



Attorney  
General's  
Office



**HM CPSI**  
HM Crown Prosecution  
Service Inspectorate

We are looking for an outstanding individual for the post of

**Her Majesty's Chief Inspector of the Crown Prosecution Service**

**Reference number: PAT31762**

**(please use the above reference in all correspondence)**

**Location:** 102 Petty France, London, SW1H 9GL or Foss House, York, YO1 7PX

**Term of appointment:** Four years

**Time commitment:** Full time

**Remuneration:** £125,000 per annum, based on a working week of 36 hours

**Closing date for applications is 9am on Monday 14 September 2020**

Applications should be submitted to [hmcpai@moloneysearch.com](mailto:hmcpai@moloneysearch.com)

Alternative format versions of this candidate information pack are available on request, contact details as above.

All public appointments are advertised on the Cabinet Office's Public Appointments website (<http://publicappointments.cabinetoffice.gov.uk/>) and the Public Appointments Twitter feed (@publicappts).





## 1. Introduction

Dear Candidate,

Thank you for your interest in becoming Her Majesty's Chief Inspector of the Crown Prosecution Service. I welcome applicants from the widest possible field. Above all I am seeking applicants whose trustworthiness and integrity is matched by their high levels of competence and capability in leading and running a high-profile organisation.

You may already have some idea about the important work of the inspectorate and the following pages will tell you more about the inspectorate's purpose and the nature of the Chief Inspector's role.

The Government is committed to improving the criminal justice system and the Chief Inspector plays a central role in delivering this agenda through inspections of the public prosecutors. The inspectorate's work in identifying best practice and areas for improvement, and offering an independent level of assurance is crucial role in challenging poor performance and enhancing the quality of justice. The Chief Inspector is responsible for leading an independent inspectorate, holding responsibility for the production of all inspection reports including findings and recommendations, and providing independent assurance to the public and the Government on the effectiveness of public prosecutions. The Chief Inspector is the organisation's voice and spokesperson and is responsible for providing clear and visible leadership to staff.

I look to the Chief Inspector to provide objective and comprehensive findings and recommendations that we can use to improve the operation, efficiency, and effectiveness of the public prosecutors.

I am looking for an exceptional candidate to fill this significant statutory appointment. The next Chief Inspector will be expected to use their skills and experience to continue to build upon improvements made to the inspection approach by the current Chief Inspector and continue to strengthen the inspectorate. They will work to ensure that the inspectorate produces high-quality, evidence-based inspection reports, which can be used by the public prosecutors and the Attorney General's Office to improve performance.

This is a highly demanding and extremely rewarding role. It provides an excellent opportunity for the right candidate to contribute significantly to improvements in the delivery of essential public services.

If you believe you have the experience and qualities we are seeking, I do hope you will consider applying for this unique position.

If you have further questions about this post, you are welcome to speak to Francesca Sloan, Director, Moloney Search, 0207 368 5104.

**Rt Hon Suella Braverman QC MP**  
**Attorney General**

## **2. About Her Majesty's Chief Inspector of the Crown Prosecution Service**

Her Majesty's Chief Inspector of the Crown Prosecution Service is a public appointment made by the Attorney General. The Chief Inspector is a statutory office holder and is supported by an inspectorate: Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI). The inspectorate provides independently assessed evidence about the operation, efficiency, and effectiveness of the public prosecutors (the Crown Prosecution Service (CPS) and the Serious Fraud Office (SFO)). This work assists the Law Officers in the exercise of their superintendence and sponsorship functions in relation to the public prosecutors; assists the Directors of the CPS and the SFO in the exercise of their functions; and provides assurance to Parliament and the public about the operation of the public prosecutors.

The Chief Inspector and the inspectorate may inspect other prosecuting authorities by invitation, such as the Service Prosecuting Authority and the Public Prosecution Service of Northern Ireland.

The Chief Inspector is accountable to the Attorney General; however the independence of the Chief Inspector and the inspectorate from the public prosecutors and the Government is of fundamental importance.

The inspectorate is a member of the Criminal Justice Joint Inspectorate (CJJI). The CJJI is a non-statutory mechanism which exists to support all four criminal justice inspectorates (of Constabulary, Fire and Rescue Services; the Crown Prosecution Service; Prisons; and Probation) in the exercise of their co-operation functions to prepare and deliver an annual joint inspection programme. This joint inspection programme allows the inspectorates to produce a rounded examination of issues that cut across the criminal justice system.

The inspectorate currently has 33 staff (3 Senior Management, 27 inspectors, and 7 corporate / support staff) with offices in London and York, and operates on a £3.1 million budget.

For more information about the organisation and its programme of inspections please see:

[Annual Report 2019 – 20](#)

[Business Plan 2020 – 21](#)

[Protocol between the Law Officers and HM Chief Inspector of the Crown Prosecution Service](#)

## **3. The role of the Chief Inspector**

Accountable to the Attorney General, the Chief Inspector will have a proven ability to act with integrity, high levels of personal and professional conduct, judgement, and credibility.

The Chief Inspector will work to ensure that the inspectorate produces high-quality, evidence-based inspection reports which are used to inform the improvement and accountability of the public prosecutors' strategies and activities by presenting evidence of good practice and issues to address.

The Chief Inspector is responsible for:

- The leadership, management, and overall performance of the inspectorate;

- The development and delivery of independent inspection programmes and methodologies to assess the operation, efficiency, and effectiveness of the CPS and the SFO (and other prosecuting authorities as required);
- Ensuring that inspection methodologies and expectations remain up to date and in line with best practice;
- Overseeing the publication of inspection reports and representing these reports publicly and in the media as required;
- Maintaining HMCPSP's membership of and participation in the CJI;
- Reporting to the Law Officers, giving evidence to Parliamentary Select Committees and corresponding with MPs as appropriate, drawing on evidence gathered during HMCPSP inspections;
- Accounting for the appropriate use of public resources in accordance with budgetary delegation arrangements.

### **Essential Criteria**

Candidates will be able to demonstrate:

- Exceptional organisational leadership and ability to develop a strategic vision for an organisation;
- Robust financial management and experience of successfully balancing resource against competing priorities;
- Outstanding communication skills and an ability to handle the media, deliver difficult and challenging messages, and secure public confidence by demonstrating fairness, objectivity and transparency;
- An ability to be at ease with a variety of stakeholders including politicians, the staff of the public prosecutors and third sector organisations, to command the confidence of Ministers, and to build and maintain successful working relationships and partnerships with inspectorate partners to drive up the performance of the public prosecutors;
- An ability to process and interpret complex information and to offer well developed analytical reasoning to inform judgements based on evidence;
- An understanding or experience of the criminal justice system in the UK or comparable jurisdictions;
- Evidence of valuing and promoting diversity.

### **Desirable Criteria**

The following criteria although not essential will also be taken into account by the selection panel:

- An understanding or experience of working in an inspectorate or regulator;
- An understanding or experience of the policy, political and media landscape in which the inspectorate works.

#### **4. Pre-Appointment Scrutiny information**

The preferred candidate for the post of Chief Inspector will be subject to scrutiny by the Justice Select Committee (“the Select Committee”) prior to appointment, and is appointed by the Attorney General.

Pre-appointment scrutiny is an important part of the appointment process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny to verify that the recruitment meets the principles set out in the Governance Code on Public Appointments.

The pre-appointment scrutiny aspect of the appointment has two parts.

First, information concerning the appointment and the Minister’s preferred candidate will be shared with the Select Committee. As part of this process you will need to be content for your name and your CV to be shared with the Select Committee as the Government’s preferred candidate. You may also be required to complete a pre-appointment hearing questionnaire which could include, among other things:

- declarations of any relevant potential conflicts of interest;
- what you see as the priorities and key risks for the organisation;
- questions about how you would lead the organisation and work with stakeholders; and
- your commitment to standards in public life and how you would handle being in the public eye.

Normally any information provided to the Select Committee by the Government or a candidate will be published.

Second, it is likely that the Select Committee will decide to call the Government’s preferred candidate to a public hearing before the Select Committee to answer questions relating to their suitability to the role. You would not be expected to have an in depth technical knowledge of how the body works or an exact plan of what you would do in the role, however you will be expected to provide a credible representation of your understanding of the work of the body and what your role in its future would be.

The Government is committed to making the public appointments process as accessible as possible so that no one is deterred from applying. The Department will provide support to you to help you prepare for the hearing and the clerks to the Select Committee will also be available to discuss with you how the hearing will run. You will also be supported by the Department in working with the Select

Committee should you require any adjustment to enable you to participate fully in the hearing process.

For more information about pre-appointment scrutiny, please see the 'Cabinet Office Guidance: Pre-appointment scrutiny by House of Commons Select Committees': [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/771845/Cabinet-Office-Guidance-pre-appointment-scrutiny-of-public-appointments.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/771845/Cabinet-Office-Guidance-pre-appointment-scrutiny-of-public-appointments.pdf)

The Liaison Committee also publishes guidelines to select committees for pre-appointment.

You may also find it helpful to review the Code of Conduct for Board Members of Public Bodies here: <https://www.gov.uk/government/publications/board-members-of-public-bodies-code-of-conduct> which sets out the expectations which the Government places on non-executive members of public bodies.

## 5. Other important appointment information

The Chief Inspector is required to adhere to the Terms of Appointment and, where appropriate, the inspectorate's terms of reference.

**Tenure:** Public appointments are offered on a fixed term basis. We do this to ensure that the leadership of our public bodies is regularly refreshed and Her Majesty's Crown Prosecution Service Inspectorate can benefit from new perspectives and ideas.

The appointment will run for 4 years with the possibility of reappointment for a further term subject to satisfactory appraisal and on advice of Ministers.

In line with the Governance Code for Public Appointments, there is a strong presumption that no individual should serve more than two terms or serve in any one post for more than ten years.

### **Time commitment and remunerations:**

This is a full time role. The salary for this post is £125,000 per annum based on a working week of 36 hours. Remuneration is taxable and subject to National Insurance contributions.

The post is pensionable under the Civil Service Pension arrangements. Details of the pensions available can be found on the following website <http://www.civilservicepensionscheme.org.uk/>.

Annual leave allowance will be 30 days with pay. In addition, one privilege day and eight bank holidays are to be taken at fixed times of the year.

### **Location and Expenses:**

The post-holder will be based at 102 Petty France, London, SW1H 9GL or Foss House, York, YO1 7PX. Travelling expenses may not be paid for journeys from home to the base inspectorate office, but travel and subsistence allowances may be payable when the Chief Inspector is required to travel and / or stay away overnight in the course of their duties on the same basis as that applicable to senior civil servants. These payments are taxable as earnings and will be subject to tax and national insurance, both of which will be deducted at source under PAYE before you are paid.

### Performance Appraisal:

Under the current *Protocol between the Law Officers and Her Majesty's Chief Inspector of the Crown Prosecution Service*, the Attorney General meets the Chief Inspector at least twice a year to support and hold the Chief Inspector to account for the discharge of HMCPSP's functions.

The Chief Inspector is not subject to pay-related performance appraisals.

### Standards in Public Life:

Public appointees are required to uphold the Committee on Standards in Public Life's Seven Principles of Public Life (see Appendix 1). You are also expected to adhere to the Code of Conduct for Board Members of Public Bodies.

## 6. Advisory Assessment Panel membership

### The Panel will be:

- Rowena Collins-Rice, Director-General and Legal Secretary to the Law Officers, Attorney General's Office (Panel Chair);
- Dame Patricia Hodgson, Senior Independent Panel Member;
- Sir Tim Holroyde, a judge of the Court of Appeal and Chairman of the Sentencing Council; and
- Drusilla Sharpling CBE, Independent Inquiry into Child Sexual Abuse panel member.

The Advisory Assessment Panel Chair will report to the Attorney General on the outcome of the interviews. This is a Ministerial appointment.

## 7. The appointment process and time line

The figure below sets out the key stages and timings in the process.

Advert Closing Date <ul style="list-style-type: none"><li>• Candidates to submit full applications (1. CV; 2. personal statement; 3. supporting documents) by this date</li></ul>	9 am on Monday 14 September 2020
Sift <ul style="list-style-type: none"><li>• Panel will meet to assess the applications. Short list of candidates agreed.</li></ul>	Friday 9 October 2020
Panel Interviews <ul style="list-style-type: none"><li>• Shortlisted candidates will be interviewed by the Panel.</li></ul>	Friday 6 November 2020
Justice Select Committee <ul style="list-style-type: none"><li>• Preferred candidate to appear before the Justice Select Committee.</li></ul>	Late December 2020 / Early January 2021 (To be confirmed)
Appointment Announcement <ul style="list-style-type: none"><li>• Appointment letter and security check forms</li></ul>	(To be confirmed)

sent to successful candidate. Appointment publicly announced, and security checks started.	
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**Feedback:** Please note that it may not be possible to provide specific, individually tailored feedback following the sift stage but we will provide, on request, feedback to those who are interviewed.

**Interviews:** If you accept an invitation to interview, we will take two references in advance of the interview. By providing the details of two referees you are consenting to us approaching them in this way.

If you are invited to interview and cannot attend the date offered, please advise us as soon as you can. It may be possible to arrange an alternative date at the discretion of the Advisory Assessment Panel.

**Please note that we do not pay travel expenses to attend interviews.**

The Attorney General may ask to meet each of the candidates before or after interview.

If called for interview the Advisory Assessment Panel will explore your experience and expertise to determine whether you meet the essential criteria for the role. You may be asked to start the interview with a short presentation. If required, this will be confirmed in your invitation to interview letter.

### **Security Clearance**

For successful candidates, confirmation of appointment will be subject to basic clearance checks, covering confirmation of identity and right to work in the UK plus a criminal record check. This will involve completion of several paper and electronic forms and can take up to five weeks to process following completion of the forms.

The post also requires Security Clearance (SC) level and you will be asked to complete an online vetting form, which can take a further three months to complete the process. If you are called for interview and already hold current SC clearance please provide evidence when you attend for interview.

## **8. How to apply**

To make an application, please send:

- **A CV (maximum two sides of A4)** detailing your qualifications, employment history and any appointments or offices you hold. Please also provide your preferred contact number and email address.
- **A personal statement (maximum two sides of A4)** providing evidence against the selection criteria and your suitability for the post, including evidence of leadership qualities. Please consider the role and criteria carefully in preparing your statements. Information from Advisory



Assessment Panels indicates that applications which offer specific and tailored examples against the criteria, making clear the candidate's role in achieving an outcome are often the strongest. Structuring the statement around the criteria using relevant headings also aids clarity.

### Supporting Documents

Please also complete and return the following supporting documents:

- **Potential conflicts of interest:** if you have any interests that might be relevant to the work of Her Majesty's Inspectorate of the Crown Prosecution Service which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your supporting documents.
- Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel and provide details of the issue/s in your supporting letter on the relevant form. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media. The Advisory Assessment Panel may explore any issues with you before they make a recommendation on the appointment. Failure to disclose such information could result in an appointment either not being made or being terminated.
- Conflicts might arise from a variety of sources such as financial interests or share ownership, membership of, or association with, particular bodies or the activities of relatives or partners. If you need further advice, please contact [hmcpai@moloneysearch.com](mailto:hmcpai@moloneysearch.com)
- **Note of public appointments:** please list any appointments currently held.
- **Referee details:** please give names/contact details of two referees (who will be contacted if you are shortlisted for interview).
- **The political activity declaration form:** in line with the Governance Code for Public Appointments, please detail any declared activity will be made public if you are appointed.
- **The equal opportunities monitoring form:** information is requested for monitoring purposes only and plays no part in the selection process. It will be kept confidential and will not be seen by the Advisory Assessment Panel.

Please send your CV, personal statement and supporting documents to: [hmcpai@moloneysearch.com](mailto:hmcpai@moloneysearch.com) quoting reference PAT31762 and the name of the post you are applying for in the subject line of your email. We will acknowledge receipt.

## 9. Diversity and equality of opportunity

**We encourage applications from all candidates regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability or gender identity. We particularly welcome**

**applications from women, those with a disability and those from a black or ethnic minority background.**

We would also particularly welcome applications from those currently working in, or with experience of, the private sector, and those who have not previously held public appointments. We want to explore the widest possible pool of talent for this important position.

**Arrangements for candidates with a disability - Guaranteed Interview Scheme**

There is a guaranteed interview scheme (GIS) for candidates with disabilities who meet the minimum selection criteria.

The Government Legal Department is a disability confident employer; further information can be found here <https://www.gov.uk/government/collections/disability-confident-campaign>

**Adjustments:** If you have a disability and require adjustments to help you if you are called to attend an interview or appointed, please contact: [hmcpsi@moloneysearch.com](mailto:hmcpsi@moloneysearch.com) to discuss further. Please quote PAT31762 in any correspondence.

## **10. Complaints Process**

If you have a complaint about any aspect of the way your application has been handled, we would like to hear from you. In the first instance please write to or email the Policy & Sponsorship Team at the address or email address given below quoting the appropriate reference number.

Ben Williams, Head of Sponsorship, Policy & Sponsorship Team, Attorney General's Office, 102 Petty France, London, SW1H 9EA or [Ben.Williams@attorneygeneral.gov.uk](mailto:Ben.Williams@attorneygeneral.gov.uk)

**Complaints must be received by within 12 calendar months of the issue or the closure of the recruitment competition, whichever is the later.**

We will reply as quickly and clearly as possible to your complaint; within 20 working days of receipt. We will tell you if we cannot meet this deadline for any reason and provide an expected reply date.

**Taking it further:** If you are still concerned after receiving your reply you can write to:  
Commissioner for Public Appointments, Room G/8, Ground Floor, 1 Horse Guards Road, London, SW1A 2HQ.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. More information about the role of the Commissioner, the Governance Code for Public Appointments and the complaints process is available at <http://publicappointmentscommissioner.independent.gov.uk/>

Alternatively, please contact the Commissioner's office on 020 7271 6729 or 0207 271 0815 for a printed copy of the complaints process.

## 11. Checklist

Please refer to the table below to ensure you send us all the necessary information.

Documents to be completed and sent	Tick
Your CV	
Supporting Statement	
Completed Supporting Documents <ul style="list-style-type: none"><li>• potential conflicts of interest;</li><li>• public appointments held;</li><li>• referee details;</li><li>• political activity declaration form; and</li><li>• the equal opportunities form.</li></ul>	

## 12. Your personal Information

In accordance with the Public Appointments Order in Council 2017 2(2), we will process your application in accordance with the EU General Data Protection Regulation (GDPR), the Data Protection Act 2018 and the Attorney General Office's Information Charter, which can be found at <https://www.gov.uk/government/organisations/attorney-generals-office/about/personal-information-charter>.

Your data will be held securely and access will be restricted to those dealing with your application or involved in the recruitment process. The Commissioner for Public Appointments, may also request access as part of a complaint investigation or review of the recruitment process. Your data will be stored for up to one year and processed for the purpose of the recruitment process, diversity monitoring and, if successful, your personal record. If appointed, your data will be stored for the duration of your tenure plus one year and may be shared with the organisation that you are appointed to, unless specifically requested otherwise.

Should you wish your data to be removed from our records, please write to:

The Information Manager, Attorney General's Office, 102 Petty France, London, SW1H 9EA

Alternatively, please contact the Information Manager on 020 7271 2492

## Appendix 1 - The seven principles of public life

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

### **Selflessness**

Holders of public office should act solely in terms of the public interest.

### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **Honesty**

Holders of public office should be truthful.

### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Appendix 2 – Guidance for those applying for a Public Appointment

When applying for a public appointment, we require three pieces of documentation: (1) **your CV**; (b) **supporting statement**; and (c) **supporting documents**.

This guidance gives some helpful tips on how best to present yourself to the panel who will be reviewing your application. There is no official or 'correct way' to write your CV or supporting statement, this is simply a guide that you may wish to refer to or use as a template.

### 1. CV

Here are a few pointers to keep in mind whilst writing or updating your CV:

- **Please write your name at the top.**
- **Do not write more than 2 pages:** we appreciate this may be a challenge and your achievements could spread across several pages. However, please appreciate that the panel may have a large number of applications to assess so brevity would be appreciated.
- **Avoid spelling and grammatical errors.**
- **Tailor it to the position you're applying for:** make sure to draw attention to how you have met the essential and desirable criteria throughout your achievements in life. An opening paragraph at the top of the front page would be beneficial.
- **Use an updated CV:** explain what you are currently doing or what you most recently have done that fits to the role you are applying for, including dates of the positions you have held.
- **Avoid big blocks of solid text:** using bullet points will help those reading the CV.
- **Always explain what abbreviations stand for.**
- **Only include key information:** the panel do not need to know about your hobbies unless they specifically match the criteria of the role you are applying for. Personal details including name, address, phone number and email address should be included. There is no legal requirement for you to put your age, or any other protected characteristic (under the Equality Act 2010) on your CV.

### 2. Supporting Statement

Your supporting statement is an opportunity to prove to the panel your reasons for applying for the role as well as highlighting your skills and attributes.

- **Do not write more than 2 pages.**
- **Use models to help structure your paragraphs:** there are two models that you may find useful when writing your supporting statements:
  - **The WHO model:** What was your personal role? How you did it? And what was the Outcome?
  - **The STAR approach:** situation (briefly describe the context and your role), task (the specific challenge, task or job that you faced), action (what you did, how and why you did it) and result (what you achieved through your actions).
- **Use the essential criteria as headings:** the essential criteria for roles can be found on the advert on the Cabinet Office website and within the candidate information pack. It is useful to the panel when assessing your application. For example:  
*Demonstrate intellectual capacity with the ability to make evidence-based decisions*  
You would write a paragraph using evidence from your current role or from recent examples of how you have demonstrated the ability to make evidence-based decisions whilst achieving goals.

You would then link this work to the public body you are applying for and how your work directly benefits the ALB and how you can be a part of the it's future with your skill-set.

### **3. Supporting Documents**

- Please fill in the document honestly. If you are asked for an interview, due diligence checks will be performed the Executive Search firm and / or the Department.
- Although completing the diversity monitoring form is voluntary, it would greatly help the Department to build a world class organisation and recruit public appointees who are as diverse as the society they represent.