



House of Commons
Home Affairs Committee

Appointment of Her Majesty's Chief Inspector of Constabulary and Her Majesty's Chief Inspector of Fire & Rescue Authorities in England

Seventh Report of Session 2021–22

*Report, together with formal minutes relating
to the report*

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Home Affairs Committee

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The current staff of the Committee are Elektra Garvie-Adams (Second Clerk), Kate Johal (Committee Specialist), Jennifer McCormick (Committee Operations Officer), Niamh McEvoy (Committee Specialist), Penny McLean (Committee Specialist), George Perry (Senior Media and Communications Officer), Paul Simpkin (Committee Operations Manager), David Weir (Clerk), Stephanie Woodrow (Committee Specialist).

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Report

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

1. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses and reports on the effectiveness and efficiency of the 43 territorial police forces in England and Wales, and, since July 2017, the 45 fire and rescue services in England. Through its programmes of inspections, it assesses what is working well and what needs to improve the service provided to the public locally and nationally; and provides information to allow the public to compare the performance of their police force and fire and rescue service against others. HMICFRS also inspects law enforcement arrangements in British Overseas Territories and Crown Dependencies, on invitation from the relevant government, as well as non-territorial services, specialist agencies and international police forces.¹

2. The workforce of HMICFRS is comprised of HM Inspectors, civil servants, and secondees from fire and rescue services and police forces. HMICFRS also has a register of associate inspectors and other specialist staff. In 2020/21 HMICFRS had 274 members of staff, of whom 198 (72%) were permanent staff, 41 (15%) were police secondees, and 19 (7%) were fire secondees.² Her Majesty's Chief Inspector is supported by four Inspectors, each with regional responsibility for police and fire and rescue services plus Senior Responsible Owner roles for national programmes.³

3. The Inspectorate is funded mainly by the Home Office. It also receives funding from other government departments and others for its work inspecting the National Crime Agency, the police forces of the armed forces and the Ministry of Defence Police, the Police Service of Northern Ireland, the British Transport Police, the Civil Nuclear Constabulary and certain overseas police forces. It also receives funding from the Treasury for its work on HMRC.⁴ In 2020–21, HMICFRS spent £24 million, of which 92 percent went on its workforce, with the rest on ICT, surveys, accommodation, and other expenses.⁵

The role of Her Majesty's Chief Inspector of Constabulary and Chief Fire & Rescue Inspector

4. The Candidate Recruitment Pack states that the role of Her Majesty's Chief Inspector (HMCI) is to “to ensure the inspection of police forces and fire & rescue authorities, and report publicly on their efficiency and effectiveness”. HMCI is appointed under the Police Act 1996 and the Fire & Rescue Services Act 2004. The primary duties of the role, listed in Appendix 2, include:

- **Complying with the statutory duties of the HM Chief Inspector** – such as preparing and submitting to the Secretary of State an inspection programme

1 <https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/cat/international-and-specialist-agencies/>

2 <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/state-of-policing-2021-single-page-format.pdf>, Annex D

3 <https://www.justiceinspectorates.gov.uk/hmicfrs/about-us/who-we-are/>

4 [Inspection-of-the-performance-of-Home-Office-police-forces.pdf](#) ([justiceinspectorates.gov.uk](https://www.justiceinspectorates.gov.uk)), paras 48 - 49

5 <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/state-of-policing-2021-single-page-format.pdf>, Annex D

and annual reports on the carrying out of inspections, sitting on disciplinary panels in respect of senior officers accused of misconduct or gross misconduct, and discharging functions as the principal body considering and investigating super-complaints under the Police Reform Act 2002.

- **Leading HMICFRS as its most senior appointee** – for example, being responsible for chairing the HMICFRS Board, working with and supporting the Chief Operating Officer who leads the day to day running of the organisation, leading HMICFRS organisational transformation and raising the profile and media presence of HMICFRS, and undertaking the annual performance appraisals of the other Crown-appointed HM Inspectors.
- **Acting as the senior spokesperson and visible leader for HMICFRS** – for instance, briefing Ministers and giving evidence to Select Committees, collaborating with external stakeholders and maintaining professional relationships with sector stakeholders, and overseeing the publication of inspection reports and representing these reports publicly and in the media.

The recruitment process

5. The campaign to recruit the new Chief Inspector of Constabulary and Chief Fire & Rescue Inspector was launched on 1 October 2021. The closing date for applications was 1 November 2021. The short list meeting was timetabled for the week commencing 6 December 2021 with final panel interviews expected in the week commencing 17 January 2022. In addition to using Executive Search, the role was advertised for one month on the Cabinet Office Centre for Public Appointments, as well as in the national media and across diversity channels to attract a broad and diverse range of candidates. Further information about the recruitment process is appended to the Report.

Person specification

6. The person specification established by the Home Office for the role of her Majesty's Chief Inspector of Constabulary and Chief Fire & Rescue Inspector consisted of two parts – essential skills and experience, and desirable skills and experience. An Advisory Assessment Panel sifted applications, assessing each application against the essential criteria, to produce a shortlist. As part of the selection process, short-listed candidates were also required to undertake a media assessment exercise.

7. Part One – Essential Skills and Experience

- Successful track record of strategic leadership of a large, complex, delivery organisation
- Experience of working in or with the most senior levels of government or public sector services
- Experience of successfully leading an organisation through a period of significant transformation and redevelopment of organisational structures

- Strong analytical skills, predominantly with a reliance on evidence-based practice, and the capability to carry out rigorous inspections informed by robust big data analytics.
- A first-class communicator—orally and in writing—with the confidence, authority and interpersonal skills to secure and retain the confidence of a wide range of stakeholder groups.
- Strong relationship management skills, including the ability to build constructive relationships and effectively challenge and influence stakeholders, while maintaining impartiality and independence.
- The flexibility and personal resilience to adapt to rapidly changing circumstances in an environment of regular scrutiny by the media, public and others.

8. Part Two - Desirable Skills and Experience

- Experience of media handling
- Knowledge of policing and/or fire and rescue services
- Previous inspectorate or regulatory experience
- Previous Chair or Non-Executive Board Member experience.

9. Further details regarding the job advert can be found at Appendix 2 and in the online version of the Recruitment Information Pack.⁶

Andrew Cooke, the Government's preferred candidate

10. The Secretary of State's preferred candidate, Mr Andrew Cooke, served for 36 years with the police between 1985 and 2021, ending his police career with over four years as Chief Constable for Merseyside Police between 2016 and 2021. Mr Cooke's curriculum vitae summarises his police career, detailing his progression through the ranks, and listing several regional and national roles held by Mr Cooke including many lead roles for the National Police Chiefs' Council (Appendix 3).

11. In April 2021 he was appointed as one of four Her Majesty's Inspectors of Constabulary and Fire & Rescue Service, with responsibility for the inspection of police forces and fire and rescue services in Northern England. He is also the Senior Responsible Owner for the Police Efficiency, Effectiveness and Legitimacy programme.⁷ In his pre-appointment questionnaire, Mr Cooke recognised there was a gap between his policing knowledge and his knowledge of the fire & rescue services, saying "*Due to my policing background, I have invested a great deal of effort learning about the fire service over the last year and this will continue to be an area of continuous professional development for me*".⁸

6 <https://micro.green-park.co.uk/home-office-hmci/wp-content/uploads/sites/18/2021/10/HMCI-Recruitment-Pack-FINAL.pdf>

7 <https://www.justiceinspectors.gov.uk/hmicfrs/about-us-/who-we-are/andy-cooke-qpm/>

8 Appendix 4 of this report

12. We questioned Mr Cooke about his independence, the recruitment process and his professional competence to execute the key responsibilities of the role. We also discussed key issues facing the police and fire & rescue services which are likely to impact on HMICFRS's inspections. Areas of questioning included:

- His personal independence including any conflicts of interest relating to the role;
- His capacity, skills and knowledge to undertake the role; and
- His future priorities for HMICFRS, including making sure it is operating in the most effective and efficient way possible, focussing the inspection programme on the issues where improvement is most needed.

13. Based on his responses during the pre-appointment hearing and to the pre-appointment questionnaire (Appendix 4), the Committee found that Mr Cooke had a strong understanding of the issues facing HMICFRS and the bodies it inspects, and of the independence and skills required to do the job.

Conclusion

14. **We are satisfied that Andrew Cooke has the professional competence and personal independence required for the post of HM Chief Inspector of Constabulary and Chief Fire & Rescue Inspector.**

15. **We therefore support the proposed appointment by the Home Secretary and wish Mr Cooke success in his new post.**

Annex: Posts which are subject to pre-appointment hearings before the Home Affairs Committee

Independent Chief Inspector of Borders and Immigration

HM Chief Inspector of Constabulary and HM Chief Inspector of Fire & Rescue Services

Chair of the Gangmasters and Labour Abuse Authority

Appendix 1: Information provided by the Home Office about the preferred candidate and recruitment campaign

Information on the preferred candidate

Name of the preferred candidate	Andrew Cooke
CV (redacted for publication)	Appendix C
Declaration of relevant interests made by the candidate	None.
Declaration of relevant political activity made by the candidate required under paragraph 9.2 of the Governance Code on Public Appointments	None.
Proposed terms of appointment and remuneration (if any)	Fixed term appointment for a period of up to five years. Possibility of re-appointment, subject to a satisfactory annual appraisal of performance and Ministerial agreement. Remuneration of £197,313 per annum.

Campaign information

Campaign Launch Date	1 October 2021
Campaign Closing Date	1 November 2021
Preliminary Interviews	Expected w/c 22 & 29 November 2021
Short List meeting	Expected w/c 6 December 2021
Final Panel Interviews	Expected w/c 17 January 2022
Meeting with Home Secretary (if required)	Expected post interview
Advertising strategy	In addition to using Executive Search, the role was advertised for 1 month on the Cabinet Office Centre for Public Appointments, as well as in national media and across diversity channels, to attract a broad and diverse range of candidates.

Advisory Assessment Panel	Panel Chair: Colleen Harris MVO, DL (Senior Independent Panel Member) Other Members: Matthew Rycroft CBE, Home Office Permanent Secretary Michael Fuller QPM (Non-Executive Director, Home Office)
Number of applicants	Twenty-three
Number of candidates invited to interview	Six
Number of candidates found appointable	Two

Diversity data

Table A: Gender

	Percent Male	Percent Female	Percent Identify Another Way	Percent Not Declared
Applicants ²	15 (65%)	7 (30%)	n/a	1 (5%)
Shortlist (applicants invited to interview)	n/a	n/a	n/a	n/a

Table B: Ethnicity

	Percent White	Percent Ethnic minority	Percent Not declared
Applicants ²	19 (83%)	3 (13%)	1 (4%)
Shortlist (applicants invited to interview)	n/a	n/a	n/a

Table C: Disability

	Disabled	Non-disabled	Not declared
Applicants	n/a	n/a	
Shortlist (applicants invited to interview)	n/a	n/a	

Notes on diversity data

1. Departments must consider their obligations under data protection legislation when sharing this data with select committees. Candidates must be made aware at the outset of the campaign that their data will be shared with the select committee in this way. The data should not be shared in a way which means that individuals are identifiable.
2. Departments should follow ONS guidance on statistical disclosure control to meet this requirement. Where there are fewer than 5 candidates in any given category, diversity data must not be shared as this is potentially identifiable. For example, if you have six women and four men on a shortlist – you should not give any gender information.

Appendix 2: Job Advertisement

Role description

Title: HM Chief Inspector of Constabulary (HMI)

HM Chief Inspector of Fire & Rescue Authorities in England (IFRAE)

Commitment: Full time public appointment

Remuneration: £197,313 per annum

Appointment: This is a fixed term appointment for a period of up to five years.

Location: Flexible within England and Wales. However, in line with the Government's Places for Growth programme, HMICFRS will be moving to a regional structure so this role will not be London based.

Reporting to: The Home Secretary, who may delegate some responsibilities to the Permanent Secretary e.g. performance management.

Purpose

HM Chief Inspector (HMCI) is a role combining two separate Crown Appointments:

- Her Majesty's Chief Inspector of Constabulary; and
- Her Majesty's Chief Fire and Rescue Inspector for England.

Their purpose is to ensure the inspection of police forces and fire & rescue authorities, and report publicly on their efficiency and effectiveness.

Key Responsibilities

HMCI is appointed under the Police Act 1996 and the Fire & Rescue Act 2004. The primary duties of the role include:

- Complying with the statutory duties of the HM Chief Inspector:
- Prepare, and submit to the Secretary of State, an inspection programme and framework to facilitate the inspection of the efficiency and effectiveness of all police forces in England and Wales, all fire & rescue authorities in England, other bodies set out in legislation, and broader or thematic inspections;
 - Submit to the Secretary of State annual reports on the carrying out of inspections and lay the reports in Parliament;
 - Carry out other duties for the purpose of furthering efficiency and effectiveness of police forces and fire & rescue authorities as directed by the Secretary of State; and
 - Participating in other duties of an HM Inspector as required, such as sitting on Police Disciplinary panels.

- Leading HMICFRS as its most senior appointee:
 - Lead HMICFRS in line with the Seven Principles of public life and the principles set out in the Cabinet Office Code of Conduct for Board Members of Public Bodies 2019;
 - Chairing the HMICFRS Board, the collective decision-making mechanism for the leadership of the Inspectorate;
 - Working in tandem with the Chief Operating Officer (COO) to oversee organisational governance, ensuring the Inspectorate is operating effectively, demonstrates best practice and with appropriate transparency;
 - Alongside the COO, lead HMICFRS organisational transformation;
 - Supporting the COO, who leads the day to day running of the organisation including the delegated finances, operational risks and overseeing HMICFRS's operational programme of inspections;
 - Implementing a future focussed approach to the organisation's work – identifying key trends and future likely risks to policing and fire & rescue services;
 - Undertake cross-cutting work with the Criminal Justice Joint Inspection programme, to affect strategic and substantive change across the criminal justice landscape;
 - Raise the profile and media presence of HMICFRS to improve the public's understanding of the organisation and what they do;
 - Protecting the integrity and operational independence of HMICFRS, championing the Inspectorate with both Government and the forces and authorities being inspected;
 - Undertaking appraisals of the other Crown-appointed HM Inspectors - holding them to account for their own deliverables and supporting their professional development; and
 - Supporting the COO in their own appraisal and professional development.
- Acting as the senior spokesperson and respected figurehead for HMICFRS:
 - Set the strategic direction of the organisation, overseeing the publication of inspection reports and representing these reports publicly and in the media as required;
 - Be a credible independent voice, reporting to Ministers, giving evidence to Parliamentary Select Committees and replying to policy and Parliamentary consultations as appropriate, drawing on evidence gathered during HMICFRS inspections;

- Collaborating with external stakeholders, maintaining professional relationships with sector stakeholders including the NPCC, NFCC, IOPC, College of Policing and other inspectorates and regulators.

Person Specification

Essential Skills and Experience

- Successful track record of strategic leadership of a large, complex, delivery organisation.
- Experience of working in or with the most senior levels of government or public sector services.
- Experience of successfully leading an organisation through a period of significant transformation and redevelopment of organisational structures.
- Strong analytical skills, predominantly with a reliance on evidence-based practice, and the capability to carry out rigorous inspections informed by robust big data analytics.
- A first-class communicator – orally and in writing – with the confidence, authority and interpersonal skills to secure and retain the confidence of a wide range of stakeholder groups.
- Strong relationship management skills, including the ability to build constructive relationships and effectively challenge and influence stakeholders while maintaining impartiality and independence.
- The flexibility and personal resilience to adapt to rapidly changing circumstances in an environment of regular scrutiny by the media, public and others.

Desirable criteria

- Experience of media handling;
- Knowledge of policing and/or fire and rescue services;
- Previous inspectorate or regulatory experience; and
- Previous Chair or Non-Executive Board Member experience.

Appendix 3: Candidate CV

Andrew Cooke QPM DL BA(Hons)

Career History

2021 to date	Her Majesty's Inspector of Constabulary Her Majesty's Inspector of Fire & Rescue Authorities	Responsible for inspection of Forces and Services in the North of England. Senior responsible Officer for PEEL and Monitoring.
2016 to 2021	Chief Constable, Merseyside Police	Responsible for the direction and control of Merseyside Police Force in accordance with the Police Act 1996 in order to provide Merseyside with an effective and efficient police service and the fulfilment of all the statutory and legal obligations of the office of Chief Constable
2013–16	Deputy Chief Constable, Merseyside Police	Responsible for the development and implementation of strategies to further the policing of Merseyside. Delivering the process of force planning, implementation of plans and the control of the planning process. Responsible for evaluation and improving performance and command of operational incidents.
2012–13	Assistant Chief Constable, Operations, Merseyside Police	Responsible for the development of neighbourhood policing and uniform specialist operations and all performance matters. Development and implementation of strategy and policy to further improve the policing approach.
2010–12	Assistant Chief Constable, Operations, Lancashire Constabulary	Provided a platform to achieve a consistent approach to managing demand through neighbourhood policing and effective performance frameworks. Responsible for management of change via organisational reviews.
2008–10	Assistant Chief Constable, Specialist Operations, Lancashire Constabulary	Ensured a co-ordinated and cohesive approach to specialist policing services in support of territorial divisions, major crime investigations and multi-agency activities, focusing on organised crime groups.
2007–08	Basic Command Unit (BCU) Commander, Liverpool South, Merseyside Police	Developed and provided direction for all area resources in order to ensure the provision of a premium service in accordance with the corporate strategy of the force. Developed strategies to reduce crime and disorder. Developed management teams. Managed the use of finance and resources.

2005–07	Detective Chief Superintendent, MATRIX, Merseyside Police	Developed organisational capability to combat gang related crime and reduce the availability of firearms. Led the delivery of intelligence driven policing. Ensured the effective handling of major and critical incidents.
2004–05	Superintendent, BCU Operations, St Helens, Merseyside Police	Developed strategies to reduce crime and disorder. Contributed to policy formulation. Managed organisational change. Maintained standards of professional practice.
2003–04	Detective Superintendent, Force Crime Reduction Co-ordinator, Merseyside Police	Developed local partnership agreements. Developed and implemented force policy. Developed and maintained quality assurance systems. Reviewed internal and external environments. Developed strategies to reduce crime and disorder. Co-ordinated multiple projects.
2001–03	Detective Chief Inspector, Senior Investigating Officer, St Helens, Merseyside Police	Developed strategies to reduce crime and disorder. Managed investigations and major investigations. Managed the performance of teams and individuals and coached and mentored staff. Authorised and reviewed policing operations. Contributed to policy formulation.
1999–01	Detective Inspector, Target Operations, Merseyside Police	Led and managed covert investigations into serious and organised criminality. Managed the quality and security of intelligence used by the force through deployment of effective procedures.
1998–99	Detective Inspector, Force Robbery Squad, Merseyside Police	Led and managed covert investigations into forcewide and regional armed robbery.
1985–88	Constable, Detective Constable, Detective Sergeant, Merseyside Police	Variety of roles.

Regional and National Responsibilities

2020 to 2021	National Police Chiefs' Council (NPCC) Biometrics Lead	Leading policing's approach to Biometrics in collaboration with the Home Office to identify a legislative, ethical and operational way forward
2019 to 2021	NPCC Crime Business Area Lead	National lead for Crime, the largest NPCC portfolio, overseeing and guiding NPCC crime strategy
2018 to 2021	NPCC Undercover Public Inquiry Lead	National lead for Inquiry and Operation Elter, an investigation into National Public Order and Intelligence Unit

2017–2019	NPCC Serious and Organised Crime Lead	National lead for Serious and Organised Crime, Home Office negotiation and Regional Organised Crime Units
2016 to 2021	North West Regional Organised Crime Unit Lead Chief Officer	Lead Chief Constable responsible for direction and control of Regional Organised Crime Unit
2015–2017	NPCC Vulnerability Portfolio Lead	National lead for vulnerability in all its forms, leading the NPCC response on a multi-agency basis
2014–2015	NPCC Crime Prevention Lead	Responsible for leading on the development of crime prevention and problem solving in policing
2010–2017	Witness Protection Portfolio Lead	Identified the requirement for a national service and ensured implementation (United Kingdom Protected Persons Service)

Relevant Professional Courses and Qualifications

Regulation of Investigatory Powers Act Authorising Officer	Accreditation of authorisation for covert operations
Senior Information Risk Owner	Senior Information Risk Owner training
Strategic Firearms Commander	Accreditation for gold command of complex weapons operations
Tactical Firearms Commander	Responsibilities of officers commanding firearms incidents
Management of Linked and Serious Crime	Officer in overall charge of cross border linked serious crime
Advanced Public Order Commander	Accreditation for gold command of public order operations
Multi Agency Gold Incident Commander	Partnership command of critical incidents
Strategic Command Course	Preparation and development for Chief Officer rank

External Roles

Deputy Lieutenant	Merseyside Lieutenancy
Vice President Police	Mutual Assurance Society
Ambassador	Everton in the Community
Member	Liverpool City Region Enterprise Partnership

Member	Philanthropy Fellowship
Patron	Barnstondale Centre
Ambassador	Can Cook 'Share Your Lunch'
Patron	Police Memorial Trust
Advisory Trustee	LFC Foundation
Foundation Governor	St Francis Xavier's College

Appendix 4: Candidate questionnaire

1. What motivated you to apply for this role, and what specific experiences would you bring to it?

I applied for this role due to my strong passion for public service. I joined the police service in 1985 because I wanted to make a positive difference to people's lives, particularly the most vulnerable in our society. This has motivated me throughout my career and driven me to take up positions of increasing responsibility, where I could have a greater influence over the service delivered to the public. I was fortunate to serve as Chief Constable of Merseyside Police for over 4 years, to have held some of the largest and highest risk national policing portfolios and I have spent the last year working as Her Majesty's Inspector (HMI). These experiences have allowed me to further develop the knowledge, skills and relationships required to undertake the role of Her Majesty's Chief Inspector (HMCI).

2. If appointed, are there specific areas within your new responsibilities where you will need to acquire new skills or knowledge?

I believe I already possess the skills and knowledge required to undertake the statutory duties and leadership role of HMCI. There is of course always room for development and I have and will continue to seek the wise counsel of others to assist me in the role. Due to my policing background, I have invested a great deal of effort learning about the fire service over the last year and this will continue to be an area of continuous professional development for me. In fulfilling the duties, I would also be well supported by the dedicated and professional staff within HMICFRS.

3. How were you recruited? Were you encouraged to apply, and if so, by whom?

I was aware that the role was due to be advertised due to my position within HMICFRS. The decision to apply was my own and I did not feel the need to seek encouragement.

4. Do you currently or potentially have any business, financial or other non-pecuniary interests or commitments, that might give rise to the perception of a conflict of interest if you are appointed?

No

5. How do you intend to resolve any potential conflicts of interests if you are appointed?

Not applicable

6. If appointed what professional or voluntary work commitments will you continue to undertake, or do you intend to take on, alongside your new role? How will you reconcile these with your new role?

I have several voluntary commitments which I intend to continue undertaking, all of which are listed below. I do not believe any of these create a conflict of interest with the role of HMCI and I perform them in my current role as HMI. As I do currently, I will ensure these are effectively managed and do not impact upon my work. All are unpaid.

- Deputy Lieutenant – Merseyside Lieutenancy
- Patron – Police Memorial Trust
- Vice Chair – Police Sport UK
- Vice President – Police Mutual Assurance Society
- Advisory Board Member – Liverpool Football Club Foundation (independent charity)

7. Have you ever held any post or undertaken any activity that might cast doubt on your political impartiality? If so, how will you demonstrate your political impartiality in the role if appointed?

No

8. Do you intend to serve your full term of office? Would you seek re-appointment?

I intend to serve the full term of office. I have not considered seeking re-appointment at this time.

9. If appointed what will be your main priorities on taking up the role?

I have been part of the inspectorate whilst the new strategy for 2021–2025 was being set and have played a key role in its development. It sets out our purpose as promoting improvements in policing and fire & rescue services to make everyone safer. The strategic aims underpinning this are focusing on public value, adopting a smarter systems approach, capitalising on our insight, and learning, and being proactive in responding to major changes. This is a strong and well thought out strategy, which was widely consulted upon and is embedded with our staff and our key stakeholders.

It is my priority to see this strategy come to fruition, where we can have the maximum positive impact on service delivery for the public. This will be achieved by ensuring the inspectorate is itself operating in the most effective and efficient way possible. We then need to carefully consider our inspection programme to ensure we are focusing on the issues where improvement is most needed. Where there is poor practice we must recommend how to improve. Where there is good practice and innovation, we must ensure this is highlighted and shared through our relationships with the College of Policing and National Fire Chiefs Council.

For the police service, there is a crisis of public confidence and the legitimacy of the service is at stake.

Firstly, the police must act fairly and be seen to act fairly, and they must be representative of their communities. The inspectorate has a huge responsibility to publicly report on this issue and to drive improvements. I will ensure we do by maximising the impact of our PEEL programme and concluding our inspection of vetting and standards within the service.

Secondly, the service must also deliver the right outcomes if the public are to trust them. We have seen a drastic reduction in positive outcomes for criminal investigations, a poor

service for too many victims of crime and some crime types which are simply far too high. Again, this is about maximising the positive impact of our PEEL programme and then conducting targeted thematic inspections to address key issues.

For the fire service, our inspection programme is still in its relative infancy. However, it is already clear that service level reform is needed, and many individual services need to improve. I will ensure we follow up on the six national recommendations Sir Tom Winsor made in his previously laid State of Fire and Rescue report to drive system wide improvement. I also want to bring greater standardisation in the methodology for inspecting both services. Some progress has been made but there is more to do.

My focus will be on improvement of both services and not just inspection.

10. What criteria should the Committee use to judge your performance during your term of office?

Much like the services they inspect, HMCI should of course be accountable for his own performance and the performance of the organisation. My performance should be judged both internally and externally.

Externally, is the Inspectorate working as part of a smarter system approach to improve policing and fire and rescue? Am I and the organisation a powerful and credible voice with the services, government, stakeholders and communities? Are the services improving and where they are not, is the Inspectorate shining the light on the crucial issues? Internally, is HMICFRS itself both efficient and effective? Is it an employer of choice and do the staff have confidence in its leaders?

11. How will you protect and enhance your personal independence and the institutional independence of HMICFRS from the Government/Ministers?

As a serving HMI, I take pride in my independence and will continue to fiercely guard it as HMCI. Our independence is hugely important. It ensures the respect and confidence of the public and our other stakeholders in the objectivity of our reporting.

Our independence is protected by legislation. I will comply with the 7 principles of public life by which I am bound and ensure that my fellow HMIs do the same. Although the Home Secretary and others may commission me, I will ensure that only myself and my fellow HMIs decide the content of our reports. Our words are, and always will be, our own.

My sole interest is in reporting on the efficiency and effectiveness of our inspected sectors and promoting improvements to increase the safety of our communities.

12. How do you assess the public profile and reputation of HMICFRS?

HMICFRS has a long and respected history, going back to the establishment of the Inspectors of Constabulary in 1856. It is a trusted voice amongst the public, its inspected sectors and its many other stakeholders, a reputation which must be maintained and nurtured.

There has been some fantastic work over many years to improve the quality of HMICFRS reports, particularly in making them more accessible to the public. We have also improved our profile through better relations with the media. It is an essential component of our success that what we say is heard.

13. What risks do you think HMICFRS will face over your term of office? How do you intend to manage them?

Funding remains a key challenge for the Inspectorate. We undertake important work that underpins public accountability and confidence. However, our budget is only around 0.1% the total of our inspected sectors and has been stretched over the last several years due to Home Office settlements. To manage this risk, we must use our limited resources in the most efficient way possible, to ensure we have the capacity and capability to effectively deliver and continuously improve our work. An organisational redesign is ongoing within the inspectorate which, working collaboratively with the Chief Operating Officer, I will ensure results in a more effective and efficient organisation.

Much as confidence in policing is currently under scrutiny, maintaining confidence in the Inspectorate is also a priority. HMICFRS needs to be regarded as credible, professional and relevant to maintain a strong voice in driving positive change in policing and fire and rescue services. I insist on professionalism and high standards in any organisation I lead and will adopt the same approach in the Inspectorate.

Formal minutes

Wednesday 23 March 2022

Members present:

Lee Anderson

Paula Barker

Simon Fell

Tim Loughton

Gary Sambrook

Matt Vickers

In the absence of the Chair, Tim Loughton was called to the chair.

Appointment of Her Majesty's Chief Inspector of Constabulary and Her Majesty's Chief Inspector of Fire & Rescue Authorities in England

Draft Report, (*Appointment of Her Majesty's Chief Inspector of Constabulary and Her Majesty's Chief Inspector of Fire & Rescue Authorities in England*)

Question put, That the Chair's draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 15 read and agreed to.

Papers were appended to the Report as Appendices 1 to 4.

Resolved, That the Report be the Seventh Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

Adjournment

Adjourned till Tuesday 29 March at 9.30am

Witnesses

The following witness gave evidence. Transcripts can be viewed on the [inquiry publications page](#) of the Committee's website.

Wednesday 23 March 2022

Andrew Cooke QPM DL, Government's preferred candidate for the post of HM Chief Inspector of Constabulary and Fire & Rescue Authorities

[Q1–36](#)

List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the [publications page](#) of the Committee's website.

Session 2021–22

Number	Title	Reference
1st	Violence and abuse towards retail workers	HC 141
2nd	The UK's offer of visa and settlement routes for residents of Hong Kong	HC 191
3rd	The Macpherson Report: Twenty-two years on	HC 139
4th	Appointment of the Chair of the Gangmasters and Labour Abuse Authority	HC 814
5th	The Windrush Compensation Scheme	HC 204
6th	Police Conduct and Complaints	HC 140
1st Special Report	Violence and abuse towards retail workers: Government Response to the Committee's First Report	HC 669
2nd Special Report	The UK's offer of visa and settlement routes for residents of Hong Kong: Government Response to the Committee's Second Report	HC 682
3rd Special Report	The Windrush Compensation Scheme: Government Response to the Committee's Fifth Report	HC 1098

Session 2019–21

Number	Title	Reference
1st	Home Office preparedness for Covid-19 (Coronavirus): Policing	HC 232
2nd	Home Office preparedness for Covid-19 (Coronavirus): domestic abuse and risks of harm within the home	HC 321
3rd	Home Office preparedness for Covid-19 (coronavirus): immigration and visas	HC 362
4th	Home Office preparedness for COVID-19 (Coronavirus): institutional accommodation	HC 562
5th	Home Office preparedness for COVID-19 (coronavirus): management of the borders	HC 563
6th	Appointment of the Independent Chief Inspector of Borders and Immigration	HC 1024
1st Special Report	Serious Youth Violence: Government Response to the Committee's Sixteenth Report of Session 2017–2019	HC 57

Number	Title	Reference
2nd Special Report	Home Office preparedness for Covid-19 (coronavirus): domestic abuse and risks of harm: Government Response to the Committee's Second Report	HC 661
3rd Special Report	Home Office preparedness for Covid-19: coronavirus: policing: Government Response to the Committee's First Report	HC 660
4th Special Report	Home Office preparedness for COVID-19 (coronavirus): immigration and visas: Government Response to the Committee's Third Report	HC 909
5th Special Report	Home Office preparedness for COVID-19 (coronavirus): institutional accommodation: Government Response to the Committee's Fourth Report	HC 973
6th Special Report	Home Office preparedness for COVID-19 (coronavirus): management of the borders: Government Response to the Committee's Fifth Report	HC 974