

**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