



AGENDA NO:

POLICE AND CRIME PANEL: 29 JUNE 2017

NOMINATIONS OF CHIEF EXECUTIVE AND CHIEF FINANCE OFFICER

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To notify the Police and Crime Panel of the proposed appointment of Chief Executive and of Chief Finance Officer to the Police and Crime Commissioner. The Police and Crime Panel is invited to consider the proposed appointments and to make recommendations to the Police and Crime Commissioner.

1. INTRODUCTION

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires the Police and Crime Commissioner (the Commissioner) to notify the Police and Crime Panel (the Panel) of each proposed senior appointment.
- 1.2 Schedule 1, paragraph 9 of the Act sets out that the Commissioner must notify the Panel of the following information:
 - The name of the person whom the Commissioner is proposing to appoint (the candidate);
 - The criteria used to assess the suitability of the candidate for the appointment;
 - Why the candidate satisfies those criteria; and
 - The terms and conditions on which the candidate is to be appointed.
- 1.3 Schedule 1, paragraph 10 of the Act sets out that the Panel must review the senior proposed appointment, and make a report to the Commissioner to include a recommendation as to whether or not the candidate should be appointed. The report to the Commissioner should be received within a period of three weeks from when the Panel receives notification from the Commissioner of the proposed senior appointment.
- 1.4 Schedule 1, paragraph 11 sets out the requirement for the Panel to hold a confirmation hearing before making a report to the Commissioner.
- 1.5 Finally, Schedule 1, paragraph 12 allows the Commissioner the right to accept or reject the Panel recommendation, and sets out the requirement for the Commissioner to notify the Panel of this decision.

2. CHIEF EXECUTIVE

- 2.1. Every Commissioner must have a Chief Executive who supports and advises them in delivering their statutory duties and responsibilities. The Chief Executive works with the Commissioner to enable delivery of their vision, strategy and priorities and facilitate strategic and operational leadership of the office of the PCC. The Chief Executive also holds the role of the Monitoring Officer with a remit to draw to the Commissioner's attention any actual or possible contraventions of law, maladministration or injustice.
- 2.2. The previous Chief Executive left the organisation on 6 May 2016, following the re-election of the Commissioner. Recognising the critical importance of the role and the associated risks of maintaining a gap in senior management, the Commissioner immediately engaged the services of CoPaCC, a specialist organisation with established expertise in policing governance. This organisation both undertook a short-term review of the functioning of the Commissioner's office, the results of which have been previously reported to the panel, and provided a part-time Interim Chief Executive, Simon Bullock, who took up position on 16 May 2016.
- 2.3. The Chief Executive role was widely advertised during September/October 2016, and four candidates were interviewed. The selection panel were unable to support the appointment of a shortlisted candidate; a view shared by the Panel observer.
- 2.4. In early 2017, following conversations with senior leaders in Dorset Police, a potential candidate was identified; however this proposal did not come to fruition.
- 2.5. The Commissioner has nominated Simon Bullock as Chief Executive. The criteria used to assess suitability are laid out in Appendix 1. This decision has been made on the basis of recognising the:
 - positive and beneficial arrangements by which the Chief Executive position has been fulfilled over the previous 12 months;
 - efficient and effective working practices built up within OPCC by the Interim Chief Executive over the previous 12 months;
 - need for the Chief Executive to have strong professional credentials, coupled with an ability to represent the Commissioner in a range of scenarios; and the
 - importance of taking proactive steps to reduce the risk of the unknown given the professional working relationship between the Alliance Commissioners (and Deputy), Chief Constables (and Deputies), other Chief Officers and both Chief Executives and OPCCs.

The Commissioner has also taken the following supporting information into account:

 - the previous attempts and costs incurred in failed recruitment;
 - the ultimately futile series of informal approaches across the public sector leadership in Dorset and beyond to identify potential candidates; and
 - perhaps most importantly, taking into account the views of Dorset Police and PCC leadership, coupled with the current position of Devon & Cornwall OPCC.
- 2.6. The salary for the Chief Executive role has been set at £85,000, plus pension. Unlike other police staff, the role is not subject to annual pay increments. Following the review of senior OPCC roles, the Chief Executive package no longer attracts additional benefits such as a company car or relocation allowance. The Chief Executive will be required to work flexibly, under the direction of the Commissioner.

3. CHIEF FINANCE OFFICER (Treasurer)

- 3.1. Every Commissioner must have a Chief Finance Officer who ensures the financial affairs of the PCC are properly administered and the financial arrangements are in place across the OPCC and Force. The Chief Finance Officer also acts as the Commissioner's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
- 3.2. The OPCC, and the previous Police Authority, have had a longstanding arrangement with Dorset County Council to provide the CFO and supporting functions. As the strategic alliance between Dorset Police and Devon and Cornwall Police has matured, a number of back office functions have been aligned, and last year a collaborated finance function was launched. The long term plan was that once this happened, the Commissioner would seek to employ his own CFO rather than rely on the current outsourced arrangement.
- 3.3. The Chief Finance Officer role was widely advertised during December/January 2017, and three candidates were interviewed. The selection panel were unable to support the appointment of a shortlisted candidate; a view shared by the Panel observer.
- 3.4. During January/February 2017, the recruitment task was handed over to executive search agencies, whom were successful in identifying four candidates. These candidates were interviewed and the selection panel was able to identify a preferred candidate for the role, who duly met with the Commissioner who ratified the panel's recommendation.
- 3.5. The Commissioner has nominated Alexis Garlick as Chief Finance Officer. The criteria used to assess suitability are laid out in Appendix 2. This decision was made on the basis of:
 - an initial assessment of candidate suitability against the job description by the recruitment agency, combined with a telephone interview covering career history and skills background;
 - a paper sift by the Interim Chief Executive, Treasurer and Director of Operations to arrive at an interview shortlist;
 - a work sample test requiring candidates to outline their approach to: enable the PCC to provide effective and efficient scrutiny of Chief Constable budgets (where the PCC has limited direct control); and ensure that the services the PCC directly commissions represent and effective use of public money and deliver the desired outcomes;
 - a structured competency interview chaired by the Treasurer, with the other panel members being the Dorset Police Head of Finance and the OPCC Director of Operations;
 - an informal suitability and fit meeting with the PCC, Deputy PCC, Interim Chief Executive and Director of Operations.
- 3.6. The salary for the Chief Finance Officer role has been set at £42,000, plus pension for a 23 hour working week (£70,000 FTE). Unlike other police staff, the role is not subject to annual pay increments. The Chief Finance Officer will be required to work flexibly, under the direction of the Commissioner.

4. RECOMMENDATIONS

4.1 In accordance with the Police Reform and Social Responsibility Act 2011, Schedule 1, paragraph 9 the Panel is invited to:

- a) Review the proposed appointment of Simon Bullock as the Chief Executive to the Police and Crime Commissioner; and make recommendations on this proposed appointment.
- b) Review the proposed appointment of Alexis Garlick as the Chief Finance Officer to the Police and Crime Commissioner; and make recommendations on this proposed appointment.

MARTYN UNDERHILL POLICE AND CRIME COMMISSIONER

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Appendices

Appendix 1 – Chief Executive and Monitoring Officer Job Description

Appendix 2 – Chief Finance Officer (Treasurer) and Section 151 Officer Job Description