



Office of the
**Police & Crime
Commissioner**
West Yorkshire

Appointment of Chief Constable

West Yorkshire Police

Report to the West Yorkshire Police and Crime Panel

Julie Dhuny
Head of Commissioning, Health and Justice, NHS England
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RECOMMENDATION

Section 38 of and Schedule 8 to the Police Reform and Social Responsibility Act 2011 (the Act) requires the appointment of Chief Constables to be made by PCCs subject to a confirmation hearing held in accordance with the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.

This is a report written for the West Yorkshire Police and Crime Panel, following an interview held on Thursday 20 June, to appoint a Chief Constable to lead West Yorkshire Police. The author of this report is Julie Dhuny, (Head of Commissioning, Health and Justice, NHS England), the independent panel member, in accordance with Home Office guidance (circular 013/2018).

This Report describes the process applied to the recruitment of a new Chief Constable for West Yorkshire. The recommendation for appointment is supported by sufficient evidence to allow the Police and Crime Panel to approve the proposed candidate with the confidence that the process has been comprehensive and robust.

At each stage the recruitment and selection process was supported by staff from the College of Policing's Senior Leaders Hub and was conducted in line with guidance from the College of Policing and regulations set by the Home Secretary.

RECOMMENDATION

It is recommended that John Robins is appointed to the post of Chief Constable, West Yorkshire Police.

INTRODUCTION

1.1 This report provides information on the appointment process for the role of Chief Constable of West Yorkshire Police and in particular, it will comment on:

- how the process met the principles of merit, fairness and openness and
- the extent to which the Interview Panel were able to fulfil their purpose; to challenge and test the candidate against the criteria previously set for the role.

1.2 The role of the Independent Member is laid out in Home Office Circular 013/2018. The Independent Member is chosen by the Police and Crime Commissioner (PCC) to be someone independent of him and the Force. The role is to ensure the selection and appointment process is conducted fairly and openly and the successful candidate is selected on merit.

1.3 My expertise and experience in relation to acting as Independent Member are as follows;

I am an experienced senior manager with responsibility for leading NHS Commissioning across the north of England for Health and Justice within NHS England and Improvement. I have a wide range of experience of commissioning health care within custodial settings including prisons, Liaison and Diversion services, Sexual Assault Referral Centres and Secure Children's Homes. Prior to commissioning within the NHS I held a number of clinical and managerial roles within the north east.

Police and Crime Commissioners are key stakeholders of Health and Justice Commissioners as well as co-commissioners for SARCS. My teams and I enjoy a good working relationship with all PCCs and police forces across the north (North West, North East and Yorkshire and the Humber).

I have wide experience of recruiting into senior NHS posts and have a strong track record of selecting and appointing high calibre individuals into health care commissioning and clinical roles.

I have previous experience of sitting on stakeholder panels supporting the recent appointment of the Chief Constable of Cleveland Police and that of his predecessor.

RECRUITMENT AND SELECTION PROCESS

FRAMEWORK DESIGN

2.1 The recruitment and selection process was designed against the College of Policing's Competency and Values Framework (CVF), attached as Appendix 1. The process was also designed to meet the requirements of Home Office Circular 021/2012 which states that the principles of merit, fairness and openness should be observed as follows:

Merit – appointing the best candidate judged against the essential criteria for the role

Fairness – adopting objective, impartial and consistent selection practices

Openness – advertising the opportunity and the requirements of the role publicly

2.2 The College of Policing's Competency and Values Framework (CVF) has been designed to support police selection processes and embed the Code of Ethics by way of a values-based process.

2.3 The following values are identified in the CVF and were assessed in the selection process:

Impartiality

Integrity

Public Service

Transparency

2.4 The following competencies were assessed at level 3 (senior manager/executive) during the selection process:

Deliver, support and inspire

Taking ownership

Emotional awareness

Collaborative working

Critical analysis

Innovation and open-mindedness

Candidates were asked to address their application to all the values and to the competencies of 'deliver, support and inspire' and 'taking ownership'. The selection interview then assessed all values and competencies.

2.5 Assessors used the 'ORCE' approach (Observe, Record, Classify and Evaluate) to assess the evidence provided in application for the role and in interview. Each stage was completed by the assessment panel independently and ratings were given independently. The ORCE approach is designed to enable each stage to be completed sequentially, so that evaluation is only done after all the evidence has been recorded and classified, rather than at the same time thus reducing the cognitive demand on assessors and reducing the risk that their decisions are influenced by unconscious bias.

2.6 The role profile for the Chief Constable was reviewed by the PCC before the selection process commenced and is attached as Appendix 2. The requirements of the role, therefore, were clearly identified by the PCC at the start of the process, including the required competencies and values and this was included in the application pack which was made publicly available.

2.7 Home Office Circular 013/2018 states that the PCC should consider an applicant's disciplinary record when appointing a chief officer. Applicants were asked to address this in their application for the position by disclosing whether they have been subject to formal disciplinary proceedings (including where the outcome was disproven),

whether any comments have been made about them by the Independent Office for Police Conduct, whether they have had any written warnings or whether there were any ongoing investigations where the outcome is unknown at the time of the application.

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- 3.1 Part Two of Annex B of the Secretary of State's determinations under Regulation 11 of the Police Regulations 2003 states that vacancies must be advertised on a public website or some other publication dealing with police matters which circulates throughout England and Wales, and the closing date for applications must be at least three weeks after date of publication.
- 3.2 The position was advertised via the PCC's website, the National Police Chiefs' Council, the College of Policing and the Association of Police and Crime Commissioners. All eligible candidates¹ in the UK were also contacted directly, by email, with an invitation from the PCC to apply for the position. This was so that the vacancy could be circulated directly to the widest possible audience of eligible officers.
- 3.3 The application pack is attached as Appendix 3. Candidates were asked to submit a CV with a covering letter and were also offered the opportunity to have a confidential, informal discussion with the College of Policing's Senior Leaders Hub before submitting an application. An opportunity was also offered to prospective applicants for a familiarisation meeting with the PCC. These steps along with the design and content of the application pack were intended to encourage external applications for the position.
- 3.4 One application was received. This is not uncommon across police forces. In June 2018 a report published by the National Police Chiefs' Council identified a steady decline in the number of applications at chief constable level and noted that in 2015 more than half of the chief constables appointed were the only candidate for the position; a trend that has also been commented on by the Home Affairs Select Committee (2016).
- 3.5 The College of Policing established the Senior Leaders Hub in response to these concerns. The Hub aims to promote senior leadership vacancies, support PCCs and candidates with Chief Officer level appointments, provide ongoing development for officers and train and support the progression of police officers for senior leadership roles. Staff from the Senior Leaders Hub have assisted this selection process at each stage.

TIMESCALES

- 4.1 The following timescale was adopted:

Advertisement	10/05/2019
Closing date	09/06/2019

¹ Of the rank of Assistant Chief Constable, Deputy Chief Constable and Chief Constable.

Shortlisting	12/06/2019
Psychometric assessment	13/06/2019
Internal and External stakeholder interviews	19/06/2019
Panel interview	20/06/2019

4.2 The timescale allowed three weeks between advertisement and closing date as required by the Police Regulations 2003.

SHORTLISTING PROCESS

5.1 Shortlisting was undertaken by the PCC, the Independent Member and the Interim Chief Executive with support by the College of Policing.

5.2 The shortlisting panel were given a presentation by the College which included information about the relevant values and competencies from the CVF, an explanation of unconscious bias and how to mitigate this, an explanation of how to record and evaluate evidence and the grading scale which was being used.

5.3 The shortlisters evaluated the application independently and, following discussion of the grades awarded against the candidate's application, agreed to proceed to interview.

5.4 The shortlisted applicant was asked to complete a psychometric assessment after shortlisting and the report which was generated was considered by the interview panel in advance of a panel interview. The College of Policing facilitated this assessment.

STAKEHOLDER ENGAGEMENT

6.1 Two stakeholder events were held on 19 June 2019 with representatives from the following organisations and groups:

Internal

Unison
GMB
Superintendent's Association
British Association of Women in Policing
Black Police Association
LGBT+
Association of Muslim Police
Christian Police Association
Youth Advisory Group
Disabled Police Association
West Yorkshire Police staff
OPCC staff
Force Independent Advisory Group
Police Federation
Police Cadets

External

Leeds City Council
Bradford Community Safety Partnership
NHS England and Improvement
Crown Prosecution Service
Federation of Small Businesses
Community representative
Neighbourhood Watch
Third Sector organisations
Joint Independent Audit and Ethics Committee
West Yorkshire Fire Service
Victims Services

- 6.2 Stakeholders were invited, in advance, to submit potential questions for the candidate to answer at a stakeholder panel interview. The candidate was asked to deliver a short presentation to each stakeholder panel and was then asked a series of questions which had been agreed with the PCC (from those submitted by panel members). Feedback from the stakeholder panels was considered by the interview panel the following day. The stakeholder events were facilitated with the assistance of the College of Policing who gave panel members a presentation which explained the process which was being followed and gave advice on effective questioning and evidence assessment. Each stakeholder panel was chaired by a member of the panel itself.
- 6.3 The feedback from the stakeholder panels was collated by the College of Policing and reported back to the interview panel on the following day.

INTERVIEW

- 7.1 The interview panel was comprised of the PCC, Deputy PCC, Independent Member and Interim Chief Executive. The candidate was required to prepare and deliver a presentation before answering a number of questions which were designed to assess their competency and values in line with the CVF. The interview follow-up questions were also informed by the feedback from both stakeholder panels and the psychometric assessment.
- 7.2 Grading was carried out independently by panel members against the ORCE framework and the interview process was supported by the College of Policing who delivered a presentation to panel members before-hand which reviewed the relevant values and competencies, considered unconscious bias and reported on the stakeholder events and the psychometric assessment.
- 7.3 References were requested in advance of the interview and the panel considered references provided by Her Majesty's Inspector of Constabulary, the Chief Executive Officer of the College of Policing and the ex-Chief Constable of West Yorkshire Police.

SELECTION OUTCOME

- 8.1 The interview panel confirmed the preferred candidate for appointment as John Robins after considering all available evidence. Mr Robins' CV and supporting statement are attached as Appendix 4.

TERMS AND CONDITIONS

- 9.1 The terms and conditions for the Chief Constable appointment are set out in Appendix 5.

APPENDICES

1. College of Policing Competency and Values Framework (CVF).
2. Role profile for Chief Constable.
3. Application Pack.
4. John Robins CV and supporting statement.
5. Terms and Conditions, Chief Constable.