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west midlands
police and crime
commissioner

West Midlands Police and Crime Panel
Sent by email to: WMPCP@birmingham.gov.uk
Cc: Sarah.Fradgley@birmingham.gov.uk

6 July 2022

Dear Police and Crime Panel Members

In accordance with the requirements of the Police Reform and Social Responsibility Act 2011, I am writing to formally notify you of my preferred candidate for the post of Chief Constable of West Midlands Police.

Following an open, transparent and thorough recruitment and selection process, my preferred candidate is Mr Craig Guildford. Please accept the attached Notice of Decision as my report to you, providing the required background to the decision. In addition, you will shortly receive the report from the Independent Interview Panel Member, Mr Karl George, which provides full details of the recruitment and selection process.

Please let me know if you require any further information or have any questions.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Simon Foster', with a large, stylized initial 'S'.

Simon Foster
Police and Crime Commissioner

**WEST MIDLANDS POLICE
AND CRIME COMMISSIONER**

NOTICE OF DECISION

017/2022

Contact Officer: Andrea Gabbitas

Telephone Number: 0121 626 6060

Email: andrea.gabbitas@westmidlands.police.uk

Title: Proposed Appointment of Chief Constable

EXECUTIVE SUMMARY

Following the recent recruitment and selection process, to appoint a preferred candidate for the post of Chief Constable for the West Midlands.

DECISION

1. That Mr Craig Guildford be appointed as the preferred candidate for the post of Chief Constable for the West Midlands.
 2. Notice be provided to West Midlands Police and Crime Panel of this decision, in order that a confirmation hearing can be arranged in accordance with the requirements of the Police Reform and Social Responsibility Act 2011.
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West Midlands Police and Crime Commissioner

I confirm that I do not have any disclosable pecuniary interests in this decision and take the decision in compliance with the Code of Conduct for the West Midlands Office for Policing and Crime. Any interests are indicated below.

Signature



Date 06.07.2022

NON-CONFIDENTIAL FACTS AND ADVICE TO THE POLICE AND CRIME COMMISSIONER

INTRODUCTION AND BACKGROUND

1. The Police Reform and Social Responsibility Act 2011 (“the Act”) provides, pursuant to section 38, that a police and crime commissioner must appoint a person to be the Chief Constable of the police force for the area.
2. The current Chief Constable, Sir David Thompson, will retire from the Force on or before 17 January 2023. In order to identify a suitable new Chief Constable, a recruitment and selection process has been undertaken. At the conclusion of the recruitment and selection process, Craig Guildford was identified as the preferred candidate for the post.
3. The appointment of the preferred candidate for the post of Chief Constable must be notified to the Police and Crime Panel for the area. The Panel must then review the proposed appointment and submit a report to the Commissioner with a recommendation as to whether or not the candidate should be appointed. The Panel may also veto the appointment, but is required to have a majority of two thirds of its total membership in order to do so.

Scrutiny of senior appointments by the police and crime panel

4. In accordance with the provisions of the Act, a report shall be provided to the Police and Crime Panel (“the Panel”) which will include:
 - the name of the person proposed for appointment;
 - the criteria used to assess the suitability of the candidate for the appointment;
 - why the candidate satisfies those criteria; and
 - the terms and conditions on which the candidate is to be appointed.

The Commissioner’s report will be published by the Panel. The Panel may request further information.

It is anticipated that the Panel will consider the proposed appointment at its meeting on 25 July 2022.

5. Criteria used to assess the suitability of candidates

On 14 March 2022, a report was presented to the Police and Crime Panel providing details of the proposed appointment of the new Chief Constable. This included details about the interview panel, the stakeholder panels and the plans to attract a strong field of candidates. Further detailed information about the recruitment process will be set out in the report from the Independent Member of the interview panel, which will be presented to the Police and Crime Panel on 25 July 2022.

With regard to the criteria used to assess candidates, the assessment criteria were based on the Police Competencies and Values Framework (“CVF”), which is the national

framework in place for all police officers. The CVF sets out the competencies and values expected of all police officers, and is divided into levels of seniority.

Candidates were assessed at shortlisting stage, against the following five criteria. Below each criteria is an indication of the section of the CVF being assessed:

- i) **Operational and senior leadership experience:** Wide ranging operational law enforcement experience and a demonstrable track record of successful experience working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level. Up to date operational/technical policing knowledge. Knowledge and experience leading policing in a large urban area. Extensive experience of managing large and complex budgets to deliver effective management of public funds and operating within a corporate governance framework. *(CVF assessment – Intelligent, Creative and Informed Policing)*
- ii) **Strategic vision and planning:** Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities and the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals. Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning. Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context. Ability to create, lead and deliver change. *(CVF assessment – Inclusive, Enabling and Visionary Leadership – deliver, support and inspire)*
- iii) **Working in partnership:** Experience of successfully engaging with, listening to, working with and influencing multi-agency partnerships; successfully engaging and leading partnerships with communities and with partner organisations. *(CVF assessment – Inclusive, Enabling and Visionary Leadership – collaborate)*
- iv) **Leading a diverse workforce and engaging with diverse communities:** a deep understanding and a demonstrable personal commitment to diversity and inclusion. *(CVF assessment – testing the values of impartiality and integrity and transparency)*
- v) **Communication and leadership skills:** persuasive written and verbal skills. Skilled in leading, developing and inspiring people. *(CVF assessment – Intelligent, Creative and Informed Policing)*

An Assessment Centre took place on 21 – 22 June 2022. On 21 June each candidate met with 3 stakeholder panels:

- Young People
- Community
- Staff Association and Trade Unions

Candidates were required to make a 10-minute presentation to each Stakeholder Panel on 'What is your vision for the future of West Midlands Police?'. Each of the Panels then prepared a report which was submitted to the Interview Panel, highlighting particular strengths for each candidate, and also highlighting areas for further questioning or consideration.

At interview stage, a semi-structured interview format was used, and each candidate was asked a series of questions designed to test the CVF competencies.

Preferred Candidate

At the conclusion of the Assessment Centre the Interview Panel identified Craig Guildford as the preferred candidate. Craig Guildford has an extensive track record of high performance as a chief police officer, most recently as Chief Constable of Nottinghamshire Police. The Interview Panel was assured that he demonstrated all the competencies and values required in order to be appointed as Chief Constable for the West Midlands Police.

6. Terms and conditions of employment

TENURE: This is a full-time position, and will be offered on a 5 year fixed term contract. The term of office for chief constables is governed by the Police Regulations 2003 and determinations by the Home Secretary. This term may then be extended by the PCC by up to three years. There is no requirement to seek Home Secretary approval for such extensions. Extensions do not require confirmatory hearings by West Midlands Police and Crime Panel.

SALARY: £204 372, subject to 2022 pay increase. Chief constable salaries are set by the Secretary of State under regulation 24 of the Police Regulations 2003 (S.I. 2003/527).

1. INTRODUCTION

This report has been prepared to provide information on the process for the appointment of Chief Constable for West Midlands Police.

Home Office circular 13/2018 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their recruitment process and which candidate they wish to appoint. The PCC should involve an Independent Member during assessment, short listing and interviewing of candidates for Chief Constable positions.

This report is the Independent Member's report relating to the appointment process for the West Midlands Police whose PCC is Simon Foster.

2. BACKGROUND

West Midlands Police is the second largest police force in the country, covering an area of 348 square miles and serving a population of almost 2.8m people. The Force sits at the very heart of the country and covers the three major cities of Birmingham, Coventry, and Wolverhampton. It also includes the busy and thriving districts of Sandwell, Walsall, Solihull, and Dudley. Leisure, retail, and conference amenities, sprawling canal networks, together with Premiership and Championship football teams attract millions of visitors annually. Most of the area is densely populated with some rural areas.

Sir David Thompson QPM DL will be leaving West Midlands Police on or before 17th January 2023 and he has served as Chief Constable in the West Midlands, since 2016, during a period of great change. The recruitment of a Chief Constable, with local and national standing, is imperative and is one of the most complex jobs in UK policing.

Section 38 of the Police Reform and Social Responsibility Act 2011, provides that a Police and Crime Commissioner is responsible for appointing the Chief Constable for their police force area. The responsibilities of the Commissioner in relation to the appointment are further explained in Home Office Circular 13/2018 - Selection and Recruitment of Chief Officers.

3. INDEPENDENT MEMBERS STATEMENT – KARL GEORGE MBE

It is recommended that the Police and Crime Panel consider the Commissioner's preferred candidate, Craig Guilford, for the role of Chief Constable, at the Confirmation Hearing on the 25th July 2022.

The recruitment process was well planned and commenced very early, in fact it was in January 2022 to provide all available and eligible candidates good notice of the vacancy. As part of the advance planning process, advisory meetings were held with experts such as Think Tanks, former PCCs and the Chair of the National Police Chief Council. These assisted with the shaping and planning of the recruitment process at the very initial stages. Also,

throughout the process, the advice and endorsement we sought from the College of Policing played a pivotal role.

My role as Independent Member included ensuring that the entire recruitment exercise was open, fair and a transparent process in order to attract a strong and diverse field of applicants, and that the appointment made was based on merit.

Having observed and contributed to the recruitment of the Chief Constable, I can confirm this to be the case. I was satisfied that all regulatory procedures were followed and was assured by the support from the College of Policing, the Policing Advisor, and the Monitoring Officer, who all responded to my requests and provided me with the required assurance.

The Panel was competent, diverse and experienced and were all explicit in agreement, including the Observer from the Police and Crime Commission and the Policing Advisor that:

- The process was open, fair and transparent
- The Monitoring Officer had carried out their role effectively
- The resources, timing of meetings and training were sufficient for the Panel to carry out its role effectively
- The Chair carried out the process professionally and competently and was clear and succinct with each candidate
- The Chair, when carrying out the interview, had a consistent approach for each candidate and he then utilised the scores of the Panel to come to a final decision on the preferred candidate

4. THE PROCESS

The Commissioner personally wrote to every Police Officer in the UK, who was eligible to apply, to inform them of the forthcoming process, including an offer to have informal confidential discussions with potential candidates. This was done in January 2022 in advance of the start of the formal process which was scheduled to commence in April 2022.

Also, on the 31st January 2022, contact was made (by letter) with 116 community stakeholders who were invited to express their interest in being part of the Stakeholder Panel. Thirty people applied and shortlisting was undertaken by the PCC, Chief Executive and Head of Business Services, following which 12 people were appointed to sit on the Stakeholder Panel.

On 14th March 2022 an update report was presented to Police and Crime Panel and an invitation was extended for a representative of the Panel to observe the recruitment process. On 30th March 2022 the draft role profile and application pack was circulated to all stakeholders and the Police and Crime Panel for consultation with a 2-week closing date.

In the meantime, a consultation meeting was held with representatives from staff associations and trade unions. There was a discussion about the planned recruitment and consultation on the draft role profile and application pack.

During April 2022, the advert was placed widely across the UK, and information distributed across the police network, making use of platforms such as Police Now, College of Policing, and the Chief Constable Network.

In addition to the general advert aimed at inviting every eligible individual in the UK to apply for the role, positive actions were actively undertaken to attract candidates from a diverse background. These actions included directly approaching two potential non-white applicants and two female potential applicants.

Open to all applicants, a familiarisation day was held prior to the formal closing application date of 27th May. This was jointly hosted by the West Midlands Police and the PCC.

It should be noted that, at this point, all prospective candidates were given an open offer from the PCC and the Chief Executives to have an informal briefing to discuss any matters of concern prior to the formal process being initiated.

All recruitment materials were designed with the aim of demonstrating that this process was open, fair and transparent.

Training was provided for all Panel members on 1st June 2022, and although this was not mandatory, all members of the Panel agreed it was an important part of the process.

The training session, led by the College of Policing, focused on:

- The competency matrix
- The competency and values framework
- Unconscious bias
- The ORCE model of assessment (Observe and Record, Classify and Evaluate)
- Rating scales
- Barriers to effective recruiting

This ensured that there was a collective understanding of the process, and the Panel knew how to effectively challenge and test the candidates.

Together with the training, there was a planning and shortlisting meeting where the expertise of the trainer and the Policing Adviser was utilised extensively. The shortlisting was completed against the agreed appointment criteria, and we were therefore able to assess which candidates most closely met the appointment criteria.

The process had originally identified four applicants for shortlisting by the panel who considered whether the diversity of the applicants and number of applicants was reasonable. The decision to go forward was based on the restricted pool of candidates and the Panel were satisfied, having reviewed the potential pool, that one person from a diverse background and one female, was an acceptable and positive result. It is unfortunate that one applicant decided not to continue with the process for personal reasons unrelated to the process, which resulted in three candidates for interview. All three candidates that applied were assessed as meeting the appointment criteria at shortlisting and therefore they progressed to the next stage.

The candidates took part in three Stakeholder Panels before the final interview, and the results of the Stakeholder Panels were made available to the Interview Panel in advance of the interviews, with summarised written reports on each candidate.

One Panel was made up of young people, and the second Panel made up of representatives from community and the other partner organisations. The third Stakeholder Panel was added to the process because of a request made by the police staff associations and trade unions during a consultation meeting on 7th April 2022. The Panels were set up to assess the ability of each candidate to engage with communities and to work in partnership and were chaired by the Assistant PCCs.

In order to emphasise the importance of holding these Stakeholder Panels to the overall process and, additionally to give the PCC assurance over their practice, the PPC attended all three sessions.

Interviews took place on 22nd June 2022 for all three candidates and all members of the Panel agreed with who the preferred candidate was having based scoring on the range of questions that were answered by each candidate at the interview. All candidates were asked to wear uniform in order to mitigate any unconscious biases based on their appearance. Great care was undertaken in order to ensure that each candidate had the same interview experience in terms of welcome, length of interview, time to respond to the questions, opportunity to ask questions and closing comments.

Each candidate was asked the same six questions and one individual question that the Panel had agreed on as a result of considering the feedback from Stakeholder groups. In carrying out the assessment, each Panel member was provided with a pack of information which included the application form of each candidate, a scoring matrix with assessment marking sheets, the role profile and the competency and values framework. After each interview there was a 30-minute break for each Panel Member to score the candidate which was completed after feedback from the Policing Advisor. Following all three interviews, scoring was carried out for each candidate which was then collected by the Monitoring Officer and each Panel member was allowed to contribute their views on the scoring. The scores were collated and provided resulted in the identification of the preferred candidate.

5. AREAS OF RESPONSIBILITY

Policing Adviser – Dame Lynne Owens (see Appendix C) was appointed as the Policing Adviser for the Panel and provided technical advice to the Interview Panel and to the Commissioner. The Policing Adviser assisted with advice at each stage of the recruitment.

Interview Panel – This was made up of the Commissioner, the Victims Commissioner, an Independent Member and two representatives from community groups/partner organisations, supported by the Policing Adviser and the Monitoring Officer. A member of the Police and Crime Panel was invited to attend as an Observer. It is important to highlight that a key attribute of the interview panel was its diversity and representativeness. In order to help ensure this, all interview panel members were remunerated to ensure no-one was excluded from participation by virtue of their financial status.

The Appointment Panel's role was set out in the College of Policing's Guidance for appointing chief officers. This set out that the PCC should convene the appointment panel before any stage of the appointment process takes place (e.g. sifting applications). The PCC can consider involving panel members in defining the role requirements and I was appointed as Independent Panel Member after an interview process and prior to the Chief Constable advert being placed. Whilst the PCC did not engage me in defining the role requirements, I can confirm that they were defined in line with the College of Policing's Police Professional Profiles.

The Panel

- Simon Foster, West Midlands Police and Crime Commissioner
- Nicky Brennan, West Midlands Victims Commissioner
- Karl George MBE, Independent Member (see Appendix B)
- Sarah Chand, Director for Probation Service, West Midlands Region
- Kamran Hussain, Chief Executive, Green Lane Mosque
- Jonathan Jardine, Monitoring Officer, Chief Executive Officer, OPCC
- Suky Samra, Observer, Police and Crime Panel Chair

Independent Member – The Interview Panel must include an Independent Member and the Independent Member of this Panel was independent of the Commissioner and West Midlands Police. The role of the Independent Member was to ensure the selection and appointment process was conducted fairly and openly, and that the successful candidate was selected on merit. The Independent Member was selected as part of an open recruitment process and needed to have high levels of knowledge and understanding of the need to ensure fairness, integrity and equality throughout a recruitment process. I was an active member of the Interview Panel, participating throughout the selection process and engaged with the Panel members in order to produce this written report.

Monitoring Officer - The Monitoring Officer's role was to ensure the process was administered effectively, that interviews kept to time and each candidate was given the same amount of time and treated fairly and equitably.

The Police and Crime Panel - The role of the Police and Crime Panel in a Chief Constable recruitment process is set out at PRSRA 2011, Schedule 8, and in the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.

Police and Crime Panel Confirmation Hearing - The Independent Member of the Interview Panel was to submit a report to the PCP, outlining their view on whether the recruitment was a fair and open process, and the appointment was based on merit.

6. FINAL NOTES

There is now subsequent routine and ongoing engagement with the outgoing Chief Constable taking place in order to ensure there has been, and continues to be, appropriate planning for transition.

Following the completion of the recruitment process, the group's gratitude to being included in the recruitment process was duly noted at a Trade Union and Staff Association meeting with the PCC.

Appendix A: Independent Member Role Profile

Home Office Circular 13/2018 states that at least one member of the appointment panel should be an Independent Member. It is important that the Independent Member is suitably experienced in selection and assessment practices, so they can determine the extent to which the appointment process is conducted in line with the principles of merit, fairness and openness.

The role as set out in College of Policing Guidance for Appointing Chief Officers requires the independent member to:

- Be suitably experienced and competent in assessment and selection practices
- Undertake appropriate briefing/assessor training
- Be aware and have an understanding of the needs and interests of the recruiting force and local community
- In collaboration with the PCC and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidate most closely meets the appointment criteria
- Produce a written report on the appointment process, to be submitted to the PCP at the same time as the name of the preferred appointee, expressly and explicitly addressing the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (eg to challenge and test that the candidate meets the necessary requirements to perform the role).

Appendix B: Role Profile: Karl George

Karl George MBE is a thought leader and internationally established consultant in governance. He has designed, facilitated and been part of many recruitment campaigns for non-executive board members and C-Suite appointments in the private and public sector. He received a Community Award from West Midlands Police Authority for organising a community wide response and Peace March in the light of civil unrest in 2011 and more recently has supported Police and Crime Commissioner Organisations to adopt the RACE Equality Code.

Karl is a visiting professor and has an honorary doctorate, is an established author and conference speaker. He is a Partner and Head of Governance at the leading professional services firm RSM. Creator of the *tgf* Governance Code, The RACE Equality Code and the Effective Board Member Programmes. He works with boards and senior executives in the private, public and voluntary sectors and has over twenty-five years' combined experience in accountancy, business and strategic development. Karl a qualified accountant and Fellow of the global international body for governance practitioners ICSA: The Chartered Governance Institute (CGI). He has developed a unique governance framework and quality mark that was endorsed by the late Sir Adrian Cadbury.

Karl has held several board positions across a number of sectors over the last two decades and is a current board member of the Greater Birmingham Chambers of Commerce and Chair of the West Midlands Branch CGI

Examples of Karl's experience includes:

- ❑ Developed the RACE Equality Code which has been adopted across the private, public and voluntary sector and recognised in various other codes, membership bodies and regulators as innovative and unique solution for tackling ethnic underrepresentation of boards and senior leaders.
- ❑ Across nine countries in the Middle East and Caribbean, Karl has worked with a number of organisations including banks, national investment authorities, government departments, airlines, oil companies – working directly with the boards.
- ❑ Karl led a national government initiative which helped to develop capacity for large Islamic organisations specifically around the area of governance which was delivered to over 100 mosques.
- ❑ He has designed and resourced an accredited governance training programme tackling diversity – the Effective Board Member Programmes that are delivered in 11 countries and have over 1000 graduates.

Appendix C: Role Profile: Lynne Owens

Dame Lynne Owens DCB CBE QPM

Lynne has enjoyed a 32 year career in policing and national security culminating in her leadership of the National Crime Agency, one of the two most senior roles in UK policing. With a statutory responsibility to lead the UK's fight to cut serious and organised crime Lynne not only developed and grew this new organisation into a world-renowned law enforcement body but she also influenced the whole system, galvanising it to counter the threats. As a member of the UK's national security community, she has worked closely with Government and represented the UK internationally as the principal law enforcement officer on the Five Eyes Law Enforcement Group. She has worked closely alongside the National Cyber Security Centre on matters such as cyber security and prior to this post Lynne held senior roles in policing including as Chief Constable of Surrey Police and Assistant Commissioner in the Metropolitan Police Service.

In December 2020, Lynne was appointed Dame Commander of the Order of the Bath.



Craig Guildford's policing career began when he joined Cheshire Constabulary as a Police Constable in 1994 after completing his first degree at the University of Derby. He had previously served as a volunteer Special Constable with the same Force since 1992 and comes from a policing family.

After 18 months service he went into the Criminal Investigation Department (CID) and worked in a number of proactive and re-active crime units across the Constabulary where he was extensively commended.

In 2000, he was seconded to the National Crime Squad in Manchester where he worked in intelligence and targeted operations as a Detective Constable and Detective Sergeant.

On returning to Cheshire Constabulary, Craig gained a place on the High Potential Development Scheme, working in homicide, response and various BCU, operational, crime and corporate roles across the force at Inspector, Chief Inspector and Superintendent ranks. He led a team to successfully settle a complex PFI contract on behalf of the Police Authority to the benefit of the public purse. He received a Chief Constable's Commendation for his leadership whilst simultaneously leading centralised custody and prosecuting a highly sensitive criminal investigation involving a serving senior IPCC Investigator.

As Superintendent for Citizen Focus at Cheshire Police, he implemented customer service desks across the Force which saw Cheshire rise from 43rd to first for overall satisfaction in less than two years.

Craig was appointed as Assistant Chief Constable (Specialist Operations and CT Commander) with West Yorkshire Police in 2012. He also led the force change team in responding to the Austerity challenge. He joined Gwent Police as Deputy Chief Constable in 2014 where he successfully transformed the force in moving out of HMIC engagement in six months. This saw the force move from Requiring Improvement to Good in all areas. Craig also led the All Wales Schools Liaison Programme with the Welsh Government.

Craig joined Nottinghamshire Police as Chief Constable in February 2017 and, since joining the Force, has delivered a myriad of developments including Operation Uplift a year early

with the most diverse proportion of officers nationally, the first PCDA, a widening access programme, Special to Regular and a Military entry route with the College of Policing. He was awarded an Honorary Doctorate in 2021 for his services to policing.

He has worked with highly engaged staff to deliver sustained improvements in public confidence whilst rebuilding neighbourhood policing, reducing acquisitive crime, knife crime and homicide. He implemented knife crime teams, burglary teams and a dedicated neighbourhood Operation Reacher Programme which was acclaimed by Oxbridge academics. The force has seen record numbers of firearms recoveries and prosecuted its highest ever number of drug dealers under his tenure. He has recently led the joint Police and Fire Headquarters transition.

Craig remains a Specialist Firearms and Public Order Commander and Assessor. Nationally he is a co-director of the Senior Police National Assessment Centre and leads on Examinations. He leads the NPCC Professional Standards and Ethics portfolio where he has worked across the sector with stakeholders and Government to change Regulations and create a greater learning culture. He also sits on and advises jurisdictions on a number of police disciplinary matters whilst retaining several Chief Police Officer Staff Association cases in support of his colleagues.

He was awarded the Queens Police Medal for exceptional service in 2020 and he is a serving Deputy Lieutenant in Nottinghamshire. For the past 25 years Craig has worked as a volunteer with young offenders.