



**Lincolnshire**  
**POLICE & CRIME COMMISSIONER**

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SAFER TOGETHER

**Recruitment, Selection and Appointment of the  
Chief Constable for Lincolnshire Police**

**Report to the Lincolnshire Police  
and Crime Panel**

## **1. Executive Summary**

- 1.1 This paper is submitted to the Police and Crime Panel (PCP) for consideration at the confirmatory hearing scheduled for 21 February 2024.
- 1.2 The purpose of this report is for the PCP to consider the Police and Crime Commissioner's (PCC's) proposed appointment for the next Chief Constable for Lincolnshire Police.
- 1.3 This report provides an overview of the recruitment and selection process that was implemented by the PCC for Lincolnshire, Marc Jones to select the Chief Constable for Lincolnshire Police as well as details of why the proposed candidate has been selected for consideration by the PCP.

## **2. Recommendation**

- 2.1 The PCP confirms the appointment of Paul Gibson as the next Chief Constable for Lincolnshire Police.

## **3. Background**

- 3.1 In November 2023 Chief Constable Chris Haward announced his intention to retire on the 20 February 2024. PCC Marc Jones started putting arrangements in place to recruit a new Chief Constable for Lincolnshire Police.
- 3.2 In line with the Police Reform and Social Responsibility Act 2011 (the Act), the PCC has the power to appoint a Chief Constable, but this must be subject to a confirmation hearing by the PCP.
- 3.3 The legislation is supported by Home Office Circular 13/2018 and the Guidance for the Appointment of Chief Officers (January 2021 edition) developed by the College of Policing. These are discretionary, with the exception that any appointment must adhere to legal requirements and be underpinned by the three principles namely that the process is open and fair, and the appointment is based on merit.
- 3.4 The circular does not specify the detail of the process to be used, but it does highlight:

*“It is for the 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 CC positions.”*

- 3.5 The guidance developed by the College of Policing builds upon the circular and suggests that the PCC may wish to engage professional support or advice from an individual or organisation with expertise in selection and assessment.
- 3.6 The PCC sought assistance from Helen Slimmon, Senior Psychologist,

Senior Leaders Hub at the College of Policing to support and manage the recruitment and selection process so that it was developed and delivered in line with the College of Policing Guidance for Appointing Chief Officers and the Competency and Values Framework for Policing (CVF), and was based on the three principles of merit, fairness, and openness.

#### **4. Police and Crime Panel Role and Responsibilities**

- 4.1 Issued guidance on confirmation hearings highlights the need for the PCP to review the proposed appointment and make a report to the PCC with a recommendation as to whether the candidate should be appointed.
- 4.2 The guidance confirms that the confirmation hearing will be held in public and that it is an integral, but independent, part of the appointments process. It states that the focus of the questioning will rest on the professional competence of the candidate and their personal independence and that questioning will need to rely on the documentation provided to members.
- 4.3 In line with the Police Reform and Social Responsibility Act 2011 (the Act), the PCC must inform the PCP of the proposed appointment of a Chief Constable by him. This paper sets out the PCC's proposed appointment and provides the information as required by paragraph 3(2) of Schedule 8 to the Act, namely:
  - 4.3.1 The name of the person whom the Commissioner is proposing to appoint.
  - 4.3.2 The criteria used to assess the suitability of the candidate for the appointment.
  - 4.3.3 Why the candidate satisfies those criteria; and
  - 4.3.4 The terms and conditions on which the candidate is to be appointed.
- 4.4 The PCP is required to review the proposed appointment and hold a confirmatory hearing. This hearing is set for 21 February 2024. This paper provides members with the information necessary to undertake the hearing.

#### **5. Proposed Appointment**

- 5.1 Following the selection process outlined below the PCC for Lincolnshire proposes the appointment for the role of Chief Constable is Paul Gibson who is currently Deputy Chief Constable, East Midlands Special Operations Unit (EMSOU).
- 5.2 If approved by the PCP, it is the intention that Paul Gibson would take up this appointment on 1 April 2024.

## **6. Appointment Process and Criteria**

- 6.1 In proposing this appointment, the PCC has put the appropriate processes in place to ensure that the selection and assessment has followed the relevant legislation, referred to above, as well as Home Office Circular 13/2018 and the Guidance for Appointing Chief Officers (January 2021) developed by the College of Policing.
- 6.2 The PCC for Lincolnshire worked with the College of Policing in designing and delivering this selection and appointment process.
- 6.3 The PCC, Marc Jones and his Chief Executive, Malcolm Burch held several meetings virtually and face to face with Helen Slimmon, College of Policing to discuss and agree the approach to the selection and appointment process and options for advertising and acted on all guidance offered accordingly. The recruitment and selection process was developed to include the following stages and assessment elements:
- Job advertisement.
  - Candidate Application comprising CV, Covering Letter and Chief Officer (or equivalent) Reference.
  - Shortlisting.
  - Online Psychometric Test - 16Pf. Delivered by the College of Policing.
  - Feedback session with each candidate, conducted by Helen Slimmon.
  - Feedback from psychometric test conducted by Helen Slimmon to the Appointment Panel to inform the interview process.
  - Two days of assessment that would include the following elements:
    - Question and Answer session with representatives from stakeholder organisations (not formally assessed)
    - Briefing exercise and interview with the Appointment Panel (formally assessed)
- 6.4 It was agreed that the feedback from the stakeholder Question and Answer session would be shared with the Appointment Panel.
- 6.5 Information gathered through conversations with the PCC and Chief Executive was used along with guidance and input from the College of Policing and legislative requirements and Guidance for Appointing Chief Officers to develop and benchmark a bespoke job description and person specification (the 'Professional Role Profile') that was specific to the demands, challenges, and expectations of the Chief Constable for Lincolnshire Police role.
- 6.6 The behavioural competencies and values detailed in the CVF at the Executive Level were also used as key criteria in the person specification to define expectations for the new role holder. The CVF is the national behavioural competency framework designed specifically for the Police Service, which outlines what effective behaviour looks like at different levels within policing.
- 6.7 In line with effective selection and assessment practice, the Professional Role Profile developed was used to form the basis for the content and format

of the formal assessment elements of the selection and appointment process including the advertisement, shortlisting criteria, briefing exercise, interview questions and assessment criteria.

## **7. Advertisement and Application Process**

- 7.1 The advertisement for the role of Chief Constable was developed based on the key criteria and requirements as detailed in the Professional Role Profile.
- 7.2 A specially designed and dedicated recruitment web page was set up on the PCC's website to provide potential applicants with detailed information about the role, the selection and appointment process, and Lincolnshire Police.
- 7.3 Information on the web page included:
- Job advertisement
  - Candidate Information Pack
  - Professional Role Profile
  - Chief Constable's Reference form
  - Equality and Diversity Monitoring form
- 7.4 Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that Chief Officer 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 that the closing date for applications must be at least three weeks after the date of the publication of the advertisement.
- 7.5 In line with this determination and the Guidance for Appointing Chief Officers, the advertisement was placed on the National Police Chiefs Council (NPCC) 'ChiefNet', the Association of Police and Crime Commissioners (APCCs) website, as well as the College of Policing website pages dedicated to senior police leadership job opportunities. The advertisement was also placed with the Scottish Police Authority (SPA). Each of the adverts on the websites included an electronic link to the dedicated webpage that contained all the information detailed above.
- 7.6 The recruitment campaign went 'live' on 4<sup>th</sup> December 2023 and the deadline for receipt of applications was 6.00pm on 28<sup>th</sup> December 2023.
- 7.7 The advertising timeline along with the range of advertising channels were chosen to maximise the opportunity for a full and diverse pool of eligible applicants to apply and find the best candidate for Lincolnshire Police.
- 7.8 Applicants interested in the role were directed via an electronic link to the dedicated web page and asked to apply by submitting their CV, a covering letter, a reference from their Chief Officer (or equivalent) and a completed Equality and Diversity Monitoring form for equality monitoring purposes.
- 7.9 Applicants were also asked to declare whether they had any business interests or whether there were any outstanding criminal investigations or

disciplinary proceedings that were being carried out into their conduct or of any disciplinary offences that had not been expunged.

## **8. Appointments Panel**

8.1 The Act that confers responsibility on the PCC to appoint the Chief Constable is supported by Home Office Circular on the Selection and Appointment of Chief Officers (13/2018) and national guidance. Both are discretionary, with the exception that any appointment must adhere to legal requirements and be underpinned by three principles namely that the process is open and fair, and the appointment is based on merit.

8.2 The circular highlights the importance of having an Independent Member to ensure that the appointment is based upon the three principles.

8.3 The College of Policing Guidance builds upon the circular by specifying the requirements of the Independent Member, which includes producing a written report on the appointment process, that should be submitted to the PCP at the same time as the name of the preferred appointee, this report:

*“...should expressly and explicitly address the appointment principles of merit, fairness and openness and the extent to which the panel (appointments panel) were able to fulfil their purpose.”*

8.4 The Home Office Circular states that the Independent Member should be chosen by the PCC and be someone independent of him / her and the force. The role of the Independent Member is to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit.

8.5 Tony McArdle was selected by the PCC as Independent Member to be part of the Appointment Panel. Mr McArdle performed the Independent Member function in the previous successful Chief Constable recruitment in 2020.

8.6 Tony McArdle is the former Chief Executive of Lincolnshire County Council and is appropriately skilled in executive recruitment. He currently has a portfolio of work, which includes being the Commissioner at Croydon Council in respect of the Government's intervention at that Authority, and the Chairmanship of the Special Educational Needs and Disabilities Leadership Board on behalf of the Department for Education. He is also currently involved as a government appointed commissioner supporting local authorities in financial difficulties.

8.7 The report from Tony McArdle, as the Independent Member is provided alongside this report for consideration by the PCP.

8.8 The following people were selected alongside Tony McArdle to work with the PCC as a member of the Appointment Panel:

- Ursula Lidbetter, Retired Chief Executive, Lincolnshire Cooperative Society, and former Chair of the Lincolnshire Local Enterprise Partnership (LEP)

- Chief Constable Andy Marsh, Chief Executive of the College of Policing, also acting as Policing Advisor and Chair of the Appointment Panel

## **9. Appointment Panel Briefing**

- 9.1 All the members of the Appointment Panel received comprehensive briefings as part of the shortlisting and appointment process run by Helen Slimmon. The aim of the briefings was to ensure that all those involved in the formal recruitment, selection, and appointment of the Chief Constable made objective, fair and evidence-based shortlisting, selection, and appointment decisions.

## **10. Expressions of Interest and Applications**

- 10.1 The Chief Executive received three enquiries about the role of Chief Constable.
- 10.2 Three applications were received by the deadline date of 28<sup>th</sup> December 2023 and were numbered as Candidates 1, 2 and 3 in the order in which they were received.
- 10.3 On receipt of each application, the accompanying Equality and Diversity Monitoring form was separated from the application submission for monitoring purposes. Review of the Equality and Diversity Data Monitoring forms indicate that one of the applicants was female and two were male; and all three of the applicants declared their ethnic origin as White British.
- 10.4 All candidates were sent an outline of the process that would apply to shortlisted candidates, to enable them to plan their time in advance of the Assessment Days and to make them aware of the psychometric test that was required prior to the Assessment Days.

## **11. Shortlisting**

- 11.1 Shortlisting Packs developed by the College of Policing were distributed to the Shortlisting Panel members on 29<sup>th</sup> December 2023, along with the documents listed below to assist with their independent assessment and evaluation of each application:
- Professional Role Profile
  - Applicant CV and Covering Letter
  - Chief Officer Reference
  - Rating Scale/Marking Matrix
- 11.2 The Shortlisting Panel members were:
- Marc Jones, PCC for Lincolnshire
  - Tony McArdle, Independent Member
  - Ursula Lidbetter, retired Chief Executive, Lincolnshire Cooperative Society, and former Chair of the LEP
  - Chief Constable Andy Marsh, Chief Executive of the College of Policing, also acting as Policing Advisor

- 11.3 The Shortlisting Panel members were asked to independently assess the application submissions on or over the 30<sup>th</sup> December 2023 to 4<sup>th</sup> January 2024, using the criteria, the College of Policing four-point rating scale, and recording documents provided.
- 11.4 The Panel members then met virtually on 5<sup>th</sup> January 2024 to undertake the group shortlisting process, which was facilitated by Helen Slimmon.

At the start of the shortlisting meeting, the Panel members were briefed about the purpose of the shortlisting process and reminded about good shortlisting and assessment practice. To help ensure the objective assessment of candidates, the Panel were also reminded of their role as assessors, barriers to effective assessment including unconscious bias, and the principles of fairness, openness, and merit.

The purpose of the shortlisting process was to collate the independent ratings of the Panel members and come to a collective decision on which applicants, if any, should be invited to the Assessment Days.

- 11.5 The bespoke criteria assessed and rated as part of the shortlisting process were based on the knowledge, skills, experience, and other abilities that the PCC had identified and mapped to the Professional Role Profile.
- 11.6 Prior to any discussion about the individual independent ratings awarded, the Panel was tasked with agreeing the expected standard ('acceptable evidence') and decision-making process to be applied during the shortlisting process. This was to help ensure that candidates were treated in an objective and consistent manner.
- 11.7 Working through the applications in numerical order (1 – 3), and before any independent ratings were discussed, each candidate's name was shared, and the Panel members were asked to declare any potential conflicts of interest. Four members of the panel declared that they had professional knowledge of one or more of the applicants. These declarations were noted and not considered a conflict of interest given the circumstances and explanations provided.
- 11.8 Shortlisting proceeded in a systematic way, with each candidate being considered one at a time in the numerical order explained above, one criterion at a time. For each of the assessment criteria, the Panel members were required to read out their independent provisional scores and ratings. The scores were input to a marking matrix by the facilitator.
- 11.9 The assessment and evaluation discussion of each application involved the facilitator asking each Panel member in turn to disclose their independent scoring for each of the assessment criterion and to explain why they had given their rating using the assessment criteria detailed in the Professional Role Profile cross referenced to evidence contained in the candidate's application submission. The facilitator, whenever possible, tried to ensure that different Panel members were involved in explaining the rationale underpinning their respective ratings.



- 11.10 At the end of each discussion for each criterion, when Panel members had given their final scores and rating, the scoring was recorded for that criterion. Before moving on to discuss the ratings for the next criterion, the facilitator paused and checked that the Panel were content with the agreed rating and happy to move on to consider the next criterion.
- 11.11 Once all the independent scores and ratings had been collated and the agreed scores and ratings finalised, the Panel were unanimous that all 3 applicants had provided sufficient evidence against the application criteria and the agreed standard and should be invited to the Assessment Days.
- 11.12 The facilitator recorded the Panel's agreed scores, assessment ratings and decisions.
- 11.13 The outcome of the shortlisting process was communicated to all candidates via email on 8<sup>th</sup> January 2024.
- 11.14 The College of Policing contacted the shortlisted candidates on 8<sup>th</sup> January to provide them with the link to the online psychometric test to be completed by midnight on 12<sup>th</sup> January 2024.
- 11.15 This was followed on 9<sup>th</sup> January 2024 by an invitation to the Assessment Days that included a personalised assessment timetable and more detail about the purpose and format of the different assessment elements, the Appointment Panel members, and the assessment criteria.
- 11.16 On the 18<sup>th</sup> January 2024, Candidate 3 withdrew from the process for personal reasons.

## **12. Assessment Days**

- 12.1 Two candidates attended the Assessment Days delivered on 23<sup>rd</sup> – 24<sup>th</sup> January 2024 at the DoubleTree by Hilton hotel in Lincoln.
- 12.2 Assessment Day one consisted of a 60 minute stakeholder Question and Answer session.
- 12.3 Assessment Day two consisted of a:
- 10 minute briefing provided by the candidate on their vision for the role of Chief Constable followed by 5 minutes of questions from the Appointment Panel
  - 60 minute interview with the Appointment Panel
- 12.4 **Assessment Day One - Stakeholders Question and Answer Session**
- 12.4.1 This element was included to provide an opportunity for stakeholders to explore the candidates' approach and understanding about aspects of policing and issues that were pertinent to the respective stakeholder and or the organisation they represented.
- 12.4.2 Stakeholder representatives from interest groups/organisations listed below were invited and attended the Question and Answer session with

each of the candidates:

- Service Delivery Manager, Victim Lincs
- County Adviser, National Farmers Union
- Chief Executive Officer, YMCA Lincolnshire
- Union President, Students' Union, Bishop Grosseteste University
- General Manager, Just Lincolnshire
- Chairman (Trustee) of Lincoln Central Mosque & Cultural Centre
- Force Partnerships Area Manager (Northern England and Wales) at Police Now / Independent Advisory Group Lincolnshire Police / Independent Chair VAWG Voices Advisory Group
- Lincolnshire County Councillor, Executive Councillor for NHS Liaison Integrated Care System, Registration and Coroners

12.4.3 A week before the question and answer session, representatives were asked to submit several questions that they would like to ask the candidates during the meeting. After submission, the questions were reviewed by Helen Slimmon for duplicates and to ensure the questions were fair to all candidates.

12.4.4 The sessions were facilitated by Helen Slimmon. The stakeholders received a briefing before the start of the meeting from the facilitator and once the candidate joined the meeting, each stakeholder was given the opportunity to put their questions to the candidate and, as appropriate, pose supplementary questions. Stakeholders were given notebooks to record any notes or observations during each session.

12.4.5 Once the candidate answered all the questions and had left the session, the stakeholders were asked to record the candidate's responses in terms of:

- Strengths
- Gaps
- Areas to explore

12.4.6 The Question and Answer sessions were not formal interviews. The stakeholders attending the meeting did not formally assess the candidate or their responses. The session was designed to create a mechanism that provided the stakeholders an insight and view of the candidates. The answers and information provided by the candidates was used to identify areas of interest or concern that the stakeholders believed should be shared and brought to the attention of the Appointment Panel to inform their interview.

12.4.7 Stakeholders were then given the opportunity to discuss their views with the rest of the group through a debrief facilitated by Helen Slimmon. Their observations were collated and recorded and subsequently shared with the Appointment Panel.

12.4.8 The PCC's Chief Executive was present and observed the delivery of the question and answer session for all the candidates.

## 12.5 Assessment Day Two - Appointment Panel

12.5.1 The Appointment Panel received a briefing at the start of the day from Helen Slimmon on the format and assessment timetable, the contents of their document packs and the importance of working independently to classify and evaluate information and the importance of recording the evidence required to support their awarded scores and ratings. Ms Slimmon also briefed the Panel on the outcomes from the personality assessments and external stakeholder sessions. This was followed by a discussion about how insights from those exercises linked to the questions the Panel would ask, i.e. highlighting where they might identify relevant evidence.

12.5.2 Each candidate was required to provide a 10 minute briefing setting out their vision for their role as Chief Constable and the impact they would have, without using audio/visual aids. This was followed by 5 minutes of questioning by the Panel.

12.5.3 A 60 minute semi-structured interview followed the briefing exercise. The candidate was given an introduction to the interview and informed that there would be 8 core questions and supplementary questions as appropriate.

The Interview was designed to assess the following competency areas from the CVF:

- Integrity
- Public service
- Collaborative
- Deliver, Support, and Inspire
- Emotionally Aware
- Take Ownership
- Analyse Critically

12.5.4 During the presentation and interview the Appointment Panel members used recording sheets to make contemporaneous notes.

12.5.5 The rating scale used for the assessment of competencies/values in the presentation and interview were identical to that used for the shortlisting process. A four point rating scale provided by the College of Policing was used. The scale provides scores ranging from '4' (Effective) to '1' (Ineffective) for overall performance in the interview.

12.5.6 Following the interviews of both candidates and once all Panel members had completed their independent assessments, Helen Slimmon facilitated a discussion of the scores awarded for each candidate and the evidence in support of those scores, with the conclusion that the Panel arrived at an agreed score. The process used to determine the agreed rating and score for the competency and values being assessed along with the rating for overall performance in the interview was similar to that previously described for the shortlisting process i.e. the systematic evaluation of evidence, criterion by criterion, the independent awarding of scores for

each criterion. The same systematic approach was used to arrive at an agreed overall briefing exercise and interview score.

12.5.7 The group assessment and evaluation involved the facilitator asking each Panel member in turn to disclose their independent rating for each of the assessment criteria and to explain why they had given their rating and to justify their rating using evidence recorded during the interview. At the end of each discussion for each criterion, when Panel members had given their final rating, the total score was recorded as the 'agreed' Panel score for that criterion. Before moving on to discuss ratings and scores for the next criterion, the facilitator paused and checked that the Panel were content with the agreed scoring and happy to move on to the next criterion.

12.5.8 Helen Slimmon facilitated the assessment and evaluation debrief, and recorded the scores and ratings awarded and the decisions made by the Appointment Panel.

12.6 The PCC's Chief Executive was present and observed the delivery of the briefing exercise and interview for all the candidates.

### **13. Appointment Panel Decision**

13.1 Based on the ratings and scores across the two formally assessed elements, the Appointment Panel agreed that one candidate surpassed the required standard.

13.2 The Appointments Panel decided that Paul Gibson should be recommended for appointment.

### **14. Suitability of Candidate for Appointment**

14.1 Given the extensive and thorough nature of the selection and assessment process undertaken on his behalf by the College of Policing, the PCC is satisfied that Paul Gibson is a strong and suitable candidate as the next Chief Constable for Lincolnshire Police.


14.2 Accordingly, the PCC proposes to the PCP that Paul Gibson be appointed as the next Chief Constable for Lincolnshire Police.

### **15. Terms and Conditions**

15.1 The specific particulars and terms of the appointment are specified within the Candidate Information Pack that was made available to all applicants and candidates. The terms and conditions within this document are in line with the national Regulations and Determinations for Police Officers and Chief Constables specifically.

15.2 Following the selection process the PCC authorised the Chief Executive Malcolm Burch to hold discussions with Paul Gibson upon the detail of the particulars and terms of appointment. These will be concluded once the

Confirmation Hearing has been held and the decision and recommendations of the Panel are known.

A handwritten signature in black ink, consisting of a large, horizontal oval shape with a smaller, stylized mark inside.

Marc Jones  
Police and Crime Commissioner for Lincolnshire

2 February 2024