

**SUMMARY REPORT ON THE RECRUITMENT PROCESS FOR THE
CHIEF EXECUTIVE TO THE POLICE AND CRIME COMMISSIONER FOR HERTFORDSHIRE**

The opportunity to apply for the role of Chief Executive was advertised on the Commissioner's website and also nationally via the APCC. Attention was drawn to the advertisements via media release. Candidates were asked to submit evidence against the role outline and person specification, together with a CV. The role outline and person specification are attached to this report.

Four applications were received and all four candidates were interviewed for the role on March 16th. The interview board comprised:

David Lloyd - Police and Crime Commissioner for Hertfordshire
Tony Jackson - Leader, East Herts District Council
Nanci Hogan - Chief of Staff to the Police and Crime Commissioner for Bedfordshire
David Gibson - Deputy Police and Crime Commissioner for Hertfordshire.

The candidates were questioned about the key responsibilities in the role, and in particular on:

- The impact and role of Commissioners
- Evidence of capability in providing support to the Commissioner across the wide portfolio
- Vision and success factors for the Commissioner's office
- The challenges and opportunities of the operating environment
- Ability to provide effective challenge to the Commissioner
- The establishment of effective partnerships
- Understanding of the future landscape
- Leading transformational change
- Equality

The evidence presented during the interview was assessed against the requirements of the role and the candidates marked accordingly.

The unanimous decision of the Panel was that Mr Wilsher was the successful candidate and his appointment should be proposed to the Police and Crime Panel for review.

ROLE OUTLINE

CHIEF EXECUTIVE

TO THE POLICE AND CRIME COMMISSIONER FOR HERTFORDSHIRE

Purpose of the role

To have overall strategic management responsibility for the support to the Police and Crime Commissioner for Hertfordshire. Overall strategic lead for partnership arrangements, resourcing, planning, scrutiny and compliance required for the Commissioner to discharge their statutory duties.

Key responsibilities

1. Leadership of the Commissioner's Office to ensure effective and efficient support to the Commissioner across all areas of responsibility, including governance, financial and risk management, planning and policy development, scrutiny, engagement, compliance, assets and human resources. Ensure the Commissioner's statutory duties are met.
2. Provide advice, guidance, support and where appropriate challenge to the Commissioner in establishing vision, strategy, values, strategic needs analysis, policy, planning, delivery and performance. Work with the Commissioner to raise the profile of the Commissioner's role and function.
3. Develop, secure and maintain effective and efficient strategic partnerships and relationships and joint working arrangements/collaborations with relevant public, private and voluntary sector organisations at local, regional and national level. Represent the Commissioner at local regional and national level.
4. To have oversight of the Commissioner's budget responsibilities and the strategic needs assessments to ensure effective budget alignment and prioritisation. Oversight and accountability for commissioned services and advice to the Commissioner to enable challenge of the Constabulary's strategic and financial performance. Undertake, or where delegated, have oversight of, all functions and responsibilities assigned to the role via the Scheme of Corporate Governance.
5. As head of paid staff, provide strong leadership to the office. Motivate and develop staff and ensure a commitment to high standards of service delivery, ethics and equality.
6. Management of relationships with the Police and Crime Panel and advise and support the Commissioner in any interactions with the Panel. Have delegated responsibility from the Panel to consider any complaint against the Commissioner.

Person Specification

Criteria			Essential	Desirable
Qualifications	Technical	<ul style="list-style-type: none"> Degree and/or appropriate professional qualification and experience 	Yes	
Knowledge Skills Abilities		<ul style="list-style-type: none"> An understanding and appreciation of the challenges facing policing, community safety and criminal justice 	Yes	
		<ul style="list-style-type: none"> High level of literacy, numeracy together with budget management, analytical and IT skills 	Yes	
		<ul style="list-style-type: none"> An understanding of effective corporate governance arrangements 	Yes	
		<ul style="list-style-type: none"> Ability to make sound and timely decisions weighing up the wider impact of costs, benefits and risks. 	Yes	
		<ul style="list-style-type: none"> Highly developed and proven political awareness and sensitivity. Ability to give clear professional, authoritative and impartial advice based on objective analysis of complex situations to political leaders and senior colleagues. 	Yes	
		<ul style="list-style-type: none"> Ability to think independently and operate at a strategic level, translating vision into action with a focus on achieving outcomes. 	Yes	
		<ul style="list-style-type: none"> Creative approach to problem solving with ability to be innovative including developing better ways to deliver value for money and improved services 	Yes	
Strategic partnership working		<ul style="list-style-type: none"> Ability to network and build effective stakeholder relationships at a local, regional and national level using excellent communication skills 	Yes	
		<ul style="list-style-type: none"> Ability to develop and implement strategic vision in the multi-agency environment 	Yes	
		<ul style="list-style-type: none"> Knowledge of partnership working and the community safety community in Hertfordshire 		Yes
		<ul style="list-style-type: none"> Ability to bring organisational knowledge and strategic input from other agencies to the mutual benefit of Hertfordshire public sector organisations and improved efficiency of public sector service delivery. 		Yes
Leadership and professionalism		<ul style="list-style-type: none"> Demonstrable public service ethos and ability to build public confidence in service delivery 	Yes	
	<ul style="list-style-type: none"> Proven leadership skills with the ability to inspire and motivate staff and stakeholders 	Yes		
	<ul style="list-style-type: none"> Ability to establish credibility and command respect of the Commissioner, politicians, officers, colleagues and stakeholders at all levels 	Yes		
	<ul style="list-style-type: none"> High level of honesty and personal integrity and the ability to challenge where legal and professional standards are not being upheld 	Yes		
	<ul style="list-style-type: none"> Demonstrate commitment to high standards of service delivery, ethics and equality 	Yes		

Criteria		Essential	Desirable
	<ul style="list-style-type: none"> Ability to deal with complex issues quickly and effectively and work effectively under pressure 	Yes	
Experience/ Track Record	<ul style="list-style-type: none"> Experience of developing and implementing effective collaborative working with partner organisations including commissioning of services 	Yes	
	<ul style="list-style-type: none"> Experience of developing and implementing effective performance management and scrutiny frameworks and methodologies 	Yes	
	<ul style="list-style-type: none"> Experience of setting and managing effectively significant budgets 	Yes	
	<ul style="list-style-type: none"> Significant experience and a successful track record in staff leadership and management 	Yes	
	<ul style="list-style-type: none"> Proven track record of a proactive commitment to equality fairness and diversity 	Yes	
	<ul style="list-style-type: none"> Proven track record of managing change successfully and driving improvement including experience of effectively implementing organisation wide change programmes 	Yes	
	<ul style="list-style-type: none"> Experience of working in a fast-paced environment with a significant workload 	Yes	
	<ul style="list-style-type: none"> A proven track record of at least five years at a strategic level in public service organisations 		Yes
	<ul style="list-style-type: none"> Executive level experience of public sector governance and scrutiny roles, working closely with political leaders 		Yes
	<ul style="list-style-type: none"> Chief Executive/Director level experience in the police, community safety, criminal justice or emergency services sector 		Yes
	<ul style="list-style-type: none"> Evidence of working successfully within a legislative or compliance framework 		Yes
<ul style="list-style-type: none"> Evidence of successful implementation of community engagement and promotional activities 		Yes	
Other	<ul style="list-style-type: none"> A flexible approach to hours of duty and a commitment to be available for weekend and evening duties where required 	Yes	
	<ul style="list-style-type: none"> A working arrangement that facilitates savings in public funds eg shared appointment where organisational synergy, compatible working arrangements and mutual benefit can be demonstrated. 		Yes
	<ul style="list-style-type: none"> Commitment to continuous personal development 	Yes	
	<ul style="list-style-type: none"> An ability to drive, or to travel around the County, to fulfil the duties of the post 	Yes	