

**ORIGINATOR:** CHIEF EXECUTIVE

**DECISION NO.** 8-2013

**REASON FOR SUBMISSION:** FOR DECISION

**SUBMITTED TO:** POLICE AND CRIME COMMISSIONER

**SUBJECT:** PROPOSED APPOINTMENT OF CHIEF  
CONSTABLE

**SUMMARY:**

1. This paper describes the steps that have been taken by the Police and Crime Commissioner to recruit a new Chief Constable for Suffolk as well as the details for consideration by the Police and Crime Panel to support the Police and Crime Commissioner's proposed candidate for appointment.

**RECOMMENDATION:**

It is recommended that:

- (i) the Police and Crime Panel be notified of the proposed appointment of Douglas Paxton as Chief Constable by the Police and Crime Commissioner;
- (ii) this decision paper be submitted to the Police and Crime Panel for consideration at the Confirmation Hearing on 8 February 2013.

**APPROVAL BY:PCC**

The recommendation set out is agreed.

**Signature**

*Tim Passmore*

**Date** 31/1/2013

## **DETAIL OF THE SUBMISSION**

### **1. INTRODUCTION**

- 1.1 On 23 November 2012 it was announced that the current Chief Constable Simon Ash would retire with effect from 18 February 2013.
- 1.2 This paper describes the steps that have been taken by the Police and Crime Commissioner for Suffolk (PCC) to recruit a new Chief Constable.
- 1.3 The PCC must, under the Police Reform and Social Responsibility Act 2011 (the Act), notify the Police and Crime Panel (PCP) of the proposed appointment of a Chief Constable by the PCC. The paper sets out the PCC's proposed appointment and goes on to provide the information required by paragraph 3(2) of Schedule 8 to the Act namely:
- “(a) the name of the person whom the Commissioner is proposing to appoint .....
  - (b) the criteria used to assess the suitability of the candidate for the appointment;
  - (c) why the candidate satisfies those criteria; and
  - (d) the terms and conditions on which the candidate is to be appointed.”
- 1.4 The PCP is required to review the proposed appointment and hold a confirmation hearing. This hearing is set for 8 February 2013. The procedural steps that must be followed are set out in Schedule 8 to the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.
- 1.5 In progressing the recruitment of a new Chief Constable the PCC has had regard to the legislation referred to above and the College of Policing Guidance for the Appointment of Chief Officers published in November 2011.

### **2. ADVERT**

- 2.1 The advert for the role of Chief Constable was, in common with adverts for chief officers for other policing areas, placed on two national websites. Placed on the websites of the Association of Police and Crime Commissioners and the Association of Chief Police Officers on 6 December 2012, the vacancy was also publicised on the websites of the PCC and the Suffolk Constabulary from the same date. The closing date for applications was given as 3 January 2013 with shortlisting following on 10 January 2013 and the Selection and Assessment to take place on 29-30 January 2013.

### **3. APPLICATION PACK**

- 3.1 The Application Pack was available upon request from the Office of the Police and Crime Commissioner or via the PCC website ([www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)). This comprised a number of documents:
- Letter from the Police and Crime Commissioner;
  - Selection Process Summary;
  - Role Profile;
  - Application Form;
  - Chief Constable's Assessment Form;

- Particulars and Terms of Appointment;
- Equal Opportunities Monitoring Form;
- Chief Constable's Briefing Document for PCC candidates;
- Police and Crime Commissioner's manifesto;
- Chief Officer Portfolios,

### 3.2 Role Profile

- 3.2.1 The Role Profile is a key document in the appointment process. It is attached to this paper at Appendix A. It sets out the Job Purpose/Aims, Eligibility Criteria and the Person Specification. The Eligibility Criteria required, pursuant to the Determinations of the Home Secretary, satisfactory completion of the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course. Further the PCC required at least 12 months' experience at Deputy Chief Constable level or equivalent and evidence of personal commitment to continuous professional development.
- 3.2.2 The Person Specification set out the key personal competencies required to perform the role of Chief Constable of Suffolk Constabulary. These were divided into two parts. Firstly there were 12 local competencies and which candidates were required to address in completion of the application form. Secondly there were the seven competencies found within the national Policing Professional Framework. The Role Profile advised that these competencies would be assessed using the information provided in the application form and during the Assessment and Selection process.
- 3.2.3 The Role Profile at Appendix A is a critical document as the Eligibility Criteria and Person Specification with the key personal competencies, provide the criteria used to assess the suitability of the proposed candidate for appointment.

### 3.3 Particulars and Terms of Appointment

- 3.3.1 The Particulars and Terms of Appointment developed in accordance with the national Regulations and Determinations are attached to this paper at Appendix B. In short the published Particulars provided that the term of appointment will be for a five year period, together with any extensions that may be approved by the PCC, at a salary of £133,068 p.a. This level of salary is the nationally set 'spot' point for Suffolk. The PCC did not consider it appropriate to vary that spot point plus/minus 10% as he is entitled to do under a Determination of the Home Secretary. The role also attracts a number of other benefits in accordance with Police Regulations and Determinations thereto.

### 3.4 Application Form

- 3.4.1 The Application Form required completion to show that the Eligibility Criteria and the 12 local personal competencies were met. In addition references were required from two referees, one of which was required to be the candidate's current Chief Constable, and which would be taken up before shortlisting.

## 4. **APPOINTMENT PANEL**

- 4.1 Whilst the Act provides that it is the PCC's responsibility to appoint the Chief Constable, the College of Policing Guidance suggests that the PCC should convene an Appointment Panel (to include at least one independent panel member). The role of the independent member is to ensure the appointment process is conducted in line with the principles of merit, fairness and openness and that the successful candidate is selected on merit. Amongst other things they are required to produce a written report on the appointment process for submission to the PCP.

#### 4.2 The PCC selected an Appointment Panel as follows:

- Tim Passmore (PCC);
- Paul Winter (Chief Executive of Ipswich Building Society);
- Di Newton (Independent Member);
- Tom Garland (Senior Psychologist at College of Policing).

All Panel members received a copy of the College of Policing Guidance for the Appointment of Chief Officers. All had previous experience of selection processes. The Independent Member was selected from the list of accredited independent members held by the College of Policing. She has extensive HR experience and in particular including developing and quality assuring senior assessment and selection processes across all sectors. She has been involved in appointing to chief officer ranks in the police service. Tom Garland by contrast has extensive experience and knowledge of the examination and assessment of candidates for chief police officer roles and which includes the application of the Policing Professional Framework. The Panel was advised at shortlisting and at the Selection and Assessment day by staff from the Office of the PCC namely:

- Christopher Jackson (Chief Executive);
- Claire Swallow (Deputy Chief Executive);
- Ian Rands (Business Manager).

4.3 Both the Chief Executive and Deputy Chief Executive have been trained in and have been involved in the delivery of Senior Selection Assessor Services for the National Policing Improvement Agency. All three advisers have previous experience of chief officer selection processes.

4.4 The PCC also selected a panel of stakeholders to play an advisory role (see paragraph 8.2 below) in the Selection and Assessment process as follows:

- Stephen Baker (Chief Executive, Suffolk Coastal and Waveney District Councils and Police Area Returning Officer);
- Jenny McKibben (Deputy PCC for Norfolk);
- Matt Gould (Chairman of Suffolk Police Federation);
- Chris Soule (Chairman of Suffolk Federation of Small Businesses);
- Keith Whitton (Director of Operations, Anglia Care Trust).

## 5. APPLICATIONS

5.1 At the closing date for applications on 3 January 2013 one application had been received. A few days prior to the closing date the PCC, anticipating the possibility of one completed application, made a number of calls to three serving Deputy Chief Constables who had previously expressed an interest in applying for the position, in order to encourage applications. This did not bring about any additional applications but it was clear from the indications given that the paucity of applications was not due to the role profile, terms of appointment nor the lack of desirability of the role.

5.2 Whilst there are or have been a number of Chief Constable recruitment campaigns in train following on from the election of PCCs in November and where as many as eight applications were attracted in one case, it is also known that two other police areas had the same response as Suffolk with one application received in each case. Those police areas proceeded to run their Selection and Assessment processes with one candidate. By way of contrast, when the outgoing Chief Constable was appointed in 2007, he came from a field of three candidates.

- 5.3 It must be recognised that the size of the pool of candidates is not large. All applicants for Chief Constable roles must be constables and must have completed Senior PNAC and the Strategic Command Course.
- 5.4 The PCC examined the application received together with the accompanying Chief Constable's reference and further reference from the former Chairman of the applicant's police authority. He took the view on the material before him that the applicant was comfortably of sufficient calibre to formally run the shortlisting process and in such circumstances was, whilst having regard to the College of Policing Guidance, not minded to re-advertise at this point.

## **6. SHORTLISTING**

- 6.1 On 10 January 2013 shortlisting was undertaken by the Appointment Panel (less the Independent Member who was on pre-arranged holiday) and as advised by the advisors listed at paragraph 4.2 above.
- 6.2 At the shortlisting meeting opportunity was also taken to:
- brief all participants upon and review the Appointments process to date;
  - undertake training to cover equalities, selection and assessment (this was led by Tom Garland) (it was agreed that Di Newton did not need to undertake this training as she was already well-versed in these matters);
  - design the Assessment and Selection day;
  - consider the action required following the Assessment and Selection day.

The Panel was made fully aware of the three principles of merit, fairness and openness which are explained in the College of Policing guidance.

- 6.3 The Appointment Panel considered the application received (and the applicant's Chief Constable's assessment and reference which were strongly supportive of the candidate) against the Eligibility Criteria and the 12 local competencies. The Panel found the Eligibility Criteria satisfied, it having been previously verified with the College of Policing that the candidate had completed Senior PNAC and the Strategic Command Course. The Panel unanimously took the view that the application had provided either strong or acceptable evidence against all of the local competencies, that he met the necessary requirements to perform the role and notwithstanding that just one application had been received, should proceed to the Selection and Assessment day before the Appointment Panel on 29 January 2013 (reduced from two days to just one day in view of the single application). In short there was prima facie evidence that the applicant was appointable to the role of Chief Constable.

## **7. THE APPLICANT**

- 7.1 The candidate whose application proceeded to the Selection and Assessment day is Douglas Paxton. He is currently Deputy Chief Constable of Staffordshire Constabulary.
- 7.2 Graduating with a degree in economics from Stirling University in 1986 the candidate joined Suffolk Constabulary in 1989 and rose to the rank of Superintendent, serving as Deputy Area Commander for the west of Suffolk. In 2002 he joined West Midlands Police where for three years he was in charge of a large division in Birmingham City Centre. In 2007 he joined Staffordshire Constabulary as an Assistant Chief Constable, holding both the Territorial and Protective Services

Commands. In 2010 he was promoted to the rank of Deputy Chief Constable where he has a wide range of portfolios. He was awarded the Queen's Police Medal in 2012.

## **8. SELECTION AND ASSESSMENT**

- 8.1 On 29 January 2013 the Appointment Panel conducted the Selection and Assessment day in respect of the candidate.

### Stakeholder Discussion Session

- 8.2 The objective of this session was to involve a range of stakeholder interests in the selection process in view of the need for many organisations to work in partnership with the PCC and the Constabulary. The participants were able to sound-out the candidate about their approach and understanding with particular reference to those aspects of policing and issues which they felt important. The participants held a discussion with the candidate for approximately 30 minutes. They then fed back to a facilitator who summarised their views against the competency areas for the Policing Professional Framework. Their views were then fed back to the Appointment Panel to help it pursue any particular and identified areas during the remainder of the selection process. This exercise was not scored.

### Presentation and Interview

- 8.3 The candidate was requested to prepare a presentation, the theme of which was selected by the Panel. Given 45 minutes' notice of the topic the candidate was required to present for 15 minutes followed by questions from the Panel for approximately 20 minutes.
- 8.4 Following a break of an hour the candidate was then interviewed by the Appointment Panel for approximately 55 minutes against a range of questions that had been agreed by the Panel.
- 8.5 The Panel assessed the performance of the candidate in the Presentation and Interview against the range of seven competencies in the national Policing Professional Framework. Initially, the Panel members individually assessed the candidate and rated performance against a five point rating scale published by the College of Policing before then, as a group, discussing their assessment and scores to produce a Panel score in respect of each competency area.

## **9. SATISFACTION OF THE ELIGIBILITY CRITERIA AND COMPETENCIES**

- 9.1 The Panel concluded its assessment of the candidate against the competencies set out in the Role Profile. The Panel's conclusions on how the candidate met the Eligibility Criteria, the Part I Key Personal Competencies and the Part II competencies in the Professional Policing Framework are set out in Appendix C attached to this paper.
- 9.2 In view of the assessment detailed in Appendix C the Panel concluded unanimously that the candidate should be appointed as the next Chief Constable of Suffolk. Accordingly the PCC would formally propose to the Police and Crime Panel that Douglas Paxton be so appointed with a view to his commencement in role as soon as possible.
- 9.3 Following the assessment process the PCC held discussions with the candidate upon starting date and the detail of the particulars and terms of appointment. The following key points were agreed. The PCC proposes to appoint the candidate upon


the published particulars and terms of appointment as at Appendix B subject to the following amendments:

- with regard to particular 7 the fixed mileage allowance will not be payable. Instead the PCC and the candidate will, when in post, review the use of the staff car currently available for business use by the Chief Constable to develop a cost neutral or cheaper arrangement whereby a suitable vehicle will be made available for business and personal use by the candidate;
- with regard to particular 8 the PCC would reimburse the tax liability incurred by the candidate upon the removal and relocation expenses.

9.4 It is intended that, subject to the Police and Crime Panel's deliberations, the candidate will commence duty in the role of Chief Constable on the 4 March 2013.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	No – originator is the Solicitor and Monitoring Officer.
Has the PCC's Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Not applicable.
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Not applicable
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes

**APPROVAL TO SUBMIT TO THE DECISION-MAKER** (this approval is required only for submissions to the PCC).

<b>Chief Executive</b>	
I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.	
Signature: 	Date <b>31 January 2013</b>