

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

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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.