

# Public Document Pack



## Devon and Cornwall Police and Crime Panel

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## DEVON AND CORNWALL POLICE AND CRIME PANEL

Wednesday 2 April 2014

10.30 am

Council House (Next to the Civic Centre), Plymouth

### Members:

Councillor Croad, Chair.

Councillor Rule, Vice-Chair.

Councillors Barker (Teignbridge District Council), Batters (Cornwall Council), Boyd (Torridge District Council), Geoff Brown (Cornwall Council), Duncan (Isles of Scilly), Eddowes (Cornwall Council), Excell (Torbay Council), Hare-Scott (Mid Devon District Council), Haywood (North Devon District Council), James (Cornwall Council), Penberthy (Plymouth City Council), Saltern (South Hams District Council), Sanders (West Devon District Council), Sutton (Exeter City Council), Williams (Plymouth City Council) and Wright (East Devon District Council).

### Independent Members:

Yvonne Atkinson (Devon) and Mike Firbank (Cornwall and Isles of Scilly).

Members are invited to attend the above meeting to consider the items of business overleaf.

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# DEVON AND CORNWALL POLICE AND CRIME PANEL

## 1. APOLOGIES

To receive apologies for non-attendance submitted by Members.

## 2. MINUTES

**TO FOLLOW**

To sign and confirm as a correct record the minutes of the meeting held on 7 February 2014.

## 3. DECLARATIONS OF INTEREST

Members will be asked to make any declaration of interest in respect of items on this agenda.

**10.40 am – 10.45 am**

## 4. PUBLIC QUESTIONS

To receive questions from (and provide answers to) members of the public that are relevant to the panel's functions.

Questions should be no longer than 100 words and sent to Democratic Support, Plymouth City Council, Civic Centre, Plymouth PL1 2AA or [democratic.support@plymouth.gov.uk](mailto:democratic.support@plymouth.gov.uk). Questions must be received at least 5 complete working days before the meeting.

**10.45 am – 12 noon**

## 5. REVIEW AND CONFIRMATION HEARING OF THE PROPOSED APPOINTMENT OF THE POLICE AND CRIME COMMISSIONER'S CHIEF EXECUTIVE AND MONITORING OFFICER (Pages 1 - 22)

The panel will conduct a confirmation hearing in respect of the proposed appointment of the Police and Crime Commissioner's selection of Chief Executive and Monitoring Officer.

**12 noon – 12.15 pm**

## 6. REFRESH OF THE POLICE AND CRIME PLAN - 2014-2017: UPDATE (Pages 23 - 24)

The Police and Crime Commissioner will provide the panel with an update on the Plan and will describe the next steps for delivery.

12.15 pm – 12.20 pm

**7. REPORT FROM THE OFFICE OF THE POLICE AND CRIME COMMISSIONER IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE POLICE AND CRIME COMMISSIONER** (Pages 25 - 26)

Members will consider the report and after due consideration, agree the resolutions by the Chief Executive Officer and the Office of the Police and Crime Commissioner.

**8. FUTURE MEETING DATES**

The following are the scheduled dates for the panel –

- 20 June 2014
- 17 October 2014
- 19 December 2014
- 6 February 2015 (Precept)
- 20 February 2015 (Only required if Precept veto'd)
- 10 April 2015 (Provisional)

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**DEVON AND CORNWALL POLICE AND CRIME PANEL**

**Subject:** Review and Confirmation Hearing for the Police and Crime Commissioners proposed appointment of Chief Executive and Monitoring Officer

**Date:** 2 April 2014

**Author:** Sarah Hopkins, Community Safety Partnership Manager

**Host authority** Plymouth City Council

**Contact:** Tel (01752) 305542 e-mail sarah.hopkins@plymouth.gov.uk

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**Executive summary**

Paragraph 6 of Schedule 1 of the Police Reform and Social Responsibility Act 2011 (the Act) requires that the Police and Crime Commissioner (PCC) must appoint “a person to be the head of the Commissioner’s staff (hereinafter referred to as the Chief Executive and Monitoring Officer)”.

Paragraph 10 of Schedule 1 of the Act requires this proposed appointment must be reviewed by the Police and Crime Panel (the PCP) through a confirmation hearing, held in public, within three weeks of notification of the Commissioner’s proposed candidate.

On 3 February 2014 the Host Authority forwarded PCP members details of the PCC’s recruitment and application process, documentation and timeline for the appointment of the Chief Executive and Monitoring Officer.

The PCC, Mr Tony Hogg, formally notified the Chair of the PCP in writing of his proposed appointment, Mr Andrew White, for the post of Chief Executive and Monitoring Officer on 12 March 2014. On the 14 March 2014, the Chair of the PCP wrote to Mr Andrew White inviting him to attend this confirmation hearing. Mr White replied to the Chair on 17 March 2014 confirming his attendance.

The PCC has provided a report (Appendix 1) which includes the information he is required in legislation to provide including details about the candidate, the criteria used to assess the candidate, how the candidate satisfied that criteria, and the terms and conditions of the candidate’s employment.

The PCP has no power of veto over the proposed appointment, but must make a report and any recommendation/s to the PCC in relation to the proposed appointment. The PCC may accept or reject the PCP’s recommendation/s, but in either case, must notify the PCP of his decision.

If the Panel fails to conduct a confirmation hearing and report to the PCC within the three-week period then the appointment of the candidate can be made.

Local Government Association (LGA) guidance<sup>1</sup> recommends that confirmation hearings should complement, rather than duplicate, the PCC’s internal systems for the appointment of staff.

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<sup>1</sup> [http://www.local.gov.uk/c/document\\_library/get\\_file?uuid=21a63d01-c2d2-4390-8de4-794ff58890fe&groupId=10180](http://www.local.gov.uk/c/document_library/get_file?uuid=21a63d01-c2d2-4390-8de4-794ff58890fe&groupId=10180)

## **Background Papers:**

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### **Recommendations & Reasons for recommended action:**

It is recommended that the Devon and Cornwall PCP:

- notes and follows the process outlined in this report for conducting a confirmation hearing for the PCC's proposed appointment of a Chief Executive and Monitoring Officer.
- notes the report provided by the PCC (Appendix 1).
- reviews and satisfies itself as to the suitability of the PCC's proposed appointment of Mr Andrew White as Chief Executive and Monitoring Officer, and
- responds to the PCC making a recommendation as to whether or not Mr Andrew White should be appointed, together with any associated report.
- seeks to agree with the PCC how and when the decision will be communicated.

Agreeing these recommendations will ensure the Panel meets fully the requirements of the Police Reform and Social Responsibility Act 2011.

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### **Alternative options considered, and reasons for recommended action**

Failure to agree to the recommendations would mean that the PCP would not meet the requirements of the Police Reform and Social Responsibility Act 2011 and the regulations in relation to the recruitment and selection of the Chief Executive and Monitoring Officer.

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## **I. Background and Purpose of this Report**

- 1.1 This report has been compiled taking account of LGA guidance: 'Police and Crime Panels – Guidance on Confirmation Hearings' and the legislation to inform PCP members of the process for conducting a confirmation hearing for the post of Chief Executive and Monitoring Officer.
- 1.2 The legislation sets out the process which must be followed for conducting confirmation hearings for Senior Appointments as follows:
  - the PCC notifies the PCP of the proposed appointment;
  - the PCC provides the PCP with specific information in relation to the individual and the appointment;
  - the PCP reviews the proposed appointment within three weeks and holds a public confirmation hearing to question the candidate;
  - the PCP writes a report to the PCC on the proposed appointment, which must include a recommendation as to whether or not the individual should be appointed; and
  - the PCP's report is published.
- 1.3 The confirmation hearing should be a short and focused process that complements, rather than duplicates, the PCC's recruitment procedure in order for the PCP to:
  - satisfy itself of the suitability of the proposed candidate and that they meet the criteria as set out in the role profile and are able to demonstrate personal independence and professional competence; and
  - determine whether or not to recommend the candidate's appointment.

## **2. The Confirmation Hearing**

### ***Prior to the hearing***

- 2.1 The Chair of the PCP received notification from the PCC on 12 March 2014 that Mr Andrew White is the proposed appointment for Chief Executive and Monitoring Officer.
- 2.2 Following receipt of notification, the Chair of the PCP wrote to the proposed candidate on 14 March 2014 to confirm the date of the hearing and notify them of the 'principles of professional competence and personal independence' as the basis upon which the PCP proposes to evaluate the candidate. The letter also advised that the information provided by the candidate in relation to their application for the post would be placed in the public domain. Mr White replied to the Chair on 17 March 2014 confirming his attendance.
- 2.3 The PCC has provided a report to this PCP meeting containing the required statutory information (Appendix 1).

### ***At the hearing***

- 2.4 The first part of the meeting will be conducted in public and structured as follows:
- The candidate will be welcomed to the meeting
  - The candidate will have an opportunity to present to the PCP his understanding of the role.
  - PCP members will have the opportunity to ask questions of the candidate
  - The candidate will be given an opportunity to clarify any answers given during the hearing and ask questions of the panel about the next stage of the process.
- 2.5 Decision-making at the hearing will be held in a closed session (paragraphs 2.10-2.12).

### ***Questioning***

- 2.6 The Panel members will ask questions of the candidate which will enable members to evaluate their suitability for the role. In addition to determining how the proposed candidate satisfactorily meets the criteria in the role profile, LGA Guidance also recommends that the PCP focuses its questioning in respect of 'professional competence and personal independence'. Questions have been formulated and agreed in private, in consultation with the Chair and Panel Members, prior to the confirmation hearing.
- 2.7 When questioning the candidate, the PCP will ensure that the candidate is treated fairly and politely at all times.
- 2.8 The Chair is aware of the potential for inappropriate questions that do not relate to the 'professional competence and 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. LGA guidance provides some examples of inappropriate questions:
- relating to the personal political (or other) views of the candidate – e.g. whether the candidate agrees or disagrees with the Police and Crime Plan
  - 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 (i.e. questions relating to operational strategy)
- that are hypothetical and designed to obtain the candidate's views on a position of local controversy.

### ***Conclusion of the Hearing***

- 2.9 At the end of the session the candidate has the opportunity to clarify any answers that they have given in the course of the hearing, and ask any procedural questions of the Panel, for example about the next steps or the decision-making process.

### ***Decision making process***

- 2.10 Immediately following the completion of questioning and points of clarification, the Panel will go into a closed session in order to decide on and prepare any recommendations to the PCC. LGA guidance recommends, and the Host Authority has made arrangements for, their Monitoring Officer and a Senior HR Advisor to be present to provide advice to the PCP.
- 2.11 The PCP will discuss the following:
- suitability of the proposed candidate and that they meet the criteria as set out in the role profile
  - whether the candidate demonstrates the professional competence to exercise the role as set out in the role profile
  - whether the candidate demonstrates the personal independence to exercise the role as set out in the role profile.
- 2.12 Having considered and reached a decision, the PCP will call the PCC in to the closed session to advise on their recommendation and seek to agree how and when the announcement will be made, dependent on the outcome (see paragraphs 2.13-2.17). The Panel will then reconvene publicly.

### ***Recommendation and Announcement of Decision***

- 2.13 LGA Guidance advises, that the process for the release of information in respect of ANY recommendation either favourable, or where the PCP recommends to the PCC not to appoint, should be consistent in order to avoid assumptions being made and in fairness to the candidate.
- 2.14 If the outcome is favourable, the PCC can inform the candidate and an announcement may be made in accordance with what is agreed per paragraph 2.12. The PCP's decision will be confirmed in writing by not later than the next working day.
- 2.15 If the Panel determines:
- (a) the candidate does not meet the required standards for the role, or
  - (b) the candidate meets the minimum standards but the PCP still has concerns about their suitability

the PCP will notify the PCC of their recommendation not to appoint or of their concerns about the candidate's suitability, at which point the PCC can inform the candidate and an



announcement may be made in accordance with what has been agreed per paragraph 2.12. The PCP will confirm their recommendation and/or any concerns in writing by not later than the next working day appending a summary of the principal reasons for their recommendation/ concerns. However, the PCC can, if he chooses, still appoint the candidate.

- 2.16 Where either 2.15 (a) or (b) applies, both the recommendation and appended documents will be treated as separate documents so that the letter can later be formally published without breaching the Data Protection Act. In each instance, the PCP should seek to agree with the PCC how and when an announcement should be made that will allow all parties, including the candidate, to consider their next steps before the recommendation is made public. In these instances, the candidate will need to liaise direct with the PCC. The PCP should not attempt, in either of these cases, to liaise in any way with the candidate directly or through the Host Authority.
- 2.17 Where a candidate does not meet the minimum standards, this might suggest a significant failure in the appointment process undertaken by the PCC. If the PCP believes that there has been a significant failure in the appointments process, the PCP may choose to communicate this to the PCC in their response, and provide advice and/or make recommendation/s to the PCC.

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## Police and Crime Commissioner for Devon and Cornwall

### Police and Crime Panel

2 April 2014

### Report of the Police and Crime Commissioner

#### APPOINTMENT OF THE CHIEF EXECUTIVE AND MONITORING OFFICER TO THE OPCC

##### 1. BACKGROUND

The Office of the Police and Crime Commissioner has had an Interim Chief Executive and Monitoring Officer (Interim CEO) since November 2013 following the departure of the previous Chief Executive in that month. The Interim CEO was appointed on a fixed term contract until the end of April 2014 to allow the Police and Crime Commissioner to conduct the recruitment process for a permanent CEO in early 2014.

##### 2. THE RECRUITMENT PROCESS

The post was advertised on 12 February 2014 in the Guardian newspaper and on the Guardian website. It was also placed on the OPCC website and the Diversity Jobs website. The advert was circulated to the Association of PCCs and the Association of PCC's Chief Executives. The closing date for applications was 24 February 2014.

The recruitment process was overseen by Lady Jan Stanhope, the Police and Crime Commissioner's Senior Advisor. Copies of the Person Specification and Job Description are set out in Appendix 1.1 and Appendix 1.2.

##### 3. THE SELECTION PROCESS

There were 34 applications for the post (6 women and 28 men). All applicants completed a competency based application form which sift panel members scored individually based upon the role profile. The sift panel met on 3 March 2014 to shortlist the applications and to identify the candidates who would be invited for interview. The sift panel comprised Tony Hogg, Lady Jan Stanhope and ACC Bickley. The sifting process was carried out anonymously. Six candidates were invited for interview on 10 March 2014.

##### 4. THE SELECTION BOARD

The Selection Board was carefully selected to bring fairness, transparency and independence to the process and included both policing and partnership representatives. The Board consisted:

|                |   |
|----------------|---|
| Tony Hogg      | Police & Crime Commissioner                             |
| Lady Stanhope  | Senior Advisor to the Police & Crime Commissioner       |
| Andrew Bickley | Assistant Chief Constable, Devon & Cornwall Police      |
| Imam Ali Omar  | Imam to Plymouth Mosque and Imam to the UK Armed Forces |
| Ann James      | Chief Executive Officer, Plymouth Hospitals NHS Trust   |
| Andy Moore     | Chief Executive Officer, Devon Housing Trust            |

## 5. THE INTERVIEW PROCESS

### *Interview*

At interview candidates were given 30 minutes to prepare a 10 minute presentation on the following topic:

*What do you think are the key challenges and risks for the Police and Crime Commissioner and how would you manage them'.*

This was followed by an interview lasting around 50 minutes during which candidates were asked a series of questions looking for evidence of their competence and experience in the following areas:

- Serving the public
- Leading strategic change
- Leading the workforce
- Managing performance
- Professionalism
- Decision-making
- Working with others

## 6. OUTCOME OF THE RECRUITMENT PROCESS

As a result of the interviews the Police and Crime Commissioner for Devon, Cornwall has appointed Andrew White as Chief Executive Officer and Monitoring Officer. The Panel was unanimous in concluding that Andrew White was the outstanding candidate and should be offered the position. Andrew satisfied all the selection criteria and was a clear 'first choice' for all six selection board Members.

## 7. SUITABILITY FOR APPOINTMENT

Statement of the Police and Crime Commissioner

*"The appointment to the post of Chief Executive to the Police and Crime Commissioner (PCC) for Devon, Cornwall and Isles of Scilly was assessed against a clear Person Specification and Job Description (copies were supplied in the recruitment pack which was provided at the start of the appointment process). These included clear qualities relating to equality and diversity and to the statutory role of Monitoring Officer (Police Reform and Social Responsibility Act2011).*

*In interviewing Andrew White the Board were well aware that he had served in the Office of the Police and Crime Commissioner (OPCC) as Interim CEO since December 2013. He was assessed on the qualities demonstrated under interview. Amongst his previous appointments Andrew had served as Director of Ofsted and as CEO Hertfordshire Police Authority/ Police and Crime Commissioner. He had also been Independent Secretary to the Police Negotiating Board.*

*At interview Andrew was assessed not only as entirely appointable but head and shoulders above others in terms of vision and a comprehensive understanding of the challenges facing the PCC. In his presentation he chose 3 areas of emphasis: cutting crime; addressing the demands of the budget and making a solid case for the role of PCC. He had new ideas to replace targets with a more intelligence based approach to scrutiny; he proposed a new approach to significant budgetary targets and the process to*

*address these and he proposed innovation in promoting the value of the PCC and was highly persuasive overall. His presentation was enhanced by his firm yet modest manner.*

*In questions, he again communicated a strong vision for Devon and Cornwall, he stressed the vital nature of the relationship between PCC and Chief Constable and was convincing in his ability to oil the wheels of development in difficult times for policing. He was very clear on the governance relationship between PCC and Chief Constable and saw a positive balance between 'holding to account' and support of the Devon and Cornwall Police. His grip on performance issues was impressive. In the budgetary area he drew on his own experience of Police Force alliances to enthuse over a potential alliance with Dorset. He stressed the need for focus and stability (within strategic change). Andrew came across as cerebral, chiefly, with admirable gravitas and integrity and skills as a mediator. He brings with him a useful qualification in HR. Andrew introduced humour to his interview and was clearly a team player.*

*In all, I am absolutely confident that Andrew White is a sound choice to address the challenges for my office and I commend him to the Police and Crime Panel in the confirmation hearing. “*

## **8. PROFESSIONAL BACKGROUND OF MR ANDREW WHITE**

Andrew White has considerable experience working within the public sector in leadership roles and a strong background in police governance as Chief Executive for Hertfordshire Police Authority and the subsequent OPCC for Hertfordshire. Before joining Hertfordshire Police Authority Andrew was a career civil servant being promoted to the senior civil service in 2001 and then to Director level in 2005.

Andrew is a member of the Chartered Institute of Personnel Development (CIPD) and has a broad background in human resources specialising in employment relations and pay and reward.

Andrew joined Ofsted in 1996. He initially was engaged to lead the review of pay and reward structures. He was appointed to the senior civil service in 2001 as Head of Human Resources. In 2005 he was appointed Director of Corporate Services responsible for HR, ICT, Procurement, Research and Analysis and the National Business Unit (processing and contact centre). In this role he had direct management responsibility for 400 staff and £20m budget.

As the Chief Executive for the Police Authority and the Police and Crime Commissioner for Hertfordshire Andrew undertook the full range of duties associated with this post. Andrew led on the development of the Strategic Alliance between Hertfordshire and Bedfordshire police forces. During his time the Police Authority were inspected by Her Majesty's Inspectorate of Constabulary (HMIC) and achieved an overall rating of "good" supported by "good" ratings for strategic planning and financial management. Only two forces in the country achieved this level of rating. He left to pursue consultancy opportunities.

For the past year, Andrew has operated as a self employed consultant undertaking a number of assignments including acting as an advisor for a larger consultancy company, work for other OPCC offices and work for a private sector provider. Last summer he was engaged by the previous Chief Executive to initially support manager recruitment. This contract was extended to manage a number of other pieces of work. Following the departure of Mrs Howl the PCC contracted Andrew as Interim Chief Executive and Monitoring Officer while permanent recruitment processes were undertaken.

## 9. TERMS & CONDITIONS OF APPOINTMENT

### ***Appointment***

The appointment will be subject to satisfactory references and vetting checks.

### ***Term***

The appointment will be for a fixed term of four years.

**Other terms and conditions**, including the salary, will be finalised in consultation with the PCC's Senior Advisor, following her return from leave, during the week commencing 31 March 2014. The salary scale is £87,050 - £101,563. This scale represents 95% of the agreed ACPO scale for Assistant Chief Constables. The use of this process is aligned with the approach adopted for Chief Officers and statutory officers within the Force, which was endorsed by an externally led JE exercise in 2012. In preparing the recruitment process, work was carried out to compare the proposed salary with equivalent posts in local authorities and in OPCCs where forces were of similar budget size.

### ***Pre-employment Checks***

Any conditional offer of employment will be subject to successful completion of various pre-employment checks including security and reference checks. These must all be deemed as satisfactory. A formal offer of appointment will not be made until **all** of the above pre-employment checks are satisfactorily completed, and the report of the Police and Crime Panel has been received and considered

### ***Referencing***

The list of questions asked of referees is attached at Appendix 1.3.

**OFFICE OF THE POLICE AND CRIME COMMISSIONER  
CHIEF EXECUTIVE AND MONITORING OFFICER  
PERSON SPECIFICATION**

| <b>Criteria</b>   | <b>Requirement</b>  | <b>Essential/<br/>Desirable</b>  |
|---|---|--|
| <b>Qualifications &amp; Training</b>  | Degree and/or professional qualification.   | E  |
|   | Post graduate management qualification.   | D  |
|   | A relevant legal qualification.   | D  |
| <b>Knowledge/Skills /Abilities</b>  | Ability to think strategically and to transform ideas and vision into effective deliverable plans.  | E  |
|   | Able to command the respect of and manage effective relations with the Chief Constable, Senior officers, colleagues and stakeholders at all levels. | E  |
|   | Proven leadership, inspirational skills, vision and forward thinking.   | E  |
|   | Outstanding management and organizational skills.   | E  |
|   | Ability to initiate and develop corporate strategies and translate into effective action.   | E  |
|   | Highly developed and proven political awareness and sensitivity, persuasiveness and diplomatic skills.  | E  |
|   | High level of literacy, numeracy, analytical and IT skills.   | E  |
|   | High level of both oral and written communication skills.   | E  |
|   | Creative approach to problem solving.   | E  |
|   | A focus on achieving effective and pragmatic outcomes.  | E  |
|   | High level scrutiny, performance management and interpersonal skills.   | E  |
|   | Ability to deal with complex issues quickly and effectively.  | E  |
|   | Ability to work effectively under pressure.   | E  |
|   | A good understanding and appreciation of the challenges facing Policing and the associated environment.   | E  |
|   | <b>Experience / Track Record</b>  | At least 5 years experience in a senior management position in a public authority. |
| Experience of and involvement in corporate level policy development and delivery. |   | E  |

|                      |   |   |
|----------------------|---|---|
|                      | Experience of managing change successfully and delivering continuous improvement in an environment working across a broad range of policy and functional areas.                       | E |
|                      | Experience of working effectively as a senior adviser to a leading politician, where proactive and expert advice is required.   | D |
|                      | Effective partnership and collaborative working, developing strong working relationships with the ability to influence their views and decision making.                               | E |
|                      | Proactive commitment to the highest levels of professional conduct, equality, fairness and diversity.   | E |
|                      | Demonstrable commitment and ability to promote a real belief in Public Service and seeking to understand the expectations, needs and concerns of different sections of the community. | E |
| <b>Other Factors</b> | Flexibility in terms of work outside the office. E.g. Force premises, offices of other partner bodies.  | E |
|                      | Commitment to continuous personal development.  | E |
|                      | A positive attitude to meeting the challenge of change, development and improvement.  | E |
|                      | Ability to drive or to travel around the two Counties.  | E |



**OFFICE OF THE POLICE AND CRIME COMMISSIONER  
CHIEF EXECUTIVE AND MONITORING OFFICER  
JOB DESCRIPTION**

**Job Title:- Chief Executive**

**Reporting To:- Police and Crime Commissioner**

**Job Purpose:-**

1. To provide effective and dynamic advice and support to the Police and Crime Commissioner [PCC] in all aspects of the role.
2. To assist and guide the Commissioner in the development of his vision, strategy and plans and in the production of the Police and Crime Plan.
3. To ensure the implementation, delivery and regular review and assessment of these plans.
4. To advise and assist the Police and Crime Commissioner in the delivery of all his statutory obligations including his monitoring duties under the Police Reform and Social Responsibility Act 2011 [PRSA 2011]. To advise upon or seek timely advice on all matters of statutory powers and legal and regulatory requirements.
5. To carry out the duties of the Chief Executive appointed under the PRSA 2011; the Head of the Paid Service; and the Monitoring Officer.
6. To provide effective operational and strategic leadership of the Office of the PCC and ensure the provision of a range of skilled support services to the PCC encompassing commissioning and partnership, corporate and resource planning, media and communications, community engagement, performance monitoring, information, research, analysis and secretarial and administrative services.
7. To maintain and develop a strong working relationship with the Chief Constable, his Command Team and the Force and the Police and Crime Panel.
8. To liaise with and assist in the development of collaboration and effective working with local authorities, key partners and stakeholders.
9. To support the PCC in holding the Chief Constable to account by facilitating effective and appropriate oversight and scrutiny of the Police Force's activities and performance.
10. To support the Commissioner in the delivery of their role locally, regionally and nationally.

**Specific Responsibilities:-**

**Key Working Relationships**

The Chief Executive is directly accountable to the Police and Crime Commissioner. The Commissioner will set performance objectives for the Chief Executive and carry out regular performance review.

**Key contacts:**

- The Police and Crime Commissioner
- The Office of the Police and Crime Commissioner staff and advisors.
- The Senior Advisor to the Police and Crime Commissioner
- The Treasurer of the Office of the Police and Crime Commissioner
- The Chief Constable, Deputy Chief Constable, the Chief Officer Group and senior police officers.
- The Members of the Police and Crime Panel.
- Key partners and stakeholders.
- Senior officials from appropriate national organisations and CJS partners including the Home Office, Association of Police and Crime Commissioners, Chief Executives and Her Majesty's Inspectorate of Constabulary.
- PCCs, Chief Executives and senior staff from Other PCCs and their offices and relevant local authorities.

**Key Functional, Management and Leadership Responsibilities**

1. To carry out the statutory duties and responsibilities of the Chief Executive, the Head of Paid Service and Monitoring Officer as defined in the PRSRA 2011.
2. To be the lead strategic officer advising the PCC and to assist the PCC in developing a coherent and effective long term vision and strategy.
3. To oversee the production, implementation, delivery and monitoring of the Police and Crime Plan.
4. To lead the development and delivery of the OPCC's activities and operations.
5. To provide clear and visible leadership to the staff of the OPCC including overall responsibility for their ongoing development. To appoint, manage, motivate and develop the staff of the OPCC in agreement with the PCC and have responsibility for advising the Commissioner on the office structure and employment terms of staff.
6. To give objective and timely advice to the PCC and to identify matters requiring the Commissioner's decision, discussion or action together with potential options/solutions and/or actions as required.

7. To provide support to the PCC in respect of their statutory responsibilities for the Chief Constable concerning appointment, development, terms and conditions of service, and matters relating to complaints and discipline.
8. To ensure that the OPCC contributes to the national consideration of issues concerning policing and reducing crime. To represent the PCC/OPCC at high level meetings with the Home Office, Her Majesty's Inspectorate of Constabulary, Local Government Association and other outside bodies at regional and national level.
9. To oversee and manage the effective funding of the Office's staff and support services.
10. To ensure that the PCC/OPCC fulfils its duties and responsibilities for equality, diversity and Human Rights according to relevant legislation, and to promote the commitment to equality and diversity in all that the OPCC does.

### **Strategy and Resource Planning**

1. To think strategically and guide the Office of the PCC in developing and delivering the Commissioner's long term vision and strategy, supported by appropriate polices.
2. To implement the OPCC's corporate strategies and its day to day business and to develop the short, medium and long term planning processes for the future development of the OPCC.
3. In conjunction with the Treasurer to lead the strategic development of the OPCC in the areas of strategic accounting, information management, the management of strategic risk, the human resource and learning and development strategies, ensuring that the OPCC is compliant with current employment legislation.
4. In conjunction with the Treasurer to oversee the financial planning, budgetary, resourcing and asset management aspects of the Police and the OPCC.
5. To prepare the OPCC for inspection by relevant bodies.

### **Commissioning, Partnership and Service Delivery**

1. To ensure the development of effective Commissioning and Partnership strategies.
2. To oversee the establishment and delivery of an effective commissioning framework that delivers the vision and priorities of the PCC, the expectations set out in the Police and Crime Plan and the provision of efficient and effective services.

3. To ensure that strategic needs and risk assessments, which encompass the views of key stakeholders and of communities, are carried out effectively as part of the planning and commissioning cycle.
4. To oversee the effective monitoring and scrutiny of commissioned and contracted services.

### **Engagement, Media and Information**

1. To develop and sustain effective and dynamic working relationships and collaborative opportunities with key strategic partners, including relevant public and private sector partners and voluntary organisations, to support the business of the OPCC.
2. To oversee the development of clear strategies and action plans for communication, consultation and engagement.
3. To ensure the provision of effective arrangements for two way to achieve community engagement, media communications, information, data analysis and research.
4. To develop and agree a strategy and working arrangements with the Force for dealing with the media and key stakeholders in the community, including handling the media in relation to high profile policing issues and operations.
5. To encourage the use of innovative approaches to achieve a high profile for the work and activities of the PCC and to help communicate his vision, values, achievements and views.
6. To keep the PCC apprised of national, regional and local developments in a timely manner and to advise on resulting opportunities, obligations and changes in policy.

### **Governance and Scrutiny**

1. To oversee and monitor the development and implementation of a governance framework and audit trail encompassing all of the activities of the OPCC and where appropriate the Force.
2. To set and maintain high standards of conduct in accordance with the Nolan Principles.
3. To ensure that effective governance arrangements are in place to enable the PCC to monitor, review and improve the performance of the OPCC.
4. In conjunction with the Treasurer to ensure transparency and propriety in the conduct of the Commissioner's business with regard to all financial matters including making proper arrangements and governance for tendering procedures and contracts.

5. To support the PCC in holding the Chief Constable to account for the delivery of an efficient and effective police service through the maintenance of an appropriate governance and scrutiny framework.
6. To ensure that effective arrangements are in place to scrutinize Force performance, to support continuous improvement in the Force and to monitor the delivery of the Police and Crime Plan and associated delivery plans.
7. To ensure the provision of relevant information and advice to the PCC to provide challenge, where appropriate to the Force's strategic, financial and operational performance.
8. To support the PCC in demonstrating efficiency, effectiveness and value for money in the Force and in the OPCC.
9. In conjunction with the Treasurer to make arrangements for the efficient and effective operation of internal and external audit functions and to service the Joint Audit Committee.
- 10 To develop and maintain a constructive relationship with the Police and Crime Panel.
- 11 To ensure that arrangements are in place to publish an Annual Report for consideration by the Police and Crime Panel.

### **Other**

- This is a politically restricted post as defined in the Local Government and Housing Act 1989.
- The post is based in Exeter. Travel within the area of responsibility and meetings and events further afield is a feature. The ability to drive, or to travel around the two counties, to fulfil the duties of the post is essential.

### **Behaviours:-**

#### **Serving the public**

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

#### **Leading Strategic Change**

Thinks in the long term, establishing a compelling vision based on the values of the service, and a clear direction for the OPCC. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is

prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the OPCC and partner organisations.

### **Leading the workforce**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about the service and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the OPCC by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the OPCC, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

### **Managing Performance**

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

### **Professionalism**

Acts with integrity, in line with the values and ethical standards of the service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the OPCC. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

### **Decision making**

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### **Working with others**

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the OPCC and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can

engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

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Our ref:

**Appendix 1.3**

People Services Centre (Resourcing)  
Devon & Cornwall Police  
Middlemoor  
EXETER  
EX2 7HQ

13 March 2014

Telephone: 01392 452020 (Option 1)

Dear

**RE: Andrew WHITE**

**D.O.B.: ??????**

The above named has applied for the position of Chief Executive for the Office of the Police and Crime Commissioner for Devon and Cornwall and has given your name for reference purposes. I have enclosed a role profile for your information and would be grateful if you could complete the relevant sections below and return to the address above. For personal references please complete Section 2 only:

**Section 1: Employer Referees**

Dates employed with your organisation: From: To:

Job title: Grade/salary:

Details of current disciplinary or performance issues:

Please comment on team working skills and working with confidential information:

Reason for leaving/seeking new position:

Would you re-employ him/her? YES / NO (If 'NO' please detail)

**Section 2: All Referees**

From the details you have received about the post and your knowledge of the candidate, would you please provide any information in support of their application. This should include details of any specific skills and abilities, strengths and weaknesses in relation to the post:

Do you know of any reason why we should not employ him/her? If so please specify:

I declare that the information given in this reference is to the best of my knowledge correct and accurate. \*I confirm that I have personal knowledge of the applicant / I have discussed the applicant with their direct line supervisor prior to completing the reference. (\* Please delete as appropriate)

Signed:

Date:

Position (where applicable):

Relationship to applicant:

How long have you known the applicant?

Yours sincerely



## Police and Crime Commissioner for Devon and Cornwall

### Police and Crime Panel Meeting

2 April 2014

### Report of the Police and Crime Commissioner

#### The Police and Crime Plan 2014-2017

1. At the Police and Crime Panel meeting on 7 February 2014 the Police and Crime Commissioner presented a draft of the refreshed Police and Crime Plan 2014-2017 and sought their views on its content. The Panel provided written comments to the Police and Crime Commissioner.
2. Alongside this the Police and Crime Commissioner has engaged with partner organisations to seek their views on the draft Plan. Feedback was provided to the Office of the Police and Crime Commissioner (OPCC) through written feedback (24 responses) and through face to face through meetings. The Police and Crime Commissioner and the OPCC have also been working in consultation with the police service in developing the Plan.
3. The final Police and Crime Plan 2014-2017 is due to be published at the end of March 2014. A number of amendments have been made to the Plan to reflect the feedback received from those consultations. Work has also progressed on the development of the crime and performance measures which will be included within the Plan. The Police and Crime Commissioner will be providing a written response to Police and Crime Panel's Report prior to publication of the Plan.

#### Contact for further information

Andrew White

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

[chiefexecutivesupport@devonandcornwall.pnn.police.uk](mailto:chiefexecutivesupport@devonandcornwall.pnn.police.uk)

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## Police and Crime Commissioner for Devon and Cornwall

### Police and Crime Panel Meeting

02 April 2014

Update from the CEO of the Office of Police & Crime Commissioner

### Complaints received against the PCC under Police Reform & Social Responsibility Act 2011

#### Update

1. No complaints against the Police and Crime Commissioner have been received during the period 19 January 2014 – 12 March 2014. The number of complaints received and handled since the PCC's election on 15 November 2012 are shown below at Table 1.

**Table 1**

| Dates                      | Complaints received | Number of Complaint recorded | Number of Complaints unrecorded | Total | Complaints forwarded to IPCC by the OPCC |
|----------------------------|---------------------|------------------------------|---------------------------------|-------|--|
| 15 Nov 2012 – 9 April 2013 | 0                   | 0                            | 0                               | 0     | 0  |
| 9 April – 24 Sept 2013     | 2                   | 1                            | 1                               | 2     | 0  |
| 24 Sept – 25 Nov 2013      | 4                   | 4                            | 0                               | 4     | 0  |
| 26 Nov 2013– 18 Jan 2014   | 0                   | 0                            | 0                               | 0     | 0  |
| 19 Jan 2014-12 Mar 2014    | 0                   | 0                            | 0                               | 0     | 0  |
|                            |                     |                              | Grand total                     | 6     | 0  |

**Andrew White**

Interim Chief Executive

Office of Police and Crime Commissioner

12 March 2014

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