



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

Table of Contents

Table of Contents	2
A message from the Police, Fire and Crime Commissioner	3
Job description	4
Person Specification	8
Skills for Justice Personal Qualities – Executive Officer.....	10
Timetable of appointment	12
How to apply	12
Advertisement.....	14



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

A handwritten signature in black ink that reads "Stephen Mold". The signature is fluid and cursive.

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)