

Northamptonshire Police, Fire and Crime Panel

A meeting of the Northamptonshire Police, Fire and Crime Panel will be held at the Jeffrey Room, The Guildhall, St Giles Street, Northampton NN1 1DE on Wednesday 6 December 2023 at 1.30 pm

Agenda

1.	Apologies for Absence and Notification of Substitute Members
2.	Declarations of Interest Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.
3.	Chair's Announcements To receive communications from the Chair.
4.	Urgent Business The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.
SCRUTINY OF THE POLICE, FIRE AND CRIME COMMISSIONER	
5.	Confirmation Hearing – Chief Fire Officer for Northamptonshire Fire and Rescue Service
a)	Confirmation Hearing Procedure (Pages 5 - 10)
b)	Proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Fire Officer (Pages 11 - 26)
6.	Exclusion of Press and Public In respect of the following item the Chair may move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them: The Panel is requested to resolve: "That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them."

7.	<p>Report and recommendation to the Police, Fire and Crime Commissioner for Northamptonshire on the proposed appointment of a Chief Fire Officer</p> <p>Exemption under Paragraph 1 – Information relating to any individual.</p>
8.	<p>Confirmation Hearing – Chief Executive of the Office of the Police, Fire and Crime Commissioner</p>
a)	<p>Confirmation Hearing Procedure (Pages 27 - 32)</p>
b)	<p>Proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Executive (Pages 33 - 52)</p>
9.	<p>Exclusion of Press and Public</p> <p>In respect of the following item the Chair may move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them: The Panel is requested to resolve: “That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them.”</p>
10.	<p>Report and recommendation to the Police, Fire and Crime Commissioner for Northamptonshire on the proposed appointment of a Chief Executive</p> <p>Exemption under Paragraph 1 – Information relating to any individual.</p>

Catherine Whitehead
Proper Officer
28 November 2023

Northamptonshire Police, Fire and Crime Panel Members:

Councillor David Smith (Chair)	Councillor Gill Mercer (Vice-Chair)
Councillor Fiona Baker	Councillor Jon-Paul Carr
Councillor André González De Savage	Councillor Dorothy Maxwell
Councillor Zoe McGhee	Councillor Ken Pritchard
Councillor Russell Roberts	Councillor Winston Strachan
Mrs Anita Shields	Miss Pauline Woodhouse

Information about this Agenda

Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to democraticservices@westnorthants.gov.uk prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

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If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

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Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

If you have any queries about this agenda please contact James Edmunds, Democratic Services, via the following:

Tel: 07500 605276

Email: democraticservices@westnorthants.gov.uk

Or by writing to:

West Northamptonshire Council
The Guildhall
St Giles Street
Northampton
NN1 1DE

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NORTHAMPTONSHIRE POLICE, FIRE AND CRIME PANEL

6 DECEMBER 2023

Report Title	Confirmation hearing in relation to the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Fire Officer for Northamptonshire Fire and Rescue Service.
Report Author	James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council James.edmunds@westnorthants.gov.uk

List of Appendices

None

1. Purpose of Report

- 1.1. The report is intended to advise the Northamptonshire Police, Fire and Crime Panel of the procedure to be followed for a confirmation hearing in relation to the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Fire Officer for Northamptonshire Fire and Rescue Service.

2. Executive Summary

- 2.1 The report summarises the Northamptonshire Police, Fire and Crime Panel's statutory responsibilities relating to reviewing and making a report on the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Fire Officer for Northamptonshire Fire and Rescue Service. A report by the Police, Fire and Crime Commissioner providing information on the proposed appointment is included separately on the agenda for the hearing.

3. Recommendations

- 3.1 It is recommended that the Northamptonshire Police, Fire and Crime Panel reviews and makes a report on the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Fire Officer for Northamptonshire Fire and Rescue Service.

- 3.2 Reasons for Recommendation(s) – The recommendation is intended to enable the Panel to carry out its statutory responsibilities to review and make a report on the proposed appointment of a Chief Fire Officer.

4. Report Background

- 4.1 The Policing and Crime Act 2017 makes provision for a Police and Crime Commissioner for an area to be the fire and rescue authority for that area. This position has applied in Northamptonshire since 1 January 2019. The responsibilities of a Police, Fire and Crime Commissioner (PFCC) created under the 2017 Act include the function of appointing, suspending or dismissing the chief fire officer.
- 4.2 The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 part 2 chapter 1 specifies that a PFCC must notify the relevant Police, Fire and Crime Panel of the proposed appointment of a chief fire officer. In such cases the PFCC must also notify the Police, Fire and Crime Panel of the following information:
- a) the name of the person whom the PFCC 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.
- 4.3 When a Police, Fire and Crime Panel is notified of such a proposed appointment it is required to review the proposed appointment and to make a report on it to the PFCC. The report must state the outcome of the review by the Panel. In the case of the proposed appointment of a chief fire officer these outcomes are:
- a) A recommendation as to whether or not the candidate should be appointed, or
 - b) A veto of the proposed appointment, if at least two-thirds of the people who are members of the Police, Fire and Crime Panel at the time vote in favour of making that decision.
- 4.4 The 2017 Order requires that a Police, Fire and Crime Panel must review the proposed appointment at a confirmation hearing. A confirmation hearing is defined as: “A meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment”. Supporting guidance produced by the Local Government Association (LGA) and the Centre for Governance and Scrutiny (CfGS) 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.
- 4.5 The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a Police, Fire and Crime Panel being notified of it by the PFCC.

5. Issues and Choices

- 5.1 This confirmation hearing of the Northamptonshire Police, Fire and Crime Panel (“the Panel”) has been convened to enable the Panel to review and make a report on the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire (“the Commissioner”) of a

Chief Fire Officer for Northamptonshire Fire and Rescue Service following notification of the proposed appointment by the Commissioner.

- 5.2 A report by the Commissioner providing information on the proposed appointment is included separately on the agenda for the hearing.

Confirmation Hearing Procedure

- 5.3 It is proposed that the Panel conducts the confirmation hearing according to the following process, which reflects statutory requirements and good practice and has been used successfully in the past:

- a) The Panel Chair will welcome the candidate to the hearing and invite Panel members and host authority officers present to introduce themselves.
- b) The Chair will ask the Panel's secretariat officer to outline briefly the format of the hearing. The Chair will invite Panel members to ask any related questions.
- c) The Chair will invite the Commissioner to outline the proposed appointment and introduce the candidate. The Chair will invite members to ask any related questions to the Commissioner.
- d) The Chair will invite Panel members to ask questions of the candidate. The Panel secretariat will work with Panel members to draw up these questions ahead of the hearing. The questions should reflect the principles set out in paragraphs 5.4 – 5.6 of this report.
- e) 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.
- f) The candidate will then withdraw from the meeting.
- g) The Panel will be asked to agree a resolution to exclude the press and public from the meeting before it considers its report to the Commissioner.
- h) The Panel will consider its report and conclusions. The possible outcomes that may result from a review of the proposed appointment of a chief fire officer are discussed in paragraphs 5.7 – 5.10 of this report.
- i) The Panel will send its report to the Commissioner by the end of the working day following the date of the confirmation hearing.
- j) The Panel will publish its report an appropriate time after the confirmation hearing, normally in liaison with the Commissioner to reflect that the Commissioner will also publish his own final decision on the proposed appointment following the hearing.

Focus of questions to the candidate

- 5.4 LGA / CfGS guidance recommends that confirmation hearings should focus on the following areas:
- a) Professional competence: i.e. the candidate's ability to carry out the role, for example, their professional judgement and insight; and

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

5.5 The guidance further recommends that Police, Fire and Crime Panels 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 PFCC.

5.6 This focus is intended to reflect that confirmation hearings should complement rather than duplicate a PFCC's systems for making the appointment in question: hearings are not intended to represent a re-staging of a previous selection process.

Possible outcomes of the review

5.7 The Panel should use the confirmation hearing to form a view about the professional competence and personal independence of the candidate and whether or not they meet the minimum standards for the role. Based on this it should agree the conclusion about the proposed appointment that it wishes to report to the Commissioner.

5.8 The Panel essentially has the following options:

a) If the Panel is satisfied that the candidate meets the criteria set out in the role profile for the post 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.

b) If the Panel considers that the candidate meets the criteria set out in the role profile for the post 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.

c) If the Panel considers that the candidate clearly does not meet the required minimum standards in the role profile for the post the Panel can veto the proposed appointment. A decision to veto a proposed appointment must be supported by at least two-thirds of the people who are members of the Panel at the time when the decision is made. In the event that the Panel vetoes a proposed appointment the Commissioner must not appoint that candidate. The Commissioner must then propose another – reserve – candidate for appointment. 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.

- 5.9 LGA / CfGS guidance anticipates that a recommendation not to appoint should be used very rarely by Police, Fire and Crime Panels, based on the principles that candidates will have already been subject to a recruitment process.
- 5.10 LGA / CfGS guidance emphasises that the veto should only be used in exceptional circumstances. A PFCC's power to appoint a chief fire officer 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 PFCC proposes for appointment. A proposed appointment should only be vetoed if a Police, Fire and Crime Panel considers that there has been a significant failure of this 'due diligence' check, to the extent that the candidate is not appointable.

6. Implications (including financial implications)

6.1 Resources and Financial

- 6.1.1 There are no resources or financial implications arising from the proposal.

6.2 Legal

- 6.2.1 There are no legal implications arising from the proposal.

6.3 Risk

- 6.3.1 There are no significant risks arising from the proposed recommendation in this report.

7. Background Papers

Police Reform and Social Responsibility Act 2011

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

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

Policing and Crime Act 2017

Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017

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Northamptonshire Police, Fire & Crime Panel

6th December 2023

Office of the Northamptonshire Police Fire & Crime Commissioner

Formal Notification to the Northamptonshire Police, Fire and Crime Panel of the Proposed Appointment to the Position of Chief Fire Officer for Northamptonshire Fire and Rescue Service as required under the Police Reform and Social Responsibility Act 2011 and the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017

1. Introduction

- 1.1 This report formally notifies the Police Fire and Crime Panel (the Panel) of the Police Fire and Crime Commissioner's (PFCC's) preferred candidate for the role of Chief Fire Officer.
- 1.2 The Police, Fire and Crime Panel is required to undertake a confirmation hearing to review and endorse the appointment of a new Chief Fire Officer.
- 1.3 In line with the Policing and Crime Act 2017 schedule A2 (8(1)) with ref to section 28 (5) of the Police Reform and Social Responsibility Act / Schedule 8, in relation to the confirmation of a new Chief Fire Officer, the Northamptonshire Police, Fire and Crime Commissioner must notify the Northamptonshire Police, Fire and Crime Panel of his preferred appointment to the post.
- 1.4 The Commissioner must include the following information in the notification:
 - 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.
- 1.5 The Police, Fire and Crime panel must hold a public confirmation hearing before making a report and recommendation to the Police, Fire and Crime Commissioner in relation to a proposed senior appointment. At this meeting, the candidate is requested to appear to answer any questions relating to the appointment.
- 1.6 The Police, Fire and Crime Panel may, having reviewed the proposed appointment, veto the appointment of the candidate. A decision to veto the appointment must be supported by at least two-thirds of the persons who are panel members at the time when the decision is made for it to be carried and this power is only exercisable in relation to a proposed appointment during the three-week appointment process. If the panel vetoes the appointment of the

candidate, their report must include a statement that the panel has vetoed it and the PFCC must not appoint that candidate as Chief Fire Officer.

- 1.7 If the panel does not veto the proposed appointment, but makes recommendations, the PFCC may accept or reject the panel's recommendation and must notify the panel of their decision whether to accept or reject any recommendation.

2. Proposed Appointment

- 2.1 The recruitment process started in August 2023 when the OPFCC appointed Gatenby Sanderson who are a leading public sector recruitment company to promote and advertise the role. All applicants were given the opportunity to discuss the role and ask any questions they may have with Gatenby Sanderson. A copy of the application pack is included in appendix A of the report.
- 2.2 We initially has 15 applicants and started the process of shortlisting. During this process one of the shortlisted candidates withdrew and we temporarily re-opened applications to ensure the strongest possible field. The re-opening resulted in 3 additional applications and a final shortlist of 4 was drawn up. Between shortlisting and interview a further individual withdrew from the process.
- 2.3 The remaining 3 shortlisted candidates undertook psychometric testing, provided through Gatenby Sanderson, to ascertain a greater understanding of their leadership styles.
- 2.4 The interview process consisted of 2 parts. Candidates met a panel of strategic stakeholders to discuss their approach to partnership working and answer questions from the stakeholders. The Panel consisted of representatives from the two unitary local authorities (both political and senior officers), the police, the local Independent Advisory Group, and the third sector. The Panel then gave feedback to the PFCC about each of the applicants and indicated their preferred candidate.
- 2.5 It had been hoped to hold an internal stakeholder panel but this was replaced by applicants responding to pre-submitted questions from staff and firefighters. (The responses to which were shared with the organisation via the Fire Service intranet.)
- 2.6 A formal interview followed. General competency and experience questions were asked as well as questions tailored to each candidate based on the results of their psychometric testing.
- 2.7 The interview panel consisted of:
 - Stephen Mold – Police Fire and Crime Commissioner
 - Helen King – Chief Finance Officer and Section 151 Officer OPFCC/NFRS
 - Suzanne McMinn – Head of Human Resources
 - Chris Strickland QFSM – Chief Fire Officer, Cambridgeshire Fire and Rescue Service

David Peet, the Interim Chief Executive and Monitoring Officer for the OPFCC & NFRS was in attendance to facilitate the process and ensure compliance with the process.

- 2.8 Following detailed discussion between the interview panel, and consideration of the feedback provided as part of the stakeholder session, a decision was reached on a preferred candidate.
- 2.9 The PFCC is therefore naming Nikki Watson as his preferred candidate for the role of Chief Fire Officer.
- 2.10 Following a 36-year career in policing, Nikki Watson is an experienced senior leader in the emergency services and in public safety. Nikki is a skilled civil contingencies gold commander and is a qualified leader in events; counter terrorism; public order; CBRN; roads policing and strategic firearms command. She has also been lead officer for Prevention and Protection.
- 2.11 Nikki was the Chair of the Avon and Somerset Local Resilience Forum for five years, where she led on multi-agency collaboration and emergency preparedness.
- 2.12 Nikki has significant experience of managing cultural change within large organisations, having taken a lead responsibility for this business area in Avon and Somerset.
- 2.13 Nikki was awarded the Queen’s Police Medal for her work during the Covid-19 pandemic, when she led Avon and Somerset Police’s local response and was also part of the national team responsible for liaising with the Home Office on the development of Covid legislation and then preparing guidance for police forces across the country in enforcing changing regulations.

3. Terms and conditions of employment

- 3.1 The PFCC proposes to appoint Nikki Watson for a fixed term for a period of three years with the option to extend for up to two years.
- 3.2 The PFCC proposes to appoint Nikki Watson on a spot salary of £155,000 per annum, subject to nationally negotiated pay increases.
- 3.3 The terms and conditions of employment will be in accordance with the provisions of the Joint Negotiating Committee for Brigade Managers of Local Authority Fire and Rescue Services (Gold Book) and supplemented by local and/or provincial agreements and any other local provisions. The terms and conditions will not be less favourable than those applicable to NCFRA employees subject to the National Joint Council; Authority Fire and Rescue Services (Grey Book).
- 3.4 Subject to confirmation of the proposed appointment by the Police, Fire and Crime Panel and other pre-employment clearances, the PFCC would look to commence Nikki’s employment in January 2024.

4. Recommendation

- 4.1 The Panel is requested to review and confirm the proposed appointment of Nikki Watson to the position of Chief Fire Office for Northamptonshire as set out above.

Appendix A – Application Pack
Appendix B – Nikki Watson CV

APPENDIX A



Northamptonshire Fire and Rescue Service

Chief Fire Officer Candidate Pack



August 2023



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A message from the Police, Fire and Crime Commissioner



Dear applicant

In the four years since I took on the governance of Northamptonshire Fire and Rescue Service, I am proud of what we have achieved.

The Service is now resilient, we have recruited more firefighters and have spent more than £10million in capital investment on estates, digital and essential equipment and fleet renewal – including eight new appliances.

At almost £30m in 2023/24, the Fire budget is over £7m more than the budget transferred as part of the governance arrangements – that’s an increase of over 30% since 2018.

But the greatest asset we have is our people, they are what keeps the county safe. I would like to recruit as our next Chief Officer someone who has the people of this service at the very heart of their thinking. They must create a culture where the firefighters and staff who serve Northamptonshire Fire and Rescue Service with pride, are motivated to do their best. We ask a lot of our staff, they deserve the best leaders who will work constructively with them and their representative bodies to create a modern, innovative and dynamic service with a supportive, constructive culture.

If you are up for that, if you can show outstanding leadership skills and are up for the challenge of leading Northamptonshire Fire and Rescue Service so that it delivers an outstanding service to the community, I look forward to receiving your application.

Yours sincerely



Stephen Mold

Job description

Title: Chief Officer for the Fire and Rescue Service
Organisation: Northamptonshire Fire and Rescue Service (NFRS)
Location: Wellingborough

Job purpose:

The challenges which our county faces are changing at pace and our services need to respond to successfully deliver the outcomes we aspire to achieve for the residents and communities we are here to serve. As the Chief Officer for the Fire and Rescue Service you will lead the development of a modern, responsive, partnership focussed service which will deliver the objectives of the Police, Fire and Crime Plan and contribute to the wider partnership priorities of the county as a whole.

You will lead our Fire and Rescue Service to support the outcomes of the Northamptonshire Police, Fire and Crime Plan. Reporting directly to the Police, Fire and Crime Commissioner, you take full operational responsibility to ensure that our Fire and Rescue Service fully discharges its statutory obligations and duties in line with the Fire and Rescue National Framework and the needs of the people and communities of Northamptonshire.

You will be given the autonomy needed to transform our Fire and Rescue Services to provide the best outcomes for our residents. Working with our emergency services partnerships you will shape and develop opportunities within and across our partnership borders. Fire service experience would be helpful, but it is not essential for this leadership role. What will be key is a strong focus on outcomes, with the ability to drive performance improvement and transformation in a large operational business.

You will be available on call, as required to meet the exigencies of the service.

Key Responsibilities

- Be responsible for the service delivery of fire and rescue functions ensuring that intended outcomes and agreed service levels are achieved through effective management against key performance indicators, with a particular focus on resilience and safety.
- Be responsible for significant delegated financial budgets and resources ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which demonstrates value for money and compliance with relevant policies and guidelines.
- In conjunction with the Monitoring Officer and Section 151 Officer advise the Commissioner accordingly to ensure standards of governance are maintained.
- Be accountable for delivering against the Community Risk Management Plan (CRMP).
- Direct and lead the Service through transformational change at a strategic level to ensure it successfully achieves its business objectives and accommodates the challenges facing the Authority, including effective use of the resources available.

- Deliver cultural transformation to develop the Fire and Rescue service in Northamptonshire into a fully inclusive workplace, representative of the communities that it serves
- Provide strong, visible and collective leadership across the Fire Service and its partners which builds a culture of high performance, inspires people and supports the delivery of the Fire Authority's strategic objectives.
- Champion the benefits of a safe, inclusive and diverse workplace to the business of the Authority. Ensure that the Service operates and promotes fair and open practices relating to employment and service delivery. Utilise the relevant legislation relating to equality, fairness to present the Service as an employer of choice.
- Proactively build and maintain collaborative relationships and partnerships. Build constructive relationships with staff representative organisations to develop and foster a positive industrial relations climate that facilitates change.
- Assume the role of Principal Officer within a multi-agency Strategic Co-ordinating Group as Chief Officer for the Fire and Rescue Service during a major emergency. (Where appropriate candidates will be supported to gain relevant service knowledge.)
- Working with the Commissioner, make submissions to influence policy decisions that will affect people in Northamptonshire. Set the pace for the organisation; providing and actively promoting clear, consistent, highly visible leadership across the service to build a culture of trust, highperformance and continuous improvement. Lead, manage and develop a highly effective Service Leadership Team that works strategically, collaboratively, and promotes a corporate 'one team' approach.
- Positively contribute to and champion a safe working environment; proportionately apply Health and Safety, Risk Management, Business Continuity and Safeguarding policies and procedures. Process personal data fairly and lawfully as identified within the Data Protection Act 1998.
- Lead and drive a culture of continual improvement for the Fire Service ensuring that business processes are effective and efficient and enable the highest possible levels of service quality to be provided.
- One of the primary roles for the Chief Officer for the Fire and Rescue Service will be leading on the Fire Service Integration and Collaboration with partners.
- You will be required to undertake routine medical examinations throughout your employment and it is your responsibility to maintain a level of physical fitness to meet the requirements of the role.

Person specification

Essential criteria

- Substantial track record of operating within a leadership role at Management Board level, within an organisation of comparable scale and complexity
- Proven track record and significant experience of leading substantial transformational change within a strongly unionised environment. Particularly organisational, behavioural and cultural transformation, with a demonstrable ability to lead people through the transformational change journey
- Strong and demonstrable people leadership skills, with a proven ability to manage resources effectively and efficiently, providing inspiration and motivation across a diverse workforce.
- Demonstrable track record of operating strategically; providing innovation and creativity to organisational challenges with the credibility and ability to contribute positively to policy and strategy development at a local, regional and national level
- Significant track record of effectively working with and managing diverse stakeholder relationships across a range of disciplines and at a breadth of levels.
- Positive track record of establishing sustainable working partnerships and relationships fostering collaboration and joint working
- Experience of leading a public sector or public sector related organisation/significant division/operation, and positively impacting the relationship with associate unions.

Desirable criteria

- Significant experience of having worked at a senior level in a political environment.
- Proven transformational and visionary leader with proven ability to lead a strategic team at a similar level through customer services and leadership capability.
- Ability to lead across a multi-agency environment including local authorities, emergency organisation, the private sector and the third sector.
- Strong awareness of the requirements of strategic (Gold) command during a major incident/civil emergency.
- Possession of a thorough understanding of the political and economic context of the fire and rescue service terms of government, governance, stakeholders and the community.
- Evidence of continuous and professional development.

Skills and Abilities

- Clear connection and commitment to the values of the organisation and commitment to the Nolan principles for public life.
- Proven leadership and motivational skills, especially in the context of service transformation
- Highly motivated and not easily discouraged, with resilience and tenacity
- Ability to make clear decisions in a variety of circumstances
- Highly effective written communication skills including drafting and interpreting strategic plans, policies and reports
- Personal and professional demeanour that commands credibility, confidence and respect
- Able to engage effectively with a range of people and stakeholders at all levels
- Financially astute able to manage budgets in all contexts
- Excellent ability to deliver effective PR and media messages
- An effective and balanced decision maker who leads by example
- Excellent negotiation, persuasion and communication skills, including media management and negotiation with internal and external agencies
- To be self-assured, confident, assertive and approachable.

Timetable of appointment

Closing date for applications (08:00 Monday)	2 October 2023
Longlisting meeting (for information only)	9 October
Preliminary interviews with GatenbySanderson (virtual)	Following longlisting
Shortlist meeting (for information only)	20 th October
Psychometric profiling	Following shortlisting
Final Panel Interviews and final assessments	6 th and 7 th November

How to apply

How to apply: We are seeking to appoint based on a combination of your written application, video submission, assessments and final interview. To apply please visit our recruitment partner's website at: <https://www.gatenbysanderson.com/job/GSe102041> or by using the 'search for jobs' function at www.gatenbysanderson.com and entering Northamptonshire Fire and Rescue service or the reference number **102041**.

Register, and submit the following no later than **08:00 on the closing date**:

1. A tailored CV (**maximum of 2 pages**), setting out your work history (paid and voluntary), responsibilities and achievements as they relate to this role;
2. A cover letter (**maximum of 2 pages**), outlining your suitability for the role, including your experience of driving cultural change in a comparable setting
3. If successful at the shortlisting stage, you will be asked to provide the following:
 - i. The names and contact details of two referees;
 - ii. Relevant identification (i.e. Passport/driving licence).

Equality Monitoring Information: During your online registration process, you will be asked to submit **diversity monitoring information**. This is very important and will be kept entirely separate from the application process.

If you have a recognised disability and are applying under the **Disability Confident Scheme** you will be asked to declare it as you apply, and also to let us know, if called for interview, what reasonable adjustments you may require.

Should you encounter any issues during your application process, please contact charley.cordrey@gatenbysanderson.com quoting the job title/reference number.

Arrangements for interview: Selected candidate will be asked to attend for a stakeholder panel, and staff engagement exercise which will take place in Wellingborough on 6th November. There will be an overnight stay required followed by a final panel interview on the 7th November.

If required, overnight accommodation will be arranged and funded by Northamptonshire Fire and Rescue Service. This will include evening meal and breakfast. Other expenses incurred by candidates during the recruitment process, including travel to and from the venue, will **not** be reimbursed, except in exceptional circumstances and only when agreed in advance.

As an inclusive employer, if you do require any reasonable adjustments or particular arrangements to be made, please do let Charley Cordrey know when you are called for interview.

Please let us know as soon as possible if you are unable to meet the proposed interview dates. It may be possible to arrange an alternative date, but this cannot be guaranteed.

Further Information: If you have any questions about the role itself or would like to discuss the post and your fit within the organisation, please contact GatenbySanderson and speak to Duncan Collins on **07586 705 475** or Peter Buffoni on **07964 877 654**.

Complaints: If you feel your application has not been treated in accordance with the recruitment principles or you wish to make a complaint, in the first instance, please raise it with Peter Buffoni, Partner and Head of the Community Protection Practice at peter.buffoni@gatenbysanderson.com.

If you prefer, or if the matter remains unresolved, please feel free to contact Mark Turner, Managing Partner at GatenbySanderson at mark.turner@gatenbysanderson.com.

Advertisement

Role:	Chief Fire Officer
Organisation:	Northamptonshire Fire and Rescue Service
Location:	Wellingborough, Northamptonshire
Salary:	In the region of £150,000 to £155,000

With around 500 firefighters and staff serving a county of more than 700,000 people, Northamptonshire Fire and Rescue Service has a big job to do. We are looking for a new Chief Fire Officer to fill that role.

Through hard work and focus, the Service has come a long way in the last few years and is resilient, stable and ambitious in its vision to 'Make Northamptonshire Safer'. This means making sure that we can deliver a fast, effective and high-quality response to a wide range of emergencies; that we have an effective approach to Prevention, which educates and makes people safer; that our Protection service provides advice to a range of stakeholders and has robust enforcement when it is needed.

In a county that is at the heart of the country's strategic road network, is the site of major new infrastructure to support HS2, is home to some major logistics hubs and significant historic as well as its significant stately homes, this is a significant challenge.

We are proud of how we serve the county and know that there is much to do to meet the challenge of the future, ensuring that we are data driven, technologically enabled and working with partners to support the community.

The Fire Service nationally is under scrutiny more than ever before, and our Chief Officer will need to be an inspirational leader and role model who will live our Code of Ethics, who will capture the best of what we do and inspire our people to be their best: they will help us create a supportive and welcoming culture where our firefighters and staff can be their best.

To find the right person to lead Northamptonshire Fire and Rescue Service, we are willing to look outside the norm. There are many excellent senior leaders in the Fire sector both in this country and overseas – we know that the right leaders would be open to individuals coming into the sector from other relevant operational settings, to bring diversity, fresh thinking and innovation for the good of the sector as a whole.

We want the best person for Northamptonshire, and so are open minded about the leadership experiences you bring. What matters is that you share the vision of collaboration and dedication to serving the people of this county and can inspire and support our people and build a culture that builds on the pride they have in what they do. Full details about the role and the personal characteristics and experience required can be found in the candidate information pack at on our recruitment partner's site at www.gatenbysanderson.com/GSe102041

If, having read the candidate information pack, you would like additional information, or an informal discussion, please contact Marnie Lodhi on 0077 95654 812at GatenbySanderson.

Closing date for applications is: **08:00, Monday 2 October 2023**

CV

Nicola Watson QPM Deputy Chief Constable Avon and Somerset Constabulary

Telephone
Email:

Professional profile

An ambitious people focussed inclusive leader with nine years executive experience who has played a pivotal role in leading the transformation of Avon and Somerset Constabulary (ASC) to be graded as good or outstanding in several areas by HMICFRS and recognised as one of the most digitally and data progressive UK forces. An experienced, influential, and collaborative leader who has influenced key stakeholders including Local Authorities and Category 1 & 2 providers to build local contingency resilience; as well as national partners including the Home Office, Cabinet Office, and National Police Chiefs Council (NPCC), to successfully deliver the national Covid pandemic response. NPCC lead for Nuclear Emergencies and chair of the National Nuclear Blue Light working group.

Executive skills

- Organisational transformation and change
- Financial management
- Performance continuous improvement
- Negotiating and influencing
- Enforcing professional standards
- Embedding organisational culture promoting values and ethics
- Strategic organisational decision making
- Gold Public Order Commander (9 yrs.)
- Gold Chemical, Biological, Radiological, Nuclear (CBRN) Commander (7 yrs.)
- Multi-Agency Gold Incident Command (MAGIC) (7 yrs.)
- Strategic Firearms Commander (9 yrs.)
- Counter Terrorism (CT) Commander (5 yrs.)
- Diversity, Equality, and Inclusion expert.

Career summary**July 2021 – Present Deputy Chief Constable, Avon and Somerset Constabulary (ASC)**

Currently leading the organisational and operational performance delivery and improvement with responsibility for setting and maintaining standards and leading force change (budget £370m)

Key responsibilities

- Setting the organisational and operational strategy to provide an effective and efficient policing service to mitigate risk and drive improvements in service delivery
- Accountable for improving performance, and leadership for HMICFRS Inspections
- Support the development of organisational culture, embedding values and ethics
- Responsible for achievement of professional standards to enhance confidence and legitimacy
- Delegated lead for the Equality, Diversity, and Inclusion strategy
- Accountable for Organisational Health and Safety monitoring, compliance, and improvements
- Responsible for strategic Information Governance, performing the SIRO function
- Deputise for Chief Constable

Key achievements

- Led redesign of performance framework aligning it to HMICFRS Inspection framework which has improved performance ratings to Outstanding and Good in several areas
- Led redesign of Change portfolio to maximise efficiencies and sequence activity to maximise capacity. £8m savings identified this year
- Led the review of corporate risk process giving assurance to Police and Crime Commissioner and independent Audit Committee that risks are mitigated to acceptable levels

April 2016 – June 2021 Assistant Chief Constable Investigations and Operational Support, ASC

Led two Operational Directorates revenue cost of £51.5m to deliver Complex Investigations, Intelligence, Operational Support, Operational and Contingency Planning, Criminal Justice and Custody

Key responsibilities

- Supported NPCC national Covid Silver lead chairing national meetings with politicians, officials, Unions and staff associations

- Led the Avon and Somerset area response to the Covid Pandemic charring partnership Strategic Co-ordinating Group (SCG) meetings
- Executive chair of the Avon and Somerset Local Resilience Forum (LRF)
- Improving Performance Delivery against Police and Crime Commissioner (PCC) set Priorities

Key achievements

- Negotiating the implementation of Covid regulations with the Home Office and Ministers, developing guidance with the College of Policing and communicating changes to the Service
- Led effective partnership response to outbreak management and the local vaccine programme
- Contributed significantly to £5.5m force savings and demand efficiencies. This was key to securing a grading of 'Outstanding' from HMICFRS in 'Efficiency' for understanding demand and managing resources

May 2015 – April 2016 Assistant Chief Constable Protect and Manage, ASC

Led First point of contact, call handling, Criminal Justice, Safeguarding and Offender management

Key responsibilities

- To improve public call handling standards and reduce abandoned calls
- Commissioned review of safeguarding and development of Multi-agency safeguarding hubs (MASH) to reduce risk to vulnerable people

Key achievements

- Maximised use of new technology call handling abandoned rates reduced from 15% to less than 5%
- MASH's established in every Local Authority area

June 2014 – May 2015 Temporary/Assistant Chief Constable Local Policing, ASC

Implemented the new Local Policing Structure redefining the roles of response and neighbourhood policing.

Introduced and led the new Force wide Continuous Performance framework

Key responsibilities

- Strategic local stakeholder management with four Unitary and five District Local Authorities
- Led the force wide continuous improvement process
- Led the efficiency and effectiveness change programme for my portfolio contributing £900,000 to force savings target

Key Achievements

Force performance improved in majority of areas and significantly in PCC priority area - Victim Satisfaction increased by 10%. Savings targets met. Strong relationships established with partners.

May 2013 – June 2014 Chief Superintendent Area Commander Somerset and North Somerset, ASC

Led the Basic Command Unit's covering seven Local Authorities and 80% of force area (100 square miles), 720, 000 population with 1100 officers, staff and volunteers. Budget £44m.

Key achievements

Renegotiated Service Level Agreement with Glastonbury Festival Events achieving full cost recovery from what is the largest festival in Europe helping to create one of the safest festivals in the world.

October 2006 – May 2013 Chief Superintendent BCU Commander Somerset East, ASC

Led the rural BCU (470 square miles), 250,000 population, 470 officers and staff, budget £16.5m.

Key achievements

Excellent working relationships established with key local stakeholders and communities leading to the establishment of 250 Community Speedwatch Volunteer scheme to tackle the number one community priority, the implementation of the first Community Justice Panel delivering community led restorative justice.

Feb 2006 – Oct 2006 Superintendent Firearms & Roads Policing, ASC

Sept 2004 – Feb 2006 Superintendent Drugs Intervention Seconded to Bristol City Council

Sept 1997 – May 2003 PC to Chief Inspector Avon and Somerset Constabulary uniform, CID & planning

Education and qualifications

- **National Policing Strategic Command Course** – Bramshill training centre 2015
- **Level 5 Coaching** - Institute of Leadership & Management 2012
- **BA Geography Hons, 2(2)** - Liverpool University 1987
- **A Levels English, Geography Biology** – King James College Henley - 1984
- **9 O Levels** – Cranford House Girls School, Oxfordshire – 1982

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NORTHAMPTONSHIRE POLICE, FIRE AND CRIME PANEL

6 DECEMBER 2023

Report Title	Confirmation hearing in relation to the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Executive.
Report Author	James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council James.edmunds@westnorthants.gov.uk

List of Appendices

None

1. Purpose of Report

- 1.1. The report is intended to advise the Northamptonshire Police, Fire and Crime Panel of the procedure to be followed for a confirmation hearing in relation to the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Executive of the Office of the Police, Fire and Crime Commissioner.

2. Executive Summary

- 2.1 The report summarises the Northamptonshire Police, Fire and Crime Panel's statutory responsibilities relating to reviewing and making a report on the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Executive of the Office of the Police, Fire and Crime Commissioner. A report by the Police, Fire and Crime Commissioner providing information on the proposed appointment is included separately on the agenda for the hearing.

3. Recommendations

- 3.1 It is recommended that the Northamptonshire Police, Fire and Crime Panel reviews and makes a report on the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Executive.

- 3.2 Reasons for Recommendation(s) – The recommendation is intended to enable the Panel to carry out its statutory responsibilities to review and make a report on the proposed appointment of a Chief Executive.

4. Report Background

- 4.1 The Police Reform and Social Responsibility Act 2011 schedule 1 paragraph 6(1)(a) specifies that a Police and Crime Commissioner (PCC) must appoint a person to be the head of the PCC’s staff, referred to as the PCC’s chief executive.
- 4.2 Schedule 1 paragraph 9 of the 2011 Act requires that a PCC must notify the relevant Police and Crime Panel of the proposed appointment of a chief executive. In such cases the PCC must also notify the Police and Crime panel of the following information:
- a) The name of the person whom the PCC 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.
- 4.3 Schedule 1 paragraphs 10-12 require that when a Police and Crime Panel is notified of a proposed appointment it must review the proposed appointment and make a report on it to the PCC. The report must include a recommendation to the PCC as to whether or not the candidate should be appointed.
- 4.4 A Police and Crime Panel must review the proposed appointment at a confirmation hearing. A confirmation hearing is defined as: “A meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.” Supporting guidance produced by the Local Government Association (LGA) and the Centre for Governance and Scrutiny (CfGS) 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.
- 4.5 A Police and Crime Panel must complete the process of reviewing and reporting on a proposed appointment within three weeks of being notified of it by the PCC.

5. Issues and Choices

- 5.1 This confirmation hearing of the Northamptonshire Police, Fire and Crime Panel (“the Panel”) has been convened to enable the Panel to review and make a report on the proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire (“the Commissioner”) of a Chief Executive following notification of the proposed appointment by the Commissioner.
- 5.2 A report by the Commissioner providing information on the proposed appointment is included separately on the agenda for the hearing.

Confirmation Hearing Procedure

- 5.3 It is proposed that the Panel conducts the confirmation hearing according to the following process, which reflects statutory requirements and good practice and has been used successfully in the past:
- a) The Panel Chair will welcome the candidate to the hearing and invite Panel members and host authority officers present to introduce themselves.
 - b) The Chair will ask the Panel's secretariat officer to outline briefly the format of the hearing. The Chair will invite Panel members to ask any related questions.
 - c) The Chair will invite the Commissioner to outline the proposed appointment and introduce the candidate. The Chair will invite members to ask any related questions to the Commissioner.
 - d) The Chair will invite Panel members to ask questions of the candidate. The Panel secretariat will work with Panel members to draw up these questions ahead of the hearing. The questions should reflect the principles set out in paragraphs 5.4 – 5.6 of this report.
 - e) 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.
 - f) The candidate will then withdraw from the meeting.
 - g) The Panel will be asked to agree a resolution to exclude the press and public from the meeting before it considers its report to the Commissioner.
 - h) The Panel will consider its report and conclusions. The possible outcomes that may result from a review of the proposed appointment of a chief executive are discussed in paragraphs 5.7 – 5.10 of this report.
 - i) The Panel will send its report to the Commissioner by the end of the second working day following the date of the confirmation hearing. This timing reflects that the Panel is also carrying out a confirmation hearing on 6 December 2023 on the proposed appointment by the Commissioner of a Chief Fire Officer for Northamptonshire.
 - j) The Panel will publish its report an appropriate time after the confirmation hearing, normally in liaison with the Commissioner to reflect that the Commissioner will also publish his own final decision on the proposed appointment following the hearing.

Focus of questions to the candidate

- 5.4 LGA / CfGS guidance recommends that confirmation hearings should focus on the following areas:
- a) Professional competence: i.e. the candidate's ability to carry out the role, for example, their professional judgement and insight; and
 - b) Personal independence: i.e. the need for the candidate to act in a manner that is operationally independent of the PCC.

- 5.5 The guidance further recommends that Police, Fire and Crime Panels 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.
- 5.6 This focus is intended to reflect that confirmation hearings should complement rather than duplicate a PCC's systems for making the appointment in question: hearings are not intended to represent a re-staging of a previous selection process.

Possible outcomes of the review

- 5.7 The Panel should use the confirmation hearing to form a view about the professional competence and personal independence of the candidate and whether or not they meet the minimum standards for the role. Based on this it should agree the conclusion about the proposed appointment that it wishes to report to the Commissioner.
- 5.8 The Panel essentially has the following options:
- a) If the Panel is satisfied that the candidate meets the criteria set out in the role profile for the post it can recommend to the Commissioner that the appointment be made.
 - b) If the Panel considers that the candidate meets the criteria set out in the role profile for the post but has a query or concern about their suitability it can make a recommendation to this effect to the Commissioner.
 - c) If the Panel concludes that the candidate does not meet the minimum requirements set out in the role profile for the post it can make a recommendation to the Commissioner that the appointment not be made.
- 5.9 In all of the cases set out in paragraph 5.8 above the Commissioner may accept or reject the Panel's recommendation and must notify the Panel of his response. The Panel does not have the power to veto the proposed appointment of a Chief Executive as it does with the proposed appointments of a Chief Constable or a Chief Fire Officer.
- 5.10 LGA / CfGS guidance anticipates that a recommendation not to appoint should be used rarely, given that it should only need to be used in a scenario where the Panel concludes that the candidate proposed by the Commissioner does not meet the minimum requirements for the position in question.

6. Implications (including financial implications)

6.1 Resources and Financial

- 6.1.1 There are no resources or financial implications arising from the proposal.

6.2 Legal

6.2.1 There are no legal implications arising from the proposal.

6.3 Risk

6.3.1 There are no significant risks arising from the proposed recommendation in this report.

7. Background Papers

Police Reform and Social Responsibility Act 2011

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

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6th December 2023

Formal notification to the Northamptonshire Police, Fire and Crime Panel of the proposed appointment to the position of Chief Executive as required under the Police Reform and Social Responsibility Act 2011.

1. Introduction

- 1.1 After the resignation of the Head of Paid Service and Director of Early Intervention, and subsequent appointment of an Interim Chief Executive, the Police Fire and Crime Commissioner (PFCC) has sought to employ a Chief Executive, as specified within the Police Reform Act and Social Responsibility Act 2011 (the Act), to ensure that we continue to press forward with the work of the Office.
- 1.2 The Police, Fire and Crime Panel (the Panel) is required to undertake a confirmation hearing to review and confirm the appointment of a Chief Executive.
- 1.3 In line with provision in Schedule 1(9) of the Act (*Scrutiny of Senior Appointments*) the Commissioner must inform the 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.
- 1.4 The Act also sets out the Panel's responsibility to review the proposed appointment and make a report to the Police, Fire and Crime Commissioner within a period of three weeks from when the Panel received notification from the Commissioner of the proposed appointment, including a recommendation as to whether or not the candidate should be appointed.
- 1.5 The Panel must hold a public confirmation hearing before making a report and recommendation to the Commissioner in relation to a proposed senior appointment. At this meeting the candidate is requested to appear to answer any questions relating to the appointment.
- 1.6 The Panel may, having reviewed the proposed appointment, either recommend approval or refusal of the appointment. (It should be noted this is a slightly different process to that for the appointment of Chief Officers, where an option to veto an appointment by a two thirds majority is also open to the Panel.)

1.7 If the Panel supports the proposed appointment, the candidate is then confirmed in role. Should the Panel choose to recommend refusal of the proposed appointment, the Commissioner may accept or reject such a recommendation, and must notify the Panel of his response.

2. The Proposed Appointment

2.1 Following the appointment of an Interim Chief Executive, the PFCC has honoured his commitment to run a recruitment process for a substantive office holder.

2.2 The recruitment process started in September 2023 when the OPFCC appointed Gatenby Sanderson who are a leading public sector recruitment company to promote and advertise the role. All applicants were given the opportunity to discuss the role and ask any questions they may have with Gatenby Sanderson. A copy of the application pack is included in appendix A of the report.

2.3 18 applications were received for the role, from which a shortlist of 4 was drawn up.

2.4 Shortlisted applicants undertook psychometric testing, provided through Gatenby Sanderson, to understand their leadership styles.

2.5 Applicants were interviewed by a panel of 4, consisting of:

- Stephen Mold – Police Fire and Crime Commissioner for Northamptonshire
- Helen King – Chief Finance Officer & Section 151 Officer OPFCC/NFRS
- Suzanne McMinn – Head of Human Resources
- Liz Elliott – Interim CEO Harborough District Council/Independent panel member

2.6 Candidates were asked competency-based questions and tailored questions based on the results of their psychometric testing.

2.7 Following significant deliberation a preferred candidate was identified. The PFCC is therefore proposing Jonny Bugg as his preferred candidate for the role of Chief Executive.

2.8 Jonny would join the Commissioner's office after a successful 20 year career in the Civil Service, most recently as the senior civil servant in charge of fire strategy at the Home Office.

2.9 Jonny started his career in local authority children's services and then in youth justice nationally. He has held a number of local and national leadership positions on community safety, policing and justice matters, including leading on police workforce reform and being Director of Strategy to a Police and Crime Commissioner.

2.10 Over the last four years, as the head of the Home Office Fire Strategy and Reform Unit, Jonny has led the department's work to ensure fire and rescue services have the professionalism, standards and scrutiny they need to face the future with confidence.

3. The terms and conditions on which the proposed candidate will be appointed

3.1 The proposed salary for the role is a spot salary of £110,000.

3.2 The appointment will be full time and subject to conditions of service of the Police Support Staff Council.

5. Recommendation

5.1 The Panel is requested to review and confirm the appointment of Jonny Bugg to the position of Chief Executive of the Office of the Police, Fire and Crime Commissioner for Northamptonshire as set out above.

Appendix A – Application Pack

Appendix B – Jonny Bugg's Curriculum Vitae



Northamptonshire Police, Fire and Crime Commissioner

Chief Executive Officer Candidate Pack



September 2023



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A message from the Police, Fire and Crime Commissioner

Dear applicant



Thank you for your interest in this exciting role in Northamptonshire.

Excluding the Mayoral arrangements in some cities, Northamptonshire is one of only five locations in the country where there is a Police, Fire and Crime Commissioner with responsibility for the governance and oversight of both the Police and Fire and Rescue Services within their area. I am fully committed to helping both organisations locally to be the very best they can be for the people of Northamptonshire.

The role of Chief Executive will be central to our overall success, and I am looking for an exceptional individual who will work constructively with the team and build meaningful professional relationships not only internally, but with both the Chief Constable and the Chief Fire Officer, and their respective teams.

If you are up for the challenge, I would be delighted to hear from you. Delivering outstanding services for all those who live, work and visit the county is my priority, so thank you again for your interest. I look forward to receiving your application.

Yours sincerely



Stephen Mold

Job description

Title: Chief Executive Officer
Directly responsible to: Police, Fire and Crime Commissioner
Directly responsible for: The Office of the Police, Fire and Crime Commissioner
Location: Wellingborough

Job purpose:

To provide leadership, strategic direction, and advice for the PFCC in their statutory duties and support in ensuring strategic plans and programmes are successfully developed and delivered. In doing so the Chief Executive is responsible for ensuring the effective implementation of policy and is therefore required to provide strategic leadership in developing and planning support to the PFCC in a national, regional and local context.

To undertake the statutory role of the Chief Executive Officer and Monitoring Officer for the Police and Crime Commissioner as required by the Police Reform and Social Responsibility Act 2011.

To undertake the statutory role of Monitoring Officer for Northamptonshire Fire and Rescue Service.

To be the lead member of the PFCC senior management team and the head of paid service for the Office of the Police, Fire and Crime Commissioner (OPFCC).

To support and advise the PFCC in delivering the manifesto, the Police, Fire and Crime Plan and all other statutory duties and responsibilities.

Contribute significantly to other priorities of the PFCC as directed including the provision of early intervention and victims services, reducing offending and strengthening the local criminal justice programmes.

Main duties and responsibilities:

Leadership and Management

- Take the lead role in ensuring the OPFCC is continually fit for purpose, effectively responding to and managing and adapting within a dynamic political environment.
- In conjunction with the Chief Financial Officer, to ensure propriety in the conduct of the PFCC's business including ensuring the implementation of an effective Corporate Governance Framework making proper arrangements for tendering procedures and the letting of contracts.
- To carry out the duties of Chief Executive appointed under Police Reform & Social Responsibility Act 2011 so as to enable and assist the OPFCC to fulfil all its functions effectively and efficiently.
- To carry out the statutory duties and responsibilities of the Head of the Paid Service and the Monitoring Officer.

- To nominate a Designated Safeguarding Lead.
- Instigate and deliver structural and cultural change, thinking beyond the constraints of current ways of working.
- Lead the OPFCC's senior management team to design, develop and implement strategies and plans which support the development and delivery of the Police, Fire and Crime Plan.
- To provide clear and visible leadership and direction to the staff of the OPFCC to support the delivery of key priorities including overall responsibility for their ongoing development and training, and work directly to the PFCC in relation to personal objectives and development.
- Act as the lead strategic adviser to the PFCC and senior managers providing independent, timely and expert advice, identifying and progressing matters requiring decision, scrutiny and/or action.
- Develop and maintain constructive working relationships with the Police, Fire and Crime Panel
- Continually develop and review the OPFCC activity and operations to ensure an effective and efficient organisation is in place to support priorities and business objectives.
- Ensure that the OPFCC operates effective corporate governance and business arrangements, regularly reviewing systems and structures to deliver continuous improvement.
- Act as the PFCC's signatory to give legal force to the implementation of decisions made by the Commissioner.
- To ensure that the OPFCC performs its duties and responsibilities for equalities and diversity according to relevant legislation, and to promote the commitment to equality and diversity in all that the OPFCC does.

Strategy, Resourcing and Asset Management

- Ensure that the PFCC's vision, strategies, plans and procedures are supported by effective and efficient management of resources and assets.
- Respond to national issues affecting policing, actively representing the interests of the PFCC, building the capacity and capability of the OPFCC so that the PFCC can increase influence and profile locally, regionally and nationally.
- In conjunction with the chief finance officer(s) to lead the strategic development of the OPFCC in the areas of strategic accounting, information management, the management of strategic risk, the human resource and learning and development strategies, ensuring that the OPFCC is compliant with current employment legislation.
- Ensure that the OPFCC staffing structures, processes and procedures are reviewed and designed to facilitate the provision of effective and high quality administration services
- Ensure the provision of a range of customer focused services including complaints and compliments handling, Freedom of Information, Data Protection and casework handling.
- Ensure the provision of direct delivery services for children, young people and families and victims and witnesses of crime.

- Ensure the OPFCC has access to comprehensive and timely independent legal advice where necessary.
- Support the effective management of estate, fleet and digital assets under the responsibility and accountability of the PFCC.
- Ensure robust management and propriety in delivery of PFCC business arrangements, including procurement governance and arrangements for tendering and letting of contracts.
- Oversee the management of PFCC budgets and resources.

Governance and Scrutiny

- Support the PFCC in holding the Chief Constable and Chief Fire Officer to account for the delivery of an efficient and effective police service through the maintenance of an appropriate governance and scrutiny framework.
- Ensure scrutiny of the operational and corporate performance of Northamptonshire Police and Northamptonshire Fire and Rescue Services.
- Support the PFCC in complaints handling for Northamptonshire Police and Northamptonshire Fire and Rescue Services.
- To raise strategic issues with the Chief Constable and Chief Fire Officer.
- Oversee the process for managing complaints against the Chief Constable, Chief Fire Officer and PFCC.
- Ensure the effective operation of a joint Audit Service.
- Ensure all OPFCC policies, procedures and practices are developed, maintained and reviewed in the context of the PFCC's objectives.
- Ensure compliance with all OPFCC policies, procedures, practices and statutory obligations.

Commissioning, Partnership and Collaboration

- Ensure that efficient strategies, plans and mechanisms are in place to commission services on behalf of the PFCC to support delivery of priorities.
- Oversee, manage and implement all aspects of commissioning on behalf of the PFCC to include shaping and influencing commissioning outcomes.
- Lead the development of partnership and collaborative working arrangements which forge strong and mutually beneficial links, at the local, regional and national level with the business sector, third sector and other relevant public and private sector organisations.
- Develop and maintain effective relationships with the Chief Constable, Chief Fire Officer, other members of the Command Teams and other personnel within Northamptonshire and Northamptonshire Fire and Rescue Police, to ensure that the PFCC and DPFC's statutory duties are met and that the PFCC is fully engaged with the Force.

- Promote, develop and sustain effective working relationships at a local, regional and national level, particularly the Chief Constable and senior officers of the Constabulary, Chief Fire Officer, Her Majesty's Treasury, the Home Office, HMIC.

Communications, Engagement and Influence

- Anticipate and predict the long-term impact of local, regional, national and international developments, including economic, political, environmental, social and technological areas to influence the priorities of the PFCC and transform the OPFCC's ways of working.
- Ensure that policing and fire and rescue in the Northamptonshire are accountable to local people through the development and implementation of effective communication, consultation and community engagement strategies and plans.
- Develop and support an effective engagement policy by creating and sustaining a constructive, ongoing relationship with the diverse communities of the Northamptonshire.
- Ensure the provision of an effective, co-ordinated media and communications and community engagement service to enhance public understanding and awareness of the role and responsibilities of the PFCC, OPFCC and Northamptonshire Fire and Rescue Services.
- Raise awareness of the role of the PFCC and OPFCC with political leaders, partners and decision makers locally, regionally and nationally
- Use knowledge and understanding of the political arena (international, national, regional and local) to work collaboratively at the highest level with Parliament, Senior Civil Servants, MPs and Councillors to achieve political objectives
- Build and maintain constructive relationships with key stakeholders, including Association of Police and Crime Commissioners (APCC), National Police Chiefs' Council (NPCC), National Fire Chiefs' Council (NFCC), local authority Chief Executives and Leaders, MPs, community safety and criminal justice partnerships, to strengthen and extend the influence of the PFCC, including assistance to the PFCC in lobbying for changes to the law and national policy.

Other responsibilities

- Undertake additional duties as are reasonably commensurate with the level of the post.

Special conditions

- This post is politically restricted
- The role will require some out of hours working
- Security clearance is required

Person Specification

Knowledge and Skills:

- Demonstrably high degree of political astuteness including an appreciation of the nuances associated with supporting directly elected politicians.
- Detailed knowledge of relevant legislation in particular the Police Reform and Social Responsibility Act 2011.
- Understand structures and functions of Police, Fire and Crime Commissioners and the Government's public sector reform programme.
- Knowledge and understanding of the Equality Act 2010.
- Knowledge of current issues facing the public sector, policing and fire and rescue.
- Lead the development, review and implementation of strategies and policies.
- Knowledge of performance management frameworks, processes and procedures.
- Knowledge of business planning approaches.
- Highly developed leadership and management skills.
- Effective communicator with the ability to engage with a range of diverse audiences.
- Construct coherent arguments and articulate ideas clearly to a range of audiences, formally and informally using a variety of techniques.
- Ability to work in a pressurised environment and manage competing priorities whilst delivering on a range of projects and adapting to changing circumstances and priorities.
- Detailed understanding of data quality, information management and information governance.
- Exceptional writing skills.
- Proven negotiating, influencing and persuading skills.
- Highly developed strategic thinking and analytical skills.
- Ability to utilise a full range of standard office IT software/packages.
- Inspiring and motivating others to achieve.
- Proven track record of political astuteness.

Experience:

Significant experience (at least 5 years) of:

- Working for directly elected members and working in a political environment.
- Extensive senior leadership experience in a complex environment at Executive Director, Director or equivalent senior level.
- Providing strategic advice to senior politicians and officials in at least 50% of the following areas: policy, strategic planning, performance, finance, partnerships and community engagement, audit,

media and communications, policing, fire and rescue, prevention, victims, criminal justice, customer relations, equality and diversity, change management and commissioning and procurement.

- Leading the development, review and implementation of policy in the public sector.
- Leading the development, review and implementation of strategies and plans in the public sector.
- Leading the development and implementation of performance management frameworks and business planning processes.
- Ensuring effective scrutiny of performance regimes within complex organisations proven track record of leading and managing complex projects and programmes.
- Responding to environmental factors that impact the strategic decision making of complex organisations.
- Leading, developing and building effective networks and excellent working relationships at the strategic level across a range of organisations and agencies.
- Managing and overseeing complex budgets.
- Presenting constructive critical challenge at the highest level.
- Managing others to achieve excellence.

Qualifications/Membership of Professional Bodies:

- Degree or equivalent experience

Personal qualities:

- Inspirational leader
- Proactive 'self-starter'
- Ability to seek out innovation and creative solutions
- Ability to work on own initiative
- Ability to work as part of a team to achieve objectives
- High degree of political sensitivity
- Promote diversity and racial equality
- Commitment to continuous professional development

Skills for Justice Personal Qualities – Executive Officer

Serving the public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local, regional and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

Professionalism

Acts with integrity, in line with the values, ethical standards and codes of corporate governance. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the OPFCC. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings and commits to putting them right. Flexible and open to alternative approaches to solving problems, and encourages flexibility in others.

Leading strategic change

Thinks in the long term, establishing a compelling vision based on the values of the Office of the Police Fire and Crime Commissioner (OPFCC). Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet local, regional and national needs, encouraging creativity and innovation with the OPFCC and other partner organisations.

Leading the workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and crime reduction and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the OPFCC by recognising good performance, and giving genuine recognition and praise. Promotes learning and development within the OPFCC, giving honest and constructive feedback to colleagues and investing time in skills development, coaching and mentoring staff.

Managing performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local, regional and national level, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Working with others

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the OPFCC and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local, regional and national bodies, representing the interests of the OPFCC and local area. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

Timetable of appointment

Closing date for applications (08:00 Monday)	16 th October
Longlisting meeting (for information only)	20 th October
Preliminary interviews with GatenbySanderson (virtual)	Following longlisting
Shortlist meeting (for information only)	30 th October
Psychometric profiling -	Following shortlisting
Final Panel Interview	13 th November

How to apply

How to apply: We are seeking to appoint based on a combination of your written application, assessments and final interview. To apply please visit our recruitment partner's website at: <https://www.gatenbysanderson.com/job/GSe102794> or by using 'search for jobs' function at www.gatenbysanderson.com and entering Northamptonshire Police Fire and Crime Commissioner or the reference number **102794**.

Register, and submit the following no later than **08:00 on the closing date:**

1. A tailored CV (**maximum of 2 pages**), setting out your work history (paid and voluntary), responsibilities and achievements as they relate to this role;
2. A cover letter (**maximum of 2 pages**), outlining your suitability for the role, including your experience of governance, and supporting change in a comparable political setting
3. If successful at the shortlisting stage, you will be asked to provide the following:
 - i. The names and contact details of two referees;
 - ii. Relevant identification (i.e. Passport/driving licence).

Equality Monitoring Information: During your online registration process, you will be asked to submit **diversity monitoring information**. This is very important and will be kept entirely separate from the application process.

If you have a recognised disability and are applying under the **Disability Confident Scheme** you will be asked to declare it as you apply, and also to let us know, if called for interview, what reasonable adjustments you may require.

Should you encounter any issues during your application process, please contact charley.cordrey@gatenbysanderson.com quoting the job title/reference number.

Arrangements for interview: Selected candidate will be asked to attend for an interview which will take place in Wellingborough on 13 November 2023.

Expenses incurred by candidates during the recruitment process, including travel to and from the venue, will **not** be reimbursed, except in exceptional circumstances and only when agreed in advance.

As an inclusive employer, if you do require any reasonable adjustments or particular arrangements to be made, please do let Charley Cordrey know when you are called for interview.

Please let us know as soon as possible if you are unable to meet the proposed interview dates. It may be possible to arrange an alternative date, but this cannot be guaranteed.

Further Information: If you have any questions about the role itself or would like to discuss the post and your fit within the organisation, please contact GatenbySanderson and speak to Duncan Collins on **07586 705475** or Peter Buffoni on **07964 877 654**.

Complaints: If you feel your application has not been treated in accordance with the recruitment principles or you wish to make a complaint, in the first instance, please raise it with Peter Buffoni, Partner and Head of the Community Protection Practice at peter.buffoni@gatenbysanderson.com.

If you prefer, or if the matter remains unresolved, please feel free to contact Mark Turner, Managing Partner at GatenbySanderson at mark.turner@gatenbysanderson.com.

Advertisement

Role:	Chief Executive Officer
Organisation:	Northamptonshire Police Fire and Crime Commissioner's Office
Location:	Wellingborough, Northamptonshire
Salary:	Competitive Salary or in the region of £95,000 to £105,000

As the Chief Executive Officer, you will lead a professional team within the Commissioner's office. This is a position of true leadership and influence, as you build and maintain lasting professional relationships not only across your team but with the staff and leadership within the Police and Fire and Rescue Services within the county. You will play your part in helping communities be heard and represented at a time when confidence in policing nationally is under particular strain.

We know that the vast majority of those who choose to serve in our emergency services do so with integrity and professionalism, and part of your role will be to help to ensure the correct accountability measures are in place to help make Northamptonshire a safer and more harmonious place for all those who live, work or visit the county.

Full details about the role itself, and the personal characteristics and experience required can be found at on our recruitment partner's website at www.gatenbysanderson.com/GSe102794

If, having read the candidate information pack on the above link, you have any queries about any aspect of this appointment, or you would like additional information, or an informal and confidential discussion, please speak to Duncan Collins on **07586 705475** or Peter Buffoni on **07964 877 654** at GatenbySanderson.

Closing date for applications is: **08:00, Monday 16th October 2023**

Jonny Bugg – Curriculum Vitae

Current Role

Head of Fire Strategy Unit - Home Office (March 2019 – present)

- I am the senior civil servant responsible for fire strategy: developing innovative plans for reform and change in the shadow of Grenfell, revelations about culture in fire services and hard-hitting inspection reports. Managing c£200m budget. Working with Ministers, local government and sector leaders, I have proved my ability to negotiate and deliver.
- **Achievements** – Delivered the Fire Reform White Paper and shaped a new reform programme to: drive up standards; make the workforce fit for the future; improve efficiency; and strengthen governance. Systems leadership includes significant engagement with political and operational leaders and overseeing funding of a range of national bodies and programmes. Board level leadership of programmes and organisations. Leading the relationship with devolved administrations. Handling and communications strategy for an ambitious Minister. HO lead on the Grenfell inquiry: preparing senior witnesses, all legal submissions, and landing a settlement deal. Corporate leadership on gender and inclusion.

Career History

Deputy Head, Police Workforce Unit - Home Office (Jan 2015 – March 2019)

- Leading a team of policy officials to deliver Home Secretary's commitments on police workforce reform. Sponsorship of the College of Policing. Liaison across government and with chief constables and local commissioners to develop policy and drive reform.
- **Achievements** - Developed workforce reform programme in response to new Ministerial drive for flexibility and professionalism. College of Policing sponsor (£60m pa ALB). Recruited the Metropolitan Police Commissioner. Conceived and delivered Frontline Review. Generated new police wellbeing function. Established Police Now detective scheme. Brought dynamism to neglected police diversity and inclusion function.

Head of National Policing Policy, HO (Feb 2014 – January 2015)

- Returned from a successful secondment to Herts PCC to lead on national policing policy.
- **Achievements** - Ensuring delivery against Home Office interests in the closure of ACPO and its replacement with a new body much reduced in scope and function. Managing the Home Secretary's strategic dialogue with Chief Constables.

Assistant CEO, Director of Strategy - Herts Police Commissioner (Aug 2012 – Feb 2014)

- Two year secondment to lead on all strategy and policy development for an ambitious first-generation PCC, leading on partnerships, planning, commissioning, strategy finance and communications. Negotiation and influence with local partners.
- **Achievements** - Board level strategic governance role working with executive leadership of police, fire, CJS and local government. Developed all policy products and a strong partnership approach, supported by political and executive networks, new funding arrangements and a sound governance framework.

Head of Partnership Policy, HO (July 2011 – July 2012)

- Lead on policy development and legislation underpinning partnership elements of PCC role including community safety, justice and youth interests. Substantial public speaking and stakeholder work to sell benefit of reform.

- **Achievements** - Leading a high-profile events programme to sell the benefits of PCCs and police reform to senior local partners. Negotiation to transfer £100m Victims funds to PCCs from Ministry of Justice. Managing PCC implementation in Wales.

Head of Criminal Justice Policy, HO (May 2010 - July 2011)

- Heading a high-profile Criminal Justice policy team and developing new reform plans.
- **Achievements** - Transfer of 80% of charging to the Police from CPS and a plan to deliver £250m of savings across criminal justice system.

Local Delivery Manager, HO (2009 - May 2010)

- Criminal Justice and Wales lead reporting bilaterally to Home Office & MoJ.
- **Achievements** – Major Criminal Justice landscape programme and reform proposals for the National Criminal Justice Board. Strong regional and Welsh networks. Performance focus.

Youth Justice Board (2003 - 2009)

Head of Chief Executive's Office

- Improving governance and programme oversight of major NDPB. Building partnerships with government and stakeholders. Strategic advisor to CEO. Led secretariat to Board.
- **Achievements** - Strengthening YJB relationship with Ministers and Government. Substantial communications and handling, including inquests and PAC hearings.

Head of Strategy for Resettlement, Communities and Courts

- Lead on strategy for youth rehabilitation. Building partnerships within and outside government, including working with Arts Council and third sector to support youth rehabilitation through Arts programmes. Negotiation and partnership with magistracy.
- **Achievements** - Resettlement, restorative justice and housing strategy. National conference programme with the Magistrates Association.

Head of Safeguarding

- Developing safeguarding and behaviour management evidence, policy and projects.
- **Achievements** - Reviews of searching, restorative justice, restraint techniques and separation in youth custody.

Workforce Development Manager

- Lead on workforce development, restorative justice and volunteering.
- **Achievements** - Developing new Higher Education qualifications and getting 80% of YOT staff qualified in two years. Funded youth Arts programmes. Leadership programme.

Hertfordshire County Council Children's Services Coordinator (1997 - 2003)

- Managing an operational school admissions and children's services team, including returning after completing Masters, to consult on children's services

Qualifications & Training

- **MA History of Film (Distinction)** University of London (2002)
- **BA Hons (2.1) Literature** Middlesex University (1997)
- **Civil Service Leadership Scheme** (ELP/SCC equivalent for civil service) (2018)

Voluntary Work

- **Chair of Governors - The Hemel Hempstead School** (current)
- **Magistrate - Adult and Youth Court** (not current)

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