

# Public Document Pack

## Police & Crime Panel for Lancashire

Monday, 4th March, 2024

3.00 pm

Meeting Room A

Blackburn Town Hall

[Link to webcast](#)

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### AGENDA

1. **Welcome and Apologies**
2. **Declarations of Interest**
3. **Confirmation Hearing for New Chief Constable of Lancashire Constabulary - 'Preferred Candidate' - Miss Sacha Hatchett**  
**Confirmation Hearing Report Chief Constable..04.03.24 2 - 51**  
**Lancashire PCP Confirmation Hearing. Chief Constable. procedure.March 2024 report**  
**Appendix A**  
**Appendix B Personal Statement**  
**REDACTED App C -Letter regarding recruitment process for Chief Constable apointment\_**

#### **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: 23<sup>rd</sup> February 2024

## POLICE AND CRIME PANEL

Meeting to be held on 4 March 2024

### CONFIRMATION HEARING FOR THE APPOINTMENT OF A CHIEF CONSTABLE

Contact for further information: [asad.laher@blackburn.gov.uk](mailto:asad.laher@blackburn.gov.uk)

#### EXECUTIVE SUMMARY

To provide background information to the Police and Crime Panel (PCP) on the appointment process leading to the selection of Miss Sacha Hatchett 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 Miss Sacha Hatchett 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 22 February 2024 prompting the confirmation hearing to be arranged. The confirmation hearing will be 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) 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 into 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.

Additional information in relation to the role of the panel can be obtained from the LGA Guidance documents:

1. Policing and fire governance - Guidance for police and crime panels (July 2019): [Police and Crime Panel Guidance.pdf \(local.gov.uk\)](#)
2. Good practice for police and crime panels - Guidance document (May 2015): [good-practice-police-and--50a.pdf \(local.gov.uk\)](#)

## **Lancashire Police and Crime Panel**

**4 March 2024**

### **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 22 February 2024.

**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 Secretary/Monitoring Officer to outline briefly the format of the hearing.
5. The Chair will ask the candidate if they have 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 their 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 they have given during the hearing and to ask any questions of the Panel, for example about the next steps in the process.
9. The candidate, PCC and OPCC officers 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, Miss Sacha Hatchett 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 PANEL**

**Meeting to be held on 4 March 2024**

### **Recruitment process for the new Chief Constable of Lancashire Constabulary and notification of the 'Preferred Candidate' – Miss Sacha Hatchett**

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

That the Police & Crime Panel are asked to consider the Police and Crime Commissioner's report on the appointment of the 'Preferred Candidate' Sacha Hatchett for the role of Chief Constable.

The Police and Crime Panel are now requested to review the PCC's proposed appointment report.

The Panel are then requested to report back to the PCC with their recommendation as to whether or not the candidate should be appointed.

## **1. STATUTORY REQUIREMENTS**

1.1. Part 1 of Schedule 8 of The Police Reform and Social Responsibility Act 2011 (the Act) outlines the statutory framework for the appointment of Chief Constables.

1.2. The Police and Crime Commissioner (the PCC) 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 February 2024.

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 of the Act, to veto the proposal if a two-thirds majority of the panel agree.
- 1.8. Subject to their being no veto the PCC 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 23 December 2023, the Chief Constable, Christopher Rowley, notified in writing to the Police and Crime Commissioner his intention to retire on 31 March 2024 following his 30-year service in policing.
- 2.2. The Chief Executive, 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 PCC Offices 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.

## 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 and reported to the Panel on the 31 January 2024.

Action	Date
Receive letter from CC	23 December 2023
Advise the Chair of the P&CP	2 January 2024
Advertisement	5 January 2024
Familiarisation Day	17 January 2024
Report to Police and Crime Panel	31 January 2024
Closing Date for applications	8 February 2024
Shortlisting	9 February 2024
2-day Assessment Centre	21/22 February 2024
Conditional Offer subject to Confirmation Hearing	26 February 2024
Confirmation Hearing for new Chief Constable	4 March 2024
Formal Offer to be sent allowing 3 months' notice for July 2024 start	5 March 2024
Retirement Date of current Chief Constable	31 March 2024
Estimated start Date for new Chief Constable	1 July 2024

4.6. The applications process went live on the 5 January 2024. The advert appeared on the websites of the College of Policing and the Police and Crime Commissioner for Lancashire.

4.7. A Familiarisation event was arranged at the Constabulary Headquarters on the 17 January 2024.

4.8. Candidates were invited to apply by submitting;

- A completed application form and associated documents;
- A short video (no longer than 3 minutes) setting out what interests them in this role and their vision for Lancashire Constabulary.

4.9. Applications closed on the 8 February 2024 giving a window of opportunity to apply of 4 weeks and 6 days.

## 5. SHORTLISTING & THE INTERVIEW PROCESS

5.1. By the closing date (noon on 8 February 2024) one completed application had been received.

5.2. The Appointment Panel, observed by Cllr Roger Berry, reviewed the application received on Friday 9 February 2024 to ascertain if the applicant had been able to demonstrate the skills and experience required to proceed to the formal interview process. It was agreed that the applicant did meet the required standards and a formal interview was offered on the 9 February 2024.

5.3. An Appointment Panel had already been established and a date set of 21/22 February 2024 for the process to take place. The four-person panel consisted of:

Andrew Snowden	Police and Crime Commissioner
Serena Kennedy	Chief Constable, Merseyside
Charles Hadcock	Independent Member
County Councillor Phillipa Williamson	Leader, Lancashire County Council

5.4. 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 their views and insight through Stakeholder Panels.

5.5. To gain this feedback from partners, officers, staff, and volunteers were invited to participate in Stakeholder Panels on 21 February 2024 at the interview venue. It was designed as an opportunity to meet the candidate, 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.

5.6. 17 people were invited to attend the panels, with a good range of ranks/seniority, area of business and working location.

5.7. 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.

5.8. The Questions asked, were as follows:-

Internal Stakeholder Panel

**Question 1 – Effective policing is built on public trust and confidence. This depends on a policing profession that is ethical and professional in the way that it respects, listens, responds improves and serves the public. As Chief Constable how will you set those standards and embed them into the force.**

**Question 2 – How will you set your vision for the force and ensure you will inspire and motivate your workforce.**

**Question 3 – As the new Chief Constable of Lancashire, how will you be a visible leader in the organisation and how open are you to challenge and feedback.**

External Stakeholder Panel

**Question 1 – As the new Chief Constable how will you be a visible leader in the partnership landscape ?**

**Question 2 – As the Chief Constable, how will you work with local authorities and strategic partners to improve public services for the people of Lancashire ?**

**Question 3 – According to the Policing, Health, and Social Care Consensus 2018, working collaboratively across the system is key to preventing crime and protecting vulnerable people in the modern policing environment.**

**As Chief Constable what will be your approach to preventing crime with partners and what practical barriers do you feel may need to be overcome?**

5.9. All the feedback from the Stakeholder Panels was collated and shared with the Appointment Panel on the 21 February 2024.

5.10. The interview, including the presentation took place on the 22 February 2024.

## 6. PRESENTATION

6.1. The candidate was reminded that when they applied for the role of Chief Constable for Lancashire, they were asked to provide their vision for Lancashire Constabulary.

6.2. The candidate was asked to give a presentation to the Interview and Selection Panel on the following matter:

**Given the increased resources enabled by the police uplift programme and the police precept, how would you increase public confidence in policing?**

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

6.4. The candidate had a maximum of **15 MINUTES** to make their presentation to the Interview and Selection Panel.

## 7. PRESENTATION AND INTERVIEW

7.1. The prepared presentation was made to the Panel, followed by any questions the panel had. There was then a formal interview, consisting of 9 questions with follows ups as appropriate. The interview and presentation process took two and a quarter hours.

### **Question 1 - Andrew Snowden**

**Outline how you see the relationship working between the Police and Crime Commissioner and you as Chief Constable?**

Competency being tested : We are emotionally aware.

### **Question 2 – Phillippa Williamson**

**Both the PCC and I will be looking for positive engagement in developing potential opportunities for greater collaboration. Is this something to which you are committed and where might you see opportunities, and where would you perceive the challenges to be?**

Competency being tested : We are collaborative.

### **Q3 – Charles Hadcock**

**As a member of the public and a business owner here in Lancashire, if you were appointed as Chief Constable, in three years from now what difference would I see on the streets of Lancashire given we are paying more towards policing and the public perception is that there are fewer officers visible?**

Competency being tested : We are emotionally aware.

### **Q4 – Serena Kennedy**

**Lancashire is a strong performing force. Which areas can you bring improvement to and give an example of how you improved the operational performance of policing and what did you learn?**

Competency being tested : We analyse critically.

**Questions 5 – Andrew Snowden**

**Based on your experience of delivering policing throughout your career, how will you lead the force to achieve outstanding HMICFRS?**

Competency being tested : We take ownership / Leadership.

**Question 6 – Charles Hadcock**

**What does integrity mean to you and how will you set the tone for values and standards in the force to build trust and confidence?**

Competency being tested : Integrity.

**Question 7 - Phillippa Williamson**

**As Chief Constable you will be a senior civic leader here in Lancashire. How would you effectively develop the role to galvanise support across the complex local government landscape.**

Competency being tested : We are collaborative/ We take ownership / Leadership.

**Question 8 - Serena Kennedy**

**The Chief Constable is responsible for influencing the development of regional and national policing. Can you give an example of where you have developed co-operation mechanisms to disrupt cross-border criminality.**

Competency being tested : We are collaborative

**Questions 9 – Andrew Snowden**

**And finally.....Why this job, why you and why now?**

- 7.2. Each of the values/competencies was addressed by at least one question. The answers were scored against the CoP's Five Point rating scale.
- 7.3. Following the formal interview, the Panel then individually scored the answers given before comparing scores and assigning an average score for each answer.
- 7.4. Following a discussion, it was decided that Sacha Hatchett's name should be put forward by the Police and Crime Commissioner as the preferred candidate to the Police & Crime Panel for their consideration.
- 7.5. A redacted copy of Sacha Hatchett's CV can be found at Appendix B.

## 8. AN INDEPENDENT VIEW

- 8.1. It is expected that the recruitment process should follow the principles of merit, fairness and openness.
- 8.2. Home Officer Circular 013/2018 states that at least one member of the appointment panel should be an independent member.
- 8.3. In order to comply with this requirement, Charles Hadcock was invited to join the Appointment Panel.
- 8.4. Charles is a contemporary sculptor. He has lived in Lancashire for the last 25 years having relocated from London. Charles is currently the Chairman of the Leyland Town Deal board, set up to oversee the development, management, and delivery of £25 million Levelling Up Fund for Leyland. In 2018, Charles became the Honorary Colonel of the Lancashire Army Cadet Force and has been invited to continue this role for a further 5 years until 2029. Charles is also a Trustee of the Charities in connection with the Reserve Forces and Cadets Association North West.
- 8.5. Charles whilst being commissioned as a Deputy Lieutenant of Lancashire in 2014, was not invited in that capacity, but rather as a representative of the Lancashire business community.
- 8.6. Attached at Appendix C is a letter from Charles giving his independent view of the process.

## 9. APPOINTMENT TERMS

- 9.1. The PCC's intention is to offer a fixed term appointment (FTA) of 5 years and a salary of £184,273. 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.)
- 9.2. 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.
- 9.3. All other terms and conditions would be in line with current Police Regulations.





## **Chief Constable – Lancashire Constabulary**

**Salary: £184,273**

**+ Relocation and Benefits Package**

### **Five-year fixed term appointment**

As Lancashire's Police and Crime Commissioner, I am inviting applications for the post of Chief Constable.

The role is open to senior officers who are highly competent in operational command as well as strategic leadership - who will deliver my Fighting Crime Plan by providing inspirational leadership, leading from the front, with a strong grip on the Constabulary's operations, and improving visible policing in local communities.

To demonstrate your fit for the role, I will be looking to appoint a committed crime-fighter with a track record of proactive policing that has delivered increases in arrests and charges, improved criminal justice outcomes, reduced crime and anti-social behaviour, and improved public confidence.

To successfully deliver my Fighting Crime Plan, the successful candidate will need to be passionate about instilling the fundamental basics of policing in an outstanding way. The Peelian Principles are more relevant today than they have ever been – ensuring the Police are visibly engaged in local communities and are figures of authority and respect, who deliver justice, which is critical to improving public confidence.

Consistently awarded good or outstanding in HMICFRS inspections, with a trajectory of already increasing enforcement action, improving positive outcomes and visibility - Lancashire Constabulary needs a highly competent and focussed leader to keep up this momentum, build on our successes and take our partners with us.

Lancashire Constabulary is a large and complex organisation, with a budget of over £350million a year, c6,500 employees and significant competing demands on its services. I am looking for a senior leader who can harness, prioritise, and focus the Constabulary's resources to deliver outcomes tangible to the public.

Lancashire has a complex local government landscape, covering a population of around 1.5million people. There are a range of diverse communities and sectors, and the Chief Constable will need to be able to harness the potential that partnership working brings to better understand and protect our communities. This will also build successful strategic and operational relationships to jointly prevent crime and support victims, and more broadly inspire confidence in the leadership of the Constabulary.

It is crucial that I make the right appointment at this important moment for Lancashire. As the start of a competitive process, I am holding a familiarisation day on 17<sup>th</sup> January 2024, where you can gain an insight into what could be your future.

I look forward to meeting you and hearing your vision and ideas for joining me in leading the fight against crime in Lancashire.

Andrew Snowden

Lancashire Police and Crime Commissioner

**How to apply:**

For an informal discussion about the post, please contact Chief Executive of Lancashire's Office of Police and Crime Commissioner Angela Harrison on 01772 533587.

For more information about the role and how to apply:

[Candidate Information Pack](#)

[Role Profile](#)

[Application Form](#)

[Chief Constable Release Form](#)

[Equality and Diversity Monitoring Form](#)

**Key Dates:**

- Candidate Familiarisation Day – Wednesday 17<sup>th</sup> January 2024
- **Closing Date for Applications – Thursday 8<sup>th</sup> February 2024**
- Shortlisting – 9<sup>th</sup> February 2024
- Stakeholder Panels/ Interview – 21<sup>st</sup> and 22<sup>nd</sup> February 2024
- Police and Crime Panel Confirmation Hearing – 4<sup>th</sup> March 2024 (TBC)



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

**Application Form  
Chief Constable of Lancashire Constabulary**

**Completed application forms should be returned to:**

**Ian Dickinson**

Office of the Police and Crime Commissioner for Lancashire  
Room 210  
Christchurch Precinct  
County Hall  
Preston  
PR1 0LD

[commissioner@lancashire-pcc.gov.uk](mailto:commissioner@lancashire-pcc.gov.uk)

**Closing Date: 12 noon on Thursday 8 February 2024.**

## 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 notices](#).

- The form should be completed in black ink or typeface (Arial 12 pitch). No attempt should be made to redesign the form.
- 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 supporting documents)** and the **Equality and Diversity Monitoring Form, and Chief Reference Form** are completed and returned to the person specified on the front of this Application Form.
- **In addition**, upon returning your application form, please ensure you provide a **short video** (no longer than 3 minutes) via We Transfer, which acts as your supporting statement. This should clearly set out why you want to become the Chief Constable of Lancashire Constabulary, what you will bring to the role and how you will embrace the vision of the Police and Crime Commissioner.
- It is the applicant's responsibility to ensure all requested information is submitted by noon on Thursday 8 February 2024. Late applications will not be accepted. Short listing will take place on Friday 9 February 2024 and successful candidates will be notified as soon as is practicable.
- The PCC will pay any reasonable and necessary expenses for candidates attending the event.
- The Assessment will be held on the Wednesday/Thursday 21/22 February 2024. Overnight accommodation will be available for you.
- 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:(300 words)	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities, including key achievements (300 words)	

2.

Details of Candidate

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities, including key achievements: (300 words)	

3.

**Education and Qualifications**

Please list any training courses attended that you consider are relevant to this application.

Please note that it is an essential requirement that you demonstrate that you meet the Eligibility Requirements as set out in the candidate information pack.

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

**Please provide documented proof that you meet the Eligibility Requirements for this role.**



4.

Experience,  
Skills and  
Capabilities

**Question 1. Please set out how you meet the four areas (highlighted in yellow) in the 'Essential Experience, Knowledge, Skills and Abilities' section of the role profile.**

(Maximum 300 words per area).

4.

Experience,  
Skills and  
Capabilities

**Question 2. As Chief Constable of Lancashire, explain how you would deliver on the Police and Crime Commissioner's five priorities, as set out in the Police and Crime Plan.**

(Maximum 300 words per priority).

5.

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 considered.

Do you have any of the above? Yes  No

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

6.

**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 any previous disciplinary offences which have not been expunged. Please also set out any Business interests.

Details	Dates

7.

**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.

8.

Declaration

**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 CONSTABULARY CHIEF CONSTABLE



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Candidate Information Pack



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# INTRODUCTION

This pack contains information to help you gain a greater understanding of the Constabulary, the county of Lancashire, and what Police and Crime Commissioner Andrew Snowden is looking for in a Chief Constable.

POLICE



# Thank you for your interest in the role of Chief Constable at Lancashire Constabulary

**As Police and Crime Commissioner and as a resident of Lancashire, I want Lancashire Constabulary to have a reputation as the most proactive, crime fighting force in the country, that relentlessly takes the fight to criminals, has a highly visible presence on our streets, and whose officers and staff are seen as figures of authority and respect – ultimately reducing the number of victims, making people feel safer and improving public confidence.**

I want a highly competent leader, experienced in operational command as well as strategic leadership - who will deliver my Fighting Crime Plan by providing inspirational leadership, leading from the front with a strong grip on the Constabulary's operations, and improving visible policing in local communities.

I am looking for a Chief Constable who shares my determination and passion to see the fundamental basics of policing delivered in an outstanding way.

The Peelian Principles are more relevant today than they have ever been – ensuring the Police are visibly engaged in local communities and are figures of authority and respect, who deliver justice, which is critical to improving public confidence.

Lancashire Constabulary is a large and complex organisation, with a budget of over £350million a year, c6,500 employees and significant competing demands on its services. I am looking for a senior

leader who can prioritise and focus the Constabulary's resources to deliver outcomes tangible to the public.

My Fighting Crime Plan announced the largest investment into Lancashire Police in living memory. A £300m, 10-year capital investment commitment to overhaul police critical infrastructure, including a sustainable new fleet, an open police station in every district, modern training facilities and enhanced digital and cyber capabilities.

This is alongside hundreds of extra police officers delivered through the Government's uplift programme and the precept locally.

Dedicated specialist units have now been set up, utilising part of the 612 extra officers - including three Rape and Serious Sexual Assault Teams, an ASB Problem Solving Unit, Roads Police and Roads Crime Teams, and more.

The county wide crackdown on anti-social behaviour through Op Centurion has already delivered more than 5,700 extra hours of Officers walking the beat and Op Warrior has seen over 1,200 crime gang suspects arrested in Lancashire.

Lancashire has a complex local government landscape, covering a population of around 1.5million people. There are a range of diverse communities and sectors, and the Chief Constable will need to be able to harness the

potential that partnership working brings to better understand and protect our communities. This will also build successful strategic and operational relationships to jointly prevent crime and support victims and more broadly, inspire confidence in the leadership of the Constabulary.

The foundations have been laid to make a real difference. I am looking for a Chief Constable who knows how to keep up the momentum and build on these foundations and the wider resources of the Constabulary to deliver on the priorities set out in my Fighting Crime Plan:

---

Tackling anti-social behaviour

---

Disrupting and dismantling organised crime

---

Tackling domestic abuse and sexual violence

---

Cracking down on burglary and robbery

---

Targeting dangerous drivers

---

If you believe you have what it takes to lead Lancashire Constabulary in the manner I have outlined, relentlessly pursuing criminals, increasing visible policing, and ensuring that justice is both done, and seen to be done – then I would encourage you to apply for the role.



**Andrew Snowden**  
Lancashire's Police and Crime Commissioner

# THE POLICE AND CRIME PLAN

The Commissioner developed this Police and Crime Plan in consultation with members of the public and partners across Lancashire to ensure it reflects the issues that matter most to people.

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 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 the priorities are:-



## ✔ Getting Tough on **Anti-Social Behaviour**

---

## ✔ Disrupting and Dismantling **Organised Crime**

---

## ✔ Tackling **Domestic Abuse and Sexual Violence**

---

## ✔ Cracking down on **Burglary and Robbery**

---

## ✔ Targeting **Dangerous Drivers**

---

# ABOUT LANCASHIRE

Lancashire is a diverse county spread over a large geographical area with coastal towns, including Blackpool and Morecambe, and large towns, city centres, and rural communities too.

Lancashire consists of two unitary authorities Blackpool and Blackburn with Darwen, the remainder consists of upper tier Lancashire County Council and 12 District authorities: Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire, and Wyre.

The 2021 mid-year population estimate for the Lancashire area was 1,531,911 people. 23.2% were aged 0-19 years, 56.6% were aged 20 to 64 years, and 20.1% were aged 65 and over. Over the next decade the number of children aged 0-15 in the county is predicted to rise and then decline thereafter. The working age population is predicted to start to decline within five years and the older population is predicted to increase, with more people falling into the over 85 bracket each year as life expectancy increases over the period.

Most of the population of Lancashire is White (86.6%). The remainder of the population are from Black, Asian, and other minority ethnic (BAME) groups.

The ethnic breakdown of Lancashire consists of White (86.6%), Asian (10.4%), mixed race (1.6%), Black (0.7%). Other ethnic groups make up 0.8% of the population. The largest BAME populations are found in Blackburn with Darwen (39.7%), Pendle (29.6%) and Preston (27.6%).

Levels of socio-economic deprivation vary across the Lancashire with great inequalities. Districts with the highest level of deprivation in Lancashire include Blackpool, Burnley, and Blackburn with Darwen. Less deprived districts in Lancashire include Ribble Valley, South Ribble and Fylde. However, within all districts, there is a wide variation in deprivation at ward level.

*(Source VRN Annual Report 2021)*

The transport infrastructure includes major rail stations, air and seaports.



**LANCASHIRE HAS A**

**£30.8Bn**

**ECONOMY**

**732k**

**JOBS**

**53k**

**BUSINESSES**

**£4.4Bn**

**VISITOR ECONOMY**

**ATTRACTING ALMOST**

**69M**

**VISITORS ANNUALLY**

# ABOUT LANCASHIRE CONSTABULARY

The county is split into three main policing areas, known as divisions, with each area having a Divisional Commander.

These divisions are responsible for delivery of local policing across their neighbourhoods, addressing priorities on the basis of risk, threat and harm. Local policing teams are supported by the full range of specialist teams delivering all the policing functions. These are:

## East Lancashire:

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

## South Lancashire:

- Preston
- South Ribble
- Chorley
- West Lancashire

## West Lancashire:

- Blackpool
- Fylde
- Wyre
- Lancaster and Morecambe

APPROXIMATELY

# 3500

POLICE OFFICERS

APPROXIMATELY

# 200

POLICE COMMUNITY SUPPORT OFFICERS

APPROXIMATELY

# 2100

POLICE STAFF



Professional.  
Accountable.  
Respectful.  
United.

## Our Vision, Strategy and Values

### Our Vision

What we want to achieve



Preventing and fighting crime. Keeping our communities and people safe.

### Our Strategy

The key areas we need to deliver on



Put victims at the heart of everything we do.

Reduce crime, harm, and antisocial behaviour.

Effectively respond to incidents and emergencies.

Investigate and solve crime and deliver the best outcomes to all.

Deliver an outstanding service to the public and build confidence.

### Our Plan

The core areas we must focus on



#### Our People

**Our staff are the key to our success, so we will:**

- Make sure that everyone can be themselves at work, understand the role they play, and can be innovative to continuously improve.
- Continue to look after our people by prioritising engagement, health, and wellbeing.
- Develop and invest in our staff, providing training, coaching, mentoring and support so we are fit for the future.
- Create strong and empowering leaders with a focus on developing our first and second-line managers.
- Attract, retain, and develop our people and create a culture where everyone can maximise their potential.
- Reward and recognise great performance, and challenge those who don't perform.

#### Our Communities

**To serve our communities to keep them safe, we will:**

- Better understand the communities we serve.
- Have pro-active, honest, and open conversations, so we know what they are concerned about, and so we can act.
- Learn by inviting them to help us understand how we can build relationships and keep them safe.
- Build on already strong local relationships with a focus on partnership working and problem solving.
- Improve the way people contact us when they are in need.

#### Our Partnerships

**To deliver the right services, we will:**

- Understand and prioritise the needs of our communities, working together to protect those that need our help the most.
- Work with partners to ensure that people who need the most support receive the right help from the most appropriate organisation.
- Build effective and collaborative community safety partnerships with a joint understanding of local issues, focusing on long-term solutions.
- Seek opportunities to continuously improve our service by connecting with other organisations in the private, public, and academic sectors.

#### Our Resources

**To enable us to continuously improve, we will:**

- Focus on value for money and efficiency.
- Improve how we design our processes to make it as simple as possible for you to do your job.
- Predict our demand and target our resources by improving our data and making better use of the information we hold.
- Be innovative, encourage ideas and support change initiatives that help us to improve.
- Improve opportunities for agile and flexible working by changing our culture and working practices.
- Understand and reduce our impact on the environment to improve our efficiency.
- Continue with our investment in digital services, making all systems safe and secure, and easy to use and access.

### Our Values

Who we are



Professional

Accountable

United

Always with respect

*"It's what we do here"*

# CONSTABULARY PERFORMANCE

## Lancashire PEEL Assessments 2021/2022

Lancashire Constabulary continues to be one of the top performing forces in the country with the 2021/22 HMICFRS PEEL Inspection recognising the Constabulary as a good force that engages with

the public and plans for the future effectively, managing finances well and protects the public of Lancashire from the most serious of offenders.

The report made a special mention of the Force's successful problem-solving approach to reduce rural crime and prevent antisocial behaviour which the Commissioner will continue to invest in through dedicated rural task forces.

## Peel Inspection Outcomes 2021/22:

Outstanding	Good	Adequate	Requires Improvement	Inadequate
	Preventing Crime	Responding to the Public	Investigating Crime	
	Protecting Vulnerable People			
	Managing Offenders			
	Developing a Positive Workplace			
	Good Use of Resources			
	Treatment of the Public			

However, both the Chief Constable and the Commissioner acknowledge there is work to do to improve in some areas, including how the Constabulary develops their policing model so they can respond more effectively to calls for service, investigate crime consistently and thoroughly and ensure that they are consistently delivering an outstanding service to victims of crime.

**This presents a real opportunity for the next Chief Constable to strive for outstanding.**

# FINANCE INFORMATION

Lancashire's revenue budget in 2023/24 is £369.5m. The budget supports the delivery of the PCC's Police and Crime Plan that focusses on:

- Getting tough on anti-social behaviour
- Disrupting and dismantling organised crime
- Tackling domestic abuse and sexual violence
- Cracking down on burglary and robbery
- Targeting dangerous drivers

Beyond 2023/24 the Medium Term Financial Plan currently reflects a funding gap of £16m reflecting the following key assumptions:

- 1% increase in core grant from government each year
- No increase to council tax in future years
- An increase in taxbase of 1.5% per year
- An increase in pay for officers and staff of 2% each year

The key issues faced over this period include the impact of maintaining the police officer uplift programme against the requirement to meet part of the expected inflationary pressures from cost savings and the impact of delivering of an ambitious capital investment programme.

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.



# ABOUT THE ROLE

**Job Title:** Chief Constable of Lancashire Constabulary

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**Term:** Five-year fixed term appointment

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**Salary:** £184,273

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## Duties and responsibilities

- As 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.
- Your contribution will be leading the Force, creating a vision, and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective, and efficient policing service.
- As Chief Constable you will 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.
- You are also responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.
- As a Corporation Sole, you as Chief Constable are responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Schemes of Governance and Consent that determine Force governance arrangements.
- As part of the Senior Management Team (SMT) lead business planning and reporting.

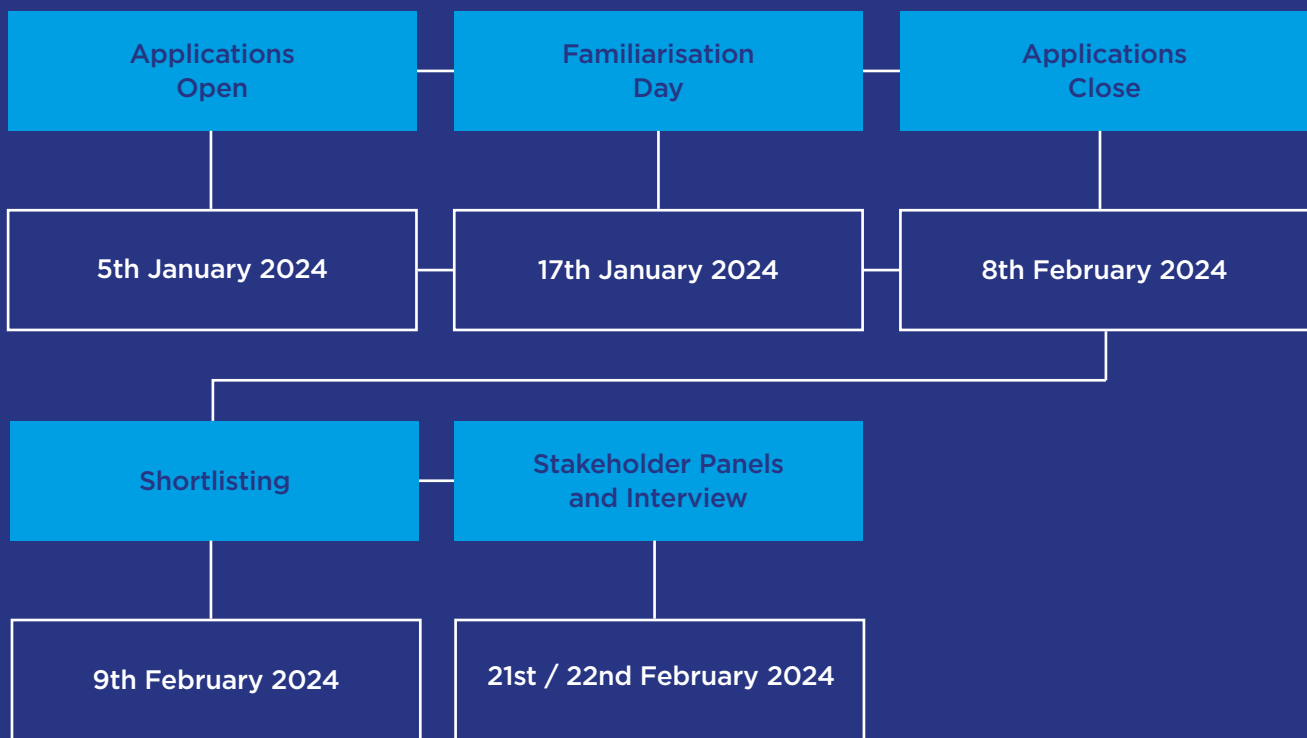
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## Key Duties

- Setting and ensuring the implementation of organisational and operational strategies for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement to provide an effective and efficient policing service that meets current and future policing demands of the communities of Lancashire.
- Developing a mutually productive strategic relationship with the Police and Crime Commissioner and their Office, in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Developing and maintaining governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation to achieve and maintain high performance.
- Leading the Force, communicating a clear direction, setting organisational culture, and promoting values, ethics, and high standards of professional conduct to enable an effective and professional service that builds the confidence of the public whilst empowering your team.
- Leading, inspiring, and engaging the Chief Officer Team; setting and role modelling 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 Force vision, values, and objectives.

**The full role profile is available at [lancashire-pcc.gov.uk](http://lancashire-pcc.gov.uk)**

# CANDIDATE TIMELINE



## 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 or the Executive Leadership Programme – stage 5 (executive leaders)

For applicants from overseas

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

## Career history and conduct

The Commissioner will consider applicant's disciplinary or 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 MV 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 Chief Executive of the Office of the Police and Crime Commissioner, Angela Harrison in confidence on 01772 533587 for an informal discussion.**

**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 17th January 2024, which can be arranged by contacting the Office of the Police and Crime Commissioner on 01772 533587 or via **commissioner@lancashire-pcc.gov.uk** no later than 12 noon on Friday 12th January 2024.

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.
- A short video (no longer than 3 minutes)
- Chief Constable reference form.
- Equality and Diversity Monitoring Form

Applications should be sent for the attention of Ian Dickinson via **commissioner@lancashire-pcc.gov.uk** by 12 noon on Thursday 8th February 2024.

## **Shortlisting**

Shortlisting will take place on 9th February 2024 and successful candidates will be notified as soon as practicable thereafter.

## **Assessment**

Candidate assessment will take place over two days the 21st and 22nd February 2024.

On 21st February 2024 candidates will be required to participate in two Stakeholder Panels. These will comprise of officers and staff, together with partner representatives. The audience at this event will be asked to share thoughts on the candidates which will be provided to the members of the Selection Panel. Feedback from this event will be considered and may be used further at interview, but will not form part of the formal selection process.

On the 22 February 2024 candidates will be required to provide a 10-minute presentation on a topic to the Selection Panel which will have been shared in advance of the day to enable preparation.

The presentation will be followed by a formal interview.

Following the Selection Panel, a "preferred candidate" will be notified, the preferred candidate will be subject to DV and MV vetting and a Medical.

Appointment of a preferred candidate to the Office of Chief Constable is subject to confirmation at a hearing of the Police and Crime Panel for Lancashire.

## **Confirmation Hearing**

The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing. It is anticipated that this will be on 4 March 2024. The purpose of attendance will be to answer any questions the Police and Crime Panel may have relating to the appointment. Following the Confirmation Hearing, the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment. The Panel may approve, disapprove or veto the Commissioner's preferred candidate. Following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks e.g., conduct, medical, vetting)

# SUMMARY OF TERMS AND CONDITIONS

## **Salary**

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

The Police and Crime Commissioner has set the Chief Constable's salary at £184,273 per annum as recommended by the National Police Remuneration Review Body.

This salary will increase in line with national police pay settlements.

## **Length of employment**

The initial fixed term appointment will be for 5 years, to be agreed as part of the final negotiations. Including the option for an extension will also be discussed.

## **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. However, your normal place of duty is not fixed as this can be anywhere within the Lancashire Constabulary area.

## **Benefits**

As post holder you are 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 them 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 force, the PCC will pay reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.

# KEEPING IN TOUCH

If you want to keep in touch,  
then you can:

**Email:** [commissioner@lancashire-pcc.gov.uk](mailto:commissioner@lancashire-pcc.gov.uk)

**Post:** Office of the PCC for Lancashire  
PO Box 100,  
County Hall,  
Preston,  
PR1 0LD

**Call:** 01772 533 587

**Web:** [Lancashire-pcc.gov.uk](http://Lancashire-pcc.gov.uk)

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**[stayintheknow.co.uk](http://stayintheknow.co.uk)**  
community messaging.





## CHIEF CONSTABLE OF LANCASHIRE ROLE PROFILE

**Post Title:** Chief Constable of Lancashire Constabulary

**Responsible to:** Police and Crime Commissioner for Lancashire

**Salary Range:** £184,273 + Relocation and Benefits Package

**Term:** 5-year fixed term contract

**Vetting Status:** Developed Vetted and Management Vetted

### **Job Purpose:**

Duties and responsibilities

Your contribution will be leading the Constabulary, creating a vision, and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective, and efficient policing service.

As Chief Constable you will 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.

You are also responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, you as Chief Constable are responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Schemes of Governance and Consent that determine Constabulary governance arrangements.

### **Key Duties**

Setting and ensuring the implementation of organisational and operational strategies for the Constabulary, having due regard to the Police and Crime Plan and Strategic Policing Requirement, to provide an effective and efficient policing service that meets current and future policing demands of the communities of Lancashire.

Developing a mutually productive strategic relationship with the Police and Crime Commissioner and his Office in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.

Developing and maintaining governance arrangements and processes within the Constabulary, to ensure effective decision making and appropriate action at all levels/tiers of the organisation to achieve and maintain high performance. Leading 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 that builds the confidence of the public whilst empowering your team.

Leading, inspiring, and engaging the Chief Officer Team; setting and role modelling 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, values, and objectives.

Holding accountability for Constabulary financial management and determining 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.

Fulfilling the authorising responsibilities of a Chief Constable e.g., authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, to protect the public and further develop the Constabulary's operational strategies.

Leading and commanding the operational policing responses on occasion, in the highest risk and high-profile instances, to protect the public and ensure an appropriate and effective response. Advising national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.

Developing and maintaining 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 objectives.

Representing 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.

Creating and driving a culture of development, change, and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.

Playing an active role in national decision making on the development of the Police Service to enable the effective coordination of operations, reform and improvements in policing and the provision of value for money.

Leading national thinking, policy, and guidance within an area of specialism to enable the continuous improvement of effective policing practice.

### **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).

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels of the CVF:

### **Resolute, compassionate and committed**

**We are emotionally aware:** **CVF Level 3**

**We take ownership:** **CVF Level 3**

### **Inclusive, enabling and visionary leadership**

**We are collaborative:** **CVF Level 3**

**We deliver, support and inspire:** **CVF Level 3**

### **Intelligent, creative and informed policing**

**We analyse critically:** **CVF Level 3**

**We are innovative and open-minded:** **CVF Level 3**

### **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).
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course or the police leadership programme – stage 5 (executive leaders)
- 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.
- A demonstrable track record of performance driven delivery, reducing crime and antisocial behaviour.

- 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 office holders 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 Office holders are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Lancashire Constabulary.



### Sacha Jane Hatchett - Personal Statement

I am passionate about policing, and I am a proud servant of the crown. Throughout my policing career, I have sought to prevent crime, solve crime, and protect the most vulnerable from harm. I am and always will be firmly wedded to neighbourhood policing in our communities and believe placed based policing wherever possible, supports collaborative working with partners and the community to help build safer and more resilient places for our communities to live.

I have a breadth of experience in policing and have the ability to simplify the complex in order to deliver improved operational and organisational performance. Continuous improvement is important to me, and I challenge and support my teams to be as efficient and effective as they can be to deliver the best service to victims of crime and the wider policed community.

My leadership style means that I invest in relationships and encourage collaboration to make informed decisions. This has enabled me to secure buy in for organisational change, both internally and externally for the benefit of policing locally and nationally. My values of fairness, integrity, resilience, and determination have driven my standards of professionalism and the standards I expect from my officers and staff, always recognising that I am accountable to those I lead and the communities I serve.

### Additional Skills

- Gold firearms commander
- Gold public order commander.
- Multi agency gold Incident commander
- Authorising Officer
- I have a full clean UK Driving Licence.

**CHARLES HADCOCK DL**  
Holder of the Queen's Award for Enterprise Promotion

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Angela Harrison  
Chief Executive  
Office of the Police and Crime Commissioner for Lancashire  
County Hall  
Preston  
PR1

23<sup>rd</sup> February 2024

Dear Angela,

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

The process was in several parts, a shortlisting Teams meeting, an afternoon briefing with comments from local stakeholders, a dinner and a full interview.

In advance of the shortlisting Teams call, I received the confidential application material, which was delivered by hand to my door, as I was going on holiday. After my holiday I had time to review the application material given to the candidate and study the applications from the candidate. The interview process was explained and the requirements of the role as well as the evidence that was required was set out clearly in the application materials the candidate received. The short-listing panel received one application. At the Teams meeting we were able to discuss the application and view the accompanying video. The candidate was evaluated across all of the competencies in the person specification. The application was comprehensive and the short-listing panel considered that the candidate demonstrated the necessary qualities, skills and experience to be invited for interview.

There were four members of the interview panel, the Police and Crime Commissioner, the Chief Constable Merseyside Police, the Leader of Lancashire County Council as well as myself as an Independent Member.

The afternoon briefing was held before the dinner and interview and gave the panel a chance to hear the views and concerns from local stakeholders. These had been gathered at a meeting of stakeholders and the candidate, who was asked three questions regarding their vision, standards and leadership. We were not present at the internal stakeholder meeting but were briefed about the outcomes, which gave us the opportunity to make notes on further questions which we should consider at the interview.

The dinner was an informal chance for the interview panel to meet the candidate.

At the interview the next day the applicant initially gave a 15 minute presentation on how to increase public confidence in policing. There was a thorough discussion of the presentation. The panel members then asked a series of set questions which were intended to discover in

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depth the leadership, emotional, analytical and collaborative qualities of the candidate. Each question and answer prompted further questions informed by the stakeholders briefing.

The candidate was scored for their answers against agreed criteria and marked individually by each of the panel members. The candidates was considered to meet all of the criteria for the role and was capable of being appointed. The panel considered and agreed that Sacha Hatchett 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.

I was very impressed by the rigorous process from start to finish, and feel it would have been a fair process no matter how many applications had been received.

Please do not hesitate to contact me if you would like anything further.

Yours sincerely



Charles Hadcock DL

By email