



HERTFORDSHIRE POLICE AND CRIME PANEL

REVIEW AND CONFIRMATION HEARING OF THE PROPOSED APPOINTMENT OF THE CHIEF CONSTABLE

Tom Hewins,
Broxbourne Borough Council

Item 2

9 August 2016

RECOMMENDATIONS

- 1 That the Panel considers the proposed appointment of the Chief Constable.**
- 2 That the Panel makes a report to the Commissioner on the proposed appointment including a recommendation whether or not to make the proposed appointment.**

Purpose of Report

For the Panel to conduct a confirmation hearing in respect of the Commissioner's proposed appointment of the Chief Constable for Hertfordshire Constabulary.

Background

Chief Constables are appointed by the Commissioner in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011. The Commissioner is required to notify the Panel of the proposed appointment once a decision has been reached about the preferred candidate. The Commissioner has notified the Panel of the proposed appointment and the notification is attached to this report.

It is then the duty of the Panel to:

- (a) Hold a public confirmation hearing within three weeks to review the proposed appointment;
- (b) Determine whether it agrees, vetoes or has certain recommendations regarding the proposed appointment;
- (c) Notify the Commissioner of its decision and any recommendations; and
- (d) Publish its report and any recommendations.

The relevant information that must be provided by the Commissioner is:

- (a) The name of the person whom the Commissioner is proposing to appoint (“the candidate”);
- (b) The criteria used to assess the suitability of the candidate for the appointment;
- (c) Why the candidate satisfies those criteria; and
- (d) The terms and conditions on which the candidate is to be appointed.

The Panel must review the proposed appointment. The Commissioner and the candidate will be present at the meeting to answer questions on the proposed appointment.

The Panel must report to the Commissioner on the proposal including whether or not the appointment should be made. The Panel has the power to veto the appointment by the required majority of at least two thirds of the persons who are members of the Panel at the time when the decision is made. It is noted in the LGA guidance that a veto should be used in only “exceptional” circumstances.

If the Panel vetoes an appointment, the Commissioner must not appoint the candidate as Chief Constable. If the Panel has vetoed the appointment, the Commissioner must notify the Panel of his reserve candidate (as defined in the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012/2271) and a further confirmation hearing must be held.

Conduct of the Hearing

The hearing must be held in public. The hearing is for the purpose of the Panel asking the candidate questions relating to the appointment. There is joint Local Government Association and Centre for Public Scrutiny Guidance on confirmation hearings and is available at this link - <http://cfps.org.uk/publications?item=7190&offset=0>.

It is most important that whilst the reviews must be searching with regard to capabilities and expertise of the candidates for the posts and their personal independence, it must also be fair and not go into lines of questioning that are unfair or unreasonable. The hearing, including the questioning of the candidate and Commissioner and giving the decision and reasons, must be in public but if the Panel wishes to discuss amongst its members personal and professional attributes of the candidates before making its decision it may resolve to exclude the public for this part of the meeting.

Conclusion

The Panel needs to hold a confirmation hearing in respect of the proposed appointment of the Chief Constable and report to the Commissioner including whether to confirm the proposed appointment.

APPOINTMENT OF A NEW CHIEF CONSTABLE FOR HERTFORDSHIRE

Notification to the Police and Crime Panel

Summary

The current Chief Constable of Hertfordshire Police, Andy Bliss is due to leave the force on the 18 August 2016. Following an extensive, fair, open and merit-based recruitment process to find a successor, PCC David Lloyd has selected Charlie Hall, currently Deputy Chief Constable of Norfolk Constabulary, as his preferred candidate.

As per the police Reform and Social Responsibility Act 2011, the Police & Crime Panel must now review the proposed appointment and make a report to the PCC with a recommendation as to whether or not the candidate should be appointed. This report is intended to assist the panel in discharging its role.

The Commissioner must include the following information in the notification:

- a. The name of the person he is proposing to appoint
- b. The criteria used to assess the suitability of the candidate for the appointment;
- c. Where the candidate satisfies those criteria; and
- d. The terms and conditions on which the candidate is to be appointed.

1. Background

1.1 Following confirmation that Andy Bliss was due to leave in August 2016, PCC David Lloyd advised the Police & Crime Panel in March that the Chief Constable's contract would be extended beyond June; then in May PCC Lloyd informed the PCP that he would initiate the start of a recruitment process to find the next Chief Constable of Hertfordshire.

1.2 A person specification and role profile was drawn up and the role was put out to advert on the 23rd June 2016 with extended final closing date of the 15th July 2016.

2. The Appointments Panel

2.1 As per the College of Policing Guidance on Senior Officer Recruitment, PCC Lloyd put in place an appointments panel to assist with his selection process. The panel comprised of PCC David Lloyd, John Wood Chief Executive of Hertfordshire County Council, Mr Gerald Corbett Chairman of the Hertfordshire Community Foundation and Director of a number of business organisations and Carolyn Dhanraj College of Policing accredited independent selection panel member.

2.2 Ms Dhanraj, in her capacity as independent member, was tasked with producing a report that expressly and explicitly addresses the appointment principles of merit, fairness and openness, as detail the extent to which the appointments panel were able to fulfil their purpose of challenging and testing candidates. The report of Ms Dhanraj can be found at Appendix A. Appendix 'B' details the external stakeholder panel referred to in paragraph 8.1 of Appendix A.

3. The Recruitment Process

- 3.1 The OPCC closely followed the College of Policing 'Toolkit for the Selection of Chief Officers' which is designed to complement the formal Guidance for the Appointment of Chief Officers. It contains guidance on good HR/selection practice based on the principles of merit, fairness and openness.
- 3.2 The criteria used to judge candidates were set out in the role profile provided to candidates which formed part of the application pack. The application material is attached at Appendix C and includes the advertisement, information booklet containing role details, role profile, selection process, letter from Mr Lloyd setting out his priorities for a new Chief. The competencies are based on those which are nationally set for Chief Officers, with some amendments made to ensure the right candidate for Hertfordshire was selected.
- 3.3 These competencies were tested at each stage of the process in a range of ways as set out below.
- 3.4 Stage 1 – applications: Part 2 of Annex B of the Secretary of State's determinations, made under the Police Regulations 2003, specifies that vacancies must be advertised on a public website or other form of publication which deals with police matters circulating throughout England and Wales. The vacancy was advertised in the Police Professional publication and on the websites of the Hertfordshire OPCC, Hertfordshire Constabulary, the Association of Police & Crime Commissioners, the College of Policing and the National Police Chiefs Council. In addition, the PCC wrote personally to all those eligible to apply, inviting them to join the recruitment process. The role was also advertised internationally to Police Associations in Canada, Australia, New Zealand and the United States. The application period opened on 23 June and closed on 15 July 2016.
- 3.5 Stage 2 – Short-listing took place in the week commencing 18 July. Prior to the shortlisting, panel members undertook training on the process from a College of Policing Senior Psychologist. Members of the PCC's appointments panel assessed the written applications against the competencies in the person specification. A short report on the two applicants was also produced by the recruitment consultant who carried out a pre-interview with both candidates. On this basis, one of the two applicants was shortlisted for full interview.
- 3.6 Stage 3 – selection. The PCC held a selection day on Monday 1 August. Assessment was against the competencies set out in the role profile across four different activities.
- 3.7 Firstly, candidates were each required to be interviewed by an independent recruitment consultant. A written report of this interview was provided to the PCC prior to interview. They were also required to undertake a NEO psychometric and personality profile. Written and verbal feedback from this assessment was provided to the interview panel prior to interview.
- 3.8 Secondly, the shortlisted candidate was asked to attend an external stakeholder panel with Hertfordshire community representatives to explore competency in working effectively with others, leading strategic change and serving the public. This panel comprised sixteen representatives from a range of public sector, charity, voluntary and

business organisations. Panel members were asked to provide a verbal assessment of the candidate's performance against three specific competencies and this feedback was presented to Mr Lloyd and the appointments panel.

3.9 Thirdly, candidates were asked to make a presentation to the PCC and his appointments panel on a topic provided to the candidate prior to attending interview, then answer questions that followed. This was designed to provide evidence for the competency areas of strategic awareness, servicing the public, decision making and working with others.

Lastly, during a formal interview, the candidates were asked a range of questions posed by the appointments panel, based on all the required competencies and the feedback from the other exercises.

4. The preferred candidate

4.1 Charlie Hall is currently the Deputy Chief Constable of Norfolk Police and has been in this role since December 2013. Prior to this, Mr Hall was Assistant Chief Constable for Norfolk, a post he has held since 2009. In April 2010 Mr Hall had responsibility of working across both Norfolk and Suffolk Constabularies to lead, build and implement the extensive programme of collaboration between the two forces. This programme is one of the most advanced in the Country, joining up Protective Services, Operational Support and business support functions.

4.2 In October 2011 Mr Hall was appointed the collaborative lead for Protective Services in Norfolk and Suffolk, overseeing the delivery of public protection, intelligence, serious and major crime and specialist operations within the two counties. Mr Hall is the National Policing Lead for the Civil Contingencies Portfolio, which covers associated aspects such as Flood, Disaster Victim Identification, Casualty Bureau, Search and Rescue and Business Continuity. He is also the National Policing Lead for Industrial Action and Prison Disputes and has been heavily involved in the national response to these activities in recent years. In May 2013 he was appointed the Senior Responsible Owner (SRO) for the Joint Emergency Services Interoperability Programme (JESIP).

4.3 The PCC believes that Mr Hall meets the criteria for appointment, as set out in the person specification. Through all stages of the selection process, Mr Hall demonstrated a wealth of relevant experience as well as reasoned and considered plans for the future of Hertfordshire Police. He was able to articulate a compelling vision for the Force where he would seek to continue Hertfordshire's strong tradition of creativity and innovation, but not at the expense of delivering excellent service to local people. Mr Hall set out his ambition that Hertfordshire should be the safest it possibly can be. He was able to clearly show that he would provide visible, credible leadership for Hertfordshire Police.

4.4 Part I of Schedule 8 to the Police Reform & Social Responsibility Act 2011 prescribes that a PCC must not appoint a person to the role of Chief Constable unless that person is, or has been, a constable in any part of the UK. Mr Hall satisfies this criterion as he currently holds the substantive rank of Deputy Chief Constable.

4.5 Part 2 of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, states that a person may only be appointed to the rank

higher than that of Chief Superintendent if they have completed the Senior Police National Assessment Centre and the Strategic Command Courses. Evidence of Mr Hall completing and the Strategic Command Course in March 2008 has been verified.

5. Terms and conditions of appointment

5.1 The summary of key conditions of appointment can be found at Appendix C. The majority of terms and conditions are standard for every chief officer across the country and some are applicable to every police officer. These are set out in the Police Act 1996, the Police Reform and Social Responsibility Act 2011 and the Police Regulations 2003.

5.2 Chief Constable salaries are set in Home Office determinations using a 'spot rate' that varies between forces. Hertfordshire's 'spot rate' is £144,768 from the 1 September 2016. This is calculated using a formula which takes into account the size of population in the force area and the type of policing challenges faced. The PCC has the discretion to offer a salary which varies no more than 10% upwards or downwards from the relevant spot rate.

5.3 The PCC has determined that the starting salary for Mr Hall will be 10% upwards of the spot rate.

6. Starting Date

6.1 Subject to the panel's consideration, the PCC is keen for Mr Hall to begin as soon after 1 September as possible.

7. References

7.1 A reference was sought from the candidate's last line manager Chief Constable Simon Bailey and found to be acceptable.

8. Recommendation

8.1 That the Police and Crime Panel recommend the appointment of Charlie Hall as the new Chief Constable of Hertfordshire Constabulary on the terms set out in this report.

LEAD OFFICER: Roy Wilsher, Chief Executive, OPCC
E-MAIL: Roy.Wilsher@hertfordshire.gov.uk

— **David Lloyd** —
**Police and Crime
Commissioner**
for Hertfordshire



August 2016

**Chief Constable - Hertfordshire Constabulary
Appointment Process**

Independent Member Report
Carolyn Dhanraj MBE JP

1. Introduction

1.1 This report provides information on the appointment process for the role of Chief Constable of Hertfordshire Constabulary and in particular, it will comment on:

- how the process met the principles of merit, fairness and openness and
- the extent to which the Interview Panel were able to fulfil their purpose, to challenge and test the candidate against the stated criteria.

1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.

1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Hertfordshire Constabulary, which was the responsibility of the Police and Crime Commissioner David Lloyd.

2. Aim

2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Interview Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Constable role.

3. Independent Member Role

3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in November 2012 and is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Police, Association of Police and Crime Commissioners, Association of Policing and Crime Commissioner Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.

3.2 I am currently an Independent Member from the list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my background are set out in the role profile in Appendix A.

4. Independent Member initial involvement in the Chief Constable Appointment Process for Hertfordshire Constabulary

4.1 I was invited to join the process after the Chief Constable post had been advertised with the associated job description, person specification and Candidate Information pack had already been developed and approved by the PCC. I was contacted initially by the College of Policing with the schedule already set by the PCC and his office, this was followed up by a telephone call from Gavin Miles (Deputy Chief Executive of Hertfordshire OPCC) to discuss the shortlisting and interview dates. Mr Miles advised that the original interview date set for September, had been moved forward by one month and shortlisting was to take place the following week due to new diary commitments.

4.2 The Deputy Chief Executive was open and responsive to my advice and active involvement to ensure a fair, open and transparent process was followed, for example I checked that the new dates have been checked and were suitable with the applicants for the role and suggested that a Stakeholder meeting be organised to gain buy in and an involvement from key partners.

4.3 As the Chief Constable Candidate Information pack (including job description and person specification), had already been advertised, I reviewed this and checked where it had been advertised, to ensure the best possible candidate pool would be aware of the vacancy. I was advised that the PCC had also consulted widely with public sector colleagues on the content of the advertisement and Candidate Information Pack.

4.4 It is noteworthy to comment that the PCC appointed Tim Burton, an independent recruitment consultant to undertake a 'search' for this role which included an international market. I sought further information at the shortlisting meeting for example, who was targeted and why, plus how the direct approaches were made to certain candidates; at the time of writing this report this information has not been provided for me to comment on further.

4.5 The role of Tim Burton was outlined as follows:

- Assisting and advising on advertising and promoting the role;
- Lead on marketing and promoting the role in Canada, Australia and New Zealand;
- Formally interviewing all candidates who submitted an application;
- Provide a written report and verbal presentation on all candidates to the shortlisting panel;
- Advise on format for the final interview.

5. Interview panel

5.1 The Interview Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the guidance). This outlines that the Interview Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role. Home Office guidance also suggests all Interview Panel Members should be involved in all aspects of the process to demonstrate an openness and transparency to the process, however this was limited at this stage of the process.

5.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility.

5.3 The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.

5.4 The Interview Panel appointed by the Police and Crime Commissioner were selected, with guidance to provide an expertise and experience to test potential candidates at a policing executive level. All Interview Panel members were aware of the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process. I confirmed that the Interview Panel had read the guidance and had previously been involved in senior recruitment and panel participation.

5.5 There were four Interview Panel members comprising of three male and one female members; three white men, and one minority ethnic women, who was also the Independent Member.

5.6 The Interview Panel members were:

- David Lloyd, Hertfordshire Constabulary and Crime Commissioner;
- John Wood, Chief Executive of Hertfordshire County Council;
- Gerald Corbett, local resident, business leader and former High Sheriff and
- Carolyn Dhanraj, Independent Member (College of Policing).

6. Role profile and attraction strategy

6.1 The role profile was based on the previous Chief Constable job description and further reflected the qualities identified by the PCC and stakeholders, acknowledging the challenges that would face the new Chief Constable in relation to the PCC's Police and Crime Plan.

6.2 The advertisement was placed on the Police and Crime Commissioner's website, Hertfordshire Constabulary's website and the College of Policing's website. It was also marketed to National Constabulary Chief Council members through the NPCC website and by email and an advertisement was also placed in Police Professional. The PCC also wrote personally to all those eligible to apply; this approach demonstrated an openness and created further opportunity for those suitable, to apply for the post.

6.3 The post was advertised from 23rd June 2016 and the deadline for applications extended to Friday 15th July 2016 inclusive which was slightly over the three weeks stipulated by the Home Office Circular. The College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.

6.4 I am satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.

6.5 The Office of the PCC was able to monitor the interest in the Chief Constable vacancy, as their details were advertised for potential candidates to contact for more information.

6.6 I was advised that Tim Burton approached the Professional Police Associations in Canada, Australia, New Zealand and the United States to see if any suitable candidates could be identified – this resulted in no candidates coming forward.

7. Shortlisting and Panel briefing

7.1 By the closing date, two application forms had been received for the role of Chief Constable Hertfordshire Constabulary; there had been some additional interest for information throughout the process however these did not conclude in applications. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply and it is worth noting, that this role attracted a similar number candidates as other Chief Constable roles that have been advertised in the previous two years.

7.2 The short listing meeting was brought forward to Wednesday 20th July 2016 and due to the shortened timescale, and the full Interview Panel membership had not been confirmed, the shortlisting was completed by the PCC and myself using the College of Policing good practice.

7.3 I invited the new PCC to advise prior to shortlisting, to describe what he was looking for in the new Chief Constable so we had an understanding of the skills, style and commitment the new Chief Constable should demonstrate.

7.5 One candidate was known in a very limited way to the PCC, and both applicants had met with the PCC as part of the process. I emphasised that the shortlisting process and any further assessment should be based on the evidence provided and not on previous knowledge. This was to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment.

7.6 The PCC did not wish to agree a bench mark of the potential total score by which a candidate could be shortlisted, as he was open to looking at the potential of candidates to be tested at the formal assessment if selected at shortlist. The two Interview Panel members individually assessed the application forms against the set criteria using the College of Policing approved rating scale. To ensure a fair, merit based and transparent assessment of the candidates, I asked the Deputy Chief Executive to gather the scores from each Panel

member seeking clarification and evidence for the score given; we then agreed overall score per competency area for each of the candidates.

7.7 One candidate demonstrated in their application form clear evidence to enable them to be selected for interview on Monday 1st August 2016; the other candidate did not.

7.8 In preparation for the next stage, I requested that the OPCC sought the candidates' SCC (Strategic Command Course) and appropriate references in advance, in order to highlight any areas that the Interview Panel would need to probe through the assessment process.

7.9 I was informed that Tim Burton, as part of his consultancy role was to meet with each candidate and provide a written summary to the PCC prior to shortlist. This unfortunately was not supplied by the time of the shortlisting meeting and Mr Burton was unable to attend. However on the 25th July, reports for both candidates were sent to the shortlisting panel to consider – both candidates were recommended for interview by Mr Burton. The Panel decided that the decision made on the 20 July not to short list one candidate and to take one candidate to next stage, was the correct decision despite Mr Burton's report.

8. Assessment design

8.1 The PCC and I discussed the merits of assessment through methods such as interview, presentation, media interview and internal and external stakeholder panels. I agreed with the PCC a robust and challenging process of:

- an external stakeholder panel with representatives from the public, business, charity and voluntary sectors (please see Appendix B for participants);
- a presentation, where the topic was provided in advance and
- a competency based interview.

8.2 It was confirmed that the Policing Professional Framework (PPF) competencies and the qualities pertaining to Hertfordshire Constabulary could be measured fairly and with face and content validity through this assessment process.

The Stakeholder Panel discussion was designed to test the competency areas of:

- Serving the Public;
- Leading Strategic Change and
- Working effectively with Others.

The Presentation subject entitled: 'Delivering the Police and Crime Plan – Priorities and Constraints' was designed to provide evidence for the competency area of:

- Strategic Awareness
- Serving the Public;
- Decision Making and
- Working with Others.

The Interview measured the following competency areas:

- Leadership;
- Change Management;
- Strategic Awareness;
- Planning and Prioritisation and
- Working effectively with Others.

9 Assessment delivery and Panel briefing

9.1 On Monday 1st August 2016, the full Interview Panel met 90 minutes before the presentation and the interview, to review and to confirm the questions and the process.

9.2 The Panel had received written feedback on the NEO Psychometric and Personality profile for the candidate and this was followed up by a conference call with Helen Slimmon (College of Policing). For information the above profile involved four key stages:

Stage One: College of Policing undertook an analysis of the role profile for the role to determine the facets of personality, which may be pertinent for the post of a Chief Constable.

Stage Two: after short listing the candidate was requested to complete an on line personality questionnaire, which was a self report – a reflection of how they perceived themselves. The results of the candidate's report were analysed by the College and an initial 'generic' report was produced to facilitate a feedback interview session with the candidate.

Stage Three: College of Policing provided a telephone feedback interview to verify how the candidate's preferences affect the way they operate within the workplace. In addition, the feedback explored any counterbalancing strategies the candidate had in place to manage the less desirable impact of their preferred approach.

Stage Four: the production of a bespoke report on the candidate, which contained the candidates' personality profile, coupled by information gained from their feedback session, this was reported back to the Interview Panel.

9.3 The Interview Panel was chaired by the PCC and the questions were evenly asked by the Interview Panel members, with an ability to probe and seek further information. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-5, once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

9.4 The candidate followed the process of:

60 minutes	Stakeholder Panel
30 minutes	Presentation delivery and follow up questions with the Interview Panel
60 minutes	Competency based interview, with flexibility to probe

Please note, the PCC appointed David Gibson his Deputy PCC to chair and to gather the views of the meeting to feedback to the Panel Members, highlighting any areas that they wished to the Interview panel to consider probing.

10.0 Assessment Decision Making

10.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.

10.2 After the candidate had been assessed, OPCC's Chief Executive verbally gathered each Interview Panel Members' individual scores and the evidence gathered to justify the grades for both the presentation and the interview. Collectively, we ensured the consistency and justification of each score given and to demonstrate a fair and transparent process, based on merit.

10.4 To reinforce the open and transparent process, the Panel used an overall grid with the candidate name and exercise and populated the grid with the individual scores and the agreed score. The candidate scored over 70% of the maximum total score.

10.5 The Interview Panel unanimously supported David Lloyd the Police and Crime Commissioner in his recommendation to the Police and Crime Panel (PCP) scheduled for Tuesday 9th August 2016 that Charles Hall, currently Deputy Chief Constable for Norfolk Constabulary, be the preferred candidate for the role of Chief Constable for Hertfordshire Constabulary.

10.6 I am wholly satisfied that Hertfordshire's Police and Crime Commissioner, David Lloyd fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance.

10.7 I am confident that the Interview Panel appointed, performed their duty to challenge and assess the candidate in manner that was fair, transparent and merit based, following the College of Policing Guidance.

Carolyn Dhanraj MBE JP BPS

College of Policing Independent Member

CAROLYN DHANRAJ MBE JP BPS

Carolyn brings a breadth of experience, skills and enthusiasm to make a successful contribution in delivering transparent, fair and robust recruitment processes. She has won and managed several successful Executive Search and Selection recruitment campaigns and Assessment Centres for the appointment of central and local Government roles with OCPA and central government/sponsor department scrutiny. She is British Psychological Society (BPS) qualified and has worked in the private sector, specialising as a Client Partner for Government and Public Services (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, Metropolitan Constabulary Authority, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has seven years experience as a College of Policing Non Service Member, assessing for a range of appointments from Senior Constabulary National Assessment Centre (SPNAC) to Direct Entry. She has acted as a College of Policing Independent Member for ten Chief Constables and Deputy Chief Constables appointments.

Carolyn has also had a varied career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Constabulary Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); Member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity – Standing Together and as a Magistrate.

Carolyn will offer you credible advice and guidance, she will support you in a practical way which will ensure the delivery of a bespoke recruitment campaign, reviewing with you the job description and personnel specification, discussing the best attraction strategy; she will train and guide the appointments panel members throughout the process, ensuring they are aware of their responsibilities to allow the recruitment process to be managed in an accountable, fair and transparent manner. Her firm but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability.

APPENDIX B

STAKEHOLDER PANEL MEMBERS

Neil Ashley, Chair of Hertfordshire Association for Care and Resettlement of Offenders

James Blake, CEO St Albans City & District Council

Jackie Clementson, Head of Early Help and Thriving Families

Jenny Coles, Director of Children's Services, Herts County Council

William Dickinson, National Farmers Union, Regional Board Chair

Beverley Flowers, CEO East & North Herts Clinical Commissioning Group

Councillor Linda Haysey, Lead of the Council, East Herts District Council

Graham Lane, Managing Director, Cheeky Monkey Ltd

Kevin McGetrick, Head of Victims Commissioning, Office of the Police and Crime Commissioner for Hertfordshire

Julie Newlan, Pro Vice-Chancellor for Business and International, University of Hertfordshire

Guy Pratt, Assistant Director, Community Protection, Herts County Council

Neville Reyner, CBE DL Hon DLitt

Dr Michale Saminaden, CEO & Head of Paid Service, Welwyn & Hatfield Borough Council

Stelio Stefanou, Founder Stefanou Foundation

Council Richard Thake, County Councillor, Herts County Council

Sue Thompson, Chair of Hertswatch, Neighbourhood Watch and Crimestoppers

APPENDIX B

Event: Chief Constable Interviews – Stakeholder Panel

Date: Monday, 1st August 2016

Time: 10:00 – 11:00am

Venue: Field Centre, Room B

Partner Panel members:

**Councillor Richard Thake
County Councillor**

Councillor Thake's responsibilities include the Executive Member for Community Safety and Waste Management at the County Council. His previous post was Executive Member for Education and Skills, a post he held for two years after acting as deputy to successive executive members for Education and Culture.

Cllr Richard Thake is also the Conservative Councillor for Knebworth and Codicote division.

Jackie Clementson

Head of Early Help and Thriving Families

Hertfordshire's Thriving Families is a multi-agency service for families with multiple and complex needs such as poor school attendance, adult worklessness, anti-social behaviour/youth offending, mental health, substance misuse, domestic abuse, and risk of homelessness.

Early Help will ensure that children and families who need help will get the right support from the right provider at the earliest opportunity, to enable them to get back on track and build successful and resilient families wherever they live in the county.

Beverley Flowers

CEO, East & North Herts Clinical Commissioning Group (CCG)

Beverley Flowers was been appointed Chief Executive of East and North Hertfordshire Clinical Commissioning Group after a competitive recruitment process. Beverley first joined the CCG in April 2014 as Director of Strategic Partnerships and has been interim Chief Executive since September this year.

Before joining the CCG, Beverley held a range of commissioning, partnership and contracting roles across health and social care organisations in London and the east of England.

Guy Pratt**Assistant Director, Community Protection**

The Assistant Director of Community Protection at Hertfordshire County Council, a role which sees him having responsibility for Community Safety, Trading Standards, and the Fire & Rescue Service's business enforcement and citizen engagement. He is Vice-Chair of the Hertfordshire Safeguarding Adults Board, and a member of the Hertfordshire Safeguarding Children's Board.

He is also a Board Member and oversees the work of Hertfordshire's County Community Safety Unit - a multi-agency unit with co-managed staff from the Police, County Council, Fire & Rescue, Public Health and Probation. The Unit commissions and manages countywide services and initiatives to reduce crime, anti-social behaviour, substance misuse and re-offending rates under four priority work streams of Offender Management; Drugs Strategy; Safer Communities (including Alcohol and Anti-Social Behaviour); and Vulnerable People (including Domestic Abuse, Home Safety and Hate Crime).

Councillor Linda Haysey**Lead of the Council, East Herts District Council**

Linda Haysey is leader of East Herts District Council and has been a Councillor since 2006. She is a biochemist by education and her professional working career was spent in and around the healthcare and pharmaceutical industries. Cllr Haysey, the member for Hertford Rural South since 2006 and formerly the executive member for health, housing and community support,

Cllr Haysey has worked in the industry including for Merck, Sharp and Dohme; for a publishing house setting up a journal looking at pharmaceuticals in development; and finally in the finance industry considering investments in healthcare companies worldwide.

Dr Michel Saminaden**CEO & Head of Paid Service, Welwyn Hatfield Borough Council**

The Chief Executive supports the political leadership of the Council in providing strategic direction for the Council.

As Head of Paid Service within the meaning of Section 4 of the Local Government and Housing Act 1989 has, the Chief Executive has overall corporate management and operational responsibility involving securing and managing the professional body of Officers needed to deliver modern, effective, well focused services.

The Chief Executive also represents the Council on partnership and external bodies (as required by statute or the Council), acts as the Electoral Registration Officer and Returning Officer for elections, and shares responsibility for implementation of the council's Emergency Plan and Business Continuity Plans

James Blake**CEO, St Albans City & District Council**

James has worked for the Council since December 2008 and is currently the Council's Deputy Chief Executive (Public Services). In a change to the former Chief Executive role, James will retain his current responsibilities in his new job. These responsibilities include policy, partnerships, communications, economic development, sustainability, community safety and overseeing work across the Council on public services.

Prior to joining the Council, James worked for ten years in central government in a variety of roles, most recently as a Deputy Director in the Department for Communities and Local Government. Before joining Government, James worked as a researcher at Cambridge University. He is also a Trustee of the Youth Hostels Association.

Kevin McGetrick

Head of Victims Commissioning, OPCC

Kevin was appointed as Head of Victims Commissioning in June 2014 to develop a commissioning strategy and oversee the introduction of victim services following the devolvement of responsibility for commissioning of victim services from the Ministry Of Justice in April 2015. Leading a multi-disciplinary team, Kevin has introduced the Beacon Victim Care Centre and developed an innovative Restorative Justice partnership with the University of Hertfordshire School of Law.

Kevin is also Chair of the HCJB Victims and Witnesses sub-group and was recently invited to Chair the Victims Strategy Group for the Constabulary. A committed volunteer in Community Safety, Kevin was recognised with a High Sheriff's award in 2014.

Julie Newlan

Pro Vice-Chancellor for Business and International, University of Hertfordshire

Julie Newlan is responsible for innovation, enterprise, business development, marketing and communications. As well as overseeing strategy in these areas, she manages teams and initiatives relating to research grants, knowledge transfer, graduate employability, reputation management, fundraising and recruitment. Julie's role also covers leveraging intellectual property, and developing enterprise and entrepreneurship opportunities for students and staff.

Julie joined the University's Business School in 1996 as a Senior Lecturer in Business Strategy, and held various posts before being appointed Head of the Business School in 2006. Her academic career began at the London Institute in 1993, after achieving management success in the hotel and restaurant sector. This included running a chain of high street cafés for Martin The Newsagent, and subsequent marketing and merchandising positions with Guinness when it acquired the business.

Jenny Coles

Director of Children's Services

Jenny qualified as a social worker in 1986 and has been a senior manager in Local Authority Children's Services since 1997. She has worked extensively in children's safeguarding, looked after children and quality assurance, and has also managed integrated youth and youth justice services. Jenny moved from Luton Borough Council to take up the post of Director of Children's Services for Hertfordshire County Council in 2010. She is the lead DCS for Sector Led Improvement in the Eastern Region and is the chair of the ADCS Families, Communities & Young People Policy Group.

Neil Ashley

Chair of Hertfordshire Association for Care and Resettlement of Offenders (HACRO)

After graduating from the University of Oxford, Neil started his business career in Unilever. He was CEO of The Sellotape Company 1996 - 2003. He started and ran his own business consultancy focusing on small and medium sized enterprises 2003-14. Neil is a volunteer, working with The Prince's Trust since 2004, and business tutoring at HMP The Mount since

2007. He was elected Chair of HACRO in 2015. Neil is married with two sons, and has lived in Hertfordshire for 25 years.

William Dickinson
Regional Board Chair, NFU representative

Neville Reyner, CBE DL Hon DLitt

Neville has had a successful career in engineering, including UK Executive Vice President of Mitsubishi Electric Europe. He is also the Chairman of Herts Chamber of Commerce and sits on IoD Regional Advisory Group for East of England. Neville is the current Chair of the Herts PCC's Independent Business Advisory Group (IBAG).

Graham Lane

Managing Director of Cheeky Munkey Ltd

Graham is a Board Member of Local Enterprise Partnership, as well as the Chair of Hertfordshire Growth Hub steering Committee. He is also a Trustee of Druglink in Hemel Hempstead and Vice Chair of Oaklands College.

