

## **PROPOSED APPOINTMENT OF POLICE AND CRIME COMMISSIONER'S CHIEF EXECUTIVE**

### **1. Executive Summary**

The purpose of this report is to enable members of the Police and Crime Panel to consider the Police and Crime Commissioner's (the Commissioner) proposed appointment of a Chief Executive and Monitoring Officer and to report back to the Commissioner.

The report provides an overview of the appointment process that was undertaken in July 2017 by the Commissioner to select a preferred candidate.

### **2. The Confirmation Hearing**

Under the Police Reform and Social Responsibility Act 2011 (Act) the Commissioner must notify the Police and Crime Panel of their preferred candidate for appointment as Chief Executive. The Police and Crime Panel must hold a confirmation hearing and provide a report to the Commissioner regarding the proposed appointment.

Schedule 8 of the Act states that the Commissioner must provide the following information:

- a) The name of the person whom the Commissioner is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

This information is set out in the report, to assist the Police and Crime Panel in considering the proposed appointment. In addition this report sets out additional information to assist the Police and Crime Panel:

- i) A summary of the recruitment, application and interview process
- ii) Job description and person specification

### **3. Introduction and Background**

The previous CEO (Andrew White) gave his notice to leave the employment of the OPCC on 18 June 2017 having secured a position with Lincolnshire Police.

In order to support the Commissioner through this transitional period the current OPCC Treasurer suspended his request to retire and agreed to become Interim Chief Executive until a new Chief Executive was in post.

#### *Designing the selection process*

The Commissioner worked with HR, the outgoing CEO and the interim OPCC CEO to devise a recruitment process for the CEO post. In considering the way forward the

Commissioner considered national guidance, the wider landscape of OPCC recruitment nationally and skill sets required for OPCC CEOs as compared to previous police authority CEOs.

Following this review, the Commissioner and the Interim Chief Executive concluded that it would be appropriate to use an external search and selection firm to explore a wider field of candidates outside of the typical field for those who had transferable skills but may not have considered applying for such a position.

The Commissioner determined that the cost of utilising an external firm for search and selection would be funded from current budgets by not appointing an interim Treasurer.

#### *Appointing the external search and selection firm*

A set of standard requirements was sent to companies listed on the ESPO procurement framework for strategic HR services. Two agencies were shortlisted, based on their past experience and their provided quotes. Both agencies were contacted and asked to provide clarification about what their offering included and the total cost. Hays Executive Search (HES) was selected as providing best value for money.

### **3. The Recruitment Process**

#### **3.1 Advertisement**

The post was advertised in the Municipal Journal and also received press coverage. The advert was also placed on the OPCC and Police Force websites. The advert is attached as Appendix A, which also includes the introductory letter to prospective candidates from the PCC.

HES designed and delivered a campaign microsite <http://www.hays.co.uk/jobs/devon-cornwall-pcc/index.htm>. The site was accessible via published links in advertising and on the OPCC and Police Force websites as well as through social media and via direct contact with interested parties.

Chief Executives of local authorities in the area and the CEOs of other OPCCs nationally were contacted – to alert them to the vacancy and to seek their advice and support in identifying potential candidates.

HES undertook a national candidate search campaign, but focused on potential candidates within the region and potential candidates with strong connections with Devon and Cornwall, e.g. through university, family etc. HES utilised its extensive existing networks, including across government and the criminal justice sector.

Prospective applicants were required to submit their CV and a supporting statement to HES by 19 June 2017.

#### **3.2 Job Description and Person Specification**

The job description and person specification are key documents in the appointment process. They set out clearly the expectations and requirements of the role.

The previous CEOs job description and person specification were both reviewed prior to the recruitment process. Changes were made to the job specification to align with national competency based standards for policing. The Job Description and the Person Specification is attached at Appendix B.

### **3.3 The Selection Panel**

The Core Selection Panel for the process consisted of:

- The Police and Crime Commissioner
- The Interim CEO
- Mike Saltern, PCC's Independent adviser
- Hays Executive Search

For the Interview stage the Core Selection Panel was expanded to include:

- Kate Kennally, the CEO of Cornwall Council
- Teresa Cook, Devon and Cornwall Police Resourcing Manager

### **3.4 Applicants**

HES received 63 applications (13 female and 50 male).

HES undertook an initial paper-sift of all candidates sourced through search and advertising. From this sift HES ranked each candidate from A-C and provided the details to the Commissioner, the Interim CEO and the PCC's Independent Adviser for consideration.

From that information the Core Selection panel identified 14 candidates (4 female and 10 male) to move through to the next phase (the Long List).

The 14 candidates on the Long List were interviewed by HES practitioners using relevant competency based questions.

Following that process HES put forward 6 names (2 female and 4 male) for possible advancement to the assessment Centre and Interview Stage. The Selection Panel decided to advance 5 of the candidates identified by HES to the Short List and invite them to attend the Assessment Centre/Interview. All of the 6 candidates that were identified by HES had originally been graded A in the initial sift.

### **3.4 Assessment Centre**

The 5 selected candidates were invited to attend a one day assessment centre.

The Assessment Centre comprised two 45 minute exercises - a role play exercise, and a presentation based on 3 case studies. Both exercises were devised in discussion with the Core Selection Panel.

At the Assessment Centre, the candidates were assessed by HES representatives, the Commissioner, the Interim CEO and the PCC's Independent Advisor Mike Saltern against the following criteria (from the Person Specification at Appendix B to this report):

- Decision-making
- Leadership
- Professionalism
- Public Service
- Working with others

The candidates also undertook WAVE and HOGAN personality profiling tests with HES which were subsequently validated through an interview between the candidate and a qualified practitioner from HES.

Following the Assessment Centre HES provided a detailed report to the Core Selection Panel on each of the candidates.

### **3.5 Interview**

The Selection Panel was joined by two additional members for the interview stage. The membership was carefully selected to bring fairness, transparency and independence to the process.

The Interview Selection Panel comprised:

Alison Hernandez	Police & Crime Commissioner
Duncan Walton	Interim Chief Executive
Kate Kennally	CEO Cornwall Council
Mike Saltern	PCC's Independent Advisor
Teresa Cook	Resourcing Manager, Devon and Cornwall Police

The formal interview concluded the selection process, comprising of approximately 50 minutes during which candidates were asked a series of questions looking for evidence of their competence and experience in the five identified area:

- Decision-making
- Leadership
- Professionalism
- Public Service
- Working with others

In addition the Interview Selection Panel asked questions around personal responsibility, self-reflection and perceptions of the role.

At the interviews a preferred candidate was unanimously identified by all members of the Interview Selection Panel and is the Commissioner's proposed candidate.

## **4. Proposed Candidate**

As a result of the assessments and interviews the Commissioner has selected Frances Hughes as the proposed candidate for the Chief Executive Officer and Monitoring Officer role. The Interview Selection Panel was unanimous in concluding that Frances was the most suitably and qualified candidate and should be offered the position. Frances Hughes satisfied all the selection criteria and was a clear 'first choice' for all five selection board Members.

Statement of the Police and Crime Commissioner

*"The recruitment process for the post of CEO and Monitoring Officer was carried out with advice and support from Hays Executive Search and was made collectively by a Selection Board that included external and independent members.*

*Hays Executive Search identified candidates at each stage of the process – based upon objective assessment and the recommendations made by Hays Executive Search on*

*who to progress to the Short List Phase and the Assessment Centre/Interview phase were adopted and followed.*

*Mrs Frances Hughes, the preferred candidate, was assessed against the criteria set out in the Person Specification and candidate pack and was unanimously considered to be the most suitably qualified candidate.*

*Throughout the selection process and at the interview stage Mrs Frances Hughes has demonstrated a high degree of competency against all of the five core criteria (Decision Making; Leadership: professionalism; Public Service; Working with Others). Her performance at both the assessment centre and interview were incredibly strong.*

*Mrs Hughes is an experienced senior leader in the public sector with a proven track record in delivering high quality public services in a multi-disciplinary environment. She has led numerous departmental and strategic change programs for the Council and across local authority boundaries – including business transformation and efficiency programs and has been at the forefront of innovation in service delivery, including in areas of income generation and investment.*

*Mrs Hughes' collaborative and leadership skills have been strongly evidenced throughout the process and her previous career – as have her ability to generate and deliver creative solutions which are designed with service improvement and the public at their heart. Her diverse experience working with a wide array of stakeholders and partners – locally, regionally and nationally - and delivering results will be an important asset in driving forward transformation within policing and ensuring that the voice of Devon and Cornwall is heard regionally and nationally.*

*Through her considerable experiences in the fields of community safety and emergency planning as well as her experience in leading the design and delivery of departmental restructures and business transformation Mrs Hughes has demonstrated very high competency in the areas of decision making, leadership and professionalism.*

*Mrs Hughes demonstrated a high degree of understanding of the challenges facing policing and possesses the required policy, leadership and personal skills to lead the OPCC at this critical and exciting time. “*

## **5. Professional Background of Mrs Frances Hughes**

Mrs Frances Hughes has worked at Torbay Council since 1993, commencing employment in environmental health following a BSc (Hons) in Environmental Health from the University of Wales

- **May 2015 - present      Assistant Director (Community and Customer Services),**

The strategic lead for a wide range of “place based” and corporate services, reporting directly to the Chief Executive. Member of the Councils Senior Leadership Team. Overseeing staff team of approx. 350 and responsible for direct service provision as well as the commissioning of services. Service areas include Regulatory Services; Licensing; Torbay Community Safety Partnership; Concessionary Fares; Bereavement Services; Culture and Events (including libraries, museums and theatres); Housing Options and Homelessness; Highways; Waste and Natural Environment; IT; Revenue and Benefits; Customer Contact Centre; Print and post; Emergency Planning; Corporate Health and Safety; CCTV and Security.

- **2011 – 2015 Executive Head Community Safety and Communities**

Chief Officer for all Environmental Health, Trading Standards, Licensing, Private Sector Housing, Safer Communities Partnership, Community Development, Housing Options and Homelessness, Corporate Risk Management including emergency planning and corporate Health and Safety.

- **2008 - 2011 Executive Head Community Safety**

Responsibilities included the leadership and strategic direction of in excess of 150 staff including Environmental Health, Trading Standards, Licensing, Private Sector Housing, Street Scene, Environmental Protection, Street Wardens as well as the Safer Communities team, responsible for the operation of the CDRP, Domestic Abuse services, delivery of the Family Intervention Project, delivery of key night time economy interventions.

- **2003 - 2008 Assistant Director (Environmental Health and Consumer Protection)**

Leadership of Environmental Health, Trading Standards, Licensing, Street Wardens, Bereavement Services.

- **2001 - 2003 Senior Group Manager (Environmental Health and Consumer Protection)**

Responsible for the regulation of commercial businesses, licensing and consumer protection services.

- **1998 – 2001 Commercial Services Manager**

Management of food hygiene and health & safety, School Meals Client function, health promotion activities and all Registration and Inspection activities relating to the Registered Homes Act and the Children Act.

- **1993 – 1998 Senior Environmental Health Officer**

Environmental Health Officer responsible for regulating commercial business and private sector housing standards;

## **6. Terms and Conditions of Appointment**

### **6.1 Appointment**

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

### **6.2 Term**

The appointment will be permanent.

### **6.3 Salary**

The salary scale is £92,685 to £104,640. This scale represents 95% of the agreed national 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.

It is proposed that the appointment will commence at a starting salary of £92,685 per annum.

#### **6.4 Other Terms and Conditions**

The Chief Executive is a member of OPCC staff and therefore will be employed on the same terms and conditions as other members of OPCC staff.

The post holder will be eligible to enrol in the Local Government Pension Scheme.

There is continuous service with a qualifying local authority (24 years).

The annual leave entitlement is 38 days inclusive of bank holidays.

This role will require the post holder to travel to alternative locations on an ad hoc basis to undertake the role, travel expenses will be reimbursed and published in accordance with OPCC policy and statutory requirements.

Further information can be found in the OPCC's HR policies which are published on the website at <http://www.devonandcornwall-pcc.gov.uk/information-hub/opcc-policies/>

#### **6. Supplementary Information**

Appendix A – Job Advert

Appendix B – Job Description and Person Specification for CEO and Monitoring Officer

## **APPENDIX A – JOB ADVERT**

### **CHIEF EXECUTIVE EXETER, DEVON £92,684 to £104,640 per annum SAFE, RESILIENT, CONNECTED COMMUNITIES**

Devon, Cornwall and the Isles of Scilly are home to over 1.7 million people, with 11 million more visiting us every year. We are determined that policing in the peninsula is among the very best in the country. Working together with the Police Force and other key partners, the Police & Crime Commissioner sets our strategic direction and secures the effectiveness and efficiency of policing in the region. We have big plans and have already delivered a great deal. Building on the outstanding work of our departing Chief Executive, you will take forward the PCC's ambitious agenda, leading a highly regarded Office and securing the success of critical high value projects, developing new approaches to crime prevention and safeguarding the vulnerable from harm.

This is a uniquely influential role, one that will place you at the heart of critical decision making and delivery that makes the police better and people safer. We enjoy excellent professional working relationships with this Police Force and others in the region. Local agencies in the public and voluntary sectors work extremely well together. If you are motivated by shared endeavour and sky's the limit thinking, then this could be for you. Your background is less important than your ability to lead and develop people, build and nurture relationships and apply political acumen and emotional intelligence to complex, sometimes highly charged situations. Understanding that there is a right way to do business, you will bring unimpeachable integrity and a commitment to delivering what is best for our beautiful and unique region.

**For further information and to apply, please visit [www.hays.co.uk/jobs/devon-cornwall-pcc](http://www.hays.co.uk/jobs/devon-cornwall-pcc)**

**The closing date for applications is Monday 19<sup>th</sup> June at 0900.**

## **Introductory PCC Statement on recruitment microsite**

### **SAFE, RESILIENT AND CONNECTED COMMUNITIES**

*I'm looking for a CEO who can operate in a range of environments and will enjoy the challenge of using their diverse talents to get the best out of the police and keep our community safer. One minute you'll be thinking through how to deliver our aims with senior police officers and staff and the next you could be being confronted by a rightly demanding and vocal community. Media savvy, you'll take opportunities to help us all communicate with, engage or involve our 1.7m residents.*

*Taking charge of critical areas including the development and delivery of the Police and Crime plan, facilitating the budget planning, looking after the police estate and building relationships at all levels within the organisation, partners and public. You'll need strong project management and negotiation skills, financially and politically astute, and a respected leader in your field. Don't bother to apply if you're looking for the quiet life. I need someone who is ambitious to ensure Devon, Cornwall and the Isles of Scilly are recognised as one of the largest leading forces in the country and with a focus on having less victims and offenders in our community. We will also be building a new criminal justice hub at our headquarters site in Middlemoor worth approximately £29m. This key*



*project must succeed because we've waited too long for the critical improvements it delivers.*

*In my role I aim to get the best out of all those I work with. I'm clearly opinionated as a politician and it's important you act as a critical friend as I will to you. You'll need to second guess my view so learning about each other's values is vital.*

*Co-production is the name of the game whether that's with the force to produce the Police and Crime plan or with victim services through our commissioning arrangements. It's far from a bureaucratic job, it's action focussed and without a doubt fun too, even at our most demanding times.*

*I'm very open-minded about what background, experience and personality you have, I'm just keen to ensure you can build on our successes and take people with you. If you have any questions or you're not sure whether to apply don't hesitate to speak with me on 07769 996066. I look forward to meeting you soon and I am willing to be flexible for the right candidate.*

## **APPENDIX B -Job Description and Person Specification – Chief Executive Officer and Monitoring Officer**

### **Job Purpose**

To work with the Police & Crime Commissioner (PCC) and Deputy Police & Crime Commissioner (DPCC) to ensure the delivery of the vision, strategy and priorities of the Police & Crime Plan, cultivating a highly innovative and effective organisation, through the dynamic leadership of the Office of the Police and Crime Commissioner.

### **Main duties and responsibilities**

1. To carry out the duties of the Chief Executive in accordance with the Police Reform and Social Responsibility Act 2011; including the statutory roles of the Head of the Paid Service; and the Monitoring Officer as required in the appropriate legislation.
2. To provide high level strategic advice to the Commissioner supporting the PCC in the development and delivery of longer term visions and strategies, working collaboratively with partners and stakeholders and with due consideration of regulatory requirements.
3. To contribute to the effective delivery of the priorities identified in the Police & Crime Plan through the encouragement of new opportunities for organisational development, developing and exploiting to maximum effect the skills across the Commissioner's office to deliver on strategic goals.
4. To be the strategic lead in the development of effective relationships with a wide range of stakeholders within and beyond Devon and Cornwall, forging high-level relationships, fostering strategic partnerships, and enhancing the reputation and influence of the OPCC through this, and the delivery of policing and community safety programmes that meet the objectives of all partners.
5. Provide a proactive strategic policy function including the early identification of key issues effecting policing through appropriate environmental scanning processes which ensure the PCC is fully sighted on the potential impacts of new legislations and policies which will assist in the delivery of longer term visions and strategies, and ensuring that the OPCC significantly contributes to national considerations concerning policing and public safety.
6. To ensure that the PCC is fully briefed and up to date with any arising issues, activities and high profile incidents.
7. To develop a framework to facilitate scrutiny and oversight of the force.
8. To ensure that the OPCC performs its equality and diversity duties and responsibilities.
9. To ensure and facilitate the PCCs commissioning approach and that resources are maximised from external bodies to achieve this.
10. In collaboration with the Chief Financial Officer to ensure that force resources are maximised and prioritised to achieve operational aims through the budget process.
11. To advise the Commissioner on their personnel responsibilities in respect of the Chief Constable and, in particular, on their appointment, terms and conditions of service, and matters relating to complaints and discipline
12. To represent the Commissioner at high level meetings with the Home Office, HMIC, Association of Police & Crime Commissioners, LGA and other outside bodies at a local, regional and national level as required, ensuring the OPCC leads and contributes to the national consideration of issues concerning policing and the reduction of crime .
13. Deliver, review and improve performance against the OPCC strategy in relation to communication, consultation and engagement, ensuring effective two way engagement and consultation with all sections of the community.

## **Personal Qualities Required**

### **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 implications of different options, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### **Leadership**

Establishes a clear future picture and direction for the operational unit, focused on delivering the force vision and strategy. Identifies and implements change needed to meet force objectives, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Thinks in the long-term, identifying better ways to deliver value for money services that meet both local and force needs. Encourages creativity and innovation within the Operating Unit.

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

Creates a clear plan to deliver operational unit performance in line with Police and Crime Plan objectives. Agrees demanding but achievable objectives and priorities for the operational unit, and assigns resources to deliver them as effectively as possible. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Highlights good practice and uses it to address under performance. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery.

### **Professionalism**

Acts with integrity, in line with the values and ethical standards of the Police 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 within the operational unit. 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. Demonstrates courage and resilience in difficult situations, defusing conflict and remaining calm and professional under pressure.

### **Public Service**

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 local

stakeholders, developing partnerships and ensuring people can engage with the police at all levels. Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.

### **Working with others**

Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes work effectively throughout the operational unit. Consults widely and involves people in decision-making, speaking to people 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. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions.