Appointment of Chief Executive
Report by Police & Crime Commissioner

Summary

The PCC's Interim Chief Executive, Raf Hejne, will be leaving the OPCC on 30th November.

During his tenure, Mr Hejne has led significant organisational transformation and improvement within the OPCC, strengthened leadership arrangements and supported the delivery of the Police & Crime Plan. The Commissioner is grateful to Mr Hejne for his work and commitment over the last two years and wishes him the best for the future.

The Commissioner has undertaken a recruitment process for a new Chief Executive. The vacancy was publicly advertised between 23rd October and 2nd November via the following channels (which can be found at Appendix A):

- Hertfordshire Constabulary careers webpage
- OPCC careers webpage
- All Police Jobs website

A shortlisting and interview process took place with external HR support.

The Commissioner has selected Mr Scott Hague as his preferred candidate.

In accordance with the Police Reform & Social Responsibility Act 2011, the Police & Crime Panel must now review the proposed appointment and make a report to the Commissioner with a recommendation as to whether or not the candidate should be appointed. This report is intended to assist the Panel in discharging its role.

The Commissioner is required by legislation to provide the Panel with the following information:

a) The name of the person he is proposing to appoint
b) The criteria used to assess the suitability of the candidate for the appointment
c) Where the candidate satisfies those criteria
d) The terms and conditions on which the candidate is to be appointed

Recruitment process and criteria

The job description and person specification is, apart from minor amendments and updating, broadly in line with previous versions that have been seen by the Panel. This document can be found at Appendix B.

The minor amendments largely reflect the fact that the new Chief Executive is not expected to need to undertake a significant restructure as was the case in 2024, the OPCC is no longer responsible for the police complaints function and the OPCC's headcount is now over a third smaller than when the Commissioner was elected.

The job description and person specification places significant emphasis on the candidate having programme delivery, change management, innovation and organisational development

skills given the ongoing needs of the Commissioner. The person specification sets out that the successful candidate is likely to have director / head of service level experience in public sector leadership.

The vacancy was openly advertised for 11 days on the Hertfordshire Constabulary careers page, the OPCC careers page and the All Police Jobs website.

Following shortlisting, interviews were held on 5th November and were carried out by the Commissioner and HR Business Partner from Omny Group (an external HR provider commissioned by the OPCC for some HR functions).

The interview explored core competencies for the role and the criteria used to assess the suitability of the candidate for the appointment included:

- Strategic leadership and vision
- Organisational performance and delivery
- Leading change
- Organisational development
- Supporting the Commissioner's holding to account role
- Partnership working
- Personal independence, ethical standards and integrity

<u>The preferred candidate and how they satisfied the Commissioner's criteria</u>

Mr Scott Hague is currently the OPCC's Head of Delivery & Innovation and Deputy Monitoring Officer having joined the Commissioner's office in October 2025 as Policy & Partnerships Delivery Manager.

In the OPCC, Mr Hague has made rapid and significant impact, leading the programme of work prioritised in 2025/26 to deliver on the priorities of the Police & Crime Plan. He has led partnership work across policing, public sector partners, business and third sector organisations to deliver the Commissioner's priorities.

Following the OPCC restructure, Mr Hague established the PMO function in the office which has improved the internal governance and assurance of project delivery. He has also modernised a number of scrutiny functions (ICVs and Scrutiny Panels) to improve data collection and impact.

As a member of the Commissioner's management team, Mr Hague has worked directly with the Commissioner, providing impartial strategic advice, supporting political decision making and translating the Commissioner's priorities into organisational delivery, performance measures and accountability arrangements.

Mr Hague has also established a national OPCC AI Network to support responsible AI adoption, shared policy, governance and ethical oversight, given the opportunities both available to policing but also the need for effective governance and scrutiny of how policing uses AI.

Mr Hague joined the OPCC from Royal Mail where he was Digital Transformation & AI Lead. In this role, he was responsible for a portfolio of digital projects and strategic business cases aligned to corporate objectives including the launch of automated camera detection of parcel

sizes vs postage cost resulting in significant savings and recharging of £1.9m per year. He was also responsible for managing major technology partnerships and technology available to 88,000 frontline staff.

Prior to his time at Royal Mail, Mr Hague was employed by Hertfordshire Constabulary in 2016-2018 and 2019-2024. His most recent Constabulary roles were Head of Customer Insights, Contact Centre Innovation & Digital Manager and Head of Innovation. In these roles, he acted as innovation advisor to the Chief Officer Group. He pioneered the 'Voice of the Customer' strategy capturing insights from the public and victims that led to actionable service changes, launched a victim CRM platform and led digital innovation in a high pressure emergency control room, including generative AI, speech analytics and RPA. His work resulted in national recognition from the Home Office.

Mr Hague has completed the Senior Leadership Development Course run by the College of Policing.

A hard copy of Mr Hague's CV will be available to the Panel at the confirmation hearing. It is not published with the papers to ensure data protection compliance.

The Commissioner believes that Mr Hague meets the criteria for appointment as set out in the job description and person specification.

Through the application and interview process, Mr Hague demonstrated strong evidence of:

- Ability to lead and develop teams and deliver at pace on priorities.
- Having strategic impact as a senior leader.
- Knowledge of policing while having the personal independence to support the Commissioner's accountability and statutory role.
- Being able to work in partnership with public sector and business organisations to advance the Commissioner's priorities and leverage limited resources.
- Leading change and innovation.

Mr Hague was able to clearly demonstrate that he would provide strong, credible leadership for the Commissioner's office.

<u>Previous contact with the Commissioner</u>

The Commissioner and Mr Hague had no contact or prior working relationship before to the Commissioner's election in May 2024.

The Commissioner had a single meeting with Mr Hague about digital innovation priorities in the Constabulary in summer 2024 before Mr Hague left for the Royal Mail.

The Commissioner was not on the interview panel which appointed Mr Hague to his role in the OPCC in October 2025.

Since Mr Hague joined the OPCC, the Commissioner has worked with Mr Hague in the same way he has worked with other members of OPCC staff at similar grades.

Impact of the Police Reform White Paper

It remains the Government's policy position to abolish Police & Crime Commissioners in May 2028. Following the announcements at the budget, it is expected the PCC functions will transfer to a future Mayor of Hertfordshire although the exact date when this role will come into effect is unknown and is aligned to the progress of Local Government Reorganisation.

The Government has not yet published any legislation to give effect to the policy proposals in the white paper and draft legislation is not expected until early 2027. It is therefore not known what role a statutory Chief Executive will have under future systems of policing governance.

At the current time, the Police Reform & Social Responsibility Act 2011 exists unaffected and governs the Commissioner's responsibilities. This legislation requires the Commissioner to appoint a Chief Executive who has certain statutory functions. The Commissioner must therefore comply with the legislation as it stands today.

Changes brought in through the Employment Rights Act 2025 mean that Mr Hague will assume permanent employment rights in January 2027 and so there is no merit in there being an interim appointment prior to the legislative position being known. The balance is therefore in favour of making a permanent appointment as required by current legislation.

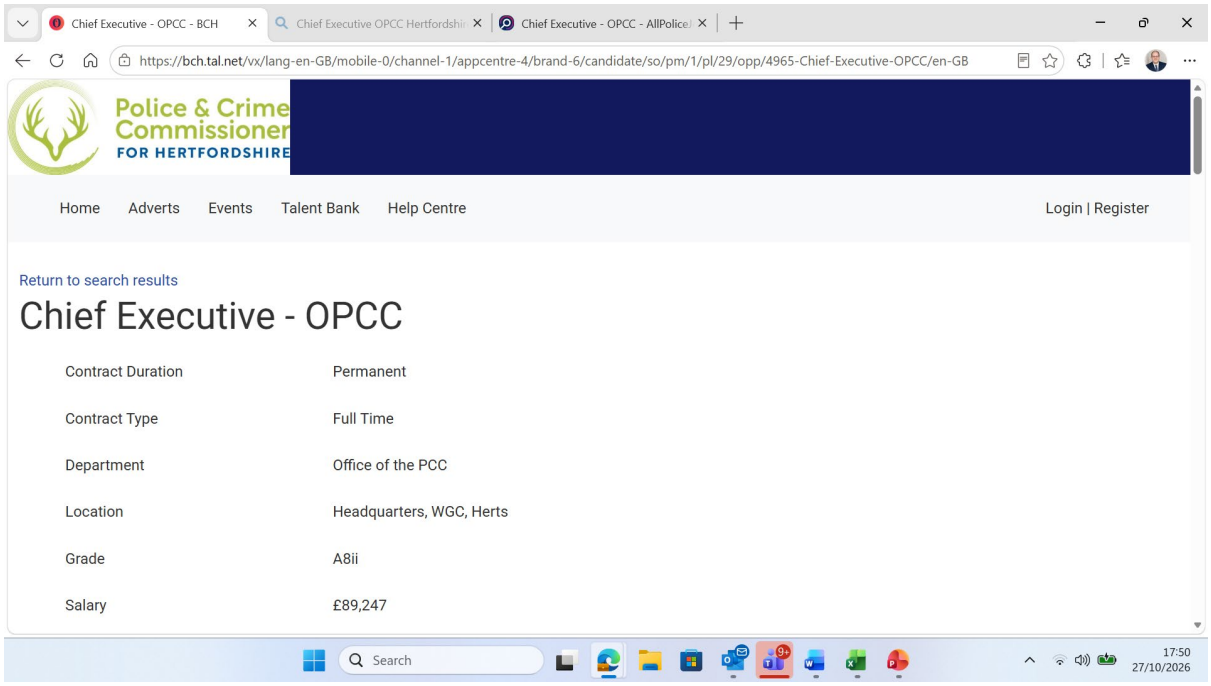
Terms and conditions of appointment

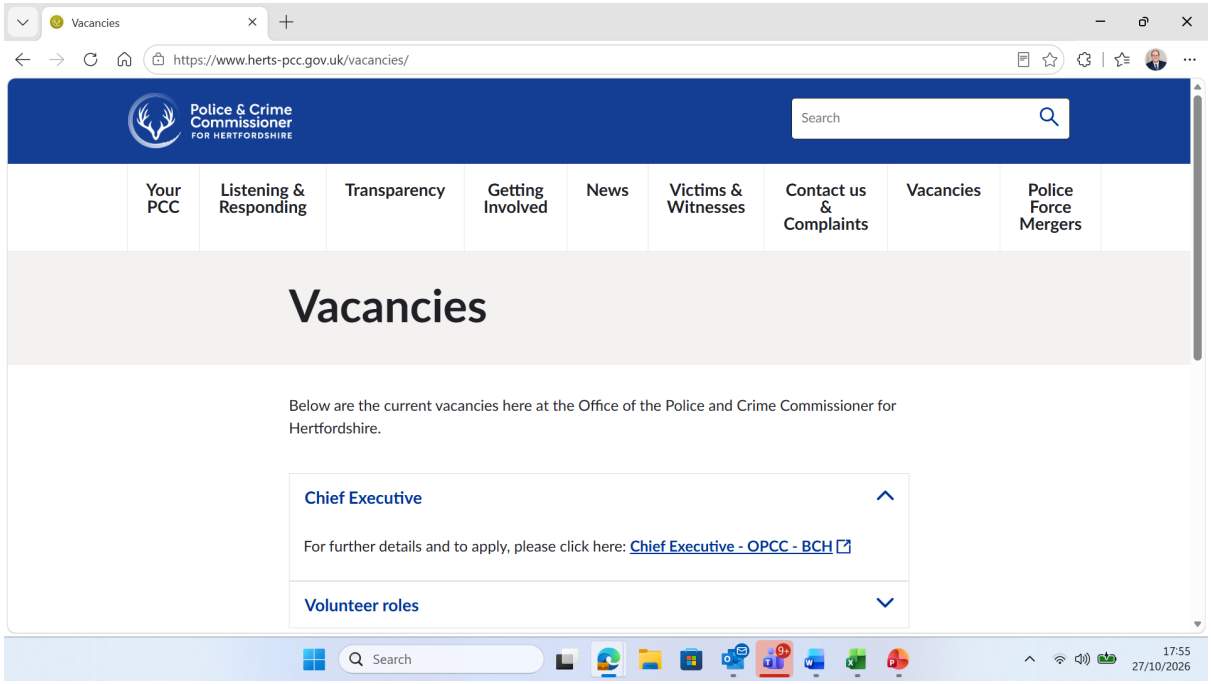
The summary of key terms and conditions of appointment can be found at Appendix C.

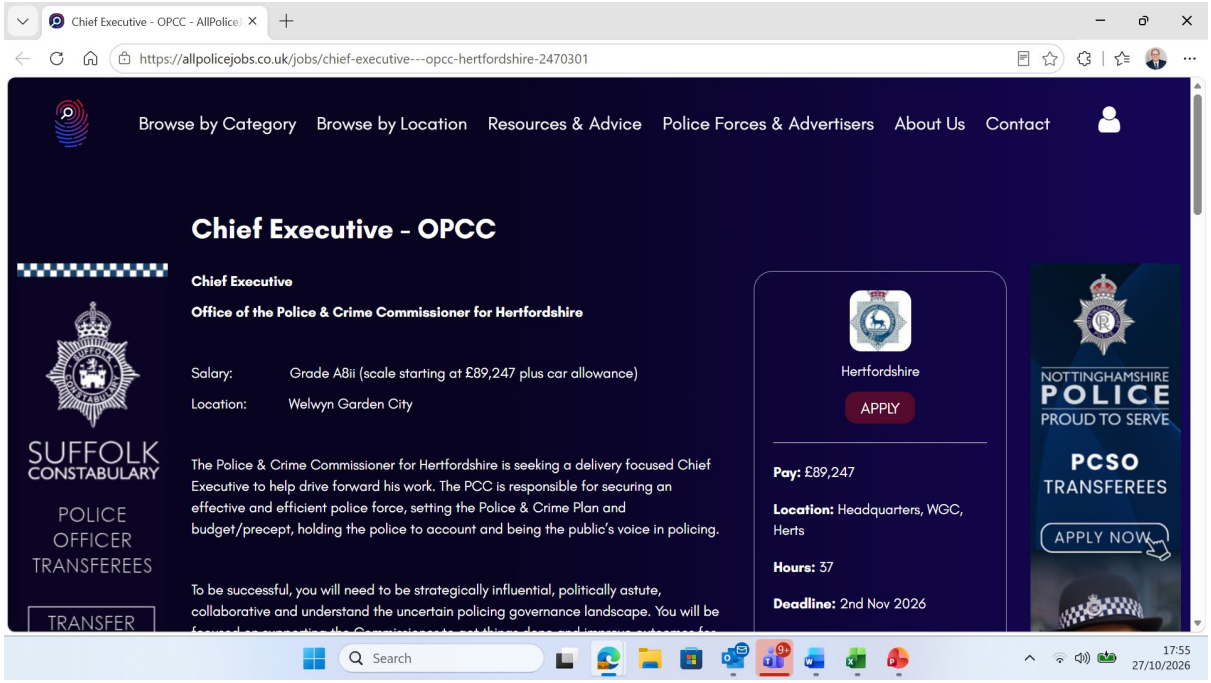
Recommendation

That the Police & Crime Panel consider and recommend the appointment of Mr Scott Hague as the Chief Executive for the Police & Crime Commissioner for Hertfordshire.

Appendix A – job adverts
Screenshots taken 27th October






Chief Executive - OPCC - AllPolice
https://allpolicejobs.co.uk/jobs/chief-executive---opcc-hertfordshire-2470301
Browse by Category
Browse by Location
Resources & Advice
Police Forces & Advertisers
About Us
Contact
Chief Executive - OPCC
Chief Executive
Office of the Police & Crime Commissioner for Hertfordshire
Salary: Grade A8ii (scale starting at £89,247 plus car allowance)
Location: Welwyn Garden City
The Police & Crime Commissioner for Hertfordshire is seeking a delivery focused Chief Executive to help drive forward his work. The PCC is responsible for securing an effective and efficient police force, setting the Police & Crime Plan and budget/precept, holding the police to account and being the public's voice in policing.
To be successful, you will need to be strategically influential, politically astute, collaborative and understand the uncertain policing governance landscape. You will be
Hertfordshire
APPLY
Pay: £89,247
Location: Headquarters, WGC, Herts
Hours: 37
Deadline: 2nd Nov 2026
SUFFOLK CONSTABULARY
POLICE OFFICER TRANSFEREES
TRANSFER
NOTTINGHAMSHIRE POLICE
PROUD TO SERVE
PCSO TRANSFEREES
APPLY NOW
Search
17:55
27/10/2026

Appendix B – Job Description and Person Specification

Job Description

Role	Chief Executive	**Team**	
Reports To	Police and Crime Commissioner	**Grade and Salary**	Grade A8ii (plus car allowance)
Post Tenure	Permanent	**Post Reference**	
Location	Agile working with a requirement to work in the office at least three days a week and support the PCC at meetings as required.		

Purpose of the Role

To provide overall strategic management responsibility for the support to the Police and Crime Commissioner for Hertfordshire to allow them to discharge his functions and statutory duties. To be head of the Commissioner's staff and manage the Commissioner's office. Overall strategic lead to support the Commissioner in Police & Crime Plan delivery, police scrutiny and oversight, partnership arrangements and statutory compliance.

Main Duties and Accountabilities of the post holder

To assist the Police and Crime Commissioner to discharge his statutory duties to ensure an efficient, effective and value for money police force.
Provide advice, guidance, support and, where appropriate, challenge to the Commissioner in establishing vision, strategy, values, strategic needs analysis, policy, planning, delivery and performance.

Proactively lead the OPCC team to deliver at pace to support the Commissioner's work and identified priorities, including commitments in the Police & Crime Plan.

Assist the Commissioner in influencing, persuading and managing activities to ensure Hertfordshire Constabulary meet their strategic objectives set out in the Police and Crime Plan and provide the best possible service to the public.

Ensure effective advice and support to the Commissioner to enable constructive challenge of the Constabulary's operational and financial performance.

Provide oversight and accountability for commissioned services managed by the OPCC.

Support the Commissioner in undertaking his function as owner of the police estate and to have primary interface with the Estates & Facilities department on the estates strategy.

Support the Commissioner in developing, securing and maintaining effective and efficient strategic partnerships and relationships and joint working arrangements/collaborations with relevant public, private and voluntary sector organisations at local, regional and national level.

Support the tri-force and 7 force arrangements across the collaboration, providing strategic advice to the PCC and ensuring Hertfordshire's views are represented, business cases are scrutinised and value for money achieved.

Support the Commissioner in managing relationships with the Police and Crime Panel. Have delegated responsibility from the Panel to consider any complaint against the Police and Crime Commissioner.

Act as head of the Commissioner's staff and provide day to day management of the Commissioner's office, ensuring proper internal governance and statutory compliance.

Fulfil the functions of Monitoring Officer and support the Commissioner in ensuring statutory compliance.

Ensure arrangements are in place to support the Commissioner in representing Hertfordshire's interests in police reform, devolution and local government reorganisation.

Represent the Commissioner at local, regional and national level where necessary.
This post is a statutory officer in accordance with Schedule 1 (6) of the Police Reform & Social Responsibility Act 2011.

Working Relationships and Contacts

The post holder will be required to develop and maintain effective working relationships across local government, statutory, partner agencies and their representative bodies.

Role Requirements

- Director or Head of Service level experience of public sector leadership, programme delivery and change/innovation roles, working closely with political leaders.
- An ability to motivate, enthuse and create organisational energy, especially with change, innovation and new ways of thinking.
- Ability to think independently and operate at a strategic level, translating vision into action with a focus on achieving outcomes.
- Proven track record of managing change successfully and driving improvement including experience of effectively implementing organisation wide change programmes.
- Experience of strategically reviewing and, where necessary, restructuring organisations and departments.
- Ability to deal with complex issues quickly and effectively and work under pressure.
- Creative approach to problem solving with ability to be innovative including developing better ways to deliver value for money and improved services.

- An understanding and appreciation of the challenges facing policing, community safety and criminal justice.
- Ability to network and build effective stakeholder relationships at a local, regional and national level using excellent communication skills, including at the interface of the Commissioner's strategic role and the Constabulary's operational independence.
- Highly developed and proven political awareness and sensitivity. Ability to give clear professional, authoritative and impartial advice based on objective analysis of complex situations to political leaders and senior colleagues.
- High level of literacy, numeracy together with budget management, analytical and IT skills

General Requirements and Responsibilities

- The post holder will be required to travel to different locations across Hertfordshire, but may on occasion need to attend meetings elsewhere (usually Bedfordshire, Cambridgeshire or London).
- The post holder will need to possess a full driving licence.
- If using a private vehicle then business insurance needs to be organised by the individual.
- The post holder may be required to work additional hours.
- Vetting is required, as advised by the Vetting Unit.
- The post holder will be politically restricted.
- The post holder will be expected to undertake training as and when required.
- The post holder will be expected to comply with health and safety requirements.
- If required, following appropriate training, to take on the role of Evacuation Marshal if no volunteers come forward in the post holders work location.
- To undertake such other duties as may be reasonably expected.

Values

Leadership
I lead through the provision of advice and support and actively encourage and support learning within my team and colleagues. I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context. I motivate and inspire others to achieve their best. I identify barriers that inhibit performance and take steps to resolve these, thereby enabling others to perform. I keep track of changes in the external environment, anticipating both the short and long-term implications for the organisation. I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions. I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those we serve. I understand the local partnership context, in order to use a range of tailored steps to build support. I try to anticipate partners' needs and take action to address them. I do not make assumptions; I check partners are getting what they need from us. I build commitment from others (including the public) to work together to deliver agreed outcomes.

Integrity
I take my commitments seriously; I am honest about my accomplishments and capabilities. I am proactive when I do not understand my responsibilities and I am accountable for their results. I

communicate honestly and openly even when there are difficult conversations to be had. I challenge colleagues whose behaviour, attitude and language falls below the organisation's expectations. I am open and responsive to challenge about my actions and words. I recognise the accomplishments of others and respect their boundaries. I use resources effectively and efficiently and not for personal benefit.

Inclusivity

I actively seek and consider the perspectives of people from a wide range of backgrounds before taking action. I respect, seek to understand, and value individual differences. I adapt my style and approach according to the needs of others using my behaviour to achieve the best outcome. I promote a culture that values diversity and encourages challenge. I encourage reflective practice among others and take time to support others to understand reactions and behaviours. I take responsibility for helping to ensure the emotional wellbeing of team members. I take responsibility to deal with any inappropriate behaviours.

Resourcefulness

I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing. I am persistent when trying to overcome a challenge, focusing on a situation until I find a resolution. I identify opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population. I am flexible in my approach, changing plans to make sure that I have the best impact. I encourage others to be creative and take appropriate risks. I share my explorations and understanding of the wider internal and external environment with others and collaborate to improve work processes or service. I am adaptable and can accept and respond to changes quickly.

Impact

I actively promote the shared mission, vision, and values, and use those principles to guide actions. I focus on results and desired outcomes and how best to achieve them. I recognise my role is about effecting positive change for the communities we serve**.** I communicate effectively to influence others to engage and commit to furthering the organization's objectives with emphasis on delivery and value for money. I focus on set goals to anticipate, identify, and effectively deal with problems and risks. I plan for eventualities to deal with unexpected challenges. I seek to understand what works, what does not and why. I use my initiative to explore creative solutions to problems that will result in a positive effective and worthwhile outcome.

Appendix C – Terms and conditions of appointment

Working location

Based Police Headquarters, Welwyn Garden City with the ability to work flexibly with a minimum of three days per week in the office.

Working hours

Full time appointment of 37 hours per week.

Restrictions

The position is a politically restricted post, subject to police vetting.

Remuneration

Grade A8ii with a starting salary of £89,247 per annum.

Annual leave entitlement

31 days per annum, commensurate with Grade A8ii.

OPCC employment policies

Other OPCC employment policies relating to annual leave entitlement, eligibility for senior staff car allowance and participation in the Local Government Pension Scheme apply.