

Report by Police & Crime Commissioner Appointment of Chief Executive

Summary

In December 2024, the Commissioner appointed Mr Rafal Hejne as his Interim Chief Executive for a 12 month contract. An interim appointment was required as, having regard to employment and equalities legislation, it was not possible to carry out a permanent recruitment process at that time.

The 2024 appointment process was advertised externally and attracted 24 applications, of which Mr Hejne was selected through open competition as the strongest candidate against the job requirements.

The Commissioner has undertaken a recruitment process to make a permanent appointment as Chief Executive. In line with advice from BCH Human Resources, an internal process was first chosen, given the likelihood of there being internal candidates and that the external market had been recently tested.

Two internal candidates applied and were interviewed. **The Commissioner has selected Mr Rafal Hejne as his preferred candidate.**

In accordance with the Police Reform & 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 PCC is required by legislation to provide the Panel with the following information:

- 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
- d) The terms and conditions on which the candidate is to be appointed

Recruitment process and criteria

The job description and person specification is, apart from minor amendments, as designed by the Commissioner in 2024, supported at the time by the Deputy Chief Executive and a Recruitment Senior Consultant in BCH Human Resources. The job description can be found at Appendix A.

The job description and person specification places significant emphasis on the candidate having programme delivery, change management, innovation and organisational development skills given the ongoing needs of the Commissioner. The person specification sets out that the successful candidate is likely to have executive/director level experience in public sector leadership.

The recruitment process launched on 3rd September and was advertised for two weeks on the Hertfordshire Constabulary careers page. The opportunity was provided for interested

candidates to have an informal discussion with the Commissioner about the expectations of the role.

Two applications were received. Both were carefully considered against the criteria of the job description and person specification and a decision made to invite both candidates for interview.

Interviews were held on 24th September and were carried out by the Commissioner and Recruitment Senior Consultant. The interview explored core competencies for the role, including strategic leadership, organisational performance and delivery, leading change, organisational development, supporting the PCC's holding to account role, partnership working, accountability and ethical standards and integrity.

Both candidates were appointable, but Mr Hejne scored highest at interview. The interview panel decided that Mr Hejne was the candidate who best matched the requirements.

The preferred candidate

Mr Rafal Hejne has held a wide variety of interim director roles across local government, in London boroughs and County and District Councils. His most recent appointments have been at the London Borough of Barnet and Gloucestershire County Council, including advising on the delivery of multi-million pound transformation programmes.

Mr Hejne's particular areas of experience include change management, transformation, organisational development and digital innovation. In these roles, Mr Hejne has been responsible for delivering significant organisational change in complex organisations, including working with political and non-political leaders and directly managing corporate teams.

Mr Hejne has been the OPCC Interim Chief Executive since December 2024. In that role, Mr Hejne has led significant organisational change including a restructure to better align the office with the Police & Crime Plan, while reducing the office's size by 18% producing a saving of over £320,000. This has been carried out while navigating a number of complex and difficult HR issues. At the same time, Mr Hejne has led the OPCC's transition to delivery of the Police & Crime Plan, focusing on improving oversight systems and recruiting skilled staff.

Mr Hejne has performed strongly in the role, including rapidly embedding positive and effective relationships with senior leaders in the Constabulary at a time of leadership change in both the OPCC and Constabulary. He has built positive relationships with local authority Chief Executives.

The Commissioner believes that Mr Hejne meets the criteria for appointment as set out in the job description and person specification. Through the application and interview process, Mr Hejne demonstrated strong evidence of strategic impact, experience of managing change and new ways of working as well as the ability to lead organisations to deliver at pace on priorities set by elected office holders. Mr Hejne was able to clearly demonstrate that he would provide strong, credible leadership for the Office of the Police & Crime Commissioner.

Post-recruitment matters

The recruitment process was carried out prior to the Government's announcement that PCCs would not continue in their current form after May 2028. Notwithstanding this, the Commissioner has considered whether this announcement impacts this recommendation.

At the current time, the Police Reform & Social Responsibility Act 2011 exists unaffected which requires the Commissioner to appoint a Chief Executive who has certain statutory functions. Any change in police governance flowing from the Government's announcement requires primary legislation to implement. The Government's stated intention is such a change will not apply before May 2028.

The Commissioner is therefore required to comply with the legislation as it stands today, which requires the appointment of a Chief Executive.

There is no merit to a temporary or further interim appointment because such an appointee would acquire full employment rights prior to May 2028 in any event. The balance is therefore in favour of making a permanent appointment as required by current legislation.

Terms and conditions of appointment

The summary of key terms and conditions of appointment can be found at Appendix B.

Recommendation

That the Police & Crime Panel recommend the appointment of Mr Rafal Hejne as the Chief Executive for the Police & Crime Commissioner for Hertfordshire.

Appendix A – Job Description and Person Specification



Job Description

Role	Chief Executive	Team	
Reports To	Police and Crime Commissioner	Grade and Salary	Spot salary – £128,500 plus car allowance and benefits
Post Tenure	Permanent	Post Reference	
Location	Agile working with a requirement to work in the office least two days a week and support the PCC at meetings as required.		
Purpose of the Role			
To provide 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.			
Main Duties and Accountabilities of the post holder			
<p>To assist the Police and Crime Commissioner to discharge his statutory duties to ensure an efficient, effective and value for money police force.</p> <p>Provide advice, guidance, support and, where appropriate, challenge to the Commissioner in establishing vision, strategy, values, strategic needs analysis, policy, planning, delivery and performance.</p> <p>Proactively lead the OPCC team to deliver at pace on the Commissioner’s functions and identified priorities, including commitments in the Police & Crime Plan.</p> <p>Implementation and ongoing review of the new structure of the OPCC and ways of working to ensure the office provides high quality support to the Commissioner.</p> <p>Assist the Commissioner in influencing, persuading and managing activities to ensure Hertfordshire Constabulary meet their strategic objectives set out in the Police and Crime Plan and provide the best possible service to the public.</p> <p>Ensure effective advice and support to the Commissioner to enable challenge of the Constabulary’s operational and financial performance.</p> <p>Provide oversight and accountability for commissioned services managed by the OPCC.</p>			

Support the Commissioner in undertaking his function as owner of the police estate and to have primary interface with the Estates & Facilities department to facilitate consideration and delivery of change proposals.

Support the Commissioner in developing, securing and maintaining 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.

To present a professional and positive image for the OPCC and work proactively with the OPCC team to deliver at pace on the Commissioner's functions and identified priorities.

Support the tri-force and 7 force arrangements across the collaboration, providing strategic advice to the PCC and ensuring Hertfordshire's views are represented, business cases are scrutinised and value for money achieved.

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 Police and Crime Commissioner.

Assist the Commissioner in ensuring that policing governance is fully considered in Devolution & Local Government Reorganisation in Hertfordshire and represent the interests of the Commissioner (and, where required, the Chief Constable) with central and local government.

Represent the Commissioner at local, regional and national level where necessary.
This post is a statutory officer in accordance with Schedule 1 (6) of the Police Reform & Social Responsibility Act 2011.

Working Relationships and Contacts

The post holder will be required to develop and maintain effective working relationships across local government, statutory, partner agencies and their representative bodies.

Role Requirements

- Executive/director level experience of public sector leadership, programme delivery and change management roles, working closely with political leaders.
- An ability to motivate, enthuse and create organisational energy, especially with change, innovation and new ways of thinking.
- Ability to think independently and operate at a strategic level, translating vision into action with a focus on achieving outcomes.
- Proven track record of managing change successfully and driving improvement including experience of effectively implementing organisation wide change programmes.
- Experience of strategically reviewing and, where necessary, restructuring organisations and departments.
- Ability to deal with complex issues quickly and effectively and work under pressure.



- Creative approach to problem solving with ability to be innovative including developing better ways to deliver value for money and improved services.
- An understanding and appreciation of the challenges facing policing, community safety and criminal justice.
- Ability to network and build effective stakeholder relationships at a local, regional and national level using excellent communication skills, including at the interface of the Commissioner's strategic role and the Constabulary's operational independence.
- 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.
- High level of literacy, numeracy together with budget management, analytical and IT skills.

General Requirements and Responsibilities

- The post holder will be required to travel to different locations across Hertfordshire, but may on occasion need to attend meetings elsewhere (usually Bedfordshire, Cambridgeshire or London).
- The post holder will need to possess a full driving licence.
- If using a private vehicle then business insurance needs to be organised by the individual.
- The post holder may be required to work additional hours.
- Vetting is required, as advised by the Vetting Unit.
- The post holder will be politically restricted.
- The post holder will be expected to undertake training as and when required.
- The post holder will be expected to comply with health and safety requirements.
- If required, following appropriate training, to take on the role of Evacuation Marshal if no volunteers come forward in the post holders work location.
- To undertake such other duties as may be reasonably expected.

Values

Leadership

I lead through the provision of advice and support and actively encourage and support learning within my team and colleagues. I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context. I motivate and inspire others to achieve their best. I identify barriers that inhibit performance and take steps to resolve these, thereby enabling others to perform. I keep track of changes in the external environment, anticipating both the short and long-term implications for the organisation. I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions. I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those we serve. I understand the local partnership context, in order to use a range of tailored steps to build support. I try to anticipate partners' needs and take action to address them. I do not make assumptions; I check partners are getting what they need from us. I build commitment from others (including the public) to work together to deliver agreed outcomes.

**Integrity**

I take my commitments seriously; I am honest about my accomplishments and capabilities. I am proactive when I do not understand my responsibilities and I am accountable for their results. I communicate honestly and openly even when there are difficult conversations to be had. I challenge colleagues whose behaviour, attitude and language falls below the organisation's expectations. I am open and responsive to challenge about my actions and words. I recognise the accomplishments of others and respect their boundaries. I use resources effectively and efficiently and not for personal benefit.

Inclusivity

I actively seek and consider the perspectives of people from a wide range of backgrounds before taking action. I respect, seek to understand, and value individual differences. I adapt my style and approach according to the needs of others using my behaviour to achieve the best outcome. I promote a culture that values diversity and encourages challenge. I encourage reflective practice among others and take time to support others to understand reactions and behaviours. I take responsibility for helping to ensure the emotional wellbeing of team members. I take responsibility to deal with any inappropriate behaviours.

Resourcefulness

I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing. I am persistent when trying to overcome a challenge, focusing on a situation until I find a resolution. I identify opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population. I am flexible in my approach, changing plans to make sure that I have the best impact. I encourage others to be creative and take appropriate risks. I share my explorations and understanding of the wider internal and external environment with others and collaborate to improve work processes or service. I am adaptable and can accept and respond to changes quickly.

Impact

I actively promote the shared mission, vision, and values, and use those principles to guide actions. I focus on results and desired outcomes and how best to achieve them. I recognise my role is about effecting positive change for the communities we serve. I communicate effectively to influence others to engage and commit to furthering the organization's objectives with emphasis on delivery and value for money. I focus on set goals to anticipate, identify, and effectively deal with problems and risks. I plan for eventualities to deal with unexpected challenges. I seek to understand what works, what does not and why. I use my initiative to explore creative solutions to problems that will result in a positive effective and worthwhile outcome.

Appendix B – Terms and conditions of appointment

Working location

Based in Welwyn Garden City (Police HQ or Rosanne House) with the ability to work flexibly.

Working hours

Full time appointment of 37 hours per week.

Restrictions

The position is a politically restricted post, subject to police vetting.

Remuneration

A spot salary of £128,500 per annum has been fixed.

OPCC employment policies

Other OPCC employment policies relating to annual leave entitlement, eligibility for car allowance, relocation costs and participation in the Local Government Pension Scheme apply.