



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.