

# **LEICESTERSHIRE POLICE AUTHORITY**



Meeting           **POLICE AUTHORITY**

Date               **THURSDAY 26 JANUARY 2010 – 2.00 P.M.**

Report of         **CHIEF EXECUTIVE**

Subject           **ACPO RECRUITMENT**

## **Purpose of Report**

1. This report deals with the recruitment process for Leicestershire's Chief Constable and Assistant Chief Constable (Operations).

## **Chief Constable Appointment**

2. On 18 December 2009 an Appointments Committee interviewed 3 external candidates for the post of Chief Constable. In the event, no appointment was made and at the date of writing this report, the arrangements are being put in place to advertise the position once again. A key date in ACPO appointments is the meeting of the Senior Appointments Panel (SAP) – which advises the Minister. SAP request that this takes place before the Authority shortlists. The next available SAP meeting is 15 March 2010. This means the advert must appear by 28 January. A timeline for the process appears at Appendix 1, though the dates for many of the steps are yet to be finalised and will rely on the availability of those involved in the recruitment.
3. On the last Chief Constable appointment the Appointments Committee comprised 7 members rather than the usual 5. The Chief Executive has delegated authority (reference SPCX7) to appoint members to the Committee in consultation with the Chairman of the Authority and Chairman of Human Resources Committee. Any members interested in participating for this recruitment should notify the Chief Executive without delay.
4. The Chief Executive will advise the Committee throughout the process. Our regional HMI would advise at short listing and interview. Members who have so far attended training led by an external trainer on the process of ACPO appointments include Mr Dholakia, Mr Greaves, Mrs Newton, Mr Render, Mr Rhodes, Mrs Roberts and Mr Roper. If other members wish to participate on the Appointments Committee, the Chief Executive could arrange some training on the process.
5. Members will know that our existing Temporary Chief Constable is not eligible to be appointed due to an existing rule which prevents an officer serving as Assistant, Deputy and Chief Constable in the same force consecutively. This rule has been waived by the Minister on very special circumstances in the past, but such circumstances are certainly not present in Leicestershire at this time.

6. On the last occasion, the candidates made presentations to an invited audience of stakeholders. This seemed to attract widespread commendation from those involved (including the candidates) and it is suggested that this exercise is repeated for this appointment. Formal feedback has been sought from participants so the Appointments Committee can consider what adjustments they may wish to make on the detail.

### **Assistant Chief Constable Appointment**

7. The post of Assistant Chief Constable (Operations) is now vacant following the retirement of Mike Goodwin on 14 January 2010. In order to secure the best available field for selection the advert will be placed following the end of the Strategic Command Course on 12 March 2010. Members will know from last year's recruitment to an ACC post that this deadline is also chosen by many police authorities who have ACC vacancies that arise in the prior winter. A letter from the Independent Chair of SAP, setting out the process from their viewpoint, is at Appendix 2 to this report. Members will see that the draft timetable for ACC interviews nationally should be available to table at your meeting. We have asked for an early date in that timetable and this is supported by our HMI.
8. Once again, Appendix 1 shows the intended timescales for information. A Committee of 5 members will appoint. Members interested in participating should notify the Chief Executive as soon as possible.

### **Cover**

9. In the meantime the Authority has very capable officers in Chris Eyre, Gordon Fraser, Wendy Yeadon and Chris Garnham, acting up whilst these appointments are filled.

### **Recommendation**

10. Members are invited to comment on the report

### **Implications**

Financial: cost of advert and recruitment should be offset by salary savings. Legal: within the report. Diversity: it is important the recruitment process is fair for all potential applicants. Risk Management: appointment of ACPO officers is a crucial task.

### **Background Papers**

None.

### **Officers to Contact**

Robert Swinfield, Chief Executive, Tel 0116 229 8980  
Email: [police.authority@leicestershire.pnn.police.uk](mailto:police.authority@leicestershire.pnn.police.uk)

**LEICESTERSHIRE POLICE AUTHORITY**

**Recruitment Timeline**

*Fixed dates are shown in **bold** type – all other dates are provisional and depend upon availability of persons involved*

<b>ITEM</b>	<b>TIMESPAN</b>	<b>CHIEF CONSTABLE APPOINTMENT</b>	<b>ASSISTANT CHIEF CONSTABLE APPOINTMENT</b>
Appointments Committee membership fixed	Upon vacancy arising	-	Following 26jan10 PA meeting
Chief Executive prepares draft application pack and advert and distributes to committee members for comment	X – 9weeks	-	Before 03mar10
Committee members meet informally to agree the appointment process in detail, the advert, application pack documents, and interview days	X – 8 weeks	-	Before 10mar10
Collate and print application pack; arrange any external help for any tests on interview days	X – 7 weeks	-	17mar10
Advert placed		<b>26jan10</b>	23mar10
Advert appears	X – 6 weeks	<b>28jan10</b>	26mar10
Closing date for applications	X – 3 weeks	<b>18feb10</b>	23apr10
Senior Appointments Panel meeting	X	<b>15mar10</b>	<b>17may10</b>
Minister's decision given to PA	X + 1 week	29mar10	4jun10
Short listing meeting for Appointments Committee	Y (X + 3 weeks)	w/c 29mar10	24may10 (should really be after 4jun)
Familiarisation day in force for candidates	Y + 2 weeks	w/c 12apr10	w/c 1jun10
Interview days	Y + 3 weeks	w/c 19apr10 (2 days)	w/c 7jun10 (2 days)
Letter of offer	Y + 3 weeks and 1 working day	26apr10	14jun10
Acceptance	Z (Y + 4 weeks)	28apr10	16jun10
Start in post. CC candidates will normally be on 3 months' notice, ACC candidates on 1 month.	Z + length of notice period, depending on negotiation	1jun10?	19jul10

NB. Bank holiday dates need to be born in mind, along with school summer holidays and half terms. In 2010: 2 April = Good Friday; 5 April = Easter Monday; 3 May = Bank Holiday; 31 May = Bank Holiday and whole week is half term; school summer holidays 17 July – 2 September; 30 August = Bank Holiday.

**SIR RONNIE FLANAGAN GBE QPM  
INDEPENDENT CHAIR OF  
THE SENIOR APPOINTMENTS PANEL**

**All Chairs & Chief Executives of Police Authorities  
Chief Executive of the National Policing Improvement Agency  
HM Chief Inspector of Constabulary  
Regional HMIs  
HMIC Scotland**

cc: The Commissioner of Police of the Metropolis  
The Commissioner of the City of London Police  
All Chief Constables

14<sup>th</sup> December 2009

All,

I am writing to set out the process for ACC and Commander recruitment for 2010. This year the SCC will finish on the 12th March and so the first opportunity for SAP to consider candidates will be 17 May 2010.

It is very likely that you will already be thinking about any current or upcoming vacancies. Many of you will have been in touch with the SAP secretariat or your regional HMI already as you look forward to recruitment.

As many of you will be aware a process has been run annually to set a timetable for police authority interviews. The purpose of this process has been to ensure that:

- a) Those forces with the greatest need are able to fill their posts most quickly and with the greatest choice.
- b) The timetable provides the greatest opportunity for candidates to attend interviews, and meets the needs of others involved for example allowing the HMIs to attend short-listing meetings.

The Green Paper and the Government Response set out key challenges for the appointments system. It explained the government's intention to legislate in order to establish a Statutory Senior Appointments Panel, which would take a more strategic view, including to co-ordinate appointment rounds. The Policing and Crime Act 2009 has now put the legislative framework in place and we will be consulting APA and ACPO on the constitution for the panel.

However Stakeholder feedback suggests there are opportunities now to make improvements to the post SCC round, including around transparency of process, and using the tripartite leadership strategy to better assess the match of candidates to posts. This letter also provides a chance to seek your suggestions for further improvements to managing this appointment round through the work of the new Panel.

The following principles underpin the approach for the post SCC round in 2010, which builds on the process used for previous years and is consistent with the direction set out in the Green Paper for senior appointments:

- Increase transparency of process – clear set of criteria
- Clear roles in decision making – SAP on advice of HMIs.
- Better matching and information through use of new assessments framework and skills domains – including application form to simplify process of applying.
- Seek feedback and suggestions on further improvements to the post SCC process in future.

**Proposed Post SCC Process**

Key steps in the process and responsibilities are:

- Police authorities seeking to appoint ACC/Commanders following the SCC should submit a completed return (Annex to this letter). A number of authorities have already indicated that they are likely to be recruiting at this time.
- Regional HMIs will advise on the relative priority for the forces which they are responsible for.
- SAP will consider the national picture and agree a draft timetable.
- Initial timetable will be issued for further comments by authorities
- The final timetable will then be agreed by SAP.

HMIs and SAP will use the following criteria to determine the draft and final interview timetables:

1. Performance concerns, other serious challenges faced by the force.
2. Breadth of senior team and skills sought (expressed in terms of skills domains)
3. Length of vacancy, other current and forthcoming vacancies.
4. Resilience at Superintending ranks to cover chief officer vacancies.
5. Other circumstances.
6. Timetabling practicalities – such as the availability of HMIs for short-listing meetings.

The return to SAP will be used to set the relative priorities, but it is also an opportunity for you to develop your thinking about recruiting to the senior team. This should include involving the HMI and chief constable, and considering the views of partners within the policing area. This will include the chief constable considering changes of portfolios and the balance of skills and experience of the command team as a whole – is this recruitment an opportunity to strengthen the team in a particular area? Clear information will help SAP to prioritise the appointments process to best effect, and to better understand the key requirements of police authorities.

Additionally this return will also be an opportunity for you to provide feedback on any aspect of the process, which we will reflect where possible in the later stages of the process and we will also be seeking feedback at the conclusion of the appointments round about future improvements.

### Timetable

Following your initial returns on 8 January, We are aiming for SAP to produce a draft timetable by 22 January reflecting your returns and any comments on the process. There would then follow a short period for further views from police authorities before a final timetable is agreed and issued by 23 February.

Adverts following the SCC will close by the end of March, time will then be required for reports to be written and collated. Following SAP on 17 May the recommendations will be put to Ministers for approval. Where possible police authorities should defer shortlisting until approvals have been granted which we would anticipate being in place by 4 June. In any event it will not be possible to interview until the SAP secretariat has confirmed approvals.

It is therefore anticipated that the first interviews could take place on 21 June and would continue until the end of July.

Where unexpected vacancies arise during this period – please contact the SAP secretariat as soon as possible. The circumstances will be considered using the same criteria, as well as considering the extent to which the vacancy could have been anticipated.

I would be grateful if authorities wishing to recruit could return a completed Annex A to the SAP Secretariat inbox ([SAPSecretariat@homeoffice.gsi.gov.uk](mailto:SAPSecretariat@homeoffice.gsi.gov.uk)) by 8 January. Please do contact the Secretariat if any aspect of this is unclear.

Yours Sincerely

**Sir Ronnie Flanagan**  
**Independent Chair of the Senior Appointments Panel**