



POLICE AND CRIME PANEL

13 December 2022

REPORT OF THE POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA

NOTIFICATION OF PROPOSED APPOINTMENT OF CHIEF CONSTABLE FOR NORTHUMBRIA

1. Purpose of the Report

- 1.1 To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Northumbria Police. To seek confirmation of this proposed appointment as required by the Police Reform and Social Responsibility Act 2011. The preferred candidate is Vanessa Jardine the current Deputy Chief Constable of West Midlands Police.
- 1.2 The report provides information about advertising the vacancy; the selection and interview process; the criteria used to assess suitability; how the candidate satisfied the criteria; and the terms and conditions of the proposed appointment.

2.0 Background

- 2.1 Chief Constable Winton Keenen QPM has notified the Police and Crime Commissioner of his intention to retire with effect from March 2023.
- 2.2 Section 38(1) of the Police Reform and Social Responsibility Act 2011 provides that the Police and Crime Commissioner "Commissioner" for a police area must appoint the Chief Constable of the police force for that area.

3.0 Recruitment Process

- 3.1 The Office of the Police and Crime Commissioner ensured that the recruitment process met legislative requirements and was developed in accordance with the College of Policing 'Guidance for Appointing Chief Officers' 2018. The Police and Crime Commissioner was supported in this process by a member of Northumbria Police Staff, Helen Cooksley who is a professional development and assessment specialist. Having previously worked for the College of Policing designing national bespoke and specialist recruitment and selection processes, she brought invaluable experience to the process, ensuring at all stages that applicants were assessed fairly, objectively and consistently.

4.0 Advertising the Vacancy

- 4.1 The vacancy was widely advertised on the Senior Leaders Hub, College of Policing Website and Northumbria Police Website. A comprehensive

candidate pack provided information about Northumbria Police, the Police and Crime Plan and the role of the Chief Constable along with an overview of the recruitment process and timeline.

- 4.2 Candidates were encouraged to take up the offer of an informal discussion with the Police and Crime Commissioner regarding the role and a familiarisation visit to the force to engage with relevant police officers and staff members and key stakeholders across Northumbria. All three candidates took advantage of this offer and ultimately three applications were received by the Police and Crime Commissioner.

5.0 Shortlisting

- 5.1 Shortlisting was carried out by the Police and Crime Commissioner and Patrick Melia, Chief Executive Officer Sunderland City Council and supported by Helen Cooksley. A tailored assessment pack was provided to support the shortlisting and they were both briefed in advance of the meeting. The pack included the Rank Profile and details of key accountabilities, leadership and education, qualifications, skills and experience required for the role. It provided guidance in respect of unconscious bias thus ensuring that the shortlisting assessment was evidence-based, fair and objective. Being aware of unconscious bias and any barrier to effective assessment assists greatly in improving fairness and objectivity.
- 5.2 The shortlisting process was an evidence-based approach of reading and evaluating the evidence provided by each candidate in response to six application questions included in the application form.
- 5.3 Application forms from three candidates were independently assessed in this way and then the evidence was discussed at the shortlisting meeting. Each applicant was assessed to determine if they met the required shortlisting standard and could progress to the selection process. All three applicants for the role were determined to have met the required standard to be shortlisted and continued to the formal interview process.

6.0 Stakeholder Panels

- 6.1 The Chief Constable is an important public role whose impact is beyond the direct delivery of policing services so the selection process was designed to provide an opportunity for a number of key stakeholders to meet the shortlisted candidates. The input of stakeholders brings additional perspective and context to the appointment. The panel questions and interacts with the candidate to assess their level of awareness and understanding of the various sectors, organisations and communities in Northumbria. Feedback from the group is then presented to the formal interview panel for information. The stakeholder panel are not part of the formal assessment process.
- 6.2 Two stakeholder panels were involved in the process with partners from a range of organisations in the statutory and voluntary and community sector forming a Joint Accountability Panel and a People and Communities Panel.

Representatives from Northumbria Police staff associations were also part of the panels.

7.1 Interview Panel

- 7.1 The significance of the Chief Constable role was reflected with a suitably skilled and experienced senior interview panel. The members of the panel have extensive experience of recruiting at a senior executive level.
- 7.2 Members of the interview panel were:
- Kim McGuinness, Northumbria Police and Crime Commissioner
 - Patrick Melia, Chief Executive Sunderland City Council (Independent Member)
 - John McCabe, Chief Executive North East Chamber of Commerce
- 7.3 National guidance states that at least one of the interview panel must be an independent member. The role of the independent member is to ensure the appointment principles of merit, fairness and openness are followed and to verify the extent to which the panel were able to fulfil their purpose (for example to challenge and test that the candidate meets the necessary requirements to perform the role). Patrick Melia has provided a separate report to the Police and Crime Panel confirming the fairness of the process and decision making at appendix A.
- 7.4 In addition, it is appropriate for a Police and Crime Commissioner to ask a panel member to act in a professional advisory capacity in respect of policing. This member considers the candidates policing experience and skills and their fit with the policing specific requirements of the role. John Campbell QPM, Chief Constable for Thames Valley Police agreed to join the panel in a policing advisory role only.

8.0 Criteria used to assess suitability

- 8.1 A Chief Constable Assessor Pack was provided to the interview panel members in advance of the interviews together with copies of the application forms. Helen Cooksley, Professional Development & Assessment Partner from Northumbria Police People and Organisational Development briefed the panel in advance of the interview.
- 8.2 The pack set out the Chief Constable rank profile, including the role purpose, key accountabilities and required education skills. This together with experience and leadership expectations in Northumbria Police guided the panel to consider these as part of their assessment.
- 8.3 As with the shortlisting pack members of the panel were advised about unconscious bias and how to use the Observe, Record, Classify and Evaluate (ORCE) model for assessors. This approach helps reduce the impact of unconscious bias in assessment decisions.
- 8.4 The pack also included guidance on the national Competence and Values Framework (CVF) that supports all policing professionals. These are clear expectations for everyone in policing and shape standards for the benefit and

safety of the public. A copy is attached at appendix B. To assist in assessing each candidate's performance, a description of the relevant CVF areas and how they relate to a Chief Constable level was provided for each interview question.

8.5 In addition the stakeholder panel written summaries for each candidate were provided to the interview panel to consider. These outlined:

- The strengths and development areas the candidate demonstrated to the stakeholder panel;
- Any areas for concerns or omissions from the candidate's responses to the stakeholder questions; and
- The overall summary of the candidate's performance in the panel.

8.6 Overall considerations for the assessment at the formal interview focus on whether the candidate is future focussed, with the right skills, behaviours and personal qualities to successfully lead an empowered and diverse workforce. For each aspect of the assessment the rating score below was used. The interview panel agreed a minimum expected score before the interviews commenced.

4 Outstanding	The candidate performed very effectively with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value, with minor or no areas for development identified.
3 Effective	The candidate performed effectively with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value, with some areas for development identified.
2 Developing	The candidate performed to a just below satisfactory standard with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value, although some elements were satisfactory.
1 Not effective	The candidate did not perform to a satisfactory standard with little or no evidence with regard to the quality and quantity of the evidence, in line with the expectations for the specific competency or value.

9.0 The Interview

9.1 The first part of the assessment was a 15-minute presentation by the candidate on which they were then asked a series of question. The second part of the assessment was the formal interview where candidates were asked eight questions.

9.2 The candidate then answered eight questions. The questions also explored a mixture of past (backward facing) and future-focussed (forward facing) behaviour.

9.3 The assessor pack supports the panel in their role to get as much evidence from the candidate as possible, which means that at time additional questions may be asked. This is normal for this type of assessment. Guidance was given to panel members around the use of probing questions, ensuring they are relevant to the question being asked and will elicit evidence from the

candidate in relation to the areas being assessed, are open questions and are not leading questions

- 9.4 During each interview panel members recorded evidence of responses and individually allocated rating score. Following discussion after all the interviews the panel jointly allocated a final score against each question.

10.0 Why the candidate satisfied the criteria?

- 10.1 Vanessa Jardine scored highly during the process and the panel combined score at the end of the process indicated that she was the most suitable candidate for the role. She demonstrated through her application form, engagement with stakeholders and through the interview that she has the requisite depth of operational experience coupled with the desired leadership qualities, skills and ability to lead Northumbria Police in the future. This brief biography provides members with more information about the preferred candidate to support the panel in their role to review the proposed appointment.

Vanessa Jardine is the Deputy Chief Constable with West Midlands Police. She joined the Executive team in July 2019 as an Assistant Chief Constable for Local Policing before successfully securing the position of Deputy Chief Constable in June 2020.

Vanessa is passionate about diversity and inclusivity and is the lead for West Midlands Police. Nationally, she leads on LGBT+ issue, and is chair of the International Coordination Committee. She is also supporting work about the issue of diversity in firearms units.

Her career started in Greater Manchester Police where she worked for 25 years, reaching the position of temporary Assistant Chief Constable with responsibility for Public Contact and Specialist Operations. She has been a detective at every rank and has extensive experience of managing and delivering force change programmes. She previously held the position of head of Public Protection, which included responsibility for the Public Protection investigation units and force lead for domestic abuse, child protection and child sexual exploitation. Prior to this Vanessa was a superintendent on the North Manchester division with responsible for neighbourhood policing.

11.0 Terms and Conditions

- 11.1 The preferred candidate will be appointed on the terms and conditions summarised in appendix C to this report.