Suffolk Police and Crime Commissioner

Making Suffolk a safer place to live, work, travel and invest

ORIGINATOR: **CHIEF EXECUTIVE**	**DECISION NUMBER:** 2 - 2016

REASON FOR SUBMISSION:	**FOR DECISION**
SUBMITTED TO:	**POLICE AND CRIME COMMISSIONER**
SUBJECT:	**APPOINTMENT OF CHIEF CONSTABLE**

SUMMARY:

1. This paper provides for a decision to be made upon the appointment of a new Chief Constable for Suffolk by the Police and Crime Commissioner (PCC) following consideration of the PCC's proposed appointment by the Police and Crime Panel on 6 January 2016.

RECOMMENDATION:

It is recommended that:

(i) the PCC accept the Police and Crime Panel's recommendation at paragraph 2.1 and that Gareth Wilson be appointed as Chief Constable of the Suffolk Constabulary upon the terms set out in PCC Decision 51 – 2015 with immediate effect.

(ii) the Police and Crime Panel be notified of the PCC's decision to accept the Panel's recommendation.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Signature Tim Passmore **Date** 8/1/2016

DETAIL OF THE SUBMISSION

1. INTRODUCTION

1.1 On 22 December 2015 the Police and Crime Commissioner (PCC) agreed that:

> "(i) the Police and Crime Panel be notified of the proposed appointment of Gareth Wilson as Chief Constable of the Suffolk Constabulary by the Police and Crime Commissioner;
>
> (ii) [Decision No 51-2015] be submitted to the Police and Crime Panel for consideration at the Confirmation Hearing on 6 January 2016."

1.2 On 6 January 2016 the Police and Crime Panel reviewed and considered its report to the PCC on the proposed appointment of Chief Constable.

1.3 Decision No 51-2015 made by the PCC explained the process which had been undertaken to recruit a new Chief Constable and provided the information that the PCC is statutorily required to provide to the Police and Crime Panel in reviewing a proposed appointment. That Decision paper provides the background to this paper.

1.4 The Decision paper explained the proposed terms of appointment and that the PCC intended, subject to the Police and Crime Panel approval, that the proposed appointee commence in role as soon as possible.

2. POLICE AND CRIME PANEL

2.1 The Police and Crime Panel in reviewing the proposed appointment of Gareth Wilson as Chief Constable decided as follows:

> *"The Panel agreed unanimously to recommend to the PCC that the candidate, Gareth Wilson, should be appointed to the role of Chief Constable of Suffolk Constabulary.*
>
> *The Panel also agreed to delegate to the Chairman the preparation and publication of [a] formal report to the PCC on behalf of the Panel".*

2.2 A copy of the Panel's written report to the PCC is attached to this paper as Appendix A.

2.3 In the Police and Crime Panel's written report it states that *"with regard to the appointment process, and the single application that was received, the Panel members were significantly concerned with the speed of the process adopted."*

In the light of this statement it is appropriate to draw attention to a number of points from the College of Policing "Guidance for the Appointment of Chief Officers" and the Report of the Independent Member upon the assessment and selection process. It is noteworthy that the Independent Member had no similar concern regarding the speed of the process.

The Guidance reflects the intention that those responsible for appointments should use their discretion providing that they act lawfully and consistently with the principles outlined in the Guidance. The Guidance goes on to state that those responsible for the selection and appointment of Chief Officers must observe the three principles of merit, fairness and openness.

In this context, merit, fairness and openness are defined as follows:

Merit

The appointee must be the candidate who best meets the agreed and published requirements of the role. It is also desirable that the successful candidate is chosen from a sufficiently strong and diverse pool of eligible applicants.

Fairness

The process of assessing candidates' skills and qualities against the agreed and published requirements of the role must be objective, impartial and applied consistently to all candidates.

Openness

Information about the requirements of the role and the appointment process must be available to all prospective candidates. The role should be advertised in a way which ensures that all those who are eligible are likely to see the advert. The aim of the advert should be to attract a strong field of potential candidates.

2.4 An Independent Member was appointed in respect of the assessment and selection process. Their purpose is to ensure that the process complies with the above principles.

2.5 It is also the responsibility of the Chief Executive to ensure that the principles are adhered to throughout the design and delivery of the process.

2.6 The Independent Member, who was selected from the College of Policing approved list, stated within her report, attached as Appendix B:

> *"Every effort was made to be transparent about the availability of the post and to encourage all eligible applicants to consider it."*

Further,

> *"It was agreed by the [Appointment Panel] that appropriate efforts had been made to make the process as open as possible."*

2.7 The Independent Member stated:

> *"Whilst forces generally seek to adhere to the Guidance for Chief Officer Appointments, Suffolk was noteworthy in the extent to which it assiduously followed that Guidance in detail and is to be commended for that."*

In conclusion she stated:

> *"Thanks to the scrupulous preparation done by the PCC and his staff, and to the professional attention devoted to the process by the panel, I can confirm that the selection of the preferred candidate to be Chief Constable of Suffolk met the principles of fairness, openness and merit."*

2.8 The fact of one applicant for the Chief Constable role is not unusual. Evidence published by Police Oracle has shown that of the 11 forces in England and Wales where PCCs selected a new Chief during 2015, six did not have more than one applicant.

3. RECOMMENDATION FOR DECISION

3.1 Accordingly as a consequence of the PCC's proposal and the Police and Crime Panel's conclusions, it is now recommended that the PCC accept the Panel's recommendation and that Gareth Wilson be appointed as Chief Constable of the Suffolk Constabulary upon the terms as set out in Decision 51 – 2015; further that the Panel be notified of the PCC's decision to accept the Panel's recommendation.

4. IMPLICATIONS AND RISKS

4.1 There are no implications and risks that require explanation in addition to the material set out above and contained within Decision 51 – 2015.

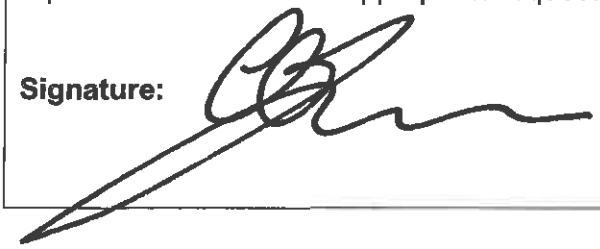
ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	Yes – originator is the Solicitor and Monitoring Officer.
Has the PCC's Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Not applicable
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Not applicable
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to the PCC).

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

Signature: 

Date 8 January 2016

Suffolk Police and Crime Panel

Outcomes of Consideration of the Proposed Appointment of Chief Constable

The Suffolk Police and Crime Panel on 6 January 2016 held a Confirmation Hearing to consider a recommendation of the Police and Crime Commissioner (PCC) for Suffolk regarding the proposed appointment of Gareth Wilson ('the Candidate') as the new Chief Constable for Suffolk.

Eleven Members of the Thirteen-Member Panel were in attendance at the meeting, as were the Candidate, the PCC, and the PCC's Chief Executive.

The Panel had received a detailed written report from the PCC regarding the appointment process, the criteria used, why the Candidate satisfied the criteria, and the terms and conditions for the appointment. The Panel also received a written report from the PCC appointment panel's Independent Assessor, who concluded that it was a scrupulous, rigorous, open and fair selection process. Copies of these reports are available on the Suffolk County Council website on the link given below:
http://committeeminutes.suffolkcc.gov.uk/meeting.aspx?d=06/Jan/2016&c=Police and Crime Panel (Joint Committee)

The Panel asked questions of the PCC in relation to the speed and timing of the appointment process, the efforts to try and attract more than a single applicant, the possibility of sharing a Chief Constable with a neighbouring force, the extent of the independent assessor's involvement in the process, and the decision not to use a Policing Advisor. With regard to the appointment process, and the single application that was received, the Panel members were significantly concerned with the speed of the process adopted.

The Panel asked questions of the Candidate in relation to leading transformational change, sustaining staff morale, the local policing model with Safer Neighbourhood Teams (SNT), communicating and building trust with parishes about changes to Police Community Support Officers (PCSO), supporting ethnic communities against extremism, and changes that could arise from the current devolution discussions.

The Panel noted that concerns regarding communication were a recurring theme and the Candidate expressed himself most effectively, addressing at length the questions raised about SNTs and PCSOs. The Panel noted the Candidate's emphasis on the local policing model, the importance of Safer Neighbourhood Teams, and the importance of good communication and collaboration.

The Decision of the Panel

The Panel agreed unanimously to recommend to the PCC that the Candidate, Gareth Wilson, should be appointed to the role of Chief Constable of Suffolk Constabulary.

The Panel also agreed to delegate to the Chairman the preparation and publication of this formal report to the PCC on behalf of the Panel.

The Chairman said that it had been a productive meeting exploring all concerns, thanked the Candidate and the PCC for their responses to the Panel, and congratulated the Candidate on his appointment as Chief Constable.

A copy of this report of the Panel will be put on the County Council's website on 8 January 2016.

Councillor Patricia O'Brien
Chairman of the Suffolk Police and Crime Panel

7 January 2016

APPENDIX B

Suffolk Police and Crime Commissioner

Making Suffolk a safer place to live, work, travel and invest

Assessment and selection for post of Chief Constable

Independent Member's Report

December 2015

Contents

Appendices

Introduction

Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable and which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel. However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates.

This is the Independent Member's report relating to the appointment process for the next Chief Constable for Suffolk. The process is the responsibility of Police and Crime Commissioner Tim Passmore.

The aim of this report is to provide an assessment of the extent to which the appointment process in Suffolk has been conducted fairly, openly and based on merit. In addition it details the extent to which the panel fulfilled their responsibility to challenge and test the candidate's suitability against the requirements of the role.

Independent Member's role

The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the Guidance for Chief Officer Appointments produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing. These have included Her Majesty's Inspectorate of Constabulary, the Association of Police and Crime Commissioners, Association of Chief Officers, Association of Police Authorities Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. It was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.

As outlined within the guidance, Independent Members should be appointed through a fair, open and merit-based process. They may be drawn from a pool of accredited Independent Members or assessors.

I am currently an Independent Member from the list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes. I have undergone an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes.

Further details of my role as Independent Member are set out in the role profile in Appendix A and my background is provided in more detail in Appendix B.

Independent Member remit in the Chief Constable appointment process for Suffolk

I was invited via the College of Policing to become involved in the shortlisting and interview days for this appointment. Arrangements were made well in advance, with my appointment finalised in early November 2015, shortlisting arranged for 11 December and selection exercises for 18 December. The application pack with the role requirements and person specification was assembled without my involvement but adhered closely to the Guidance for Chief Officer Appointments. From the

advertisement stage onwards, my independent advice was welcomed and respected throughout. I had telephone and email contact to arrange the practical details and to discuss queries as they arose. For example, my input regarding shortlisting was sought when only one application had been received by the closing date; we discussed the fact that a small pool of candidates is not uncommon at this level, particularly among smaller forces. The staff of the Office of the PCC actively demonstrated from the outset that in the interests of public accountability, both they and the PCC were committed to adhering to the principles of fairness, openness and merit.

Appointments panel

The appointments panel role is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened by the PCC before any stage of the appointment process takes place and that consideration may be given to involving panel members in helping to define the requirements of the role.

In addition, it states the purpose of the panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the PCC should select a panel capable of discharging this responsibility. The PCC should also ensure that panel members are diverse and suitably experienced and competent in selection practices and that they must adhere to the principles of merit, fairness and openness. All members should be provided with a copy of this Guidance to ensure they are familiar with its content prior to the appointment process. In addition, it is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. It is suggested that a panel of approximately five members is convened but this is at the discretion of the PCC.

Tim Passmore, PCC for Suffolk, actively followed this advice. Within this appointments process the panel had been agreed at the outset of the process as consisting of four members:

- Tim Passmore, the Police and Crime Commissioner for Suffolk.
- Dr Stephen Dunn, Chief Executive, West Suffolk Hospital NHS Foundation Trust.
- Alan Ridealgh, Group Managing Director, Muntons PLC.
- Myself, Gill Lewis, an Independent Member from the approved list supplied by the College of Policing.

The panel included an appropriate range of stakeholders from the public and private sectors. It was considered important locally to include private sector representation in this process, noting that the vision of the PCC includes making Suffolk a safe place not only to live, work and travel, but also to invest.

An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and design of appointment processes; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews; and supporting the PCC during decision making.

For this appointment, a Policing Adviser was not deployed. However, also present throughout the process were Chief Executive Chris Jackson and Deputy Chief

Executive Claire Swallow of the Office of the PCC, both of whom had considerable experience at senior level in the world of policing from a non-operational perspective.

All panel members were identified to be part of the panel by the PCC. Their senior operational experience was sufficient to allow them to challenge and test others at executive level. All were given both a briefing on and a copy of the Guidance for Chief Officer Appointments, ensuring they were well informed on their duties in this appointments process.

The four proposed panel members were white, with no declared disabilities, consisting of one female and three males. The local population of Suffolk is 97.2% white British. In view of the profile of the local population, it was considered that diversity needs were adequately met on this occasion and there were no concerns about any adverse effect on the outcome. Looking to the future, the gender balance of the panel might be reconsidered in any future selection process, to further demonstrate that the force is actively striving for continuous improvement and to achieve the fairest possible process.

There was continuity in the composition of the panel for shortlisting, interview and presentation. Although I was not able to be present in person at the shortlisting meeting, I was able to contribute my comments in advance and these were taken into account on the day.

Assistance and active guidance to the panel was provided at each stage of the process by the Office of the PCC, notably by Chris Jackson, Chief Executive.

The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation and meets the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.

Chris Jackson, supported by Deputy Chief Executive Claire Swallow, worked consistently to maintain standards, collaborating openly and helpfully with the Independent Member and other panel members throughout the planning and administration of the appointment process. Whilst forces generally seek to adhere to the Guidance for Chief Officer Appointments, Suffolk was noteworthy in the extent to which it assiduously followed that guidance in detail and is to be commended for that.

Panel briefing / training

The PCC followed College of Policing guidance in inviting all members to a training session prior to the shortlisting on 18 December 2015. The training was delivered by Chris Jackson. This meeting also gave scope for the panel to assist in refining the design of the process, enabling members, for example, to modify the topic suggested for the presentation. A suggestion from myself to more clearly identify which competencies were to be demonstrated in the presentation was readily accepted, as were my suggestions for additional interview questions to ensure that all competency areas would be fully tested. This illustrated a willingness to make sure that the selection would be made on a clear evidence base, encouraging openness and transparency in the process.

The panel's training covered the rating scale to be used and the ORCE method (observe, record, classify, evaluate), in line with College of Policing best practice. The PCC's approach in establishing agreed standards in advance with all panel members was to ensure decisions would be based on evidence and merit, avoiding bias.

I was able to clarify that consensus decision making by the panel was the preferred approach, but in the event of inability to achieve this, the PCC would be considered as first among equals on the panel and would make the final recommendation on the preferred candidate, subject to ratification by the Police and Crime Panel.

The panel members other than the PCC did not know the internal candidate. In order to ensure fairness of the process, it was agreed that judgements would be based only on the evidence available in front of the panel, not on previous knowledge. This was to ensure impartiality, consistency and fairness throughout the process.

Briefing of the panel immediately prior to the shortlisting process and again prior to the presentation and interview was well planned, including allowing input from myself. This helped the panel equip themselves for their role in being able to challenge and test candidates fairly.

Role profile

At the planning and shortlisting meeting on 11 December, the panel was briefed on the role profile as advertised. This reflected the national Guidance, including key deliverables, competencies and terms and conditions. It also contained some specific local priorities. In discussion with the PCC prior to interview, it was emphasised that the ability to achieve good working relationships with all stakeholders was essential, including relationships with the PCC, the public, staff, business interests and partners; a more business-like approach to the local Police and Crime Plan was also sought, with an emphasis on clarity about the objectives and reliable and timely delivery on the ground.

Advert

The application pack had been drawn up by the Office of the PCC in line with the national guidance. The post had been advertised via the College of Policing, Association of Police and Crime Commissioners, National Police Chiefs' Council, and on Suffolk's PCC and Constabulary websites. Every effort was made to be transparent about the availability of the post and to encourage all eligible applicants to consider it. The aim was to attract a strong field of potential applicants, demonstrating openness.

The published application pack was comprehensive, with links offering more detail. The pack included terms of appointment and met legal requirements. There was a clear intention to be open and transparent with candidates from the earliest stages of the process being published.

Assessment design

The application form used was in line with the College of Policing guidance. It required details of the previous three postings held by the applicant; training,

including successful completion of the Strategic Command Course; and evidence within the last three years of experience and of personal competencies that were considered most important locally. In being based on evidence of the competencies sought, it was an appropriate tool to support merit based judgements.

The choice of interview questions and unseen presentation topic was based on demonstration of evidence against the Policing Professional Framework, with questions on each of the seven competency areas.

The assessment was designed to allow the shortlisting, interview and presentation exercises to involve all panel members. A standard assessment sheet was provided, allowing each panel member to rate each candidate on a five point scale against each of the seven competencies of the Policing Professional Framework. This was designed to give transparent evidence of a fair and equal process for all candidates.

In terms of the assessment design, as explained above, my comments on the draft material were welcomed and accepted, leading to minor amendments to the good quality suggestions produced by the Office of the PCC. The assessment design included opportunities to test each competency area through the range of exercises. The interview questions produced by the PCC provided an appropriate mix, with some based on past behaviour, some on hypothetical future actions. They were of good quality in that they were open questions, closely linked to the Policing Professional Framework and to local priorities.

Assessment delivery

One enquiry was received about the post, resulting in one internal application. It was agreed by the panel that appropriate efforts had been made to make the process as open as possible. Suffolk has a relatively small Constabulary compared to others nationally; senior positions fall accordingly in the second lowest pay band in England and Wales. The Office of the PCC conducted some research which confirmed that that a small pool of applicants for senior posts was not uncommon elsewhere. For example, for other Chief Constable recruitment processes during 2015, the number of applicants had been as follows:

One in Thames Valley
One in Wiltshire
One in Staffordshire
Four in Northamptonshire
Two in Bedfordshire
One in Cambridgeshire

A previous survey via the College of Policing had found that nationally, over 25% of Chief Constable processes received only one application.

It was agreed in advance that the panel would be willing to decide not to shortlist and not to appoint at the final selection stage. Candidates would be expected to achieve a previously agreed minimum level on the rating scale. Standards would not be allowed to fall because of the small pool of applicants.

Using the method outlined above at the design stage, the panel agreed unanimously to shortlist the sole internal applicant for interview, a white male.

The timetable for the presentation and interview allowed adequate time for each element. The candidate was allowed one hour to prepare an unseen topic and then delivered a 25 minute presentation, followed by up to 20 minutes questions. After this, 50 minutes were allowed for the structured interview. The carefully planned timetable helped to ensure that the process would be objective, fair to all candidates who might have applied, and clearly based on merit.

The PCC undertook with the support of the Chief Executive to deliver the final decision to any candidates and to provide feedback to any unsuccessful person.

Assessment decision making

Each panel member first scored separately at shortlisting, presentation and interview stages. Scores were collated and evidence discussed where differences of opinion emerged, in order to agree a moderated, consensus score. The quality of discussion was appropriate, referring to the recorded evidence to clarify any initial differences in scoring. This enabled the candidate to be carefully assessed on merit, with reference to evidence throughout.

Overall consensus scores were recorded by myself and the Chief Executive and endorsed by the PCC. Consensus was reached throughout, and there was a unanimous recommendation regarding the preferred candidate, who achieved at least medium and predominantly high scores on all seven competencies.

The panel made a unanimous recommendation that Temporary Chief Constable (TCC) Gareth Wilson was the preferred candidate. The PCC concurred with this in making his own decision to recommend TCC Wilson to the Police and Crime Panel Confirmatory Hearing for appointment as the next Chief Constable of Suffolk.

Conclusions

Through the steps outlined above, the PCC fulfilled his responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the Guidance. In particular, well planned use of the Policing Professional Framework throughout the process allowed clear evidence to be recorded and evaluated in order to make objective decisions. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. There was also appropriate discussion between panel members to compare and test recorded evidence before coming to consensus scores.

As the Independent member I found that the decision making process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates; it was clearly based on merit, with decisions taken on careful analysis of evidence.

Thanks to the scrupulous preparation done by the PCC and his staff, and to the professional attention devoted to the process by the panel, I can confirm that the selection of the preferred candidate to be Chief Constable of Suffolk met the principles of fairness, openness and merit.

Gill Lewis, Independent Member
December 2015

Appendix A: Independent Member role profile

1. To be familiar with the Guidance for the Appointment of Chief Officers, the appointment process procedures, and to adhere to the principles of merit, fairness and openness throughout the appointments process.

2. To work collaboratively with the PCC/CC or Commissioner and other appointments panel members to challenge and test whether the candidates meet the necessary requirements to perform the role effectively throughout the appointments process.

3. In providing independent advice during the appointments process, where requested to do so, their responsibilities are likely to include the following:
   a. To provide independent advice in the shortlisting of applicants against the agreed appointment criteria.
   b. To play an active role (where required) as part of the appointments panel and provide independent advice in assessing shortlisted candidates against the agreed appointment criteria (this might include through the use of interviews, presentations, psychometric measures, assessment exercises, etc).
   c. To provide independent advice on which candidate(s) most closely meets the appointment criteria in line with the principles of merit, fairness and openness.

4. To produce a written report on the appointment process which expressly and explicitly addresses the appointment principles of merit, fairness and openness, and the extent to which the panel were able to fulfill their purpose.

5. To provide feedback to the College of Policing on the appointment process and their role. Independent Members will be asked to share copies of their written reports with the College of Policing once released by the PCC/CC or Commissioner to help inform future training and development.

Appendix B: Independent Member pen picture - Gill Lewis

I have led or advised on senior recruitment at Chief Officer (ACPO) level since 2007, firstly to meet Police Authority requirements, and since 2013 under the revised guidance to meet PCC/Chief Constable needs. I have also worked since 2008 for the College of Policing and its predecessor as an independent assessor for the Senior Police National Assessment Centre, as well as for Fast Track assessment for serving constables, Fast Track entry for external graduates, and the Direct Entry programme at superintendent level.

I have led and monitored numerous appointments at the equivalent of chief executive level in a range of other public sector arenas beyond Policing, including in Probation, the NHS, and in the housing and education sectors.

My earlier career spanned senior management roles in local government, in housing and social care, and in the NHS, where latterly I was Director of Service Improvement for Suffolk Primary Care Trust. In the last 15 years I have also held a range of public appointments as a Non-executive Director or Chair in a Police Authority, Probation Trust, NHS Trust, housing association and various charities. This has included at both local and national level, for example, as Chair of the National Housing Ombudsman Board and Chair of Norfolk and Suffolk Probation Trust. I have had wide ranging leadership experience at Board level of managing major change programmes, collaborative arrangements and challenging savings plans, balancing a commitment to excellent public service with shrinking resources, all in a climate where public confidence and political accountability are key.