questions the panel had. There was then a formal interview, consisting of 5 questions.

**Question 1 - As Chief Constable of the Lancashire, how would you work with me and my Office to make sure that my Police and Crime Plan priorities are achieved?**

The competencies that was being tested by this question were 'collaborative' and 'emotionally aware'.

**Question 2 - In the 2018/19 HMICFRS Peel inspection Lancashire was judged to be Outstanding in respect of the Efficiency pillar. As Chief Constable of Lancashire, how would you take ownership and ensure that the force continues to operate as efficiently as it can in the future?**

The competency that was being tested by this question was 'take ownership'

**Question 3 - As CEO of the College of Policing, the Chair of the National Police Chiefs' Council Martin Hewitt and myself provided a commitment to take action on diversity, inclusion and concerns about racial inequalities. We reaffirmed our commitment to tackle the wrongs of racism, bias and discrimination wherever they are found in policing. An area for our initial focus will be internal culture and inclusion.**

**Policies and procedures alone can't make a change. There will be a need for personal and organisational change. How will you go about making those changes in Lancashire?**

The competency that was being tested by this question was 'emotionally aware'

**Question 4 - Can you give me an example of where you have driven innovation with a range of stakeholders and tell me what impact it had?**

**In Lancashire where do you think those areas of partnership innovation currently lie and how would you go about achieving them?**

The competency that was being tested by this question was 'innovative and open-minded.'

**Question 5 - What does integrity mean to you and what can I expect from you in your role as CC at Lancashire Constabulary?**

The value that was being tested by this question was 'integrity'.

8.2. Each of the values/competencies was addressed by at least one question. The answers were scored against the CoP's Five Point rating scale.

8.3. Following the formal interview the Appointment Panel then individually scored the answers given before comparing scores and assigning an average score for each answer.

8.4. Following a robust discussion it was decided that Christopher Rowley's name should be put forward by the Police and Crime Commissioner as the preferred candidate to the Police & Crime Panel for their consideration.

8.5. A redacted copy of Christopher Rowley's CV can be found at Appendix B.

## 9. AN INDEPENDENT VIEW

9.1. It is expected that the recruitment process should follow the principles of merit, fairness and openness.

9.2. Home Officer Circular 013/2018 states that at least one member of the appointment panel should be an independent member.

9.3. In order to comply with this requirement, Naseem Malik was invited to join the Appointment Panel.

9.4. Naseem is a solicitor (no longer practicing) and she began her public sector career as a solicitor in Local Government. In 2003, Naseem was appointed as one of the founding Commissioners for the Independent Police Complaints Commission responsible for the North West region, a position she held for 10 years. Naseem has previously served on the Boards of the Blackburn with Darwen PCT and Lancashire Care Foundation Trust and is currently a non-executive Director of the East Lancashire NHS Trust.



9.5. Attached at Appendix C is a letter from Nassem giving her independent view of the process.

## 10. APPOINTMENT TERMS

10.1. The Commissioner's intention is to offer a fixed term appointment (FTA) of 5 years, subject to the Panel's approval. This is the maximum allowed under regulations and will allow time for the next Police & Crime Commissioner for Lancashire to consider options toward the end of this FTA (in consultation with the Chief Constable.)

10.2. The appointment would be subject to a notice period of 3 months from either party should they wish to end the appointment prior to the end of the FTA.

10.3. All other terms and conditions would be in line with current Police Regulations.