



CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 10 MARCH 2021, 2.30 PM

VENUE - Peterborough City Council's YouTube Page

Contact – jane.webb@peterborough.gov.uk, 01733 452281

AGENDA

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| 1. | Apologies for Absence | |
| 2. | Declarations of Interest | |
| 3. | Proposed Appointment of the Chief Executive | 3 - 26 |



**Members of the public wishing to submit questions or a statement to the Panel can do so by contacting the secretariat no later than 12 noon on the third working day following the publication of the meeting agenda. Further details can be found within paragraph 7, Public Participation within the rules of procedure:*
[Rules of Procedure](#)

Membership

Councillors: A Sharp, M Shellens, N Massey, C Daunton, S Tierney, S Bywater, A Ali, S Wallwork, D Giles, S Warren, C Wiggin

Independent Co-opted Members

Edward Leigh (Chairperson), Claire George

Substitutes

Councillors: L Ayres, L Nethsingha, E Murphy, D Connor, H Masson, C Hogg, A Lynn, H Smith, R Moore, J Huffer

Officer Support

Jane Webb, Peterborough City Council

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 3
10 MARCH 2021	Public Report

Report of: Jane Webb, Peterborough City Council, Police and Crime Panel Lead

Contact Officer(s) – Jane Webb

Contact Details – jane.webb@peterborough.gov.uk

Proposed Appointment of the Acting Police and Crime Commissioner’s Chief Executive

1. PURPOSE

1.1 This report is submitted to the Panel following a notification from the Acting Police and Crime Commissioner of his proposed appointment to the post of Chief Executive on 23 February 2021.

2. RECOMMENDATIONS

2.1 That the Panel notes the process to be followed to undertake the Confirmation hearing for the post of Chief Executive as identified below.

2.2 That the Panel considers the Acting Police and Crime Commissioner’s report (Appendix A) and reviews the proposed appointment of Jim Haylett as the Chief Executive for the Acting Cambridgeshire Police and Crime Commissioner.

2.3 That the Panel considers the information provided by the Acting Police and Crime Commissioner (see appendices A, 1,2,3 & 4) and, following questioning of the candidate at the hearing, agrees a recommendation to the Acting Commissioner on whether to appoint Jim Haylett to the post of Chief Executive in accordance with the Police Reform and Social Responsibility Act 2011.

3. TERMS OF REFERENCE

3.1 This report is for the Panel to consider under its Terms of Reference No 3 - To hold a confirmation hearing and review, make a report, and recommendation in respect of proposed senior appointments made by the Acting Police and Crime Commissioner.

4. BACKGROUND

4.1 Paragraph 6, Schedule 1 of the Police Reform and Social Responsibility Act 2011 requires every Police and Crime Commissioner outside London to appoint a person to be head of his staff (referred to in the Act as his chief executive).

4.2 The Acting Cambridgeshire Police and Crime Commissioner formally notified the Chair of the Police and Crime Panel of his proposed appointment to the post of Chief Executive on 23 February 2021.

4.3 Under the terms of the Act, this Panel is required to:

- Review the proposed senior appointment

- Make a report to the Police and Crime Commissioner on the proposed senior appointment
- Include within the report recommendations to the Police and Crime Commissioner as to whether the candidate should be appointed. It should be noted that for Schedule 1 appointments, the Panel has no power to veto the appointment.

4.4

The Panel is therefore required to question the candidate to confirm he has the necessary personal independence and professional competence to carry out the role. Following the hearing, the Panel will arrive at a conclusion on the proposed candidate during a closed session.

4.5

The Panel will then publish a report within five working days on the proposed appointment to the Acting Police and Crime Commissioner, with a recommendation as to whether the candidate should be appointed. The Act allows the Acting Police & Crime Commissioner the right to accept or reject the Panel's recommendations; however, he must inform the Panel of his decision

5. **KEY ISSUES**

- 5.1 To assess whether the proposed candidate is suitable for the post and make a recommendation to the Commissioner.

6. **Consultation**

None

7. **Implications**

None

8. **APPENDICES**

- 8.1
- Report from the Police and Crime Commissioner (Appendix A)
 - Job Advert (Appendix 1)
 - Candidate's Information Pack (Appendix 2)
 - Report of Independent Member (Appendix 3)
 - Candidate's Biography (Appendix 4)

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 3
	APPENDIX A
10 March 2021	Public Report

Report of the Cambridgeshire Acting Police and Crime Commissioner

Contact Officer – Matt Warren

Contact Details – cambs-pcc@cambs.pnn.police.uk 0300 333 3456

APPOINTMENT OF THE CHIEF EXECUTIVE, CAMBRIDGESHIRE OFFICE OF THE POLICE AND CRIME COMMISSIONER

1. PURPOSE

- 1.1 The purpose of this report is for the Acting Cambridgeshire Police and Crime Commissioner (the “Acting Commissioner”) to formally notify the Cambridgeshire Police and Crime Panel (the “Panel”) under Schedule 1 to the Police Reform and Social Responsibility Act 2011 (the “Act”) of his proposal to appoint Jim Haylett as the Chief Executive of the Cambridgeshire Office of the Police and Crime Commissioner (OPCC).
- 1.2 In accordance with the legislation this report provides the Panel with:
 - the name of the person whom the Acting Commissioner is proposing to appoint; (the “candidate”)
 - the criteria used to assess the suitability of the candidate for appointment;
 - why the candidate satisfies those criteria; and
 - the terms and conditions on which the candidate is to be appointed.

2. RECOMMENDATIONS

- 2.1 The Panel reviews the proposed appointment of Jim Haylett as the Chief Executive of the OPCC and makes a recommendation to the Acting Commissioner that he appoints Jim Haylett to that role.

3. TERMS OF REFERENCE

- 3.1 Item 3 – To hold a Confirmation Hearing and review, make a report, and recommendation (as necessary) in respect of the proposed senior appointments made by the Acting Commissioner.

4. BACKGROUND

- 4.1 Following the secondment of Dorothy Gregson, Chief Executive of the OPCC, to Public Health England in May 2020, the Acting Commissioner decided to ask Jim Haylett to be his Acting Chief Executive to cover Dr Gregson’s secondment. Dr Gregson was offered a permanent post with Public Health England in November 2020. Consequently, the Acting Commissioner began a recruitment process for the appointment of a Chief Executive.

5. LEGISLATIVE REQUIREMENTS

- 5.1 Schedule 1 of the Act provides that an Acting Commissioner ‘*must appoint a person to be the head of the Commissioner’s staff (referred to in the Act as the Commissioner’s ‘Chief Executive’)*. The Chief Executive is also designated as the Monitoring Officer as provided for in Schedule 16

of the Act, which makes consequential amendments to the Local Government and Housing Act 1989.

5.2 The Act states that the Acting Commissioner must notify the Panel of the proposed appointment of the Chief Executive.

5.3 Under the Act, the Panel must:

- review the proposed appointment;
- hold a public Confirmation Hearing;
- make a report to the Acting Commissioner on the proposed appointment, which must include a recommendation to the Acting Commissioner as to whether or not the candidate should be appointed, and must publish their report.

5.4 Under the Act, the Panel may, having reviewed the proposed appointment, make a recommendation to the Acting Commissioner as to whether or not the candidate should be appointed.

6. CRITERIA USED TO ASSESS THE SUITABILITY OF THE CANDIDATE FOR APPOINTMENT

6.1 Advertising

6.1.1 The post was advertised from the 18th December 2020 with a deadline for applications to be submitted by the 18th January 2021. A copy of the advert and the Candidate Information Pack, which contains the Role Requirements, Person Specification, Terms and Conditions, and the application process, are given at Appendix 1 and 2 respectively.

6.1.2 The position was advertised as follows:

- Acting Commissioner's website
- Cambridgeshire Constabulary's website
- Association of Police and Crime Commissioner's website

It was also distributed via the:

- Association of Police and Crime Commissioner's Red Box briefing to over 850 email addresses across OPCCs
- Association of Police and Crime Commissioner's Chief Executives network

It was also promoted on LinkedIn.

6.1.3 In addition, the Independent Member has confirmed that she was '*fully satisfied that the Acting Police and Crime Commissioner advertised the vacancy openly to attract the best possible candidate pool*' (paragraph 5.3 of Independent Member's report as given at Appendix 3).

6.2 Application process

6.2.1 Applicants were asked to submit their CV and a Personal Statement, with their Personal Statement demonstrating how their personal skills and experience met both the Role Requirements and Person Specification and their motivation for applying for the role. Potential applicants were also given the opportunity to speak with the Acting Commissioner prior to submission of their application.

7. WHY THE CANDIDATE SATISFIES THE SELECTION CRITERIA

7.1 Shortlisting

- 7.1.1 Six applications for the post of Chief Executive were received by the closing date.
- 7.1.2 The shortlisting of the applications was undertaken by the Acting Commissioner, the Chief Finance Officer, and the Chief Constable (the "Shortlisting Panel"). All Shortlisting Panel members had been sent a copy of the CVs and Supporting Statements for all of the applicants. The Shortlisting Panel each separately assessed the applications based on an understanding of the evidence, a review of the evidence and an evaluation of the evidence given in each of the CVs and Supporting Statements against 13 key elements within the Person Specification. They then gave a score based on a 1 – 5 rating against each of the 13 elements.
- 7.1.3 The Shortlisting Panel then came together on the 22nd January 2021 and collectively discussed each of the applications based on their assessment, review, and evaluation of the evidence in the CVs and Supporting Statements and the scores that they had given each applicant. From this exercise, the Shortlisting Panel agreed that three applicants should be put forward for the assessment process.
- 7.1.4 These three candidates were then invited to attend the assessment process, all of whom accepted the invitation. Candidates were informed that as part of the assessment they would be asked to give a presentation to the Interview Panel. They were informed of the broad scope of the presentation and that the presentation would be testing their approach to collaborative working, and that further details on the scope of the presentation would be provided to them on the day of the interview.

7.2 Interview

- 7.2.1 The Interview Panel consisted of: Ray Bisby, Acting Commissioner; Nick Dean, Chief Constable Cambridgeshire Constabulary; Rachel Wilkinson, Director of Human Resources for Bedfordshire, Cambridgeshire, and Hertfordshire police forces; and Carolyn Dhanraj, Independent Member.
- 7.2.2 The Interview Panel met virtually on the 9th February 2021 to discuss the approach to the assessment process the following day, and agreed upon the questions that candidates would be asked in line with the College of Policing's Competency and Values Framework (CVF).
- 7.2.3 The CVF states that it *'aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service'*. OPCC Chief Executives are expected to be operating at Level 3.
- 7.2.4 The assessment process took place on the 10th February 2021. Candidates were given further details of the scope of the presentation and given 30 minutes to prepare for it. They then gave a 10 minute presentation to the Interview Panel which they were then questioned on. The presentation was assessing the 'We are collaborative' competency and the 'Transparency' value as part of the CVF.
- 7.2.5 The Interview Panel then went on to ask each candidate questions to test how their competencies and values would enable them as a Chief Executive and Monitoring Officer to deal with specific issues both current and future. The competencies and values tested were as follows:
- Competencies:
 - We deliver, support and inspire
 - We take ownership
 - We are innovative and open-minded
 - We analyse critically

- Values:
 - Public service – *testing their motivation for applying for the role*
 - Integrity and impartiality

The interview lasted about 60 minutes for each candidate.

7.2.6 Each Interview Panel member then independently assessed and scored the candidate's presentation and answers for each competency and value being assessed against the CVF. Interview Panel members then collectively discussed their assessment and scores for each candidate. The total scores for all candidates was calculated using a comparative grid. One candidate scored higher in more questions than the other candidates.

8. THE NAME OF THE PERSON WHOM THE ACTING COMMISSIONER IS PROPOSING TO APPOINT

8.1 The outcome of the assessment process was that the Interview Panel unanimously supported the Acting Commissioner in his decision to notify the Panel that Jim Haylett would be the candidate that he is proposing to appoint as Chief Executive of the OPCC.

8.2 Jim proved himself to be well qualified and experienced for the role of Chief Executive. A biography of his professional career is given at Appendix 4.

9. INDEPENDENT MEMBER'S REPORT

9.1 Following the outcome of the interview the Independent Member prepared a report on the appointment process. The report concluded at para 8.4 of her report (as given at Appendix 3) that:

'I am confident that the Interview Panel appointed, performed their duty on Wednesday 10th February 2021 to challenge and assess the candidates in a manner that was fair, transparent and merit based, following the best practice recruitment principles such as those articulated in the College of Policing Guidance'.

10. TERMS AND CONDITIONS OF APPOINTMENT ON WHICH THE CANDIDATE IS TO BE APPOINTED

10.1 There is no set salary for an OPCC Chief Executive, as there is for a Chief Constable which is determined by Regulations. It is therefore at the discretion of a Police and Crime Commissioner to set the salary. The advertised salary was £95,000. The full time equivalent salary of the former postholder was £111,969.

10.2 The salary for the Chief Executive has been agreed as being £105,000. This is a 6% reduction from the previous incumbent's salary. The salary will also, at the discretion of the future Police and Crime Commissioner, benefit from any nationally agreed annual increment as arrived at by the Police Staff Council. The salary will be benchmarked every three years. Should a future Police and Crime Commissioner be in a position to take on the governance of the Fire and Rescue Service, the Chief Executive's salary will be reviewed at that point.

10.3 The post is a permanent appointment. As Jim has proven himself in the role of Acting Chief Executive since May 2020 a probation period is not necessary. This position has been agreed by the Director of Human Resources. The post is subject to a six month notice period.

10.4 The Acting Commissioner is supportive of all of the Terms and Conditions relating to Jim undertaking the role of Chief Executive of the OPCC.

- 10.5 The Acting Commissioner led a fair and open selection and assessment process. The advice of the Director of Human Resources for the collaborated Bedfordshire, Cambridgeshire and Hertfordshire police forces was sought throughout the process.

LIST OF APPENDICES

Appendix 1 – Advert

Appendix 2 – Candidate Information Pack

Appendix 3 – Report of the Independent Member

Appendix 4 – Candidate’s professional career biography

BACKGROUND PAPERS

Police Reform and Social Responsibility Act 2011

<http://www.legislation.gov.uk/>

‘Competency and Values Framework for policing – Overview of framework’, College of Policing

http://www.college.police.uk/What-we-do/Development/competency-and-values-framework/Documents/Competency-and-Values-Framework-for-Policing_4.11.16.pdf

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CHIEF EXECUTIVE AND MONITORING OFFICER

This is a particularly exciting yet challenging time to join the Cambridgeshire Office of the Police and Crime Commissioner (OPCC).

That is why we are seeking an exemplary and inspirational Chief Executive and Monitoring Officer whose personal qualities are just as important as their senior leadership experience. As an exceptional leader you will be at the forefront of inspiring, influencing and enabling others to deliver their work, whether this is those within the OPCC or our partners locally, regionally or nationally.

We have elections for Police and Crime Commissioners coming up in 2021 and a new Police and Crime Plan to deliver. Equally, in the face of economic and social pressures there are challenges and difficult decisions to be made by the Police and Crime Commissioner, Cambridgeshire Constabulary, and our partners. This means there is lots to be done now and in the future.

A key part of your role will be to advise and support the Police and Crime Commissioner on strategic governance and oversight in order to hold the Chief Constable to account for ensuring the Constabulary are working in the most effective and efficient way.

Your drive and determination to be a system leader, playing an active role working across a number of agendas at any one time, means you will need to see the bigger picture. Using your negotiating and influencing skills you will build strong and wide-ranging relationships to work collaboratively with partners to achieve outcomes.

As Monitoring Officer, you will have an eye for the finer detail, ensuring statutory processes, procedures and governance requirements are in place to ensure openness, accountability, integrity and public confidence.

As no two days are the same in the OPCC you will need personal resilience and the ability to flex, adapt and work at pace whilst providing clear direction and certainty in decision making. You will be a role model to OPCC staff promoting a 'one team approach' and a culture of empowerment and enablement, whilst at the same ensuring their professionalism in the work they do in support of the Commissioner.

If you believe you have the qualities, skills and experience we are looking for then we would like to hear from you.

The Role Requirements, Person Specification, Terms and Conditions, and how to apply are given in the Candidate Information Pack which can be found on the OPCC's website <https://www.cambridgeshire-pcc.gov.uk/vacancy/chief-executive-and-monitoring-officer/>

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CHIEF EXECUTIVE AND MONITORING OFFICER

CAMBRIDGESHIRE OFFICE OF THE POLICE AND CRIME COMMISSIONER

CANDIDATE INFORMATION PACK

ROLE REQUIREMENTS

Role Purpose

To discharge the statutory duties of the Chief Executive Officer of the Office of the Police and Crime Commissioner (OPCC) as set out in the Police Reform and Social Responsibility Act 2011, including exercising the role of Monitoring Officer.

The post holder is ultimately responsible for the OPCC and works at the highest level of the organisation working with the Police and Crime Commissioner (PCC), the Chief Constable and his Senior Management Team.

The PCC has a range of statutory duties and this post will be responsible for ensuring that the PCC fulfils these and provides advice on issues where there could be illegality or maladministration in relation to the business of the PCC.

Key Responsibilities

- Work with the PCC to support and advise them in the development of their Police and Crime Plan and contribute to the efficient and effective delivery of the Plan.
- Provide leadership, strategic direction, and advice to support the PCC in their statutory duty to secure an efficient and effective police service for Cambridgeshire.
- Ensure that the PCC fulfils their statutory duties and responsibilities as set out in legislation.
- Provide the PCC with timely and accurate advice, ensuring that they are well informed and equipped to carry out their role.
- Ensure propriety in the conduct of the PCC's business, ensuring appropriate governance and compliance arrangements are in place, and the management of strategic risk.
- To undertake the role of Monitoring Officer and notify designated officers/bodies of any illegality or maladministration in relation to the business of the PCC.

Leading the OPCC

- Provide overall management of the OPCC through clear and visible leadership to OPCC staff to empower and enable them to undertake their roles, having overall responsibility for their ongoing development and training, and line management of the Senior Management Team and other Team members as required.
- Ensure that OPCC processes, procedures and support services are in place to facilitate the effective and efficient functioning of the OPCC in order to support the PCC, and promote a culture of innovation, flexibility and responsiveness, mobilising the Team to respond swiftly to changing priorities and service delivery.
- Ensure compliance with legislative requirements pertaining to the PCC and the OPCC, including but not limited to, information rights, health and safety, equality and diversity, employment law, and financial compliance.

Financial management

- In conjunction with the Chief Finance Officer have responsibility and accountability for the financial planning, budgetary control, resourcing and asset management of the funds allocated to the PCC, ensuring compliance with statutory responsibilities
- Support the PCC in their oversight role of the Chief Constable's day to day financial management of the Constabulary.
- To maintain oversight of any commissioning and procurement of contracts and services to ensure adherence to financial procedures.

Partnership working, relationship management and engagement

- Ensure effective engagement with the Chief Constable and his Senior Management Team in planning, delivering, and managing the PCC's business.
- Provide strategic leadership in respect of partnership working ensuring the involvement of the right partners and stakeholders to achieve effective engagement at a local, tri-force, regional, and national level, recognising risks, issues and barriers to delivery whilst striving for cohesive solutions and outcomes.
- Build own effective relationships at all levels through successful negotiation, influencing and engagement with partners, stakeholders, and service providers, to ensure that they are aligned and contributing to the delivery of the Police and Crime Plan.
- Ensure the PCC's effective and timely engagement with the public, communities, representative groups and the media.
- Develop and maintain a constructive and effective relationship with the Police and Crime Panel.

Scrutiny and performance

- Facilitate and advise the PCC in their support, scrutiny and challenge of holding the Chief Constable to account for his statutory duties, including for an efficient and effective police force and the overall performance of the Constabulary against the priorities agreed within the Police and Crime Plan.
- Facilitate and support the PCC in their responsibilities to effectively support and challenge other partners in relation to their contribution to the delivery of the Police and Crime Plan and the PCC's wider statutory remit.

Governance

- Develop, maintain, and ensure compliance with robust and transparent controls and underpinning systems and processes for corporate governance and compliance to manage and minimise risk, undertaking regular reviews to deliver continuous improvement.
- Ensure transparency, accountability, rigour and effectiveness in relation to the PCC's governance arrangements, ensuring their adherence to the Nolan Principles, any Code of Conduct, and any other statutory requirements.

- Ensure audits and inspections are carried out efficiently and effectively and any other aspects of internal and external controls are undertaken.
- Ensure PCC undertakes statutory duties in respect of the complaints.
- Ensure proper and adequate legal advice is obtained when appropriate.

Collaboration

- Advise the PCC and be their strategic lead for tri-force, regional and national collaboration through ensuring appropriate governance is in place, scrutiny of business cases and other proposals, and offering constructive challenge and support in order to deliver efficiency and or effectiveness.

General

- Other duties as reasonably required by the PCC.

PERSON SPECIFICATION

- Educated to degree level.
- Substantial and proven experience operating at a senior strategic leadership level.
- Significant understanding of working in a political environment particularly with a comprehensive and detailed knowledge of the policy and governance environment in which a PCC operates in at a local, national and collaborative level.
- Significant understanding of current issues within policing and the governance of policing.
- Substantial and proven experience in the ability to lead, motivate and inspire a 'one team' approach culture to empower and enable professionalism, transparency, accountability and continuous improvement.
- Extensive experience of building constructive, collaborative and effective strategic relationships across partnerships at the highest levels, bringing direction and cohesion to achieving outcomes, with the confidence to bring robust strategic challenge where required.
- Professionally competent to operate independently, taking responsibility for actions and decisions as they might impact specifically on statutory and fiscal functions, business delivery, and reputation.
- Strong ability to use sound judgement, technical evidence and knowledge to arrive at accurate, expert and professional decisions and advice.
- Substantial and proven ability to recognise, anticipate, and balance risks and issues, particularly in a political and partnership environment, in order to take appropriate and effective action to ensure mitigation of risk.
- Proven experience of financial management and planning skills with demonstration of financial acumen and astuteness to assess financial and business risk and ensure propriety in any action taken.
- Detailed understanding of legislative frameworks, corporate governance and compliance responsibilities.
- Strong analytical thinking and problem solving to be able to analyse and present complex and diverse information and contextual narrative to a range of audiences.
- Substantial and proven success of managing projects and business change programmes with a focus on benefits realisation.

TERMS AND CONDITIONS

Salary	£95,000 per annum.
Contract Type	Permanent appointment subject to satisfactory probation period.
Hours	Full time – 37 hours per week. This will be worked subject to the needs of the business but this requires flexibility to attend meetings outside of standard business hours.
Workplace	The OPCC is currently working agilely but will eventually be back in the office in Huntingdon. The postholder must be able to travel to the office, regionally and nationally for meetings to meet business need once circumstances allow.
Appointment offer	The appointment is conditional on appropriate medical clearance, Non-Police Personnel Vetting Level 3 and Security Checks, and references.

APPLICATION PROCESS

CV and Personal Statement

Candidates are required to submit their CV and a Personal Statement. Your CV should set out your career history, with key responsibilities and achievements, and be no more than 2 pages. The Personal Statement needs to demonstrate how your personal skills and experience meet both the Role Requirements and Person Specification and your motivation for applying for the role. Your Personal Statement should be no more than 2 pages.

Contact point for applicants

Please submit your CV and Personal Statement to Aly Flowers, Cambridgeshire Office of the Police and Crime Commissioner at aly.flowers@cambs.pnn.police.uk no later than 09:00 hours on Monday 18th January 2021.

In your covering email please let us know the following:

- If you consider yourself to have a disability or have a neurodiversity, such as dyslexia, that you wish us to know about at this stage;
- If you require any reasonable adjustments in your application process; and
- Confirmation that you are a British Citizen or a citizen of a country that is a member of the European Economic Area or Switzerland; and

Potential candidates are welcome to have an informal virtual discussion regarding this post with both the Acting Police and Crime Commissioner and the Chief Finance Officer. This can be arranged by contacting Louise Barlow at louise.barlow@cambs.pnn.police.uk

Shortlisting

Candidates will be notified of the outcome of the shortlisting by the 27th January 2021. Unfortunately, should a candidate not be successful at this stage we are unable to offer any feedback.

Interview

Socially distanced face-to-face interviews will be held on the 10th February 2021. Details of the interview arrangements will be provided to candidates who pass the shortlisting stage.

Confirmation Hearing

The Cambridgeshire Police and Crime Panel is required to hold a Confirmation Hearing to review the Commissioner's proposed appointment to this post and make a recommendation as to whether or not the candidate should be appointed. The successful candidate must be available for the Confirmation Hearing which is to be held on the 10th March 2021.

Other information

The Equality Act 2010 prohibits discrimination, victimisation or harassment in employment, including recruitment. The OPCC welcomes people with disabilities and will do its best to make adjustments to the recruitment process, working arrangements and or the working environment provided it is reasonable in all the circumstances to do so.

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FEBRUARY 2021

**Chief Executive
Cambridgeshire Police and Crime Commissioner
Appointment Process**

Independent Member Report
Carolyn Dhanraj MBE JP

1. Introduction

1.1 This report provides information on the appointment process for the role of Chief Executive for the Cambridgeshire Office of the Police and Crime Commissioner:

- how the process met the principles of merit, fairness and openness and
- the extent to which the Interview Panel were able to fulfil their purpose, to challenge and test the candidates against the stated criteria.

1.2 Previous Home Office guidance and the new College of Policing guidelines published in January 2021, outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint as Chief Constable. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.

1.3 **There is currently no such guidance for the appointment of a Chief Executive to the Office of Police and Crime Commissioner, and as such, there is no requirement to include an Independent Member in the process. The Acting Police and Crime Commissioner chose to add this additional level of scrutiny, to demonstrate his openness to ensure there was a fair and robust appointment.**

1.4 This report is the Independent Member's Report, Carolyn Dhanraj, relating to the appointment process for the role of Chief Executive, which was the responsibility of the Acting Police and Crime Commissioner Ray Bisby, and refers in most part to the above guidance.

2. Aim

2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Interview Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Executive role.

3. Independent Member involvement in the Chief Executive Appointment process

3.1 I was invited to join the process on the 3rd February 2021 by Aly Flowers, Cambridgeshire OPCC, due to a change of circumstances for the original Independent Member. This was followed by a detailed conversation the following day with Ms Flowers who outlined the process to date. I was satisfied that the process prior to my involvement demonstrated an openness and transparency to enable a range of candidates to apply.

4. Interview panel

4.1 The Interview Panel role is set out in the January 2021 College of Policing Guidance for Appointing Chief Officers, namely that the Interview Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role.

4.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility.

4.3 The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness. It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.

4.4 The Interview Panel appointed by the Acting Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at an executive level.

4.5 There were four Interview Panel members comprising of two male and two female members; two white men, one white woman and one minority ethnic women, who was also the Independent Member.

4.6 **INTERVIEW PANEL:**

- Ray Bisby, Acting Cambridgeshire Police and Crime Commissioner;
- Nick Dean, Chief Constable, Cambridgeshire Constabulary;
- Rachel Wilkinson, Director of HR; and
- Carolyn Dhanraj, Independent Member.

5. Role profile and attraction strategy

5.1 The advertisement was placed on the Acting Police and Crime Commissioner's website, Cambridgeshire Constabulary's website, and the Association of Police and Crime Commissioners (APCC) website, with the APCC then distributing a document within which included the link to the advert which was emailed to over 800 people. This approach demonstrated an openness to enable a range of candidates to apply for the post.

5.2 The post was advertised following good practice, in that the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters.

5.3 I am fully satisfied that the Acting Police and Crime Commissioner advertised the vacancy openly to attract the best possible candidate pool.

6. Shortlisting and Panel briefing

6.1 By the closing date, six application forms had been received for the role of Chief Executive.

6.2 I was advised in my conversation with Ms Flowers, that three candidates had been shortlisted and that one candidate was an internal applicant. I emphasised that any assessment should be based on the evidence provided in the application form and not on previous knowledge, and she confirmed this was adhered to during the shortlisting stage. This approach is to ensure fairness and transparency throughout all stages of the assessment.

6.3 I was emailed prior to the assessment day, the following documentation for the Chief Executive role:

- Advertisement;
- Role profile;
- Panel timetable;

- Scenario for the assessment day;
- Three shortlisted candidate's CV and supporting statements

7. Assessment

7.1 The Panel prior to my involvement had agreed a process of:

- a presentation, where the topic was outlined in advance and in more detail on the day
- a competency based interview.

7.2 On Tuesday 9th February the full Interview Panel held a virtual meeting to discuss the assessment scheduled for Wednesday 10th February 2021 and to agree the presentation and questions that would test the College of Policing's Competency and Values Framework (CVF).

7.3 On the assessment day, Wednesday 10th February 2021, the Interview Panel were briefed on the documentation contained in each Interview Panel member's folder. The Interview Panel was chaired by the Acting Police and Crime Commissioner and the questions were evenly asked by the Interview Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Interview Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-5. Once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

7.4 Each candidate followed the process of:

- | | |
|------------|--|
| 30 minutes | Presentation preparation |
| 1 hour | Presentation delivery and interview, with flexibility to probe |

8. Assessment Decision Making

8.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.

8.2 To reinforce the open and transparent process, an overall grid with the candidate's name, presentation and interview competency areas was drawn up and we openly populated the grid with the Interview Panel's scores for each of the three candidates. One candidate scored 70% of the maximum score possible, with the second scoring less and the third substantially less than that score.

8.3 The Interview Panel unanimously supported Ray Bisby, Acting Police and Crime Commissioner, in his recommendation to the Police and Crime Panel that Jim Haylett, currently the Acting Chief Executive, be the proposed candidate for Chief Executive for the Cambridgeshire Office of the Police and Crime Commissioner

8.4 I am confident that the Interview Panel appointed, performed their duty on Wednesday 10th February 2021 to challenge and assess the candidates in manner that was fair, transparent and merit based, following the best practice recruitment principles such as those articulated in the College of Policing Guidance.

Carolyn Dhanraj MBE JP BPS

Independent Member

Background reference document

'Guidance for appointing chief officers', College of Policing, January 2021

https://public/cop-chief-officer-guidance-2020_0.pdf

Jim Haylett
Career History

Background

Jim has extensive strategic, operations management and governance experience within the political environments of community safety and criminal justice arenas. A dynamic and collaborative leader with exceptional credibility, he has a reputation for delivering unique forward thinking outcomes, objective judgement, and sophisticated decision making in complex and ambiguous settings.

Jim has operated on behalf of three Police and Crime Commissioner's representing them at national, regional and local governance and Board meetings, and supported them to deliver statutory duties and Police and Crime Plan outcomes.

Jim graduated from Oxford University with a degree in Politics, Philosophy and Economics, has been awarded a Level 7 Diploma in Strategic Management and Leadership together with qualifications in project and programme management.

Prior to joining the Cambridgeshire Office of the Police and Crime Commissioner (OPCC), Jim was a police officer in South Yorkshire Police and prior to that was in banking.

Current position

Acting Chief Executive, Cambridgeshire Office of the Police and Crime Commissioner -
May 2020 to current

Jim is the current Acting Chief Executive of the OPCC and has been in that role for 10 months following the secondment of the Chief Executive.

The past 18 months has been exceptional and turbulent for the OPCC. These have included the resignation of the previous Commissioner; a delayed 2020/21 announcement on the policing funding settlement; response to the Covid pandemic; delayed Police and Crime Commissioner election; departure of Chief Executive; significant collaboration challenges; and submission of a £35m capital planning proposal. Jim has provided consistent stable leadership to the office and support to the Acting Police and Crime Commissioner throughout.

In a crisis there can be a tendency to batten down the hatches, missing potential opportunities. However, Jim has driven improvements to various ways that the OPCC team works, an example of which is the recent CoPaC Transparency award that the OPCC received. Strong partnership working and leadership from the OPCC has led to an additional £1.3m of government grants for Cambridgeshire to be administered through the OPCC.

The most critical relationship for any Police and Crime Commissioner is with the Chief Constable. To support the Acting Police and Crime Commissioner in that relationship Jim has built a strong working relationship with the Chief Constable and his team to understand and influence the strategic direction and organisational management of the Constabulary and what that means for the Acting Police and Crime Commissioner in delivery of the Police and Crime Plan.

Previous roles and key achievements

OPCC

- Deputy Chief Executive
- Business Development Manager
- Head of Policy and Performance

7 Force Strategic Collaboration Programme, Cambridgeshire Constabulary

The 7 Force collaboration programme is the most ambitious in policing. Jim was the original Programme Manager and was instrumental in its design and successfully attracted initial funding of £600k from the Home Office.

Government Office, Yorkshire and the Humber

As police advisor in the Government Office, Jim led the implementation across the Yorkshire and Humber region of the national counter terrorism strategy whilst advising the Home Office on police performance.

South Yorkshire Police

Jim was responsible for implementing the Human Rights Act within South Yorkshire Police, one of the most fundamental pieces of legislation affecting policing.

As Head of Strategic Planning in South Yorkshire Police, he developed and implemented a new strategic planning process, a force-wide continuous improvement approach and a balanced scorecard performance approach.

Within the force's Professional Standards Department, he oversaw the investigation of a wide range of complaints and misconduct cases and implemented an integrated "Lessons Learned" system force-wide.