



Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Monday, 13 January 2025 at 10.00 am

Location: Sparkenhoe Committee Room, County Hall, Glenfield

Contact: Damien Buckley (Tel: 0116 305 2583)

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Membership

Mrs D. Taylor CC (Chairman)

Cllr. Liz Blackshaw	Cllr. Ravi Mahesh
Parisha Chavda	Salma Manzoor
Cllr. Sarah Cox	Cllr. Michael Mullaney
Cllr. Mohammed Dawood	Cllr. Les Phillimore
Cllr. Jenny Joannou	Cllr. Sarah Russell
Cllr. Jim Knight	Cllr. Christine Wise
Cllr. Kevin Loydall	Cllr. Andrew Woodman

Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at www.leicestershire.gov.uk
– Notices will be on display at the meeting explaining the arrangements.

AGENDA

<u>Item</u>	<u>Report by</u>
1. Public Question Time.	
2. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
3. Declarations of interest in respect of items on the agenda.	
4. Confirmation Hearing for Deputy Police and Crime Commissioner.	(Pages 3 - 40)



5. Exclusion of Press and Public.

The public are likely to be excluded during the following item of business in accordance with Section 100(A) of the Local Government Act 1972:-

Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner.

6. Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner.

7. Date of next meeting.

The next meeting of the Panel is scheduled to take place on Wednesday 5 February 2025 at 2.00pm.

8. Any other items which the Chairman has decided to take as urgent.



**POLICE & CRIME
COMMISSIONER**
For Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

**Police and Crime Panel for Leicester,
Leicestershire and Rutland**

13 January 2024

Deputy Police and Crime Commissioner

Confirmation Hearing Papers

Report Date	December 2024
Report Author	Clare Trewartha, OPCC, CEO
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner may appoint a Deputy Police and Crime Commissioner (DPCC) to assist them in delivering his role.
2. The PCC brings this report to introduce to the Police and Crime Panel his candidate Miss Charlotte Chirico and outline her suitability, proposed responsibilities and terms and conditions.

Request of the Panel

3. In their role the PCC requests that the Panel carry out a Confirmation Hearing and provide to him a report on the proposed appointment including a recommendation as to whether or not the candidate should be appointed.
4. Following receipt of that report the PCC will consider its contents and decide whether to accept or reject the panel's recommendation on Miss Chirico's proposed appointment.

Background

5. The Police Reform and Social Responsibility Act 2011 (the Act) provides, under section 18(1), that the Police and Crime Commissioner (PCC) for a police area, may appoint a person as the DPCC for that area.
6. The PCC can arrange for them to exercise any of their functions save for:
 - the issuing of a Police and Crime Plan,
 - appointing the Chief Constable,
 - suspending the Chief Constable,
 - calling upon the Chief Constable to retire or resign,
 - calculating a budget requirement under section 43 of the Local Government Finance Act 1992.
7. To assist the PCC and provide capacity and resilience the Police and Crime Commissioner wishes to appoint a DPCC.
8. The PCC has therefore notified the panel of his intention, in accordance with the Act.
9. Miss Chirico has declared that she is aware of the provisions of the Police Reform and Social Responsibility Act 2011 as regards eligibility to be appointed. She has declared that to the best of her knowledge and belief she is eligible for appointment and is not subject to a relevant disqualification.
10. Attached at Appendix A are the relevant extracts from the Act which have been provided to Miss Chirico.

11. A DPCC is required by the Act to be a member of staff within the Office of Police and Crime Commissioner (OPCC). The DPCC for Leicester, Leicestershire and Rutland will be subject to a contract of employment which will generally reflect the terms and conditions applying to the PCC's staff.
12. The PCC informed the Panel of his decision to appoint a Deputy on 2 January 2025. A copy of the decision notification sent on 2 January 2025 is attached at Appendix B.

Criteria used to assess the suitability of Candidate.

14. The PCC has considered very carefully the set of criteria he is looking for in selecting a suitable individual for this important role and has set these out in a job description. The full job description that has been developed for the DPCC position can be seen at Appendix D but in summary:

Personal Specification

Key Skills:

- Ability to think strategically and laterally and deliver on goals and objectives.
- High-level communication and presentation skills, including media skills.
- Ability to build senior level relationships, influence and negotiate with high-ranking officials, and maintain strong relationships.
- Ability to take a co-operative approach to achieving priorities, including developing effective collaboration proposals with relevant organisations.
- Ability to engage, listen and understand communities with differing needs.
- Ability to propose solutions to complex issues with the best interest of local people and vulnerable people always a priority.
- Ability to secure credibility, respect and recognition from peers and stakeholders.
- Ability to take personal responsibility for decisions made and to be able to communicate these effectively.

Knowledge and/or Experience of:

- Issues facing policing.
- The Criminal Justice System and the pressures it is under.
- Victim support services
- The importance of trust, confidence and transparency in policing
- Initiatives designed to reduce violence in general and specifically that aimed at women and girls.
- Initiatives designed to reduce crimes against businesses.
- Community initiatives for crime prevention.
- The political structures, procedures and policies at both a local and national level.
- The geographic, social and economic nature of the area.
- Working with diverse communities and partners and working to secure improved outcomes for local people.

15. The PCC is confident that Miss Chirico has a skill set that not only fulfils the criteria outlined above but also compliments his own skills and experience. He is confident that Miss Chirico will fulfil the role of DPCC with passion, professionalism and integrity.

16. The key elements of Miss Chirico's experience and competence are:

- A law graduate from Nottingham (Kaplan) Law School with seven years of experience, primarily in criminal legal practice.
- Five years served at the Crown Prosecution Service. Served as a District Crown Prosecutor in two different CPS areas and then as a Crown Prosecution Service Agent Prosecutor. For short periods of time, deputised as a Senior District Crown Prosecutor and Deputy Chief Crown Prosecutor.
- Sat on three scrutiny panels as a statutory stakeholder, in relation to out of court disposals (youth and adult) and engaged on multiple occasions as the CPS representative at victims and witness meetings, being a key point of contact for external stakeholders.
- Attended numerous police force performance meetings (PTPMs) across Surrey, Sussex and London South to review performance data and provide innovative solutions to inadequate data performance. Also fed into the independent police monitoring board when requested.
- As a unitary Councillor for the London Borough of Merton Council sat on two scrutiny boards; the Children's and Young Scrutiny Panel and Joint Consultative Committee with Ethnic Minority Considerations, where local policies are scrutinised.
- In the CPS in the South East, had direct oversight of seven magistrates' courts in Surrey and Sussex, was the Bail and Advocacy lead for the area and led a team of 20 to 25 advocates (including agent barristers) and made crucial decisions on sensitive, press interest and custody matters.
- In the CPS in London South, led a team of ten Crown Court lawyers and had direct oversight of Kingston Crown Court with authority to make serious decisions regarding stopping prosecutions, retrials, unduly lenient sentences, bail appeals and sensitive disclosure.
- A trainer for the national CPS training team, leading the learning and development of new starters.
- Provided training on behalf of the CPS to over 100 officers in Surrey and Sussex on how to handle Res Gestae evidence and how to form an evidence led prosecution, without a victim attending court, to improve conviction rates in domestic abuse cases.
- In this CPS work, met thousands of victims of crime during court hearings and complaint processes.
- Led on video enabled justice projects, including live link suites and low level theft diversion projects within the Sussex police force area.

- As a result of this experience, Miss Chirico has worked with several police force areas: Metropolitan Police; Surrey Police; Sussex Police and Kent Police.
- Training with the CPS has included but is not limited to: Rape and Sexual Offences, Hate Crime, Disclosure, Domestic Abuse and speaking with victims and witnesses.
- An in depth understanding of the journey of a victim and the need for robust support throughout their journey through the criminal justice system.

Terms and Conditions of Appointment

17. The Deputy PCC is a member of the PCC's staff and therefore this requires the post holder to receive terms and conditions aligned with those colleagues within the Office of the PCC.
18. A summary of the terms and conditions are attached at Appendix C.
19. Miss Chirico will start as DPCC for Leicester, Leicestershire and Rutland on the 13th January 2025, contract pending the outcome of this Confirmation Hearing.
20. The Police and Crime Commissioner has discussed with Miss Chirico the portfolio of responsibilities he wishes to delegate to her. Although not an exhaustive list, the following is the current identified portfolio:
 - a. Convening, chairing and collaborating with the Local Criminal Justice Board for the benefit of communities across Leicester, Leicestershire and Rutland.
 - b. Driving forward the Delivery Strategy within the Police and Crime Plan that ensures there is an excellent offer for Victims and Witnesses.
 - c. Driving forward the Delivery Strategy within the Police and Crime Plan to combat Violence Against Women and Girls.
 - d. Continue the work to develop of activity that enables lived experience to be embedded through the OPCCs commissioning processes.
 - e. Attendance at internal and external meetings and appearances as required by the PCC.
 - f. Liaison with the Association of the Police and Crime Commissioner in the PCCs absence.

Conclusion

21. The appointment of the DPCC has been identified as a critical role for the PCC. The PCC has carefully considered the skills and abilities he requires to complement his own approach and balanced those against the community and organisational needs.

22. The PCC has selected Miss Charlotte Chirico to work with him as his DPCC to deliver this next phase of his Police and Crime Plan. He looks forward to receiving the Panel's report on the matter.

List of Appendices

Appendix A – Relevant Legislation

Appendix B – Decision to appoint a Deputy Police and Crime Commissioner

Appendix C – Summary of terms and conditions

Appendix D – Job Description for DPCC

----- **End of Report** -----

Appendix A**Extract – paragraph 8 of Schedule 1 to the Police Reform and Social Responsibility Act 2011 The deputy police and crime commissioner**

8 (1) This paragraph applies to a person appointed under section 18 by a police and crime commissioner to be the deputy police and crime commissioner.

(2) None of the following may be appointed as the deputy police and crime commissioner—

- (a) a person who has not attained the age of 18 on the day of the appointment;
- (b) a person who is subject to a relevant disqualification;
- (c) a Member of the House of Commons;
- (d) a member of the European Parliament;
- (e) a member of the National Assembly for Wales;
- (f) a member of the Scottish Parliament;
- (g) a member of the Northern Ireland Assembly.

(3) The terms and conditions of a person who is appointed as the deputy police and crime commissioner must provide for the appointment to end not later than the day when the current term of office of the appointing police and crime commissioner ends.

(4) Section 7 of the Local Government and Housing Act 1989 (appointment of staff on merit) does not apply to the deputy police and crime commissioner.

(5) In this paragraph “current term of office”, in relation to the appointment of a deputy police and crime commissioner by a police and crime commissioner, means the commissioner’s term of office which is running at the time the appointment is made.

(6) For the purposes of this paragraph, a person is subject to a relevant disqualification if the person is disqualified from being elected as, or being, a police and crime commissioner under—

- (a) section 65(1) (police officers, police-related employment etc.), other than paragraph (e)(ii); or
- (b) section 66(1), (3) (a) (iii) or (iv), (3)(c) or (3)(d) (citizenship, bankruptcy, criminal convictions & corrupt or illegal election practices).

Relevant disqualification

Section 65(1) Police Reform and Social Responsibility Act 2011

Disqualification from election or holding office as police and crime commissioner:
police grounds

- (1) A person is disqualified from being elected as, or being, a police and crime commissioner if the person—
 - (a) is disqualified from being a member of the House of Commons under section 1(1)(d) of the House of Commons Disqualification Act 1975 (members of police forces for police areas in the United Kingdom);
 - (b) is a member of—
 - (i) the British Transport Police Force;
 - (ii) the Civil Nuclear Constabulary;
 - (c) (c) is a special constable appointed—
 - (i) under section 27 of the Police Act 1996 for a police area or the City of London police area;
 - (ii) under section 25 of the Railways and Transport Safety Act 2003 (British Transport Police Force);
 - (d) is a member of staff of the chief officer of police of any police force maintained for a police area;
 - (e) is a member of staff of—
 - (i) a police and crime commissioner;
 - (ii) the Mayor's Office for Policing and Crime;
 - (f) is the Mayor of London;
 - (g) is a member of the Common Council of the City of London or a member of staff of that Council in its capacity as a police authority;
 - (h) is a member (including a member who is chairman or chief executive), or member of staff, of—
 - (i) the British Transport Police Authority;
 - (ii) the Civil Nuclear Police Authority;
 - (iii) the Independent Police Complaints Commission;
 - (iv) the Serious Organised Crime Agency;
 - (v) the National Policing Improvement Agency;
 - (i) holds any employment in an entity which is under the control of—
 - (i) a local policing body;
 - (ii) any body mentioned in paragraph (h);
 - (iii) the chief officer of police for any police force maintained for a police area or the City of London police area;
 - (iv) the chief officer of police for any police force mentioned in paragraph (b).

Section 66 Police Reform and Social Responsibility Act 2011 (relevant parts)

Disqualification from election or holding office as police and crime commissioner:
other grounds

- (1) A person is disqualified from being elected as, or being, a police and crime commissioner unless the person satisfies the citizenship condition (see section 68).
- (3) A person is disqualified from being elected as, or being, a police and crime commissioner if—
- (a) the person is the subject of—
- (iii) a bankruptcy restrictions order under paragraph 1 of Schedule 4A to that Act;
 - (iv) a bankruptcy restrictions interim order under paragraph 5 of that Schedule;
- (c) the person has been convicted in the United Kingdom, the Channel Islands, or the Isle of Man, of any imprisonable offence (whether or not sentenced to a term of imprisonment in respect of the offence); or
- (d) the person is incapable of being elected as a member of the House of Commons, or is required to vacate a seat in the House of Commons, under Part 3 of the Representation of the People Act 1983 (consequences of corrupt or illegal practices).

Citizenship condition (Section 68 Police Reform and Social Responsibility Act 2011)

68 Citizenship condition

- (1) This section applies for the purposes of section 66.
- (2) A person satisfies the citizenship condition if the person is—
 - (a) a qualifying Commonwealth citizen,
 - (b) a citizen of the Republic of Ireland, or
 - (c) a citizen of the Union.
- (3) For the purposes of this section, a person is a qualifying Commonwealth citizen if the person is a Commonwealth citizen and—
 - (a) is not a person who requires leave under the Immigration Act 1971 to enter or remain in the United Kingdom, or
 - (b) is a person who requires such leave but for the time being has (or is, by virtue of any enactment, to be treated as having) indefinite leave to remain within the meaning of that Act.
- (4) But a person who does not require leave to enter or remain in the United Kingdom by virtue only of section 8 of the Immigration Act 1971 (exceptions to requirement for leave in special cases) is not a qualifying Commonwealth citizen by virtue of subsection (3)(a).
- (5) In this section the expression “citizen of the Union” is to be construed in accordance with Article 20(1) of the Treaty on the Functioning of the European Union.

Appendix B**2nd January 2025****Notification of Decision to Appoint a Deputy Police and Crime Commissioner**

1. The Police Reform and Social Responsibility Act 2011 (the Act) provides, under section 18(1), that the Police and Crime Commissioner for a police area may appoint a person as the Deputy Police and Crime Commissioner for that area.
2. Under section 18(10) of the Police Reform and Social Responsibility Act 2011 ("the Act") the Deputy Police and Crime Commissioner (DPCC) is a member of the PCC's staff.
3. Making use of the power in Section 18 (1) I have decided to propose the appointment of Miss Charlotte Chirico to the post of Deputy Police and Crime Commissioner for Leicestershire.
4. Miss Chirico has declared that she is aware of the provisions of the Police Reform and Social Responsibility Act 2011 as regards eligibility to be appointed. She has declared that to the best of her knowledge and belief she is eligible for appointment and is not subject to a relevant disqualification. Attached are the relevant extracts from the Act which have been provided to Miss Chirico.
5. A DPCC is required by the Act to be a member of my staff. The DPCC for Leicestershire will be subject to a contract of employment which will generally reflect the terms and conditions applying to the PCC's staff.
6. I will notify this decision to the Police and Crime Panel. In accordance with the Act I will provide to them:
 - the name of the person I propose to appoint, who for the purposes of the legislation is known as the 'candidate';
 - the criteria used to assess the suitability of the candidate for the appointment;
 - why the candidate satisfies those criteria; and
 - the terms and conditions on which the candidate is to be appointed.
7. Miss Chirico will then be subject to the confirmatory hearing process required by Schedule 1 to the Act. I understand that the confirmatory hearing will take place within three weeks of this notification.
8. The Police and Crime Panel are required to publish a report to me on the proposed appointment in which they must include a recommendation as to whether or not the candidate should be appointed. I will consider the report once published and decide whether to accept or reject the Panel's recommendation on Miss Chirico's proposed appointment. Until the conclusion of this process, Miss Chirico remains the candidate for the

appointment.

Appendix C**Police and Crime Commissioner for Leicestershire Deputy Police and Crime Commissioner - summary of terms and conditions of appointment**

Under Section 18(10) of the Police Reform and Social Responsibility Act 2011 ("the Act") the deputy police and crime commissioner (DPCC) is a member of the PCC's staff.

The DPCC will be employed by the PCC and be subject to a contract of employment which will generally reflect the terms and conditions applying to the PCC's staff.

The main terms and conditions of appointment are:-

1. The DPCC will be required as a condition of appointment to make a declaration of eligibility that the appointment is held subject to the requirements of the Act and is not subject to a relevant disqualification.
2. Allowances – travelling and subsistence allowance will be paid at the rates applicable to the PCC's staff. Allowances paid will be disclosed quarterly under the Elected Local Policing Bodies (Specified Information) Order 2012 (as amended) and in accordance with the Home Secretary's determination, attached as an appendix to this summary.
3. Hours of work and salary – 0.8 FTE, 29.5 hours per week for which £47,040 per annum will be paid with provision for attendance on days and at times reasonably required by the PCC which will involve work outside normal office hours. No overtime will be paid. Salary reviews will be in line with those made to the Commissioner's salary which is set by the Home Secretary.
4. Holiday entitlement – 27 days annual leave pro rata plus public and bank holidays.
5. Sickness absence – SSP is payable from the fourth qualifying day in any period of incapacity for work.
6. Pension – entitlement to join the Local Government Pension Scheme (LGPS).
7. Termination – the appointment as DPCC may be terminated at any time by the PCC and will terminate in any event upon the PCC ceasing to hold office for any reason, including reaching the end of the term of office under which the appointment is made. Three months' notice is required by either party to terminate the contract of employment. The appointment will end if the appointee becomes disqualified under the Act. Unless otherwise terminated, the DPCC will be contracted up to and including the subsequent PCC election.

8. Conduct – Any PCC code of conduct will apply and in addition the DPCC will be subject to the complaints process under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.
9. Performance review and appraisal – the DPCC will receive regular performance reviews and appraisals from the PCC.
10. The DPCC is not subject to vetting as it is a political appointment, they are required to sign the Official Secrets Act 1989.

Appendix D

Job Description – Deputy Police and Crime Commissioner

Post title: Deputy Police and Crime Commissioner

Salary: FTE = 75% of PCC, position will receive a pro rata salary if not full time.

Responsible to: Police and Crime Commissioner

Responsible for: No Direct Reports

Location: The Office of the Police and Crime Commissioner but could include countywide and national travel.

Main responsibilities

This is a list of the types of activities the post holder will carry out. It will be subject of discussion with the successful candidate and may evolve over the course of the PCC's term of office. The post holder may undertake additional duties arising from changing circumstances, but which do not change the general character or level of responsibility of the post.

1. Support the PCC to drive the delivery of the Police and Crime Plan, which incorporates the manifesto commitments.
2. To support the convening, coordination and development of the Local Criminal Justice Board.
3. Provide support in respect of holding the force to account, by attending meetings with force personnel, deputising for the PCC in his absence and supporting the improvement of OPCC assurance activities.
4. Engaging with communities to raise the profile of the PCC, and to enable consultation and engagement activities to take place, with an emphasis on hearing from the residents of Leicester, Leicestershire and Rutland. Supporting the PCC to engage and seek the views and concerns of the people in the county.
5. Engaging with key local, regional and national partners to leading or attending boards, meetings and working groups on the PCC's behalf.
6. Supporting the PCC in attendance at the Police and Crime Panel to ensure that the Panel can support and challenge effectively.
7. Supporting partnership working on behalf of the PCC.
8. In discussion with the PCC, leading or managing specific policy areas, projects or areas of interest, in accordance with skills and experience.

Security level

- Post holder will be expected to sign the Official Secrets Act
- Security Vetting may be required.

Standards of Behaviour

- Post holder will need to sign the Code of Conduct which incorporates the Nolan Principles for Standards in Public Life

Personal Specification Desirable Criteria

Key Skills:

- Ability to think strategically and laterally and deliver on goals and objectives.
- High-level communication and presentation skills, including media skills.
- Ability to build senior level relationships, influence and negotiate with high-ranking officials, and maintain strong relationships.

- Ability to take a co-operative approach to achieving priorities, including developing effective collaboration proposals with relevant organisations.
- Ability to engage, listen and understand communities with differing needs.
- Ability to propose solutions to complex issues with the best interest of local people and vulnerable people always a priority.
- Ability to secure credibility, respect and recognition from peers and stakeholders.
- Ability to take personal responsibility for decisions made and to be able to communicate these effectively.

Knowledge and/or Experience of:

- Issues facing policing.
- The Criminal Justice System and the pressures it is under.
- Victim support services
- The importance of trust, confidence and transparency in policing
- Initiatives designed to reduce violence in general and specifically that aimed at women and girls.
- Initiatives designed to reduce crimes against businesses.
- Community initiatives for crime prevention.
- The political structures, procedures and policies at both a local and national level.
- The geographic, social and economic nature of the area.
- Working with diverse communities and partners and working to secure improved outcomes for local people.

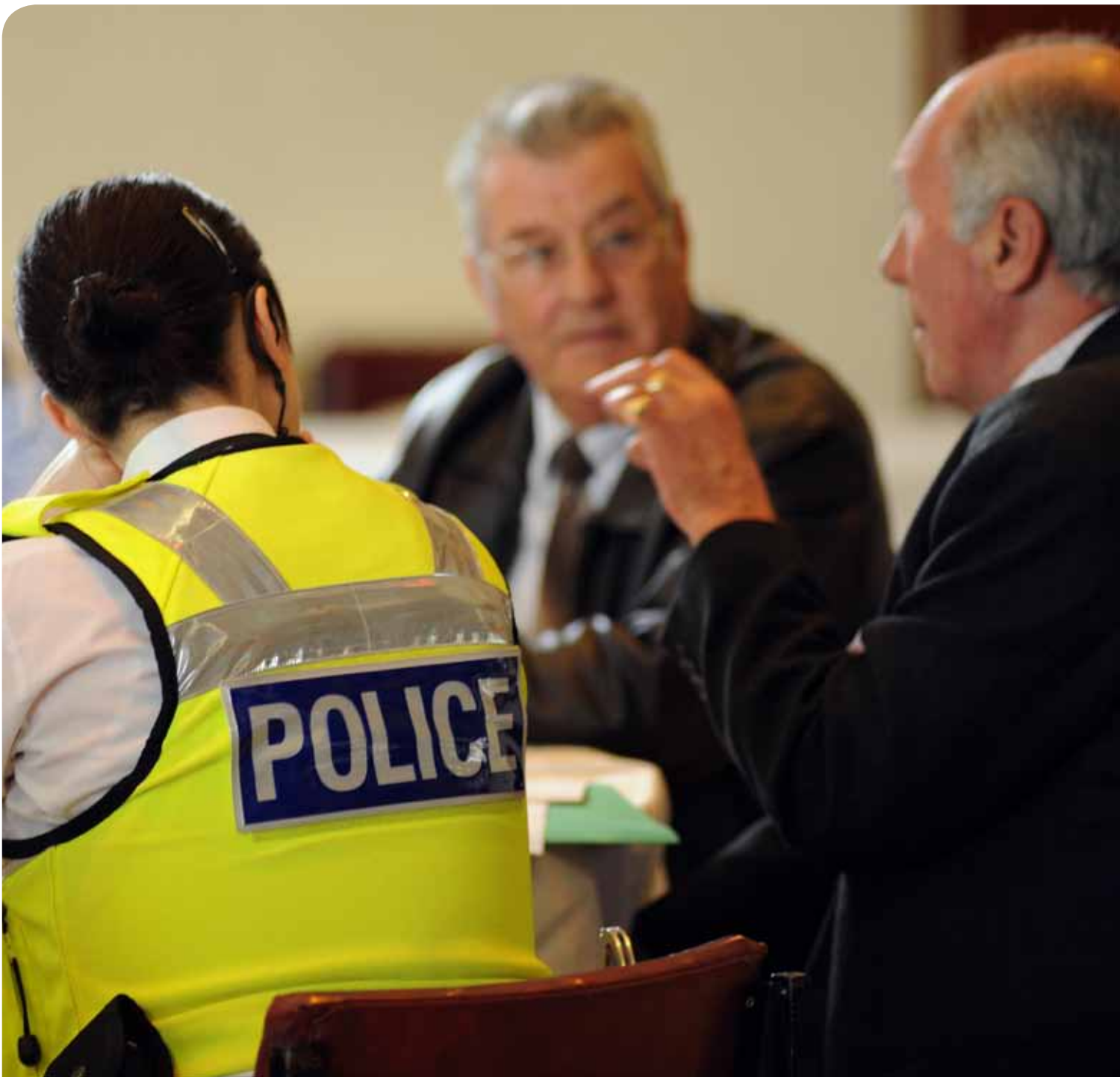
The post holder must live in the police area and be able to travel extensively around the County and must have flexibility in their schedule to allow for occasional evening and weekend engagements.

Eligibility

Under section 18(10) of the Police Reform and Social Responsibility Act 2011 (“the Act”) the Deputy PCC (DPCC) is a member of the Commissioner’s staff, and therefore they will have a contract that will generally reflect those the staff employed in the OPCC. Schedule 1 8-10 of the act details the appointment criteria for a DPCC, with Appendix A detailing those who would not be eligible to take up the role. Given that one of the functions of the DPCC could be to provide continuity and contingency if the PCC were unable to fulfil his role, the list of exclusions for PCC candidates is also listed.

Police and crime panels

Guidance on confirmation hearings



This guidance has been prepared by the Centre for Public Scrutiny and the Local Government Association. Every attempt has been made to provide a fair picture of the current state of the law, to present an accurate and comprehensive assessment of our recommended interpretation of the provisions of the Police Reform and Social Responsibility Act 2011 as it applies to police and crime panels, and to suggest ways of working to ensure that panels can be effective, and their work proportionate, relevant and timely. However:

- This guidance should not be relied upon as giving legal advice, and it will be for monitoring officers in individual authorities to come to their own decisions, working with councillors, to decide on the right approach.
- This guidance should not be interpreted as setting out the view of the Home Office, and the recommendations, suggestions and advice given should not be interpreted as being endorsed or approved by the Home Office. The views expressed in the guidance are those solely of the Centre for Public Scrutiny and the Local Government Association.

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Introduction

Background

From November 2012, structural reforms in policing in England and Wales will result in the abolition of police authorities and the creation of new arrangements for accountability. The Police Reform and Social Responsibility Act¹ creates the post of elected police and crime commissioner (PCC) for each force area, who will be responsible for holding the chief constable to account. The PCC themselves will be scrutinised by a police and crime panel (referred to in this guidance as the panel) made up of local councillors from the force area, and some co-optees. More details on the general role of the panel can be found in the companion guidance to this publication produced by LGA/CfPS in October 2011².

Under the Act³, a principal role for the new panels will be to conduct hearings for certain senior staff including the chief constable, before they are confirmed in their posts. There is little precedent for this activity in the context of local government, with the most prominent UK examples of such hearings being in the House of Commons, and the London Assembly. Even there, they are a relatively recent phenomenon.

Under the Act, a Part 2 panel operates as a local government joint committee, led by a host authority. Under Part 3, the Secretary of State reserves the right to run a panel directly where local agreement on its operation cannot be reached. All Welsh panels will be Part 3 panels. Support for the operation of Part 3 panels will be provided by the Home Office. However, it is not anticipated that there will be any material difference between Part 2 and Part 3 panels in their operation of confirmation hearings.

Key issues

Confirmation hearings will need to be handled in a different way to other evidence-gathering sessions. They will however need to operate within the requirement, in employment law, for a particular degree of fairness. They will be an important element of an appointment process that will need to focus closely on an individual's capabilities and expertise, but will need to be carried out so as to ensure that justified scrutiny of these attributes does not descend into unwarranted intrusion or lines of questioning that might be unfair or unreasonable.

¹ Referred to in this guidance as 'the Act'

² www.cfps.org.uk/publications?item=7002&offset=0%20

³ Schedules 1 and 8

Confirmation hearings will need to complement, rather than duplicate, the other internal systems for appointing staff. There is no point in a panel confirmation hearing being simply a restaging of a previous interview panel.

Lines of questioning will therefore need to be carefully designed, and used to get the maximum value out of the process – for the panel, candidate and for the local community.

This guidance will examine in detail the steps that local authorities, and the panels they support, should take in preparing for confirmation hearings and in carrying them out. There are clear pitfalls that careful planning can avoid, but inevitably there will be occasions where quick thinking, tact and diplomacy will be required from all involved in these hearings, to ensure that they are genuinely useful.

We suggest that PCCs and panels in individual force areas review this guidance and seek to incorporate it as part of any wider protocol that will govern their relationship. This would include, for example:

- timescales (supplementing and complementing existing provisions on timescales in Schedules 1 and 8)
- mutual expectations about the detail of information which will be provided on candidates and their background
- mutual expectations about the conduct of the hearings themselves.

Reaching agreement on these issues as soon as possible following the election of the PCC will minimise the risk of delay or misunderstandings when the first Schedule 1 or Schedule 8 appointment is scrutinised. The panel should have the systems in place ready to carry out its duties from November 2012.

Drawing comparisons

Experience of hearings elsewhere

UK examples of confirmation hearings can be drawn from the House of Commons, where they have operated since 2008, and from processes established in relation to the London Assembly, which has a role in confirming certain mayoral appointments.

In the USA, a number of local areas run confirmation hearings for police officials, especially where they are appointed by an elected commissioner or chief of police.

Research elsewhere has explored these confirmation hearings and a discussion of their strengths and weaknesses goes beyond the scope of this guidance; however, we have sought to recognise the experience in the US and other jurisdictions in this document.

In the UK, confirmation hearings (or ‘pre-appointment hearings’⁴) were initially proposed by government as part of the 2007 Governance of Britain Green Paper.

A process of negotiation between the government and the Commons Liaison Committee⁵ led to the adoption of a process in 2008 that focused on the professional competence and personal independence of candidates, covering a range of public appointments. The Liaison Committee produced a process for hearings which has been adopted and followed by all select committees and, since 2008, significant numbers have been carried out.

In 2010, the Constitution Unit carried out a review of confirmation hearings that had been held to date⁶. It highlighted some concerns about the operation of such procedures but overall concluded that the aim of increasing transparency in appointments had been achieved.

On the point of the exercise of a veto (not an option open to Select Committees) it has been suggested that this might deter candidates from applying. This is a risk we will consider and suggest a way to mitigate, through panels carefully restricting their use of the veto, which we discuss in more detail below.

⁴ Schedules 1 and 8 of the Act make clear that the confirmation hearing process is a pre-appointment, rather than a post-appointment, process.

⁵ Maer L, ‘Parliamentary involvement in public appointments’ (House of Commons Library Paper SN/PC/4387), <http://www.parliament.uk/documents/commons/lib/research/briefings/snpc-04387.pdf>

⁶ Waller, P and Chalmers M, “An evaluation of pre-appointment scrutiny hearings” (UCL Constitution Unit, 2010), <http://www.ucl.ac.uk/constitution-unit/research/consultancy/consultancy-projects/PASreport>

Lessons learned

There are several lessons that can be learned from the experiences in the UK Parliament, in the USA and at the London Assembly:

- Confirmation hearings need to be rigorously and carefully planned by the panels carrying them out – but this does not mean hearings are a bureaucratic, ‘tick box’ exercise.
- Candidates need to know what to expect and panels should keep to a relatively narrow set of questions which relate directly to professional competence and personal independence – but this does not mean hearings are not challenging.
- Both the veto (where legal), and the recommendation not to appoint, should be used very rarely, based on the principle that candidates will have already been subject to an internal recruitment process – but this does not mean that hearings are simply a rubber stamp.
- Hearings should take place quickly, with minimal time taken between notification of the appointment, the hearing and reports and recommendations being made to the PCC – but this does not mean the process should be rushed.
- Candidates should be treated with courtesy and respect, not just at hearings themselves, but also in correspondence or public statements relating to recommendations made by the panel (this is particularly important if there is a decision taken to veto) – but this does not mean that panels should not be transparent about their findings.

The legislation – initial considerations

Scope

Scrutiny of senior appointments by the police and crime panel is determined in Schedules 1 and 8 of the Act. These Schedules provide information on what the panel must do, in holding a confirmation hearing.

The rest of this guidance provides details on how these obligations could be interpreted, and how confirmation hearings could be used to add value to local policing. Throughout the guidance we have used the word ‘should’ to put forward how we would suggest that panels should plan their work. There is however no legal obligation on any panel to follow our recommendations.

Schedule 1

Schedule 1 covers the appointment of the PCC’s chief executive, chief finance officer and any deputy police and crime commissioners⁷. It states that the PCC must notify the panel of such a ‘proposed senior appointment’⁸, providing the name of the candidate, the criteria used to assess his or her suitability, why the candidate satisfies those criteria, and the terms and conditions on which the candidate is to be appointed⁹.

Once this notification has occurred, the panel must review the senior appointment¹⁰, and make a report on it to the PCC¹¹, which must include a recommendation as to whether or not the candidate should be appointed¹².

This must all happen within a period of three weeks, beginning on the day that the panel receives the notification from the PCC¹³. Under Schedule 6 to the Act, confirmation hearings carried out under Schedule 1 are ‘special functions’ of the panel, and so may not be discharged by a sub-committee.

A confirmation hearing must be held before the report is submitted to the PCC. This 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’¹⁴.

In response to the panel’s report, the PCC must then notify the panel whether they will accept or reject the recommendation¹⁵. There is no duty for the PCC to give reasons for their decision.

⁷ Paragraph 9(1) of Schedule 1

⁸ Paragraph 9(2) of Schedule 1

⁹ This will include the candidate’s salary

¹⁰ Paragraph 10(2) of Schedule 1

¹¹ Paragraph 10(3) of Schedule 1

¹² Paragraph 10(4) of Schedule 1

¹³ Paragraph 10(5) of Schedule 1

¹⁴ Paragraph 11(2) of Schedule 1

¹⁵ Paragraph 12(1) and (2) of Schedule 1

Schedule 8

Schedule 8 covers the appointment of the chief constable. Most of the provisions are identical to those in Schedule 1. There are two crucial differences:

- The panel has a veto¹⁶ over the appointment of the chief constable. The panel may recommend that the PCC does not make the appointment¹⁷, but in the event of a veto then the candidate must not be appointed¹⁸. What happens once the veto has been exercised will be subject to regulations¹⁹, which are likely to go into this matter in more detail. The procedure suggested at the end of this document for the exercise of the veto has been designed so that it should fit with the regulations once they are published.
- Although the panel is obliged to conduct a confirmation hearing for the chief constable and then report its recommendations to the PCC, if a report is not made following a period of three weeks, then the PCC can go ahead and appoint²⁰.

It should also be noted that the panel cannot delegate its scrutiny of the appointment of the chief constable to a sub-committee, as it is a 'special function' of the panel under Paragraph 27 of Schedule 6.

In this guidance, we will refer to appointments of the chief constable as **Schedule 8 appointments**. All other appointments subject to a confirmation hearing under the Act will be referred to as **Schedule 1 appointments**.

¹⁶ Under the Act, the panel may veto such an appointment with a two-thirds majority

¹⁷ Regulation 4(4) of Schedule 8

¹⁸ Paragraph 8 of Schedule 8

¹⁹ Paragraph 9 and 10 of Schedule 8 (Regulations to be issued)

²⁰ Paragraphs 2(3) and 6(1) of Schedule 8

Existing staff

Some staff may be transferred, via TUPE, from police authorities to the PCC's secretariat. Even if under normal circumstances such transfers would be subject to a hearing, this would not be necessary during the November 2012 transition phase when the PCC's secretariat is first being established. However, the appointment by the PCC of a deputy will require a confirmation hearing to be held.

Professional competence and personal independence

We recommend that confirmation hearings focus on issues of **professional competence and personal independence**. These are the standards that have been adopted in the House of Commons and have been identified by MPs as providing them with the focus necessary to carry out effective confirmation hearings.

Minimum standards should be seen as applying to particular attributes; ie there should be minimum standards below which it would not be appropriate to appoint under any circumstances. Above this bar, the panel might have concerns but the candidate will be 'appointable' subject to the discretion of the PCC. We comment on minimum standards in more detail in the section on the exercise of the veto.

Professional competence relates to a candidate's ability to carry out the role. This should be apparent from a comparison of the candidate's CV and the role profile, and from the answers to questions which relate to (for example) issues around professional judgment and insight which might be asked as part of the confirmation hearing process.

Personal independence relates to the need for a candidate to act in a manner that is operationally independent of the PCC (although see below on how this will apply to deputy commissioners).

This will be particularly important for Schedule 8 candidates, but for Schedule 1 candidates the panel will still need to assure themselves that the candidate will have the ability to advise the PCC effectively, and to understand the need to respond constructively in situations when they might be held to account by the panel.

Planning and preparation

Receiving notification from the PCC

When the PCC notifies the panel of a proposed senior appointment, the panel will need information relating to the candidate in order to carry out the hearing properly.

Notification from the PCC should therefore be accompanied by some form of background information (to minimise the risk that time will be wasted chasing this information up through other means). This should usually be the same information that the PCC has had access to during the rest of the appointment process. Under the Act the panel **must** be provided with the following information:

- the names of the person whom the PCC is proposing to appoint
- the criteria used to assess the suitability of the candidate for the appointment
- why the candidate satisfies those criteria
- the terms and conditions on which the candidate is to be appointed.

The PCC might provide other information about the candidate, for example background information (such as a CV) or a personal statement.

This information would be used to allow the panel to draw together questions around whether the candidate could evidence both **professional competence and personal**

independence. It is unlikely that the panel would be able to, or would wish to, carry out its own research on the candidate within the three week timescale because:

- resource constraints would make this level of research unfeasible
- this raises the prospect of questions being asked on issues which do not relate to professional competence and personal independence.

The issue of additional information is covered in the section on pre-meetings below.

Given that notification triggers a hearing within three weeks, the first task for the panel on receiving the notification will be to set a date for a meeting. This meeting should not be used for any other business (ie if there is already a panel business meeting scheduled for that period, the appointment meeting should be held separately).

Notifying the candidate

Following the PCC's notification to the panel, and the scheduling of the hearing, the chair of the panel should write to the candidate, advising them of the date of the meeting and notifying them of the principles of professional competence and personal independence on which they propose to evaluate the candidate.

This should refer to the relevant provisions in legislation.

This letter should advise that the information provided by the candidate (see above) would need to be put on public deposit in the same manner as a standard report going to the panel.

If it has been agreed that the candidate's references will be provided to the panel, the PCC will need to advise the relevant referees that the references they submit will be put on public deposit to assist the panel in the performance of its duties.

Briefing and pre-meeting

Steps should be taken to arrange a pre-meeting for the panel to go through some of the key issues and possible questions. The pre-meeting should not be held immediately before the confirmation hearing itself, to allow sufficient time for any unexpected issues, or gaps in information provided, to be addressed.

The information provided alongside the notification by the PCC should be used by the chair of the panel and the lead officer supporting the panel to draw together a list of potential issues for the panel to discuss at a pre-meeting. This could highlight possible question topics and themes, highlight background information on which members might wish to focus and remind members of the process taken at the meeting itself.

The pre-meeting is the most important element of the preparations for the confirmation process, because it is here that members of the panel will decide on the scope and thrust of their questioning.

This meeting should be held in private, and members of the panel should be assisted by the monitoring officer and a senior HR representative from the host authority to provide specialist and technical advice, along with whichever officer is responsible for providing support to the panel (ie a scrutiny officer).

People serving on panels may already have some experience of councillor-level appointment panels, for example to fill senior management posts. However, confirmation hearings are different in several crucial ways, which require them to be managed even more carefully. The panel will need to bear these factors in mind at the pre-meeting:

- confirmation hearings will be held in public, and Schedule 8 appointments (those of the chief constable) in particular are likely to be high profile
- the appointment is being made to an external body, not the councils represented on the panel
- hearings are an integral, but independent, part of the appointments process.

The focus of questioning will, therefore, need to rest on the professional competence of the candidate and their personal independence. Questioning will need to rely on the documents provided to support the panel's deliberations.

Where members of the panel propose to consider additional information relating to the candidate, not provided by the PCC but available elsewhere, this should be considered by the monitoring officer and the HR representative to ensure that the process will be fair, and that it will help the panel assess competence and independence.

This will be of particular importance for Schedule 8 appointments, where there may be a fair amount of information in the public domain relating to the candidate on which the panel might like to draw, but care will be needed in researching and analysing this information.

Within the two broad themes of competence and independence the panel might wish to focus on particular areas. These should be discerned with reference to the role profile, and the police and crime plan, which will allow the panel to understand the regular duties that the postholder will be expected to undertake, and the key policies that they will have to implement.

Broad questioning themes should be developed, such as evidence that the candidate has:

- an understanding of the various stakeholders that would need to be involved and engaged with (and in what way, with what outcome) in the development and delivery of a major strategy (professional competence)
- a pragmatic understanding of the separation of the PCC from operational responsibility (personal independence).

Personal independence is likely to be a nuanced issue in relation to the PCC's deputy. These are likely to be political appointments, and as such a lower standard of independence might be expected, reflecting the fact that these deputies have been appointed to provide political support, and to directly assist the PCC in driving his or her particular vision and priorities.

However, the panel in these cases, will still need to be assured that the deputy recognises the separation of political and operational responsibilities.

Members of the panel should consider, at the pre-meeting, the kind of evidence they would want to adduce to demonstrate under each theme that the minimum standards for the post had been met.

Under each of these themes individual questions should be drawn out, and assigned to relevant members of the panel. It may be necessary for the panel member asking questions at the meeting to ask supplementary questions, to 'tease out' the response to an answer. The chair of the panel will, under these circumstances, need to monitor closely such supplementary questions, and their responses, to be assured that they are relevant. The chair should receive senior officer support at the meeting.

Inappropriate questions are considered below.

The hearing itself

The hearing will be a relatively focused opportunity to explore key issues relating to professional competence and personal independence.

As we have made clear it should not be treated as a chance for the panel to explore the candidate's views on various areas of the PCC's policies, national policy issues, or their plans once they assume the post, except insofar as those questions might relate directly to professional competence and personal independence.

Confirmation hearings should therefore be relatively short and focused. Members will have agreed questions, and questioning themes, at the pre-meeting and these should be kept to (other than to ask necessary supplementary questions – see above).

In broad terms, the meeting should be framed so as to allow the panel to make an informed decision about the candidate. In the next section the decision-making process is looked at in more detail but, fundamentally, it comprises two linked steps:

- Does the person meet the criteria set out in the role profile for the post?
 - Do they have the professional competence to carry out the role?
 - Do they have the personal independence to carry out the role? (although see comments elsewhere in this guidance on political appointments)
- Should, consequently, the panel recommend that the candidate should not be appointed or use its power of veto?

The chair should open the meeting by welcoming the candidate, and others present, and outlining for the benefit of the candidate the key themes that the panel hopes to explore. The chair should explain the process for approval, refusal or veto of appointments and allow the candidate to ask any procedural questions that he or she might have before the questioning gets under way.

The chair should be aware – notwithstanding the pre-meeting – of the risk that inappropriate questions might be asked. An inappropriate question is one that does not relate to the professional competence or personal independence of the candidate. Some questions that may appear to the questioner to relate to one or both of these issues might still be inappropriate. Some examples might be questions:

- relating to the personal political (or other) views of the candidate – eg whether the candidate agrees or disagrees with the police and crime plan, and so on
- seeking to substantively hold to account the candidate for decisions made in a previous role, unless they are phrased in such a way that directly relates to (for example) learning lessons from past experience

- on what the candidate will do, substantively, once in the post (ie questions relating to operational strategy)
- which are hypothetical and designed to obtain the candidate's views on a position of local controversy.

This is not an exhaustive list. The panel's senior HR adviser will be able to further advise the panel and the chair as to appropriate, and inappropriate, questions in this context.

The panel should also be able to use its own considered judgment on this matter, and does not have to take the officer advice it is given.

At all times the candidate should be treated fairly and politely. The panel should avoid getting into debate and discussion with the candidate on any issue, remembering that it has a task to perform and a limited amount of time to do it.

Members of the panel should refrain from making general statements about any issue, other than the short opening and closing statements referred to above.

At the end of the session the candidate should be given the opportunity to clarify any answers that he or she has given in the course of the hearing, and ask any questions of the panel, for example about the next steps or the decision-making process.

The decision-making process

Immediately following the confirmation hearing, the panel should go into closed session to decide on its recommendations. Whilst the Local Government Act 1972 Schedule 12A would normally apply to the panel's operation at this point, the Home Office suggests that panels are joint committees under the Police Reform and Social Responsibility Act rather than the Local Government Act 1972. The Home Office will shortly issue Regulations to clarify how parts of the 1972 Act will apply to panels. The monitoring officer and a senior HR professional should be present to provide advice to the panel on its deliberations.

Meeting the role profile requirements

The following questions follow on from the issues mentioned in the section above. They are indicative only, suggesting the kind of issues that the panel would most need to be able to evaluate in order to come to a judgment on the suitability of the candidate.

Depending on the role, and the role profile, different questions could be asked specific to the candidate's forthcoming responsibilities, for example:

- Whether the panel feels that the candidate has the professional competence to exercise the role, as set out in the role profile
 - Do they have the ability and insight to work across multiple different agencies to achieve the PCC's priorities, and wider priorities for the area?
 - Do they have the ability to respond, credibly and proportionately, to pressures such as the need to make short-term responses to unexpected requirements?
 - Do they have the ability to translate strategic objectives into operational change on the ground?
- Whether the panel feels that the candidate has the personal independence to exercise the role, as set out in the role profile
 - Do they have the ability to advise the PCC, but to resist any attempt at improper influence?
 - Do they have the ability and confidence to take personal responsibility for relevant successes and failures?

Minimum standards

In an earlier section we made reference to 'minimum standards' of professional competence and personal independence. Members should be familiar with the required minimum standards in the role profile and should use these to make an assessment as to whether the candidate fulfils those standards.

Where a candidate does not meet these standards it should be self-evident, and this will be suggestive of a significant failure in the appointments process undertaken by the PCC.

Under these circumstances (and only these circumstances) it may be appropriate to use the veto, if the candidate is a Schedule 8 appointment.

Where a candidate meets these standards, but there is still a cause for concern about his or her suitability, it may be appropriate to outline these concerns in the panel's response to the PCC.

Where a Schedule 1 candidate does not, in the panel's view, meet the minimum requirements for the post, providing advice to the PCC in the form of a letter is the only option open to the panel. For these situations for Schedule 8 candidates, making a recommendation provides an alternative to use of the veto.

Making recommendations on Schedule 1 and Schedule 8 appointments

Under the Act the panel may recommend to the PCC that the appointment be made, or that it not be made. A recommendation that an appointment is not made is not the same as a veto, and the PCC can, if he or she chooses, ignore such a recommendation.

The only example of a pre-appointment hearing in the Commons leading to a recommendation not to appoint was that of the proposed children's commissioner. In this section, we will draw lessons from that experience and examine how a process for recommending approval, and rejection, might work in practice.

It is important to appreciate that any negative determination by the panel could have an undesirable effect on the candidate's career options. It is suggested therefore that the affected candidate should ideally have at least a few days to consider their position and ask any further questions they may have about the process before information is released to the press and general public.

To achieve this, it is suggested that a five working day period should elapse between the hearing and the release of information about ANY recommendation from the panel whether positive or otherwise.

An understanding about this arrangement would need to be discussed and agreed with the PCC and their staff who might otherwise release information about appointments separately from the panel.

Delaying any announcement about favourable panel recommendations and associated appointment announcements would be necessary to avoid unfavourable recommendations becoming automatically associated with a delay. This would in effect create the same outcome for unfavourable recommendations as if the information had been released straight away.

Although the five day period is suggested in order to ensure fairness to the candidate, it is recognised that there may be some circumstances where their best interest would be served by a quicker release of information. In all cases, a consistent approach to the release of information would need to be discussed and agreed with the PCC and their staff.

Recommending approval

This will be straightforward. The Act requires that recommendations to appoint should be communicated to the PCC in writing. This should happen immediately following the making of the decision (ie the next working day).

The candidate should be copied into the communication. It is suggested however that the PCC should be asked not to make the result of the appointment public until five days has elapsed following the date of the hearing for the reasons explained above.

Similarly the panel should wait five working days before it releases any information about its recommendations. In any event the panel should also ensure that the PCC has received and acknowledged the panel's recommendations before making its recommendations public.

Recommending refusal

This will involve more work. Refusal should only be recommended rarely, under the circumstances identified in the section on the decision-making process.

Where refusal is recommended, on the next working day the PCC should be notified of the refusal in writing. Appended to the refusal should be a summary of the principal reasons for that refusal.

Both should be treated as separate documents so that the letter recommending refusal can later be formally published without risking a breach of the Data Protection Act.

The next four working days will be available to all parties – including the candidate – to consider their next moves before the recommendation is made public. The reason why we suggest that no information be disseminated publicly until after this time is to ensure that the process is fair to the candidate as explained above.

There are three likely scenarios that might follow a refusal recommendation by the panel:

- The PCC continues with the appointment. If this happens the recommendation to refuse would be published after five working days, along with a summary as to why the recommendation was made. The PCC should make a response at the same time as the publication of the recommendation, focusing on why he/she felt that the candidate did in fact meet the minimum standards for the post.
- The candidate decides to withdraw. If this happens the recommendation to refuse would be published after five working days along with the relevant summary, but no further information would be published from either side.
- The PCC decides not to appoint. If this happens, the recommendation to refuse, and the summary, would be published alongside a statement by the PCC setting out a timetable and process to make a new appointment.

At each point the candidate will need to liaise with the PCC. The panel should not attempt to liaise with the candidate either directly, or through the host authority's monitoring officer or leading HR officer.

The panel may wish to recommend refusal, rather than exercising the veto, in the case of a Schedule 8 appointment.

This might be considered when the panel feels that the candidate essentially meets the minimum standards, but has shortcomings that mean it would be inappropriate to appoint. It is envisaged that the veto would only be used in exceptional situations.

The veto (for Schedule 8 appointments only)

Use of the power of veto

In an earlier section we considered the effect that the veto might have on potential candidates for the role of chief constable. Research carried out by the Constitution Unit in 2010 concluded that the introduction of a veto into the existing system of select committee pre-appointment hearings might well act to dissuade candidates from coming forward.

It should be recognised that the PCC's power to appoint – subject to the confirmation hearings process – has been provided by the Government to allow the PCC to appoint the person thought most appropriate. This will be a corporate decision, led by the PCC as an individual, but backed up through their secretariat, whose HR functions and internal appointment procedures will provide a 'due diligence' check on the candidate's suitability. The veto should only be exercised where it is clear to the panel that there has been a significant failure of those 'due diligence' checks, to the extent that the candidate is not appointable. This is, rightly, a very high bar.

Systems and processes will therefore need to be designed to ensure that the veto is used extremely rarely. It should be used only where the panel feels that the candidate fails to make the minimum standards for the post.

Process for the veto

A possible process for the veto is set out below. In designing arrangements for the use of the veto, the content of any relevant Home Office Regulations should also be considered carefully²¹.

Where the veto is exercised on a Schedule 8 appointment, the PCC must not appoint. The veto should be notified to the PCC on the next working day following the hearing. The PCC will be responsible for notifying the candidate.

It is suggested that after five working days the panel will publish its veto and the PCC, alongside this information, will publish information setting out the steps that will be taken to make another appointment. As we have suggested for recommendations of refusal of appointments, the five day period following the hearing can be used by the relevant parties to consider their responses. If however the candidate's interests would be better served by a quicker release of information, this can be discussed and agreed with the PCC.

²¹ At the time of writing this guidance, the content of pending Home Office Regulations covering the use of the veto has not been finally determined. Early drafts of the Regulations indicate that the panel will not be able to veto the PCC's second choice of candidate if the panel has already used its veto on the previous candidate.

The exercise of the veto (or a recommendation for refusal) should act as the impetus to a discussion between the panel and PCC about how HR processes within the PCC's secretariat might be reviewed.



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