



CONFIRMATION OF THE CHIEF CONSTABLE

1. Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Chief Constable.

Following a rigorous recruitment process Pippa Mills, currently Deputy Chief Constable of Essex Police, has been selected as the preferred candidate.

The report provides an overview of the appointment process that was undertaken to select the preferred candidate, and of the reasons for her nomination as the proposed Chief Constable.

2. Introduction and Background

Section 38 of the Police Reform and Social Responsibility Act 2011 (the Act) provides that a police and crime commissioner must appoint a person to be the chief constable of the police force for the area.

The current Chief Constable, Mr Anthony Bangham, notified the Commissioner of his decision to retire from his current position in March 2021. In response, a recruitment exercise has been undertaken.

Under the Act the PCC must notify the PCP of the preferred candidate for appointment as Chief Constable. Schedule 8 of the Act states that the PCC must provide the following information:

- a) The name of the person whom the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

Provided for the PCP's consideration are:

- i) The Independent Report on the recruitment, application and interview process;
- ii) Job profile and person specification, which set out the criteria used for assessment; and the
- iii) Proposed terms and conditions

3. Recruitment process

The recruitment process was overseen by an Independent Person as required by the College of Policing. Her report attached at **Appendix A**. The Information Pack for prospective candidates, which includes the Role profile and person specification, are included at **Appendix B**.

4. Terms and Conditions of appointment

The appointment will commence as soon as possible after the Police and Crime Panel, subject to confirmation by the PCP. The terms and conditions of the post are largely determined by Parliamentary Regulations and are set out at the end of the Candidate Information Pack, **Appendix B**. The salary is the point salary for West Mercia set by Parliament.

4. Recommendation

It is recommended that the PCP considers the PCC's preferred candidate Pippa Mills.

Supporting Information

Appendix A - Appointment Process Independent Member Report 2nd July 2021
Appendix B – Candidate Information Pack

Contact Points for the Report

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Background Papers

In the opinion of the proper officer (in this case Worcestershire County Council's Assistant Director of Legal and Governance) there are no background papers relating to the subject matter of this report.

All agendas and minutes are available on the Council's website [here](#)

Appendix A



CHIEF CONSTABLE OF WEST MERCIA POLICE

APPOINTMENT PROCESS

INDEPENDENT MEMBER REPORT

2nd JULY 2021

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1. Introduction

This is the Independent Member's report relating to the appointment process for the Chief Constable for West Mercia.

Home Office Circular [013/2018](#) outlines the legal requirements and principles for the appointment of chief officers. It states that it is for the Police and Crime Commissioner to decide how they wish to run their recruitment process and which candidate they wish to appoint but that the PCC should involve at least one independent panel member during the assessment, shortlisting and interview process. The selection must observe the three principles of merit, fairness and openness. Further [guidance](#) for appointing chief officers is provided by the College of Policing.

The aim of this report is to provide an independent assessment of the extent to which the appointment process has been conducted in accordance with the principles of merit, fairness and openness and to detail the assessment and selection processes used to ensure that the preferred candidate meets the necessary requirements to perform the role.

In accordance with the Home Office requirements, the process for the Chief Constable appointment for West Mercia is the responsibility of the PCC, Mr John Campion.

2. Independent Member's role

Home Office Circular 013/2018 states that at least one member of the appointment panel should be an independent member. The independent member should be suitably experienced in selection and assessment processes in order to have an informed view on the conduct of the appointment process in line with the principles of merit, fairness and openness.

When appointing an independent member for the process, the PCC is expected to base their decision on merit, fairness and openness, considering the skills and experience required. On appointment, the independent member should be provided with the opportunity to fully understand their role and responsibilities for each stage of the selection process.

3. Process of appointment of Independent member

I was contacted by the Chief Executive of the Office of the PCC on 25th February 2021 to enquire whether I would consider the role of independent member for the appointment process. I arranged to speak with the Chief Executive on 5th March to understand the requirements of the role in more detail and information relating to the role of the independent member was shared with me in advance of our discussion so that I had a good understanding of its scope and responsibilities. Having confirmed my interest in the role, I provided a copy of my CV to the Chief Executive. My CV outlined my 15 years' experience as a senior leader in the HR profession. In addition, it confirmed that I am a Chartered Fellow of the Chartered Institute of Personnel and Development and a member of the CIPD HR Leaders' Forum for the West Midlands.

I was invited to a virtual meeting on 29th March to meet with the PCC and the Chief Executive to discuss the role of independent member and to talk through my experience of recruitment and selection processes. I discussed how, in my current

post as HR Director at the University of Worcester, I am regularly involved in the appointment processes for senior posts. I also outlined my extensive experience of overseeing recruitment and selection procedures and policies within an organisation to ensure they are both legally compliant and reflect best practice.

Following our meeting, the Chief Executive emailed on 30th March to confirm my appointment to the role of Independent member.

4. Appointment panel

The role of the Appointment Panel is set out in the Guidance for Chief Officer Appointments. This outlines that the Panel should be convened by the PCC before any stage of the appointment process takes place. In addition, it states the purpose of the panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the PCC should select a panel capable of discharging this responsibility.

The PCC should also ensure that panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness. All members should be provided with a copy of the College of Policing guidance to ensure they are familiar with its content prior to the appointment process. In addition, it is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. It is suggested that a panel of approximately five members is convened but this is at the discretion of the PCC.

The Appointment Panel for this process were:

- John Campion, Police and Crime Commissioner, West Mercia Police
- Adele Cope, Director of HR, University of Worcester, Independent member
- Cllr Roger Phillips, Chair of Hereford and Worcester Fire and Rescue Authority
- Karen Bradshaw, Executive Director of Children Services, Shropshire Council
- Cllr Karen May, Leader Bromsgrove District Council

The panel members represented a diverse range of backgrounds and perspectives and all have experience in recruitment and assessment processes. All panel members were provided with copies of the College of Policing guidance.

The panel members remained consistent throughout the selection process and were involved in the shortlisting and the assessment of the candidates against the agreed criteria.

5. Assessment Process

The assessment process involved a number of stages. As the independent member, I was briefed at all stages of the process and provided with the opportunity to share my feedback and advice in relation to the proposed approach and documentation. Further information on each stage of the process, including my assessment of its appropriateness and fairness, is detailed below.

The role profile

A draft of the proposed job profile and a detailed document outlining the proposed approach to the selection process was shared with me on 13th April 2021 for review and comment. The job profile provided a clear indication of the purpose of the role, the key responsibilities and the required behaviours, skills, qualifications and experience. The person specification and assessment criteria for the role were based on the new national Chief Constable Policing Professional Profile.

The Role Profile in the pack was produced in line with the present and future needs and priorities in the Force area, particularly in relation to the leadership challenges associated with the re-establishment of the West Mercia Police as an independent entity following the conclusion of the Alliance with Warwickshire. It was also made explicit that the successful candidate would be expected to embed genuine empowerment at all levels of the workforce, ensuring that every member of the organisation is enabled to deliver the Police and Crime Plan. They would need to be skilled in leading, developing and inspiring people and be able to hold themselves, individuals and the organisation to account for performance and behaviours.

I met with the Chief Executive on 14th April to provide my feedback on the draft documents. Advice had already been sought and adopted on these from the College of Policing. Noting that they were already comprehensive and appropriate documents for the process, I made a small number of suggestions relating to wording and order. These comments were taken on board and the final version amended to reflect my feedback.

Application pack

The application pack was clearly written and provided prospective applicants with details of the process of application as well as terms of appointment. The pack contained: a letter from the Police and Crime Commissioner to applicants, a Job Description and Role Requirements, Person Specification, details of the qualities and attributes to be assessed and a timetable of the process.

There was also an opportunity to arrange an informal discussion with the PCC and/or Chief Executive prior to submitting an application.

The pack confirmed the timescales for the shortlisting and interview process and confirmed details of the Familiarisation Day which would be offered to all shortlisted candidates. There was a clear statement within the pack that a more specific and detailed interview schedule would be provided for shortlisted candidates; it advised potential candidates to expect the process to include the need to develop and deliver presentations. It explained that the selection process would be designed to explore the behaviours set out in the Competency and Values Framework and candidates' strengths in relation to the job description and person specification as set out in the pack. It also advised candidates that the selection process would include interviews with a partnership panel, a staff panel and a formal selection panel.

The content of the pack was informative and met the legal requirement, it gave prospective candidates the assurance that the process would be fair, open and based upon merit.

Advertisement

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.

The advert for the role was placed on the PCC's and College of Policing websites on Friday 14th May and closed three weeks later on Friday 4th. The College of Policing also sent the advert by email to all Deputy and Assistant Chief Constables (and equivalent roles) in the UK.

This ensured that the role was promoted both locally and nationally, in order to attract a strong field of eligible applicants.

Shortlisting

A virtual shortlisting meeting was arranged for all panel members on 8th June. One panel member was unable to attend the shortlisting meeting; she provided her feedback on each of the applications to the Chief Executive in writing in advance of the Shortlisting meeting.

Copies of the applications were sent to all panel members on 7th June in order to allow each panel member to review independently in advance of the shortlisting meeting. In addition, a copy of the proposed presentation subject and questions for the formal interview (set out as a scoring matrix) were shared in advance of the shortlisting meeting in anticipation that these would be discussed and finalised once the shortlisting process was complete. .

At the meeting, each application was considered in detail, with reference to the assessment criteria, and discussed fully.

Four applications were received, and having considered the applications in full, the Shortlisting Panel agreed unanimously to shortlist all four candidates for interview, two females and two males.

Following the agreement of the shortlist, the draft interview questions were discussed and agreed and then allocated to panel members with reference to their area of knowledge or expertise.

Assessment process

The assessment process for the shortlisted candidates spanned two consecutive days and consisted of three elements, all conducted in-person:

Day one, 28th June - Candidates were required to attend a Stakeholder Panel and a Staff Forum.

The **Stakeholder Panel's** membership was:

- Tracey Onslow – Deputy PCC designate

- Jon Pryce - Chief Fire Officer, Hereford and Worcester Fire and Rescue Service
- Sarah Chand - Regional Director, National Probation Service
- David Sidaway – Chief Executive, Telford and Wrekin Council
- Sue Coleman – CEO, West Mercia Women’s Aid
- Ray Wickson – Chair, Shropshire Association of Local Councils
- Simon Trickett, Chief Executive, Hereford & Worcester Clinical Commissioning Group

Shortly before the Assessment one of the Panel members, Sue Coleman notified the PCC that she was unable to attend. There was insufficient time to find a replacement so the Panel proceeded with just 6 members. The DPCC, who was due to attend in-person, joined the Panel remotely, having received notification that she was required to self-isolate in accordance with existing government guidance relating to Covid-19. The Stakeholder Panel was supported by the PCC’s Assistant Chief Executive, Gareth Boulton.

The Stakeholder Panel’s assessment was based on a 10-minute presentation by candidates, followed by questions on the presentation and then set interview questions. Candidates were able to use Audio/Visual aids if they wished to do so.

The presentation subject was: “How we can work together for a safer West Mercia”.

Assessment criteria were provided to the Panel and each panel member was required to complete an Assessment Record. The assessment criteria were based on the College of Policing Competency and Values Framework and on the West Mercia Chief Constable’s Role Profile.

The Panel’s scores and conclusions were collated and provided to the Assessment Panel at the end of the interview process, to inform the final outcome.

The **Staff Forum** consisted of 23 Officers and Staff from across the whole of the Force: geographic area, ranks and disciplines. It was supported by the PCC’s Chief Executive, Andy Champness and I attended an observer. In addition, the PCC, who was due to attend in-person, joined the Forum remotely, having received notification that he was required to self-isolate in accordance with existing government guidance relating to Covid-19.

The Candidates were asked to lead the forum for 1 hour, without aids other than a flip chart, on the subject “Empowerment and accountability”. At the end of the allotted time and after the candidate had left the room, the Chief Executive collated feedback on the candidate’s performance with reference to a number of set questions. The Forum’s assessment criteria were based on the College of Policing Competency and Values Framework and on the West Mercia Chief Constable’s Role Profile.

The feedback from the Staff Forum was collated and provided to the Assessment Panel at the end of the interview process, to inform the final outcome.

Day two, 29th June - Candidates were required to attend a presentation and interview with the Assessment Panel.

The Assessment consisted of two parts. Candidates were asked to facilitate or run a session on the subject: "Making West Mercia Safer; a plan for the first 100 days, the last 100 days and the journey between", to last 30 minutes. After a short break, they attended a formal interview with the panel.

The formal interview was based on the assessment criteria and questions agreed at the shortlisting meeting.

The Chair of the Panel, PCC John Campion, was required to join the panel remotely due to needing to self-isolate. All candidates were asked to confirm that they were able to hear John clearly and were also reassured that, in the event of any disruption due to technical issues, timings would be adjusted to ensure that the full allocated time was provided to each of the candidates. None of the candidates expressed a concern regarding these arrangements and there were no technical issues during the assessment process.

For each of the candidates, each panel member completed an Assessment Record. The marking schemes were clear and unambiguous, based on a five-point scale, of which a rating of 5 referred to 'Exceeds the required standard' and a rating of 1 refers to 'Falls below the standard required'. Rating 3 referred to 'Meets the required standard'.

Panel Members scored each candidate for their Presentation and Interview stages. Panel members' scores were collated, and evidence was discussed where some slight differences of opinion had occurred. In the event that scores differed for a candidate, Panel Members listened to and considered very carefully the evidence offered by other Panel Members. This enabled each candidate to be assessed on merit, with reference to evidence throughout the process, and prior to the agreed score being recorded. The candidates displayed differences in their awarded scores for the different parts of the exercise.

Once the scores for the Presentation and Interviews were confirmed for each of the candidates, evidence from the Stakeholder Panel and Staff Forum was also considered, providing further insight into the performance of each of the four candidates.

The merits of each candidate were discussed in detail and the panel considered the differences in scoring, noting occasions when one or more of the candidates had exceeded the required standards.

The PCC, having considered all of the different elements of assessment process with reference to the assessment criteria for the role, and having listened to the views of the panel, identified one candidate as being the preferred candidate for the role. The Panel confirmed their endorsement of this outcome.

The decision was therefore taken by the Police and Crime Commissioner to offer Deputy Chief Constable Pippa Mills, currently serving with Essex, the position of preferred candidate for the post of Chief Constable of West Mercia Police.

Conclusions

Through the use of the steps outlined in this report, the Police and Crime Commissioner for West Mercia fulfilled his responsibility to ensure that a process which was fair, open and based upon merit, in accordance with his responsibilities as laid out in the Guidance.

Throughout the process, I was provided with the opportunity to provide feedback and advice on the proposed approach. The process ensured a rigorous and robust assessment of each candidate against the assessment criteria whilst also ensuring a fair and balanced process with equality of opportunity for each of the candidates.

For these reasons, I am confident that the selection process met the principles of fairness, openness and merit.

Adele Cope FCIPD

AGENDA ITEM 9

Appendix B

Proposed Terms and Conditions

Your appointment will be for a fixed term of 5 years which may be extended subject to the prevailing Regulations. The appointment may be terminated prior to the expiry of the fixed-term period by either party giving six months' notice in writing or such shorter notice as may be agreed by the parties, or as provided by statute or regulation.

Your annual salary will be £143,334 subject to national agreements (£144,768 with effect from 1 September 2016). You will receive an annual Housing Allowance of £4281 in accordance with Regulations.

Your normal place of work will be Hindlip Hall and you will be expected to undertake regular travel within and outside the Force area.

You will be required to carry out all the duties applicable to the post of Chief Constable of West Mercia Police and be accountable to the Police and Crime Commissioner for West Mercia ('the Commissioner')

The appointment will be subject to the Job Description, which will form part of the contract, and the Police Acts and Regulations (including those relating to pensions) and such other statutory provisions for the time being in force.

Your primary focus is to be the delivery and development of West Mercia Police within the Strategic Alliance with Warwickshire Police. NPCC and other representational work may be undertaken with the agreement of the Commissioner. You will be required to devote the whole of your time to the duties of the office.

A programme of professional development will be agreed by the Commissioner, informed by the outcomes of regular performance/ development appraisal and in the light of emerging developments in the nature of policing.

You will be provided with a suitable role-equipped vehicle available for official and private use. All private mileage must be reimbursed to the force. Appropriate insurance cover for yourself and any authorised third parties will be paid for and provided by the Commissioner.

In appropriate circumstances a driver will be provided for official purposes.

You will be entitled to second class rail travel for official business journeys within the United Kingdom and economy class air travel when undertaking international duties. The Commissioner will undertake to provide insurance cover for overseas journeys.

Home to duty mileage will be regarded as a private journey unless required to travel on a rest day, annual leave or called in to work.

Subsistence allowances may be claimed subject to the following provisions:

- In the case of an absence overnight, accommodation as booked through the Force's approved agency. Meals may be claimed either from the menu of the accommodation venue or if taken elsewhere, subject to a limit of £10 for breakfast, £10 for lunch and £25 for evening meal. No expenditure for alcohol may be claimed.
- Where no overnight absence is required, subsistence allowances for meals (in the terms set out above) may be claimed in appropriate circumstances, for example, when the performance of duties causes an exceptional disturbance to domestic arrangements or when entertaining visitors on behalf of the Force or the Commissioner.

The Commissioner shall pay all professional subscriptions and indemnity insurance reasonably required for the post, for example NPCC and CPOSA membership (excluding the cost of the proactive element of the CPOSA insurance which must be reimbursed). Where allowances and expenses are payable within the Commissioner's discretion (as opposed to those prescribed by Regulations) the Commissioner reserves the right to review vary or withdraw those allowances and expenses on reasonable notice.

Two-yearly health screening will be available.