

Public Document Pack

Police & Crime Panel for Lancashire

Monday, 18th January, 2021

5.00 pm

Virtual

[\(Link to Webcast here\)](#)

AGENDA

1. **Welcome and Apologies**
2. **Declarations of Interest**
3. **Confirmation Hearing for New Chief Constable of Lancashire Constabulary - 'Preferred Candidate' - Mr Christopher Rowley**
Confirmation Hearing Report.18.01.21 **2 - 76**
Lancashire PCP Confirmation Hearing. Chief Constable. procedure (002)
LGA Guidance on Confirmation Hearings
Recruitment Process Report
Appendix A - Advert
Appendix A -Chief Constable Candidate Pack
Appendix A - role profile
Appendix A - Application Form Chief Constable
APPENDIX C - independent member

PART 2: ITEMS FOR CONSIDERATION IN PRIVATE

The Press and Public may be excluded under Part 2 regulations at the end of discussion on this matter.

Date Published: 8th January 2021

POLICE AND CRIME PANEL

Meeting to be held on 18 January 2021

CONFIRMATION HEARING FOR THE APPOINTMENT OF A CHIEF CONSTABLE

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EXECUTIVE SUMMARY

To provide background information to the Police and Crime Panel (PCP) on the appointment process leading to the selection of Mr Christopher Rowley as the proposed candidate for the role of Chief Constable of Lancashire.

RECOMMENDATION

It is recommended that the Panel notes its responsibilities in the confirmation hearing process and considers the proposed appointment of Mr Christopher Rowley to the position of Chief Constable.

1. Background

The Police Reform and Social Responsibility Act 2011 specifies that the Police and Crime Commissioner (PCC) for a police area is to appoint the Chief Constable of the police force for that area.

Schedule 8 of the 2011 Act requires that a PCC must notify the relevant Police and Crime Panel (PCP) of the proposed appointment of a Chief Constable. It is the duty of the PCP to hold a public Confirmation Hearing and to review, make reports and recommendations in respect of the proposed appointment of a Chief Constable and to publish their reports or recommendations.

The PCC's notification of the proposed appointment was received on 6 January 2021 prompting the confirmation hearing to be arranged. The confirmation hearing will be held in public at which at which the candidate is requested to appear for the purpose of answering questions relating to the appointment. Supporting guidance produced by the Local Government Association (LGA) advises that usually, no other business should be undertaken at a meeting convened to be a confirmation hearing. A confirmation hearing should not be dealt with as an item of business at a standard Panel meeting but conducted as a separate meeting. The guidance specifies that *"the convening of a separate meeting will mean that proper time and preparation will be put in to the exercise and panel members will be able to approach the session with the right mindset"*.

There is a report on the Agenda from the Police and Crime Commissioner providing information on the preferred candidate's skills and experiences. The Panel should consider the information provided for its questions to the candidate.

The LGA guidance recommends that confirmation hearings should focus on the following:

- Professional competence: i.e. the candidate's ability to carry out the role, for example, their professional judgement and insight; and

- Personal independence: i.e. the need for the candidate to act in a manner that is operationally independent of the PCC.

The guidance further recommends that PCPs should think in terms of minimum standards applying to particular attributes: i.e. there should be minimum standards below which it would not be appropriate to appoint a candidate under any circumstances. Above this level, the Panel might have concerns but the candidate would still be 'appointable' at the discretion of the PCC.

The Appendix sets out the Chief Constable Confirmation Hearing Procedure. Further information on the procedure and the Panel's role is contained in the guidance from the LGA: Police & Crime Panels Guidance on Confirmation Hearings Local Government Association and Centre for Public Scrutiny (August 2012), which is also attached.

Lancashire Police and Crime Panel

18 January 2021

Chief Constable Confirmation Hearing Procedure

1. Background

- 1.1 This document explains the process to be followed by the Lancashire Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of the preferred candidate to the role of Chief Constable.
- 1.2 The Police Reform & Social Responsibility Act 2011, section 38 specifies that the Police & Crime Commissioner (hereafter referred to as 'the Commissioner') for a police area is to appoint the chief constable of the police force for that area.
- 1.3 The Police Reform & Social Responsibility Act 2011 requires that Police & Crime Panels hold confirmation hearings for certain key appointments to be made by the Commissioner. These requirements are detailed within Schedule 8 of the Act.
- 1.4 Schedule 8 of the 2011 Act requires that a Commissioner must notify the relevant Police & Crime Panel of the proposed appointment of a chief constable. In such cases the Commissioner must also notify the Police & Crime Panel of the following information:
 - (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.

2. Powers of the Police and Crime Panel

- 2.1 The Panel has the functions conferred by Schedule 8 Part 1 of the Police Reform and Social Responsibility Act 2011 (Appointment of Chief Constables). This enables it to:
 - Review the proposed appointment, by holding a Confirmation Hearing following receipt of notification of the proposed appointment. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions

relating to the appointment. Supporting guidance produced by the Local Government Association (LGA) and the Centre for Public Scrutiny (CfPS) advises that a confirmation hearing should not be dealt with as an item of business at a standard Panel meeting but conducted as a separate meeting;

- Make a report to the Commissioner on the proposed appointment;
- Include a recommendation to the Commissioner as to whether or not the candidate should be appointed and may include exercising the power of veto (decision to veto to be agreed by two-thirds of the Panel);
- Publish a report to the Commissioner;
- The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a Police & Crime Panel being notified of it by the Commissioner.

3. Confirmation Hearing

3.1 This confirmation hearing of the Panel has been convened to enable the Panel to review and make a report on the proposed appointment by the Police & Crime Commissioner for Lancashire of a Chief Constable of Lancashire Police following notification of the proposed appointment by the Commissioner on 6 January 2021.

3.2 In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner must provide the Panel with the following documentation:

- Name of the proposed candidate
- Criteria used to assess the suitability of the candidate
- How the candidate has satisfied those criteria
- The terms and conditions on which the candidate is to be appointed

The Procedure for the Hearing

3.3 The meeting will be conducted in public and structured as follows:

1. The Chair of the Panel will welcome the candidate to the hearing and invite Panel members and host authority officers present to introduce themselves.
2. Apologies
3. Declarations of Interests
4. The Chair will ask the Panel's Monitoring Officer to outline briefly the format of the hearing.
5. The Chair will ask the candidate if he has any questions on the procedure.

6. The Chair will invite the Commissioner to outline the proposed appointment and introduce the candidate.
7. The Chair will invite Panel members to ask questions of the candidate which relate to his professional competence and personal independence, the answers to which will enable the Members to evaluate the candidate's suitability for the role.
8. When all Panel members' questions have been asked and addressed the Chair will invite the candidate to clarify any answers that he has given during the hearing and to ask any questions of the Panel, for example about the next steps in the process.
9. The candidate will then withdraw from the meeting.
10. The Panel will be asked to agree a resolution to exclude the press and public from the meeting, and will go into closed session to take its decision and prepare any recommendations and report to the Commissioner regarding the appointment of the preferred candidate to the role of Chief Constable.
11. The Panel will send its report to the Commissioner by the end of the working day following the date of the confirmation hearing.
12. The Panel will publish its report after 5 working days of the confirmation hearing, after liaising with the Commissioner to reflect that the Commissioner will also publish his own final decision on the proposed appointment following the hearing.

3.4 At the closed session the Panel will discuss the following:

- Whether the candidate has the professional competence to exercise the role as set out in the role profile.
- Whether the Panel feels that the candidate has the personal independence to exercise the role.

3.5 If the Panel is satisfied that the candidate meets the required standards it can recommend to the Commissioner that the appointment be made. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.

3.6 If the Panel considers that the candidate meets the required standards but has a query or concern about their suitability it can make a recommendation to this effect to the Commissioner. Ultimately, the Panel has the option of recommending to the Commissioner that the appointment not be made. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.

3.7 If the Panel considers that the candidate clearly does not meet the minimum standards necessary for the position the Panel can veto the proposed appointment. A decision to veto a proposed appointment must be supported

by at least two-thirds of the members of the Panel (see below).

4. Powers of the Panel in respect of making a recommendation

4.1 The Panel have the power to veto the proposed appointment. A veto would mean that the Panel, by the required majority, have decided that the candidate should not be appointed as Chief Constable. If it takes this course of action, the Panel will :

- include a statement within their report confirming that the Panel have vetoed the appointment;
- provide a reason for the veto of the appointment;
- provide evidence from the proceedings of the Confirmation Hearing in support of the reason for vetoing the appointment.

4.2 Should the Panel not veto the appointment, the following steps shall be taken:

- The Commissioner may accept or reject the Panel's recommendation as to whether or not the candidate should be appointed.
- The Commissioner must notify the Panel of the decision whether to accept or reject the recommendation.

4.3 Should the Panel veto the appointment, the following steps shall be taken:

- The Commissioner must not appoint that candidate as Chief Constable.
- The Commissioner must propose another candidate for appointment as Chief Constable. This proposed appointment will be subject to review by the Panel at a second confirmation hearing, resulting in a report to the Commissioner making a recommendation about the appointment of the reserve candidate. The Commissioner may accept or reject such a recommendation, and must notify the Panel of his response
- The Panel does not have the power to veto the Commissioner's second choice of candidate if the Panel has already used its veto on the previous candidate.

4.4 The veto should only be used in exceptional circumstances. A Commissioner's power to appoint a chief constable should be backed up by appropriate human resources functions and appointment procedures designed to provide a "due diligence" check on the suitability of the candidate that a Commissioner proposes for appointment. A proposed appointment should only be vetoed if a Police & Crime Panel considers that there has been a significant failure of this "due diligence" check, to the extent that the candidate is not appointable.

Following the Confirmation Hearing

4.5 The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner in writing by the next working day.

4.6 It is recommended that a period of five working days should elapse before the recommendations of the Panel are made public, although this information can be released at an earlier stage if there is mutual agreement between the Panel and Commissioner.

5. Recommendations

5.1 That the Panel determine whether the proposed candidate, Mr Christopher Rowley should be appointed to the role of Chief Constable of Lancashire Police.

Background Papers and Published Documents

Police Reform & Social Responsibility Act 2011

The Police & Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

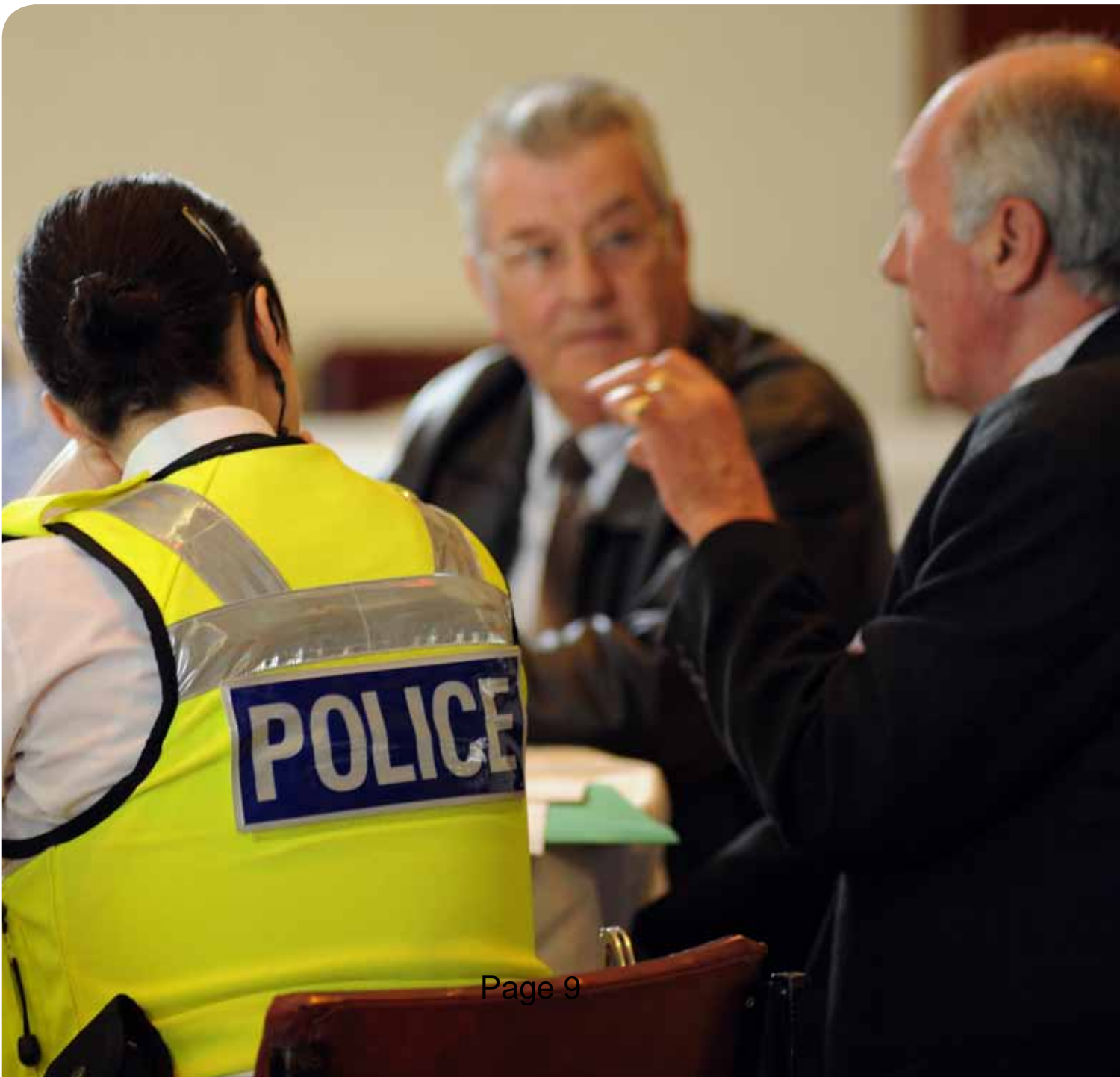
Police & Crime Panels Guidance on Confirmation Hearings Local Government Association and Centre for Public Scrutiny (August 2012)

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Police and crime panels

Guidance on confirmation hearings



This guidance has been prepared by the Centre for Public Scrutiny and the Local Government Association. Every attempt has been made to provide a fair picture of the current state of the law, to present an accurate and comprehensive assessment of our recommended interpretation of the provisions of the Police Reform and Social Responsibility Act 2011 as it applies to police and crime panels, and to suggest ways of working to ensure that panels can be effective, and their work proportionate, relevant and timely. However:

- This guidance should not be relied upon as giving legal advice, and it will be for monitoring officers in individual authorities to come to their own decisions, working with councillors, to decide on the right approach.
- This guidance should not be interpreted as setting out the view of the Home Office, and the recommendations, suggestions and advice given should not be interpreted as being endorsed or approved by the Home Office. The views expressed in the guidance are those solely of the Centre for Public Scrutiny and the Local Government Association.

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Introduction

Background

From November 2012, structural reforms in policing in England and Wales will result in the abolition of police authorities and the creation of new arrangements for accountability. The Police Reform and Social Responsibility Act¹ creates the post of elected police and crime commissioner (PCC) for each force area, who will be responsible for holding the chief constable to account. The PCC themselves will be scrutinised by a police and crime panel (referred to in this guidance as the panel) made up of local councillors from the force area, and some co-optees. More details on the general role of the panel can be found in the companion guidance to this publication produced by LGA/CfPS in October 2011².

Under the Act³, a principal role for the new panels will be to conduct hearings for certain senior staff including the chief constable, before they are confirmed in their posts. There is little precedent for this activity in the context of local government, with the most prominent UK examples of such hearings being in the House of Commons, and the London Assembly. Even there, they are a relatively recent phenomenon.

Under the Act, a Part 2 panel operates as a local government joint committee, led by a host authority. Under Part 3, the Secretary of State reserves the right to run a panel directly where local agreement on its operation cannot be reached. All Welsh panels will be Part 3 panels. Support for the operation of Part 3 panels will be provided by the Home Office. However, it is not anticipated that there will be any material difference between Part 2 and Part 3 panels in their operation of confirmation hearings.

Key issues

Confirmation hearings will need to be handled in a different way to other evidence-gathering sessions. They will however need to operate within the requirement, in employment law, for a particular degree of fairness. They will be an important element of an appointment process that will need to focus closely on an individual's capabilities and expertise, but will need to be carried out so as to ensure that justified scrutiny of these attributes does not descend into unwarranted intrusion or lines of questioning that might be unfair or unreasonable.

¹ Referred to in this guidance as 'the Act'

² www.cfps.org.uk/publications?item=7002&offset=0%20

³ Schedules 1 and 8

Confirmation hearings will need to complement, rather than duplicate, the other internal systems for appointing staff. There is no point in a panel confirmation hearing being simply a restaging of a previous interview panel.

Lines of questioning will therefore need to be carefully designed, and used to get the maximum value out of the process – for the panel, candidate and for the local community.

This guidance will examine in detail the steps that local authorities, and the panels they support, should take in preparing for confirmation hearings and in carrying them out. There are clear pitfalls that careful planning can avoid, but inevitably there will be occasions where quick thinking, tact and diplomacy will be required from all involved in these hearings, to ensure that they are genuinely useful.

We suggest that PCCs and panels in individual force areas review this guidance and seek to incorporate it as part of any wider protocol that will govern their relationship. This would include, for example:

- timescales (supplementing and complementing existing provisions on timescales in Schedules 1 and 8)
- mutual expectations about the detail of information which will be provided on candidates and their background
- mutual expectations about the conduct of the hearings themselves.

Reaching agreement on these issues as soon as possible following the election of the PCC will minimise the risk of delay or misunderstandings when the first Schedule 1 or Schedule 8 appointment is scrutinised. The panel should have the systems in place ready to carry out its duties from November 2012.

Drawing comparisons

Experience of hearings elsewhere

UK examples of confirmation hearings can be drawn from the House of Commons, where they have operated since 2008, and from processes established in relation to the London Assembly, which has a role in confirming certain mayoral appointments.

In the USA, a number of local areas run confirmation hearings for police officials, especially where they are appointed by an elected commissioner or chief of police.

Research elsewhere has explored these confirmation hearings and a discussion of their strengths and weaknesses goes beyond the scope of this guidance; however, we have sought to recognise the experience in the US and other jurisdictions in this document.

In the UK, confirmation hearings (or 'pre-appointment hearings'⁴) were initially proposed by government as part of the 2007 Governance of Britain Green Paper.

A process of negotiation between the government and the Commons Liaison Committee⁵ led to the adoption of a process in 2008 that focused on the professional competence and personal independence of candidates, covering a range of public appointments. The Liaison Committee produced a process for hearings which has been adopted and followed by all select committees and, since 2008, significant numbers have been carried out.

In 2010, the Constitution Unit carried out a review of confirmation hearings that had been held to date⁶. It highlighted some concerns about the operation of such procedures but overall concluded that the aim of increasing transparency in appointments had been achieved.

On the point of the exercise of a veto (not an option open to Select Committees) it has been suggested that this might deter candidates from applying. This is a risk we will consider and suggest a way to mitigate, through panels carefully restricting their use of the veto, which we discuss in more detail below.

⁴ Schedules 1 and 8 of the Act make clear that the confirmation hearing process is a pre-appointment, rather than a post-appointment, process.

⁵ Maer L, 'Parliamentary involvement in public appointments' (House of Commons Library Paper SN/PC/4387), <http://www.parliament.uk/documents/commons/lib/research/briefings/snpc-04387.pdf>

⁶ Waller, P and Chalmers M, "An evaluation of pre-appointment scrutiny hearings" (UCL Constitution Unit, 2010), <http://www.ucl.ac.uk/constitution-unit/research/consultancy/consultancy-projects/PASreport>

Lessons learned

There are several lessons that can be learned from the experiences in the UK Parliament, in the USA and at the London Assembly:

- Confirmation hearings need to be rigorously and carefully planned by the panels carrying them out – but this does not mean hearings are a bureaucratic, ‘tick box’ exercise.
- Candidates need to know what to expect and panels should keep to a relatively narrow set of questions which relate directly to professional competence and personal independence – but this does not mean hearings are not challenging.
- Both the veto (where legal), and the recommendation not to appoint, should be used very rarely, based on the principle that candidates will have already been subject to an internal recruitment process – but this does not mean that hearings are simply a rubber stamp.
- Hearings should take place quickly, with minimal time taken between notification of the appointment, the hearing and reports and recommendations being made to the PCC – but this does not mean the process should be rushed.
- Candidates should be treated with courtesy and respect, not just at hearings themselves, but also in correspondence or public statements relating to recommendations made by the panel (this is particularly important if there is a decision taken to veto) – but this does not mean that panels should not be transparent about their findings.

The legislation – initial considerations

Scope

Scrutiny of senior appointments by the police and crime panel is determined in Schedules 1 and 8 of the Act. These Schedules provide information on what the panel must do, in holding a confirmation hearing.

The rest of this guidance provides details on how these obligations could be interpreted, and how confirmation hearings could be used to add value to local policing. Throughout the guidance we have used the word ‘should’ to put forward how we would suggest that panels should plan their work. There is however no legal obligation on any panel to follow our recommendations.

Schedule 1

Schedule 1 covers the appointment of the PCC’s chief executive, chief finance officer and any deputy police and crime commissioners⁷. It states that the PCC must notify the panel of such a ‘proposed senior appointment’⁸, providing the name of the candidate, the criteria used to assess his or her suitability, why the candidate satisfies those criteria, and the terms and conditions on which the candidate is to be appointed⁹.

Once this notification has occurred, the panel must review the senior appointment¹⁰, and make a report on it to the PCC¹¹, which must include a recommendation as to whether or not the candidate should be appointed¹².

This must all happen within a period of three weeks, beginning on the day that the panel receives the notification from the PCC¹³. Under Schedule 6 to the Act, confirmation hearings carried out under Schedule 1 are ‘special functions’ of the panel, and so may not be discharged by a sub-committee.

A confirmation hearing must be held before the report is submitted to the PCC. This is defined as ‘a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment’¹⁴.

In response to the panel’s report, the PCC must then notify the panel whether they will accept or reject the recommendation¹⁵. There is no duty for the PCC to give reasons for their decision.

⁷ Paragraph 9(1) of Schedule 1

⁸ Paragraph 9(2) of Schedule 1

⁹ This will include the candidate’s salary

¹⁰ Paragraph 10(2) of Schedule 1

¹¹ Paragraph 10(3) of Schedule 1

¹² Paragraph 10(4) of Schedule 1

¹³ Paragraph 10(5) of Schedule 1

¹⁴ Paragraph 11(2) of Schedule 1

¹⁵ Paragraph 12(1) and (2) of Schedule 1

Schedule 8

Schedule 8 covers the appointment of the chief constable. Most of the provisions are identical to those in Schedule 1. There are two crucial differences:

- The panel has a veto¹⁶ over the appointment of the chief constable. The panel may recommend that the PCC does not make the appointment¹⁷, but in the event of a veto then the candidate must not be appointed¹⁸. What happens once the veto has been exercised will be subject to regulations¹⁹, which are likely to go into this matter in more detail. The procedure suggested at the end of this document for the exercise of the veto has been designed so that it should fit with the regulations once they are published.
- Although the panel is obliged to conduct a confirmation hearing for the chief constable and then report its recommendations to the PCC, if a report is not made following a period of three weeks, then the PCC can go ahead and appoint²⁰.

It should also be noted that the panel cannot delegate its scrutiny of the appointment of the chief constable to a sub-committee, as it is a 'special function' of the panel under Paragraph 27 of Schedule 6.

In this guidance, we will refer to appointments of the chief constable as **Schedule 8 appointments**. All other appointments subject to a confirmation hearing under the Act will be referred to as **Schedule 1 appointments**.

¹⁶ Under the Act, the panel may veto such an appointment with a two-thirds majority

¹⁷ Regulation 4(4) of Schedule 8

¹⁸ Paragraph 8 of Schedule 8

¹⁹ Paragraph 9 and 10 of Schedule 8 (Regulations to be issued)

²⁰ Paragraphs 2(3) and 6(1) of Schedule 8

Existing staff

Some staff may be transferred, via TUPE, from police authorities to the PCC's secretariat. Even if under normal circumstances such transfers would be subject to a hearing, this would not be necessary during the November 2012 transition phase when the PCC's secretariat is first being established. However, the appointment by the PCC of a deputy will require a confirmation hearing to be held.

Professional competence and personal independence

We recommend that confirmation hearings focus on issues of **professional competence and personal independence**.

These are the standards that have been adopted in the House of Commons and have been identified by MPs as providing them with the focus necessary to carry out effective confirmation hearings.

Minimum standards should be seen as applying to particular attributes; ie there should be minimum standards below which it would not be appropriate to appoint under any circumstances. Above this bar, the panel might have concerns but the candidate will be 'appointable' subject to the discretion of the PCC. We comment on minimum standards in more detail in the section on the exercise of the veto.

Professional competence relates to a candidate's ability to carry out the role. This should be apparent from a comparison of the candidate's CV and the role profile, and from the answers to questions which relate to (for example) issues around professional judgment and insight which might be asked as part of the confirmation hearing process.

Personal independence relates to the need for a candidate to act in a manner that is operationally independent of the PCC (although see below on how this will apply to deputy commissioners).

This will be particularly important for Schedule 8 candidates, but for Schedule 1 candidates the panel will still need to assure themselves that the candidate will have the ability to advise the PCC effectively, and to understand the need to respond constructively in situations when they might be held to account by the panel.

Planning and preparation

Receiving notification from the PCC

When the PCC notifies the panel of a proposed senior appointment, the panel will need information relating to the candidate in order to carry out the hearing properly.

Notification from the PCC should therefore be accompanied by some form of background information (to minimise the risk that time will be wasted chasing this information up through other means). This should usually be the same information that the PCC has had access to during the rest of the appointment process. Under the Act the panel **must** be provided with the following information:

- the names of the person whom the PCC is proposing to appoint
- the criteria used to assess the suitability of the candidate for the appointment
- why the candidate satisfies those criteria
- the terms and conditions on which the candidate is to be appointed.

The PCC might provide other information about the candidate, for example background information (such as a CV) or a personal statement.

This information would be used to allow the panel to draw together questions around whether the candidate could evidence both **professional competence and personal**

independence. It is unlikely that the panel would be able to, or would wish to, carry out its own research on the candidate within the three week timescale because:

- resource constraints would make this level of research unfeasible
- this raises the prospect of questions being asked on issues which do not relate to professional competence and personal independence.

The issue of additional information is covered in the section on pre-meetings below.

Given that notification triggers a hearing within three weeks, the first task for the panel on receiving the notification will be to set a date for a meeting. This meeting should not be used for any other business (ie if there is already a panel business meeting scheduled for that period, the appointment meeting should be held separately).

Notifying the candidate

Following the PCC's notification to the panel, and the scheduling of the hearing, the chair of the panel should write to the candidate, advising them of the date of the meeting and notifying them of the principles of professional competence and personal independence on which they propose to evaluate the candidate.

This should refer to the relevant provisions in legislation.

This letter should advise that the information provided by the candidate (see above) would need to be put on public deposit in the same manner as a standard report going to the panel.

If it has been agreed that the candidate's references will be provided to the panel, the PCC will need to advise the relevant referees that the references they submit will be put on public deposit to assist the panel in the performance of its duties.

Briefing and pre-meeting

Steps should be taken to arrange a pre-meeting for the panel to go through some of the key issues and possible questions. The pre-meeting should not be held immediately before the confirmation hearing itself, to allow sufficient time for any unexpected issues, or gaps in information provided, to be addressed.

The information provided alongside the notification by the PCC should be used by the chair of the panel and the lead officer supporting the panel to draw together a list of potential issues for the panel to discuss at a pre-meeting. This could highlight possible question topics and themes, highlight background information on which members might wish to focus and remind members of the process taken at the meeting itself.

The pre-meeting is the most important element of the preparations for the confirmation process, because it is here that members of the panel will decide on the scope and thrust of their questioning.

This meeting should be held in private, and members of the panel should be assisted by the monitoring officer and a senior HR representative from the host authority to provide specialist and technical advice, along with whichever officer is responsible for providing support to the panel (ie a scrutiny officer).

People serving on panels may already have some experience of councillor-level appointment panels, for example to fill senior management posts. However, confirmation hearings are different in several crucial ways, which require them to be managed even more carefully. The panel will need to bear these factors in mind at the pre-meeting:

- confirmation hearings will be held in public, and Schedule 8 appointments (those of the chief constable) in particular are likely to be high profile
- the appointment is being made to an external body, not the councils represented on the panel
- hearings are an integral, but independent, part of the appointments process.

The focus of questioning will, therefore, need to rest on the professional competence of the candidate and their personal independence. Questioning will need to rely on the documents provided to support the panel's deliberations.

Where members of the panel propose to consider additional information relating to the candidate, not provided by the PCC but available elsewhere, this should be considered by the monitoring officer and the HR representative to ensure that the process will be fair, and that it will help the panel assess competence and independence.

This will be of particular importance for Schedule 8 appointments, where there may be a fair amount of information in the public domain relating to the candidate on which the panel might like to draw, but care will be needed in researching and analysing this information.

Within the two broad themes of competence and independence the panel might wish to focus on particular areas. These should be discerned with reference to the role profile, and the police and crime plan, which will allow the panel to understand the regular duties that the postholder will be expected to undertake, and the key policies that they will have to implement.

Broad questioning themes should be developed, such as evidence that the candidate has:

- an understanding of the various stakeholders that would need to be involved and engaged with (and in what way, with what outcome) in the development and delivery of a major strategy (professional competence)
- a pragmatic understanding of the separation of the PCC from operational responsibility (personal independence).

Personal independence is likely to be a nuanced issue in relation to the PCC's deputy. These are likely to be political appointments, and as such a lower standard of independence might be expected, reflecting the fact that these deputies have been appointed to provide political support, and to directly assist the PCC in driving his or her particular vision and priorities.

However, the panel in these cases, will still need to be assured that the deputy recognises the separation of political and operational responsibilities.

Members of the panel should consider, at the pre-meeting, the kind of evidence they would want to adduce to demonstrate under each theme that the minimum standards for the post had been met.

Under each of these themes individual questions should be drawn out, and assigned to relevant members of the panel. It may be necessary for the panel member asking questions at the meeting to ask supplementary questions, to 'tease out' the response to an answer. The chair of the panel will, under these circumstances, need to monitor closely such supplementary questions, and their responses, to be assured that they are relevant. The chair should receive senior officer support at the meeting.

Inappropriate questions are considered below.

The hearing itself

The hearing will be a relatively focused opportunity to explore key issues relating to professional competence and personal independence.

As we have made clear it should not be treated as a chance for the panel to explore the candidate's views on various areas of the PCC's policies, national policy issues, or their plans once they assume the post, except insofar as those questions might relate directly to professional competence and personal independence.

Confirmation hearings should therefore be relatively short and focused. Members will have agreed questions, and questioning themes, at the pre-meeting and these should be kept to (other than to ask necessary supplementary questions – see above).

In broad terms, the meeting should be framed so as to allow the panel to make an informed decision about the candidate. In the next section the decision-making process is looked at in more detail but, fundamentally, it comprises two linked steps:

- Does the person meet the criteria set out in the role profile for the post?
 - Do they have the professional competence to carry out the role?
 - Do they have the personal independence to carry out the role? (although see comments elsewhere in this guidance on political appointments)

- Should, consequently, the panel recommend that the candidate should not be appointed or use its power of veto?

The chair should open the meeting by welcoming the candidate, and others present, and outlining for the benefit of the candidate the key themes that the panel hopes to explore. The chair should explain the process for approval, refusal or veto of appointments and allow the candidate to ask any procedural questions that he or she might have before the questioning gets under way.

The chair should be aware – notwithstanding the pre-meeting – of the risk that inappropriate questions might be asked. An inappropriate question is one that does not relate to the professional competence or personal independence of the candidate. Some questions that may appear to the questioner to relate to one or both of these issues might still be inappropriate. Some examples might be questions:

- relating to the personal political (or other) views of the candidate – eg whether the candidate agrees or disagrees with the police and crime plan, and so on
- seeking to substantively hold to account the candidate for decisions made in a previous role, unless they are phrased in such a way that directly relates to (for example) learning lessons from past experience

- on what the candidate will do, substantively, once in the post (ie questions relating to operational strategy)
- which are hypothetical and designed to obtain the candidate's views on a position of local controversy.

This is not an exhaustive list. The panel's senior HR adviser will be able to further advise the panel and the chair as to appropriate, and inappropriate, questions in this context.

The panel should also be able to use its own considered judgment on this matter, and does not have to take the officer advice it is given.

At all times the candidate should be treated fairly and politely. The panel should avoid getting into debate and discussion with the candidate on any issue, remembering that it has a task to perform and a limited amount of time to do it.

Members of the panel should refrain from making general statements about any issue, other than the short opening and closing statements referred to above.

At the end of the session the candidate should be given the opportunity to clarify any answers that he or she has given in the course of the hearing, and ask any questions of the panel, for example about the next steps or the decision-making process.

The decision-making process

Immediately following the confirmation hearing, the panel should go into closed session to decide on its recommendations. Whilst the Local Government Act 1972 Schedule 12A would normally apply to the panel's operation at this point, the Home Office suggests that panels are joint committees under the Police Reform and Social Responsibility Act rather than the Local Government Act 1972. The Home Office will shortly issue Regulations to clarify how parts of the 1972 Act will apply to panels. The monitoring officer and a senior HR professional should be present to provide advice to the panel on its deliberations.

Meeting the role profile requirements

The following questions follow on from the issues mentioned in the section above. They are indicative only, suggesting the kind of issues that the panel would most need to be able to evaluate in order to come to a judgment on the suitability of the candidate.

Depending on the role, and the role profile, different questions could be asked specific to the candidate's forthcoming responsibilities, for example:

- Whether the panel feels that the candidate has the professional competence to exercise the role, as set out in the role profile
 - Do they have the ability and insight to work across multiple different agencies to achieve the PCC's priorities, and wider priorities for the area?
 - Do they have the ability to respond, credibly and proportionately, to pressures such as the need to make short-term responses to unexpected requirements?
 - Do they have the ability to translate strategic objectives into operational change on the ground?
- Whether the panel feels that the candidate has the personal independence to exercise the role, as set out in the role profile
 - Do they have the ability to advise the PCC, but to resist any attempt at improper influence?
 - Do they have the ability and confidence to take personal responsibility for relevant successes and failures?

Minimum standards

In an earlier section we made reference to 'minimum standards' of professional competence and personal independence. Members should be familiar with the required minimum standards in the role profile and should use these to make an assessment as to whether the candidate fulfils those standards.

Where a candidate does not meet these standards it should be self-evident, and this will be suggestive of a significant failure in the appointments process undertaken by the PCC.

Under these circumstances (and only these circumstances) it may be appropriate to use the veto, if the candidate is a Schedule 8 appointment.

Where a candidate meets these standards, but there is still a cause for concern about his or her suitability, it may be appropriate to outline these concerns in the panel's response to the PCC.

Where a Schedule 1 candidate does not, in the panel's view, meet the minimum requirements for the post, providing advice to the PCC in the form of a letter is the only option open to the panel. For these situations for Schedule 8 candidates, making a recommendation provides an alternative to use of the veto.

Making recommendations on Schedule 1 and Schedule 8 appointments

Under the Act the panel may recommend to the PCC that the appointment be made, or that it not be made. A recommendation that an appointment is not made is not the same as a veto, and the PCC can, if he or she chooses, ignore such a recommendation.

The only example of a pre-appointment hearing in the Commons leading to a recommendation not to appoint was that of the proposed children's commissioner. In this section, we will draw lessons from that experience and examine how a process for recommending approval, and rejection, might work in practice.

It is important to appreciate that any negative determination by the panel could have an undesirable effect on the candidate's career options. It is suggested therefore that the affected candidate should ideally have at least a few days to consider their position and ask any further questions they may have about the process before information is released to the press and general public.

To achieve this, it is suggested that a five working day period should elapse between the hearing and the release of information about ANY recommendation from the panel whether positive or otherwise.

An understanding about this arrangement would need to be discussed and agreed with the PCC and their staff who might otherwise release information about appointments separately from the panel.

Delaying any announcement about favourable panel recommendations and associated appointment announcements would be necessary to avoid unfavourable recommendations becoming automatically associated with a delay. This would in effect create the same outcome for unfavourable recommendations as if the information had been released straight away.

Although the five day period is suggested in order to ensure fairness to the candidate, it is recognised that there may be some circumstances where their best interest would be served by a quicker release of information. In all cases, a consistent approach to the release of information would need to be discussed and agreed with the PCC and their staff.

Recommending approval

This will be straightforward. The Act requires that recommendations to appoint should be communicated to the PCC in writing. This should happen immediately following the making of the decision (ie the next working day).

The candidate should be copied into the communication. It is suggested however that the PCC should be asked not to make the result of the appointment public until five days has elapsed following the date of the hearing for the reasons explained above.

Similarly the panel should wait five working days before it releases any information about its recommendations. In any event the panel should also ensure that the PCC has received and acknowledged the panel's recommendations before making its recommendations public.

Recommending refusal

This will involve more work. Refusal should only be recommended rarely, under the circumstances identified in the section on the decision-making process.

Where refusal is recommended, on the next working day the PCC should be notified of the refusal in writing. Appended to the refusal should be a summary of the principal reasons for that refusal.

Both should be treated as separate documents so that the letter recommending refusal can later be formally published without risking a breach of the Data Protection Act.

The next four working days will be available to all parties – including the candidate – to consider their next moves before the recommendation is made public. The reason why we suggest that no information be disseminated publicly until after this time is to ensure that the process is fair to the candidate as explained above.

There are three likely scenarios that might follow a refusal recommendation by the panel:

- The PCC continues with the appointment. If this happens the recommendation to refuse would be published after five working days, along with a summary as to why the recommendation was made. The PCC should make a response at the same time as the publication of the recommendation, focusing on why he/she felt that the candidate did in fact meet the minimum standards for the post.
- The candidate decides to withdraw. If this happens the recommendation to refuse would be published after five working days along with the relevant summary, but no further information would be published from either side.
- The PCC decides not to appoint. If this happens, the recommendation to refuse, and the summary, would be published alongside a statement by the PCC setting out a timetable and process to make a new appointment.

At each point the candidate will need to liaise with the PCC. The panel should not attempt to liaise with the candidate either directly, or through the host authority's monitoring officer or leading HR officer.

The panel may wish to recommend refusal, rather than exercising the veto, in the case of a Schedule 8 appointment.

This might be considered when the panel feels that the candidate essentially meets the minimum standards, but has shortcomings that mean it would be inappropriate to appoint. It is envisaged that the veto would only be used in exceptional situations.

The veto (for Schedule 8 appointments only)

Use of the power of veto

In an earlier section we considered the effect that the veto might have on potential candidates for the role of chief constable. Research carried out by the Constitution Unit in 2010 concluded that the introduction of a veto into the existing system of select committee pre-appointment hearings might well act to dissuade candidates from coming forward.

It should be recognised that the PCC's power to appoint – subject to the confirmation hearings process – has been provided by the Government to allow the PCC to appoint the person thought most appropriate. This will be a corporate decision, led by the PCC as an individual, but backed up through their secretariat, whose HR functions and internal appointment procedures will provide a 'due diligence' check on the candidate's suitability. The veto should only be exercised where it is clear to the panel that there has been a significant failure of those 'due diligence' checks, to the extent that the candidate is not appointable. This is, rightly, a very high bar.

Systems and processes will therefore need to be designed to ensure that the veto is used extremely rarely. It should be used only where the panel feels that the candidate fails to make the minimum standards for the post.

Process for the veto

A possible process for the veto is set out below. In designing arrangements for the use of the veto, the content of any relevant Home Office Regulations should also be considered carefully²¹.

Where the veto is exercised on a Schedule 8 appointment, the PCC must not appoint. The veto should be notified to the PCC on the next working day following the hearing. The PCC will be responsible for notifying the candidate.

It is suggested that after five working days the panel will publish its veto and the PCC, alongside this information, will publish information setting out the steps that will be taken to make another appointment. As we have suggested for recommendations of refusal of appointments, the five day period following the hearing can be used by the relevant parties to consider their responses. If however the candidate's interests would be better served by a quicker release of information, this can be discussed and agreed with the PCC.

²¹ At the time of writing this guidance, the content of pending Home Office Regulations covering the use of the veto has not been finally determined. Early drafts of the Regulations indicate that the panel will not be able to veto the PCC's second choice of candidate if the panel has already used its veto on the previous candidate.

The exercise of the veto (or a recommendation for refusal) should act as the impetus to a discussion between the panel and PCC about how HR processes within the PCC's secretariat might be reviewed.



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POLICE AND CRIME PANEL

Meeting to be held on 18 January 2021

Recruitment process for the new Chief Constable of Lancashire Constabulary and notification of the 'Preferred Candidate' – Mr Christopher Rowley

Contact for further information: Ian Dickinson, 01772 533462, Office of the Police and Crime Commissioner, ian.dickinson@lancashire-pcc.gov.uk

EXECUTIVE SUMMARY

The purpose of the report is to inform the Police and Crime Panel (the PCP) of the process followed for the recruitment of a new Chief Constable for Lancashire Constabulary.

RECOMMENDATION

1. That the Police & Crime Panel approves the appointment of the 'Preferred Candidate' Christopher Rowley for the role of Chief Constable.

1. STATUTORY REQUIREMENTS

- 1.1. Part 1 of Schedule 8 of The Police Reform and Social Responsibility Act 2011 outlines the statutory framework for the appointment of Chief Constables.
- 1.2. The Police and Crime Commissioner is required to inform the Police and Crime Panel (PCP) of the proposed appointment, which was done immediately after the interview process was concluded on 22 December 2020.
- 1.3. The Commissioner is also required to provide:
 - The name of the person whom the commissioner is proposing to appoint ("the candidate");
 - The criteria used to assess the suitability of the candidate for the appointment;
 - Why the candidate satisfies those criteria; and
 - The terms and conditions on which the candidate is to be appointed.
- 1.4. This report has been written to satisfy those requirements and to provide the PCP the information required for them to review and report on the proposals.
- 1.5. The PCP must hold a confirmation hearing at which the candidate will be asked questions relating to the appointment. This meeting is held in public.

- 1.6. The PCP is required to consider the proposed appointment and make a report to the commissioner as to whether or not the candidate should be appointed.
- 1.7. The PCP have the right, under paragraph 5 of Schedule 8, to veto the proposal if a two-thirds majority of the panel agree.
- 1.8. Subject to their being no veto the Commissioner will consider the report of the PCP and will notify them of his decision whether to accept or reject the panel's decision, and therefore whether to appoint or not.

2. BACKGROUND

- 2.1. On the 22 June 2020, the Chief Constable, Andrew Rhodes, notified in writing to the Police and Crime Commissioner his intention to retire on 6 April 2021 following his 30 year service in policing.
- 2.2. The Director, therefore, designed a process to find a replacement. The process was informed by guidance issued by the College of Policing (CoP) and engagement with Chief Executives from other OPCCs where they had recruited new chief constables.

3. ENGAGEMENT WITH THE COLLEGE OF POLICING

- 3.1. The CoP have published guidance for the appointment of chief officers and a toolkit to assist with the process (for more details see <https://www.college.police.uk/What-we-do/Support/Recruitment/chief-officers/Pages/default.aspx>)
- 3.2. The guidance and toolkit, along with Home Office Circular 013/2018 formed the basis for the process.
- 3.3. A conversation was had with the College of Policing, about the role(s) the College could play in supporting the process, however, it was decided that as the Director and the Office of the Police and Crime Commissioner had previous experience of running Chief Officer recruitment processes, the Commissioner was satisfied that there were the skills within the office to pull a process together.
- 3.4. However, it was agreed that as part of the recruitment process the CoP would undertake online 'Personality tests' on the candidates.

4. THE APPLICATION PROCESS

- 4.1. Attached at Appendix A is a copy of the application pack that was developed for the recruitment.
 - Advert
 - Candidate Pack
 - Role Profile
 - Application Form
- 4.2. The Application pack was developed using the guidance from the CoP, previously developed documentation from Lancashire's recruitment processes and a review of

recent application packs for other Chief Constable recruitments. They were also cognisant of the statutory requirements such as the successful completion of the Strategic Command Course. Applicants also needed to provide evidence, and references, of how they met the values and competency areas highlighted by the CoP as necessary to fulfil the role.

4.3. The Home Office Circular 013/2018 states:

Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that 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 the closing date for applications must be at least three weeks after the date of the publication of the advertisement.

4.4. The table below sets out in broad terms the recruitment timetable originally agreed for the recruitment of the Chief Constable.

4.5. The form of the selection process was subject to consideration and agreement by the Police and Crime Commissioner. It was indicated to the Panel in a report dated the 16th of September 2020 that the process was likely to include an interview, stakeholder panel and final appointments panel. However, due to the covid-19 restrictions currently in place the format may change following discussions with the CoP.

Action	Date
Receive letter from CC	22 June 2020
Advise the Chair of the P&CP	6 July 2020
Report to Police and Crime Panel	16 September 2020
Advertisement	17 September 2020
Familiarisation Day	28 September 2020
Closing Date for applications	16 October 2020 at 4.00pm
Notification of short listed candidates	23 October 2020
NEO personality testing	26 October – 6 November 2020
2 day Assessment Centre	10/11 November 2020
Conditional Offer subject to Confirmation Hearing	20 November 2020
Confirmation Hearing for new Chief Constable	07 December 2020
Formal Offer to be sent allowing 3 months' notice for April 2021 start	08 December 2020
Retirement Date of current Chief Constable	6 April 2021
Start Date for new Chief Constable	7 April 2021

4.6. The applications process went live on the 17th of September 2020. The advert appeared on the websites of Police Professional, College of Policing and the Police and Crime Commissioner for Lancashire.

4.7. A Familiarisation event was held at the Constabulary Headquarters on the 28th of September 2020.

4.8. Candidates were invited to apply by submitting

- A completed application form and associated documents;
- A short video (no longer than 4 minutes) which should include a personal statement setting out what interests them in this role and their vision for Lancashire Constabulary.

4.9. The values and competencies demonstrated by the applicants through the video and application form were 'innovative and open-minded', 'impartiality' and 'integrity'.

4.10. Applications closed on the 16th of October 2020 giving a window of opportunity to apply of 4 weeks and 1 day.

5. SHORTLISTING & THE INTERVIEW PROCESS

5.1. By the closing date (4:00pm on 16 October) six completed application had been received.

5.2. The Appointment Panel, observed by Mr David Fairclough reviewed the applications received on Monday 19 October 2020 to ascertain if the applicants had been able to demonstrate the skills and experience required in order to proceed to the formal interview process. It was agreed that all six applications did meet the required standards and a formal interview was offered on the 20 October 2020.

5.3. On the 23 October 2020 the Police and Crime Commissioner was notified by one of the candidates that they wished to withdraw from the selection process.

5.4. An Appointment Panel had already been established and a date set of 10/11 November 2020 for the process to take place. The four person panel consisted of:

Mr Clive Grunshaw	Police and Crime Commissioner
Ms Naseem Malik	Independent Member
Mr Mike Cunningham	Chief Executive Officer, College of Policing
Mrs Angela Harrison	Director, Office of the Police and Crime Commissioner

5.5. The Commissioner recognised the importance of the decision he was required to make and the significant impact it would have on partners, officers, staff and volunteers within Lancashire Constabulary and therefore wanted to understand what their view on the candidates was.

5.6. To gain this feedback from partners, officers, staff and volunteers were invited to an event on 10 November. It was designed as an opportunity to meet the candidates, hear why they wanted to be the next Chief Constable of Lancashire Constabulary, explain the skills they would bring to the role and then answer questions from the Stakeholders.

5.7. 18 people were invited to attend the panels, with a good range of ranks/seniority, area of business and working location.

5.8. Unfortunately, due to the covid-19 pandemic, the Government announced a new national lockdown to commence on the 5th of November 2020 to run until the 2nd of December 2020. These rules were more restrictive than the previous Tier regulations. The Commissioner had a meeting with his officers on the 4th of November 2020 and took external legal advice.

5.9. On the 5th of November the Commissioner took the decision to postpone the interviews scheduled for the 10th and 11th of November 2020 and this was communicated to the candidates and Panel Members on the 5 November 2020. All were advised that the Commissioner had taken the decision to postpone the interviews because of the announcement of the national lockdown by the Prime Minister and the introduction of the new national lockdown regulations.

5.10. Further to the decision to postpone a new timetable was put together as set out below.

Assessment Centre	11/18/22 December 2020
Conditional Offer subject to Confirmation Hearing	22/23 December 2020
Confirmation Hearing for new Chief Constable	18 January 2021
Formal Offer to be sent allowing 3 months' notice for April 2021 start	19 January 2021
Retirement Date of current Chief Constable	6 April 2021
Start Date for new Chief Constable	7 April 2021

5.11. It was proposed that the preferred method for the Stakeholder Panels on the 11 and 18 December 2020 was for these to be conducted virtually. However, the preferred method for the main interview and presentation on the 22nd of December 2020 was for this to be conducted face to face unless a candidate elected to have a virtual meeting.

5.12. On the 2 December 2020 Lancashire moved into Tier 3 bringing with it stricter restrictions regarding permitted gatherings. As such, the Commissioner sought further legal advice in relation to holding 'face to face' interview and presentation on the 22 December 2020.

5.13. On the 15 December 2020 the Commissioner took the decision to continue with 'face to face' interviews and presentation.

5.14. The rationale for the decision was shared with the Monitoring Officer to the Police and Crime Panel who agreed with the decision. The rationale was also shared with the Appointment Panel and the candidates.

5.15. All candidates were offered the opportunity to be interviewed virtually but none of the candidates expressed a preference to do so. In terms of the Appointment Panel all members were also given the option of attending in person or to join virtually. One member of the Panel and Mr Fairclough indicated they would join virtually, all others attended in person.

5.16. The 'staff Network' and 'Third Sector' Stakeholder Panels were held virtually on the 11 December 2020. These were followed by the 'Local Authorities' Stakeholder Panel which was also held virtually on the 18 December 2020.

5.17. The Stakeholder Panels **were not** interviews with their members formally assessing the candidate's response. They were a mechanism to provide an insight and a view of each candidate. The answers and information provided was used to identify areas of particular interest or concern that the Appointment Panel could question or explore further during the interview stage of the process.

5.18. The Questions asked, were as follows:-

- **Staff Network - How will you ensure that the expectations and needs of staff within the Constabulary are taken into account?**

The competency that was being tested by this question was 'Emotionally Aware'.

- **Third Sector - As a chief officer, please tell the panel what you have done to make sure the organisation is representative of all the communities it serves?**

The competency that was being tested by this question was 'Impartiality'.

- **Local Authorities - As the Chief Constable, how will you work with local authorities and other strategic partners to improve public services, for the people of Lancashire?**

The competency that was being tested by this question was 'collaborative'.

5.19. All of the feedback from the Stakeholder Panels was collated and shared with the Appointment Panel on the 21 December 2020 along with feedback from the College of Policing in relation to the Personality Tests.

5.20. On the morning of the 22 December 2020 the Commissioner received notification from one of the candidates that he was withdrawing from the selection process. This left 4 candidates to participate in the presentation and interview process.

6. COVID SAFE ENVIRONMENT

6.1. The 'face to face' presentation and interviews were held at 'The Exchange' in County Hall, Preston. In terms of compliance with Regulation 7 of 'The Health Protection (Coronavirus, Restrictions) (All Tiers) (England) Regulations 2020' the Commissioner was satisfied that there were the appropriate risk assessments in place and relevant measures documented.

7. PRESENTATION

7.1. The candidates were reminded that when they applied for the role of Chief Constable for Lancashire they were asked to provide their vision for Lancashire Constabulary.

7.2. Candidates were asked to give a presentation to the Appointment Panel on the following matter:

In order to achieve your vision

- ***What do you see as the main challenges and opportunities in delivering your vision and as Chief Constable, what would you take personal accountability for?***
- ***What do you see as the main organisational risks and opportunities created by the national landscape over the next 3-5 years?***

7.3. The competency being tested by the presentation was 'Deliver, support and inspire'.

7.4. Each candidate had **35 MINUTES** in which to prepare for the presentation. After the 35 minutes they were brought to the interview room, where they had a maximum of **10 MINUTES** to make their presentation to the Appointment Panel.

8. PRESENTATION AND INTERVIEW

8.1. The prepared presentation was made to the panel, followed by any questions the panel had. There was then a formal interview, consisting of 5 questions.

Question 1 - As Chief Constable of the Lancashire, how would you work with me and my Office to make sure that my Police and Crime Plan priorities are achieved?

The competencies that was being tested by this question were 'collaborative' and 'emotionally aware'.

Question 2 - In the 2018/19 HMICFRS Peel inspection Lancashire was judged to be Outstanding in respect of the Efficiency pillar. As Chief Constable of Lancashire, how would you take ownership and ensure that the force continues to operate as efficiently as it can in the future?

The competency that was being tested by this question was 'take ownership'

Question 3 - As CEO of the College of Policing, the Chair of the National Police Chiefs' Council Martin Hewitt and myself provided a commitment to take action on diversity, inclusion and concerns about racial inequalities. We reaffirmed our commitment to tackle the wrongs of racism, bias and discrimination wherever they are found in policing. An area for our initial focus will be internal culture and inclusion.

Policies and procedures alone can't make a change. There will be a need for personal and organisational change. How will you go about making those changes in Lancashire?

The competency that was being tested by this question was 'emotionally aware'

Question 4 - Can you give me an example of where you have driven innovation with a range of stakeholders and tell me what impact it had?

In Lancashire where do you think those areas of partnership innovation currently lie and how would you go about achieving them?

The competency that was being tested by this question was 'innovative and open-minded.'

Question 5 - What does integrity mean to you and what can I expect from you in your role as CC at Lancashire Constabulary?

The value that was being tested by this question was 'integrity'.

8.2. Each of the values/competencies was addressed by at least one question. The answers were scored against the CoP's Five Point rating scale.

8.3. Following the formal interview the Appointment Panel then individually scored the answers given before comparing scores and assigning an average score for each answer.

8.4. Following a robust discussion it was decided that Christopher Rowley's name should be put forward by the Police and Crime Commissioner as the preferred candidate to the Police & Crime Panel for their consideration.

8.5. A redacted copy of Christopher Rowley's CV can be found at Appendix B.

9. AN INDEPENDENT VIEW

9.1. It is expected that the recruitment process should follow the principles of merit, fairness and openness.

9.2. Home Officer Circular 013/2018 states that at least one member of the appointment panel should be an independent member.

9.3. In order to comply with this requirement, Naseem Malik was invited to join the Appointment Panel.

9.4. Naseem is a solicitor (no longer practicing) and she began her public sector career as a solicitor in Local Government. In 2003, Naseem was appointed as one of the founding Commissioners for the Independent Police Complaints Commission responsible for the North West region, a position she held for 10 years. Naseem has previously served on the Boards of the Blackburn with Darwen PCT and Lancashire Care Foundation Trust and is currently a non-executive Director of the East Lancashire NHS Trust.

9.5. Attached at Appendix C is a letter from Nassem giving her independent view of the process.

10. APPOINTMENT TERMS

10.1. The Commissioner's intention is to offer a fixed term appointment (FTA) of 5 years, subject to the Panel's approval. This is the maximum allowed under regulations and will allow time for the next Police & Crime Commissioner for Lancashire to consider options toward the end of this FTA (in consultation with the Chief Constable.)

10.2. The appointment would be subject to a notice period of 3 months from either party should they wish to end the appointment prior to the end of the FTA.

10.3. All other terms and conditions would be in line with current Police Regulations.



Chief Constable - Lancashire Constabulary

Salary: £161,800 + Relocation and Benefits Package

Five year fixed term appointment

As Lancashire's Police and Crime Commissioner, I am now inviting applications for the post of Chief Constable from suitably qualified and experienced senior police officers for this high profile and demanding position. I am looking for a top level strategic leader who will establish a shared vision, values and purpose across the organisation to deliver my Police and Crime Plan.

To be successful you will need to:

- Be strong on integrity and ethical standards
- Inspire and empower staff to drive ongoing improvement and performance
- Embrace the varied needs and demands of Lancashire's diverse community and ensure that the Constabulary responds accordingly

Consistently awarded good or outstanding in HMICFRS inspections, Lancashire Constabulary needs a dynamic and innovative leader to take it forward, particularly in light of the current social and economic climate.

Lancashire is a county of diverse communities represented across a varied mix of urban and rural areas, from villages and small market towns to large seaside towns, each providing their own operational challenges and opportunities. It is crucial that I make the right appointment through a competitive process and so I am holding a familiarisation day on the 28 September 2020 so you can have a brief insight into what could be your future.

I look forward to getting to know you.

Clive Grunshaw - Police and Crime Commissioner for Lancashire

How to apply:

For an informal discussion about the post please contact the Director of the Lancashire Police and Crime Commissioner's office, Angela Harrison on 01772 533587

For more information about the role and to apply see <https://www.lancashire-pcc.gov.uk/chief-constable>

Key dates:

- Candidate Familiarisation Day – Monday 28 September 2020
- Closing date for applications - 4.00 pm on Friday 16 October 2020
- Assessment Centre – 10/11 November 2020
- Police and Crime Panel Confirmation Hearing - Monday 7 December 2020 at 4.30pm



Candidate Information Pack

**Chief Constable for
Lancashire Constabulary**



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8. Summary of Terms and Conditions

1. INTRODUCTION

Thank you for expressing an interest in becoming the Chief Constable of Lancashire Constabulary. This pack contains information to help you gain a greater understanding of the Constabulary, the county of Lancashire and the application process. This information has been drawn together by the Office of the Police and Crime Commissioner, who with advice from the College of Policing, will be assisting with the application and selection process.

2. MESSAGE FROM THE POLICE AND CRIME COMMISSIONER

Thank you for your interest in the role of Chief Constable for Lancashire.

Since I became Police and Crime Commissioner almost eight years ago, despite austerity, Lancashire Constabulary has continued to provide an excellent policing service to the diverse communities of Lancashire, through the innovative use of resources and digital technology and as such is ranked as one of the best forces in the country in successive HMICFRS inspections.

I am therefore, looking for a Chief Constable who can build on the success to date. I want you to share a common vision with me and deliver on my priorities. I want you to embrace our diverse communities and lead the Constabulary to deliver a service that meets the varied needs of the people of Lancashire. I want you to inspire and empower your staff to drive ongoing improvement and performance whilst displaying ethical standards and behaviours.

I have high expectations of the new Chief Constable and so do the people of Lancashire. I'm looking for an exceptional candidate who is committed and who delivers on the promise to make a difference.



If you think that person is you, I look forward to hearing you.

Clive Grunshaw
Police and Crime Commissioner

3. THE COUNTY OF LANCASHIRE



Situated on the north west coast of England Lancashire has a population of 1.4 million people spread over 3075km².

By 2037, the number of people aged 90 and older is projected to increase from 10,000 (2012) to around 32,000 (2037).

Further, by 2037, there is likely to be a substantial increase of over 50 per cent in age group 65 and over.

By 2039, the population is likely to rise by 4.1 per cent to an estimated 1.45 million people.

The 2011 census shows that the largest ethnic group is white (90 per cent). The black and minority ethnic (BAME) makes up eight per cent of the population. The majority of this group were Asian/Asian British.

Numerically, there are over 90,000 black minority ethnic people in the county. Three quarters of the BME population reside in Preston, Pendle, Burnley and Hyndburn. Lancashire has pockets of severe social and economic deprivation and has five of the top 50 most deprived areas in England, according to the Index of Multiple Deprivation 2015 (Blackburn with Darwen, Blackpool, Burnley,

Hyndburn and Pendle).

There are twelve District Councils, two unitary authorities, Blackpool Council and Blackburn with Darwen Council and the County Council (Lancashire County Council). There is a single Fire and Rescue Service for the whole of the county. There are eight National Health Service Clinical Commissioning Groups pan Lancashire, along with five NHS Trusts. Preston, Ormskirk and Lancaster are home to respected universities with many colleges also providing additional further and higher education opportunities. Blackpool and the Fylde coast offer a major seaside tourist destination which attracts millions of visitors throughout a large part of the year extended into the autumn for the annual illuminations weeks.

Around 75 per cent of Lancashire is classed as rural, with rural communities representing just nine per cent of the population, they have diverse and unique needs, so it is really important that we deliver a high quality, tailored service.

Leisure

Lancashire is a county of contrasting landscapes, diverse heritage and plentiful food and drink. There is something for everyone, with countryside, canals, coast and towns. Enjoy stunning views, quiet lanes, rare wildlife and our famous Lancashire coastline. There is the unique, wildlife rich Morecambe Bay in the north to the flat and fertile coastal plains around Ormskirk and the Ribble Estuary. The world-famous seaside town of Blackpool with its iconic Tower in the west to the undulating fells and moorland of the Forest of Bowland Area of Outstanding Natural Beauty and the famous Pendle Hill in the east.



Transport

Lancashire is easily reached from all over the UK and is well served by international airports, ferry ports and main line rail - you're just over two hours from London on the West Coast Line with stops in the cities of Preston, Lancaster and Blackpool.

Once here, the M6 motorway along with the M55, M61 and M58 enable quick and convenient car travel to all corners of the county - in less than an hour from Manchester, Liverpool and Leeds you could be exploring our beautiful county which is 75% rural.

Education

Lancashire is a diverse county. Schools in Lancashire are varied, with different providers from faith and non-faith organisations, community and foundation schools, academies and free schools.

Parents have a choice of schools with high standards, with over 93% of schools rated as Good or Outstanding by Ofsted. A high proportion of parents receive an offer for either their first choice school or one of their three preferences for both primary and secondary schools, a higher proportion in Lancashire than both the national average and the North West average.



4. ABOUT LANCASHIRE CONSTABULARY

The county is split into three main policing areas.

These are:

South Lancashire:

- Preston • South Ribble • Chorley • West Lancashire

West Lancashire:

- Blackpool • Fylde • Wyre
- Lancaster and Morecambe

East Lancashire:

- Blackburn with Darwen • Ribble Valley
- Pendle • Rossendale • Hyndburn • Burnley

Lancashire Constabulary is a large organisation

3076 police officers

2644 police staff

280 Special Constables

268 police community support officers

There are also specialist areas including dogs and mounted branch



Chief Officer Team



DCC Terry Woods

- Professional Standards
- Corporate Development
- Diversity, Equality Inclusion
- HMICFRS
- Organisational Development



ACC Jo Edwards

- Crime and Justice
- Major Investigations
- Counter Terrorism
- Serious Organised Crime
- Territorial investigations
- Force intelligence



ACC Pete Lawson

- Uniform Operation command
- Force Control Room & 101 & 999
- Neighbourhood Policing
- Lancashire Volunteer Partnerships (including Specials, Volunteers, Cadets)
- Tactical operations (Public Order, Firearms, Roads Policing, Air Support)
- Custody



Director of Resources Ian Cosh

- Finance
- Procurement
- HR
- ICT
- Fleet
- Legal
- Estate

In 2019/20 Lancashire Constabulary:



RECEIVED
301,473
EMERGENCY
CALLS



RECEIVED
813,672
NON EMERGENCY
CALLS



RESPONDED TO
575,704
INCIDENTS



RECORDED
144,742
CRIMES



RECORDED
540
CASES OF CHILD
SEXUAL EXPLOITATION



RECORDED
1,383
RAPE CASES



RECORDED
7,410
RESIDENTIAL
BURGLARIES



RECORDED
57,234
ANTI-SOCIAL
BEHAVIOUR INCIDENTS



RECORDED
20,700
DOMESTIC
ABUSE CASES

80%

OF STAFF ARE PROUD TO
WORK FOR LANCASHIRE
CONSTABULARY

80%

OF STAFF AGREE LANCASHIRE
CONSTABULARY IS COMMITTED
TO CREATING A DIVERSE AND
INCLUSIVE WORKPLACE

92%

OF STAFF UNDERSTAND HOW
THEIR WORK CONTRIBUTES
TO THE CONSTABULARY'S
OBJECTIVES

75%

OF STAFF THINK LANCASHIRE
CONSTABULARY UPHOLDS
HIGH STANDARDS OF
PROFESSIONALISM



FINANCE INFORMATION

The revenue budget for Lancashire Constabulary for 2020/21 is fully balanced, incorporating a £10 (4.96%) increase in council tax, and the annual budget stands at £312.930m.

This budget protects frontline policing and supports the delivery of the Police and Crime Commissioner's Police and Crime Plan and the Force's annual Delivery Plan objectives.

Looking beyond 2020/21, at the time of writing, the medium term financial strategy presents a funding gap of £28m over the period to 2021/22 to 2023/24. This figure reflects the following key assumptions:

- Core government grant remains unchanged across the period.
- Specific funding for the uplift programme is available and meets all costs of the uplift programme each year
- Council taxbase will increase by 1.5% each year
- The level of council tax does not increase in any future year

- Pay award for officers and staff is at 2.5% each year (approximately £6.8m additional cost each year from 2021/22 onwards)

However, this position is subject to the announcement by the Home Secretary of Police Grant allocations to forces for 2021/22 and what level of increase in council tax the Police and Crime Commissioner will be allowed to consider, if any.

In any event, the new Chief Constable will continue to work with the Police and Crime Commissioner to identify the necessary level of savings in order to balance the budget. It is recognised that whilst this task is challenging and complex the ultimate goal is to ensure that the Constabulary continues to use its resources efficiently, focusing upon the services that make a real difference to the people of Lancashire.

5. THE POLICE AND CRIME PLAN

My **Police and Crime Plan** outlines my priorities for Lancashire Constabulary for the period 2016 to 2021.

This is a living document and sets the strategic direction for crime-related and policing services across Lancashire, including the response to regional and national threats.

It also includes information on the financial resources available to me both from central government and local council tax precept along with any grant funding and how that will be allocated.

Following extensive engagement and analysis of local, regional and national issues my priorities are:-

- **Protecting Local Policing**
- **Tackling Crime and Re-offending**
- **Supporting Vulnerable People and Victims**
- **Developing Safe and Confident Communities**

[View the online version of the Police and Crime Plan](#)

In addition to the Police and Crime Plan I must also produce an Annual Report on the exercise of the my functions. **[The Annual Report for 2019/20](#)** and previous years are available to view on my website.



6. ABOUT THE ROLE

As Chief Constable, your enthusiasm, vision and passion will shape the future of Lancashire Constabulary. You will be a dynamic and inspirational leader, with a drive to ensure that the Constabulary continues to provide an outstanding police service to the residents and visitors to Lancashire.

As the Chief Constable you will work closely with the Police and Crime Commissioner to effectively plan, deliver and be accountable for how the Constabulary will contribute to the delivery of the Police and Crime Plan.

Prospective applicants are also invited to familiarise themselves with the Role Profile and the with the values and competencies (level 3) relevant to the role set out therein.



7. ELIGIBILITY AND HOW TO APPLY

Eligibility Requirements

Applicants must meet the following requirements:

- Has held rank of Assistant Chief Constable, Commander or more senior rank in a UK Police Force
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course

For applicants from overseas

- Applicants must have served in an approved **overseas police force** at an approved rank

Career history and conduct

The PCC will consider applicant's disciplinary and career record.

Enquiries relating to this will be carried out with the applicant's consent.

Examples of issues a Chief Officer may need to disclose include:

- Formal disciplinary proceedings (including where the outcome has been disproven)
- Comments made by the IOPC
- Written warnings
- Any on-going investigations where the outcome is unknown at the time of the application

The appointment is conditional on appropriate medical clearance and DV vetting in accordance with the procedure in operation within Lancashire Constabulary and the national vetting policy.



How to apply

Prospective candidates who would like more information about the role can contact the Director of the Office of the Police and Crime Commissioner, Angela Harrison in confidence for an informal discussion on 01772 533587. Alternatively, candidates can contact the College of Policing's Senior Officer Hub team who can raise questions anonymously with Angela Harrison on their behalf.

Prospective applicants are invited, if they wish, to attend a familiarisation visit to the Constabulary on the 28 September 2020, which can be arranged by contacting the Office of the Police and Crime Commissioner on 01772 533587 by the 24 September 2020.

The College of Policing Senior Officer Hub team can be reached via hub@college.pnn.police.uk.

Candidates are invited to apply by submitting

- A completed application form
- An equal opportunity monitoring form
- A line manager's endorsement
- The URL link to a short video which has been uploaded onto Google Drive

Applications should be sent to Ian Dickinson (ian.dickinson@lancashire-pcc.gov.uk) by 4.00pm on Friday 16 October 2020.

Shortlisted Candidates will be notified no later than Friday 23 October 2020

The Assessment Centre will be held on the 10 and 11 November 2020.

Appointment of a preferred candidate to the Office of Chief Constable is subject to satisfactory medical and vetting clearance and Confirmation at a hearing of the Police and Crime Panel for Lancashire to be held on Monday 7 December 2020 at 4.30pm..

8. SUMMARY OF TERMS AND CONDITIONS

Salary

Chief Constable salaries are set nationally and are dependent on the size of the force.

The Chief Constable for Lancashire's salary set by the Police Remuneration Review Body is £170,316 per annum, however the Police and Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10%. The Police and Crime Commissioner has exercised his discretion to vary the salary by 5% and decided to offer a salary of £161,800.

This salary will form the basis of any future increase in line with national police pay settlements

Length of employment

The initial fixed term appointment will be for up to 5 years, to be agreed as part of the final negotiations.

Notice period

Termination of the fixed term appointment by the appointed person will require a three month notice period to be provided to the PCC.

Location

The Constabulary Headquarters is located in Hutton, Preston, PR4 5SB

However, your normal place of duty is not fixed as this can be anywhere within the estate of the Police and Crime Commissioner within the Lancashire Constabulary area.

Benefits

The post holder will be entitled to participate in the Lancashire Constabulary Chief Officers' Car Scheme. A car allowance can be provided if preferred.

The PCC will provide reimbursement to the post holder of reasonable business expenses in line with Police regulations.

The PCC will meet the cost of the CPOSA Legal Expenses Insurance.

Relocation

The post holder's residence should be within a reasonable travelling distance of the Constabulary Headquarters, Hutton to enable him or her to fulfil the responsibilities of the post.

Where the post holder moves 'home', and it is in the interest of efficiency and effectiveness of the constabulary, the PCC will pay all reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.



CHIEF CONSTABLE OF LANCASHIRE
ROLE PROFILE



Post Title: Chief Constable of Lancashire Constabulary

Responsible to: Police and Crime Commissioner for Lancashire

Salary Range: - £161,800 + Relocation and Benefits Package

Term: 5 year fixed term contract

Vetting Status: Developed Vetted

Job Purpose:

- To work with the Police and Crime Commissioner (PCC) to set the direction and objectives for operational policing in Lancashire in line with the priorities set out within the PCC's Police and Crime Plan
- To provide dynamic, inspirational leadership to Lancashire Constabulary and to ensure that the Constabulary becomes and remains an outstanding police service.
- To have overall responsibility for leading the Constabulary, creating a vision and setting the direction and a culture that builds upon public and organisational confidence and trust and enables the delivery of a professional, effective and efficient policing service.
- To encourage, participate in and develop strong partnerships with the public and other stakeholder agencies in order to fulfil the strategic priorities and key aims of the PCC's Police and Crime Plan and reduce crime in Lancashire.
- To harness the full potential of the staff by creating an environment in which people are motivated and inspired to give their very best in the service they provide.
- To ensure that the Constabulary delivers its services to the highest professional and ethical standards, creates the most positive cultures within the workplace and maintains the complete confidence and respect of the public and partners.
- To hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

- To have overall responsibility for influencing the development of regional and national policing and to be accountable for national operations or standard setting.
- As a Corporation Sole, to be responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine the Constabulary's governance arrangements.

Duties & Responsibilities:

- To develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as a Corporation Sole.
- To work closely together with the Police & Crime Commissioner, to deliver the policing priorities set out in the Commissioner's Police & Crime Plan.
- To set and ensure the implementation of organisational and operational strategy for the Constabulary, which supports the Police and Crime Plan and has due regard to the Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- To ensure the provision of professional advice and information to the Police and Crime Commissioner, supporting him in fulfilling his statutory functions and creating effective co-operative working relationships with his Office.
- To take responsibility for the role, powers and duties of the Chief Officer of Police as provided for by law and by local, regional and national governance frameworks.
- To lead the Constabulary, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- To lead, inspire and engage the Chief Officer Team; setting and role model approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Constabulary vision and goals.
- To delegate portfolio responsibility to the Chief Officer Team as well as assuming overall responsibility for a key portfolio area for him or herself.
- To realise the full potential of staff within Lancashire Constabulary by creating an environment in which people are motivated and inspired to not only give their best but to support the shift in culture needed to build upon public trust and confidence in the service

- Hold accountability for Constabulary financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Constabulary's operational strategies.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- To foster strong partnerships and collaborative working with a range of key stakeholders
- To represent the best interests of Lancashire in addressing and influencing national policing, community safety and criminal justice issues.
- To ensure that the Constabulary works effectively with Lancashire's diverse communities to improve relationships and legitimacy.
- To maintain and develop a workforce that understands and is representative of the community it services across all ranks
- To fully embed in the Constabulary the culture required to ensure full recognition of the equality, diversity and inclusion agenda
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Constabulary's objectives.
- Represent the Constabulary at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- To have overall responsibility for the strategic development, integrity, cultural change and performance standards of the Constabulary.

Values and competencies

The Chief Constable is expected not only to display but to lead and disseminate the values set out in the College of Policing's Competency and Values Framework (CVF). These values of Integrity, Impartiality, Public Service and Transparency provide a minimum benchmark that applicants will actively promote, role model and foster at all levels internally, externally and on a personal level.

As a role model, the Code of Ethics will be embedded in all activities and applicants will be recognised for treating people fairly, actively listening to understand and providing access to services and information in an appropriate way.

The remainder of the framework has six competencies that are clustered into three groups and applicants should be working operating at Level 3.

Whilst these values and competencies are expected of all chief constables, the Police and Crime Commissioner has identified five competencies from within the (CVF), underpinned by the four values, by which applicants will be assessed for the role of Chief Constable of Lancashire Constabulary.

Resolute, compassionate and committed (level 3)
1. We take ownership
2. We are emotionally aware
Inclusive, enabling and visionary leadership (level 3)
3. We are collaborative
4. We deliver, support and inspire
Intelligent, creative and informed policing (level 3)
5. We are innovative and open-minded

The individual indicators for the CVF competencies and levels can be referenced via the following hyperlink to College of Policing guidance.

https://d17wy4t6ps30xx.cloudfront.net/production/uploads/2017/09/Competency-and-Values-Framework-for-Policing_4.11.16.pdf

Eligibility

Applicants must meet the following requirements:

- Has held rank of ACC/Commander or a more senior rank in a UK Police Force
- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
- Applicants from overseas must have served in an approved [overseas police force](#) at an approved rank

Essential Experience, Knowledge, Skills and Abilities:

Experience and Knowledge

- Authorising Officer Training.
- Wide ranging and up to date operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning within a policing context.
- Experience of implementing changes in culture to ensure full recognition of the equality, diversity and inclusion agenda.
- Experience of implementing strategies to deliver improvements, in relation to effectiveness and efficiency (as adjudged by HMICFRS) with the overall aspiration to be outstanding police service.

Skills and Abilities

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- Skilled in engaging, influencing and motivating others in a multiagency partnership environment.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.

- The ability to understand your own emotions and how that effects your performance and that of the organisation.
- The ability to agree a shared vision for the Constabulary with the PCC

Note:

- The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post
- All Staff are to comply with confidentiality and principles laid down in the General Data Protection Regulations (GDPR) and Data Protection Act 2018 and the Management of Police Information (MOPI).
- All post holders to comply with health and safety legislation.
- Any conflicts of interest are to be declared at the earliest opportunity.
- All Staff are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Lancashire Constabulary.
- Prior to appointment appropriate checks will be made of the Barred & Advisory lists in respect of the proposed office holder.
- Prior to appointment appropriate medical and vetting checks will be made.

Ref:

First Name:

Last Name:



**OFFICE OF THE POLICE
AND CRIME COMMISSIONER
FOR LANCASHIRE**

**Application Form
Chief Constable**

Completed application forms should be returned to:

Ian Dickinson

Office of the Police and Crime Commissioner for Lancashire
County Hall
Preston
PR1 0LD

ian.dickinson@lancashire-pcc.gov.uk

Closing Date: 4.00 pm on Friday 16 October 2020.

GUIDE TO COMPLETION

INTRODUCTION

This application form has been designed to provide us with sufficient information to carry out a preliminary assessment of your suitability for the post of Chief Constable, and will be used for the purpose of short listing candidates. Before completing this application form you are advised to read the instructions for completion carefully. Information given will be treated in accordance with our [privacy notice](#).

- The form should be completed in black ink or type-face (Arial 12 pitch). No attempt should be made to redesign the form.
- Answers must be restricted to 500 words per question. Please provide specific examples from your experience to demonstrate your qualities.
- Applicants are required to complete all sections of the form.
- It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement, experience and actions. The evidence you present must be from the last three years. The success of your application will be determined by the extent to which your evidence relates to the competency area, how thoroughly you respond to the questions asked and how appropriate your answers are in relation to the issues facing the Constabulary.
- It is the applicant's responsibility to ensure the **Application Form** and the **Equal Opportunities Monitoring Form** are completed and returned to the person specified on the front of this Application Form.
- Upon returning your completed forms please ensure you provide a **short video** (no more than 4 minutes) which clearly sets out what interests you in this role and your vision for Lancashire Constabulary.
- It is the applicant's responsibility to ensure all requested information is submitted by 4.00pm on Friday 16 October 2020. Late applications will not be accepted. Shortlisted Candidates will be notified no later than Friday 23 October 2020.
- Shortlisted candidates will be asked to complete NEO personality testing undertaken by the College of Policing.
- A Candidate Familiarisation Day has been scheduled for Monday 28 September 2020
- The Assessment Centre will be held on the 10 and 11 November 2020.
- Applicants are strongly advised to read the Role Profile and associated competencies.
- Treat the questions as an opportunity to demonstrate the skills, experience and values that you think are important for the role.

2.

Details of Candidate

Title:	
Last Name:	
Previous Last Names:	
First Name (s):	
Any other name (s) you are known by or have used previously:	
Home Address:	
Post Code:	
Home Telephone No:	
Mobile Telephone No:	
Daytime Telephone No:	
E-mail Address:	

2.

Details of Candidate

Please provide details of previous three postings, starting with the most recent.

Current Role Title:	Force:
Start Date:	Current salary:
Brief description of role and responsibilities, including key achievements:	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities, including key achievements:	

2.

Details of Candidate

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities, including key achievements:	

3.

Education and Qualifications

Please list any academic, professional and/or vocational qualifications relevant to this appointment.

Date from:	Date to:	Name of Institution:	Qualifications Gained:	Subject and Level:

Please list any training courses attended that you consider are relevant to this application. Please note that it is an essential requirement that you have successfully completed the Strategic Command Course.

Course Title:	From:	To:	Summary of course contents:

4.

**Experience,
Skills and
Capabilities**

Integrity - Please describe a time when you have intervened, as a senior officer, in a situation where you felt that an individual was not acting in line with the values, ethics and professional standards of the police service. (Maximum 500 words).

4.

**Experience,
Skills and
Capabilities**

Impartiality - Please provide evidence to demonstrate how, as a senior officer, you have made sure the organisation is representative of all the communities it serves (maximum 500 words).

5.

**Experience,
Skills and
Capabilities**

Innovative and open-minded - Please provide evidence to demonstrate how, as a senior officer, you have developed a culture of continual improvement. (maximum 500 words).

6.

Membership

Please list membership of any organisation(s) relevant to this position.

Name of Organisation	Type of Membership	Date of Membership

7.

**Business
Interests**

Do you currently have any job or business interest which you intend to continue should you be successful in this application?

Please indicate yes or no: _____

If YES please state the nature of this job or business and the extent of your involvement (e.g. actively involved, non-executive director). Include hours spent on it.

Shortlisted candidates will be sent a medical questionnaire. You should complete the medical questionnaire and bring it with you at interview.

If you are successful at interview you will be required to undertake a medical examination.

8.

Health

Convictions/ Cautions

You must declare if you have ever been investigated, arrested, summonsed, charged, cautioned or convicted for any offence by any UK or non-UK Police Force, Law Enforcement Agency or any other statutory prosecuting authority or agency – this includes, but is not limited to:-

- Traffic offences (including fixed penalty notices excluding parking);
- Receipt of an absolute/conditional discharge or bind over;
- Receipt of a reprimand, warning, final warning or caution as an adult or juvenile;
- Being the subject of an Anti-Social Behaviour Order, Football Spectator Banning Order, Risk of Sexual Harm Order, Harassment Order;
- Being issued with a Penalty Notice for Disorder or other Fixed Penalty Notice (other than for parking).

Details	Date	Expunged (Yes/No)

In addition, the following must also be declared;

- Any involvement with the military authorities on disciplinary matters (whether involving court martial or not);
- Involvement in a criminal investigation (whether or not this has led to a prosecution);
- Being subject of 'Service Confidence' procedures;

Details	Date	Spent (Yes/No)

In accordance with the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, and the Rehabilitation of Offenders (Northern Ireland) Order 1978 (Exceptions) Order 1979, spent convictions may be taken into account.

Do you have any of the above? Yes No

If **YES** please give details of dates, offences and court of conviction.

10.

Disciplinary Proceedings

In connection with this application Lancashire Constabulary will carry out criminal record, intelligence and financial checks.

Please give details of any outstanding disciplinary proceedings being carried out in relation to your conduct and of any previous disciplinary offences which have not been expunged.

Details	Dates

11.

Vetting

Please indicate your current vetting status and date for review.

Vetting Status	Dates

The post is subject to Developed Vetting clearance. Shortlisted candidates will be sent a MV Form. You should complete the form and bring it with you at interview in a sealed envelope.

12.

References

Please give names and addresses of two referees not related to you who have agreed to support your application. **In addition please ensure you also attach your Line Manager's endorsement with this application.**

Name_____

Name _____

Address:_____

Address _____

Occupation_____

Occupation_____

Phone_____

Phone_____

13.

Disability

If you are disabled under the Equality Act 2010 or you have a physical or mental impairment that has a 'substantial' and 'long term' negative effect on your ability to do normal daily activities. Employers must make reasonable adjustments to make sure applicants aren't disadvantaged during the recruitment process.

Yes No

If you have a disability or feel you may require reasonable adjustments to comply with the appointment process please advise us about any specific access or support requirements required below:

Details	Support Required

PLEASE ENSURE YOU SIGN THIS DECLARATION BEFORE RETURNING YOUR APPLICATION FORM

To your knowledge, are you related to the Police and Crime Commissioner for Lancashire or to any member of staff of the Office of the Police and Crime Commissioner for Lancashire?

Please indicate yes or no: _____

If YES, please state to whom you are related and your relationship:

Anyone who fails to disclose such a relationship shall be disqualified for the appointment and if appointed shall be subject to termination of contract.

I declare that the information given on this application form is to my knowledge true. I understand that if it is subsequently discovered that any statement is false or misleading any offer of appointment may be removed from office by written notice from the Police and Crime Commissioner.

I declare that all the statements I have made in this application are true to the best of my knowledge and belief.

Signature:

Date:



Lancashire

OFFICE OF THE POLICE
AND CRIME COMMISSIONER
FOR LANCASHIRE

Office of the Police and Crime Commissioner for Lancashire
County Hall, Preston, PR1 0LD
01772 533578

From: Malik Naseem (ELHT) Trust Senior Management Team

Sent: 07 January 2021 15:43

To: Dickinson, Ian

Subject: Appointment of Chief Constable

Dear Angela,

Thank you for asking me to be part of the recruitment process for the Chief Constable of Lancashire.

Given the current COVID-19 restrictions I set out this letter by email.

The process was in two parts, a shortlisting meeting and a full day interview. Before the shortlisting, I reviewed the material that was available to candidates. It was a clear explanation of the process and the requirements of the role as well as the evidence that was required. The short-listing panel received six applications. The applications were comprehensive and the short-listing panel considered that all candidates demonstrated the necessary qualities, skills and experience to be put forward for interview. The process was set out and conveyed to the candidates. The candidates were evaluated across all of the competencies in the person specification.

There were four members of the interview panel, the Police and Crime Commissioner, the CEO of the College of Policing, the Director of the Office of the police and Crime Commissioner as well as myself.

Unfortunately, prior to the Presentation exercise and formal interview on the 22 December 2020, two candidates had chosen to withdraw from the process. However, each of the remaining candidates were given the same presentation topic as well as the same questions. All of the members of the interview panel had an opportunity to ask questions and put supplementary questions as they felt necessary to each candidate. The panel also viewed the videos provided by the candidates setting out their vision for Lancashire Constabulary.

Each candidate was scored against the answers to their questions against agreed criteria and marked individually by each of the panel members. All candidates were considered to meet all of the criteria for the role and were capable of being appointed. The marks for the candidates were considered individually and were then aggregated. The panel awarded the highest marks to Christopher Rowley and it was agreed that he met the standards and criteria for the role of Chief Constable of Lancashire. I confirm that I am happy to attend the meeting of the Police and Crime Panel. Please do not hesitate to contact me if you would like anything further.

Yours sincerely,

Naseem Malik