

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Councillor

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 3rd September, 2013, at 4.00 pm** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor on 01622 694764

*Tea/Coffee will be available 15 minutes before the start of the meeting in the meeting room*

#### Membership

Councillor Gerry Clarkson	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Anthony Martin	Dartford Borough Council
Councillor Sue Chandler	Dover District Council
Councillor John Burden	Gravesham Borough Council
Mr Mike Hill	Kent County Council
Councillor Annabelle Blackmore	Maidstone Borough Council
Councillor Mike O'Brien	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor David Monk	Shepway District Council
Councillor Andrew Bowles	Swale Borough Council
Councillor Mrs Iris Johnston	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor David Jukes	Tunbridge Wells Borough Council
Councillor Alex Perkins	Co-opted member - Canterbury City Council
Councillor Gordon Cowan	Co-opted member - Dover District Council
Councillor Ian Chittenden	Co-opted member - Maidstone Borough Council
Councillor Rupert Turpin	Co-opted member - Medway Council
Mr Dan McDonald	Independent Member
Mr Gurvinder Sandher	Independent Member

### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Meeting held on 26 June 2013 (Pages 1 - 8)

#### **B - Commissioner's Decisions**

- B1 Commissioner's Decisions - to follow

#### **C - Commissioner's reports requested by the Panel**

- C1 Confirmation Hearing for Proposed Chief Finance Officer (Pages 9 - 18)

### **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Friday, 23 August 2013**

**KENT COUNTY COUNCIL**

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**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 26 June 2013.

PRESENT: Cllr R Turpin (Vice-Chairman, in the Chair), Cllr Mrs A Blackmore, Mr A H T Bowles, Cllr Mrs S Chandler, Cllr P Fleming, Cllr Mrs I Johnston, Mr D Jukes, Cllr T Martin, Cllr L Wicks, Mrs P A V Stockell (Substitute) (Substitute for Mr P M Hill, OBE), Mr I S Chittenden and Mr G Cowan

ALSO PRESENT: Mrs A Barnes (Kent Police and Crime Commissioner), Mr S Nolan (Acting Chief of Staff and Chief Finance Officer), Mrs K Chapman (Policy Officer) and Mr M Stepney (Proposed Chief of Staff)

IN ATTENDANCE: Mr M Campbell (Policy Officer) and Mrs A Taylor (Scrutiny Officer)

**UNRESTRICTED ITEMS**

**28. Election of Chairman**

*(Item 1)*

1. The Scrutiny Officer (KCC) asked for nominations for Chairman of the Kent and Medway Police and Crime Panel.
2. Mrs P Stockell proposed and Councillor A Martin seconded that Mr M Hill be elected Chairman. No other nominations were received.

RESOLVED that Mr M Hill be elected Chairman of the Kent and Medway Police and Crime Panel.

**29. Election of Vice-Chairman**

*(Item 2)*

1. The Scrutiny Officer (KCC) asked for nominations for Vice-Chairman of the Kent and Medway Police and Crime Panel.
2. Councillor L Wicks proposed and Mr G Sandher seconded that Councillor R Turpin be elected Vice-Chairman. No other nominations were received.

RESOLVED that Councillor R Turpin be elected Vice-Chairman of the Kent and Medway Police and Crime Panel.

**30. Minutes of the Meeting held on 9 April 2013**

*(Item 6)*

1. Mrs Johnston asked that paragraph 20 (3) be amended to take out the reference to more support being needed in relation to the Youth Commissioner appointment

as this was not her recollection of feeling of the meeting. The Commissioner also confirmed that support offered by her office was ongoing.

2. Mr Sandher also asked about progress on the review of the youth commissioner appointment. Mrs Barnes confirmed that Quest had been commissioned to undertake an independent review of the process during July and the report would be shared with the Panel. The report would inform the next round of recruitment for the Youth Commissioner.

RESOLVED that subject to the above amendment the minutes of the meeting held on 9 April 2013 be signed by the Chairman as a correct record.

### **31. Commissioner's Decisions**

*(Item B1)*

1. In response to a question from Mrs Johnston the Commissioner confirmed that the June neighbourhood forum event had taken place and had been very successful, copies of the notes of that meeting were tabled for Members' information. The Commissioner asked Members to feed back any comments they had on the neighbourhood forums. Dates for the Commissioner's briefing events for Parish and Town Councils to be held in July would be circulated. Post Meeting Note: The dates of the Commissioner's briefing events were circulated on 4 July 2013.
2. Mr Fleming asked for detail around Decision 3 – to discount the police precept element for Special Constables. Mrs Barnes confirmed that it would amount to around 200 people getting a discount on their police precept element of their Council tax, around £28,000 for Kent County and it would be funded by the Commissioner, not the district councils.

RESOLVED that the Kent and Medway Police and Crime panel note the key decisions taken by the Commissioner and her office April – May 2013.

### **32. Chief of Staff Confirmation**

*(Item C1)*

1. The Panel were provided with two reports in advance of their meeting. The first report set out the Commissioner's proposed job description and person specification for her Chief of Staff and explained the recruitment process. The second report advised the Panel that, at the conclusion of the selection process, the Commissioner proposed to appoint Mr Michael Stepney. The panel were satisfied that these two reports provided them with the information set out in Schedule 1(9) of the Police Reform and Social Responsibility Act 2011.
2. The Commissioner explained at the Panel meeting that she had decided on the title of Chief of Staff rather than Chief Executive as she felt this title more accurately described the role, but that Mr Stepney would discharge all the statutory functions of a Commissioner's Chief Executive as set out in the 2011 Act.

3. The Panel heard from Mr Sandher who had been nominated by the Panel, in response to the Commissioner's invitation, to sit as an observer at the final selection process. Mr Sandher said he felt the selection process had been carried out fairly and objectively. Mr Sandher advised the Panel that he had not been present when the proposed decision was made but from what he had seen the proposed decision was reasonable.
4. The Panel sought clarification about those involved in the long list process and were advised by the Commissioner that she had undertaken this exercise with the two individuals who also conducted the final interviews. She confirmed that all decisions were unanimous. Panel members also asked whether any candidates were known to members of the interview panel. The Commissioner said that 3 of the final shortlist were known to her and 2 candidates were known to other interview panel members but no member knew Mr Stepney. The Commissioner confirmed that all previous knowledge of candidates was declared but that all were judged just on the evidence presented during the selection process.
5. Panel members asked whether the prospect of direct management of non-operational staff as a result of Stage 2 staff transfers had been discussed with Mr Stepney at interview. The Commissioner said she had reached no conclusions on stage 2 transfer proposals but that she had raised the topic at interview and she was confident that Mr Stepney would be able to lead and manage whichever staff were under the control of the Commissioner. Panel members also asked about the future of two Advisers appointed by the Commissioner and were reminded by the Commissioner of the assurance she had given at the previous Panel meeting – that all posts and roles would be reviewed once the Chief of Staff was in place.
6. Panel members asked about the vetting process, particularly in the light of the recent appointment process for a Youth Commissioner. The Commissioner assured the Panel that a more rigorous process had been adopted including checking, with Mr. Stepney's permission, any social media accounts.
7. Panel members asked Mr Stepney to explain further his range of skills and their relevance to this role and he gave evidence of his career background and his ability to lead, to innovate and to manage in situations where there was uncertainty, restricted resources and conflicting priorities. In response to Panel questions, the Commissioner assured the Panel that his ability to introduce new ways of working had been thoroughly tested during the recruitment process.

RESOLVED that the Panel concluded that the Commissioner had undertaken a thorough recruitment process and that Mr Stepney was a suitable person to appoint as her Chief of Staff.

### **33. Progress on Recruitment and Deployment of Officers and PCSOs** *(Item C2)*

1. The Commissioner introduced her item and explained that the recruitment of the Police Officers and PCSOs was underway and the first officers would be in the community from 1 July 2013.
2. The powers of PCSOs was a matter for the Chief Constable, however in recognising that it may be unclear to the public the Commissioner had put a video on her website explaining the powers and duties of PCSOs.
3. The Commissioner was supporting a recruitment drive for Special Constables; last year these unpaid officers gave 64,000 hours of policing to communities. By discounting the police precept element the Commissioner was recognising the important work done by the special officers. It was hoped that paying the precept part of the specials would encourage special officers to attend community events in their uniforms.
4. The Force had lost 497 police officers to date due to cuts in funding. CSR 2 had been announced and was 6% for the Home office which would have an impact on policing.
5. In response to a question the Commissioner confirmed that the 60 PCSOs were new posts. Funding for PCSOs had been un-ring fenced for the first time this year.
6. The Commissioner explained that she had frequent discussions with the Chief Constable about the powers of PCSOs and the issue was constantly reviewed; in the Chief Constable's professional view the Officers had the powers to enable them to best carry out their duties in Kent. The powers of PCSOs were rarely raised at community events, it was hoped that putting the video explaining the PCSO powers on the Commissioner website might generate some discussion amongst members of the public.

RESOLVED that members of the Panel note the progress on recruitment and deployment of officers and PCSOs.

#### **34. Community Safety Landscape Update**

*(Item C3)*

1. The Commissioner explained that year on year funding decisions made the future for partners very difficult. The Commissioner was committed to a 3 year funding model, not year on year funding, however no commitments had been made over the level of funding.
2. Mr Nolan explained that there was £2million in the Community Safety Grant, the 3 year funding model meant that great care had to be taken on resources over 3 years. CSR2 had been announced with a grant reduction of 6% in the first year (2015-16). It was necessary to take an objective view of the community safety landscape needs and partners. A key partner would be the Community Safety Partnerships, but it was also necessary to think about broader partners in relation to drug and alcohol abuse and youth offending. In terms of other priorities there was the transformation of the Sexual Referral and Assault Services centre and

priorities around helping partners to reduce domestic abuse including the needs of affected children and families.

3. The Commissioner was thanked for her support last year and members welcomed her commitment to three year financing however it was impossible for local authorities to guarantee to continue to meet the shortfall in funding. The Commissioner confirmed that whatever she received she will give out; the work of the Community Safety Partnerships was greatly appreciated.

RESOLVED that Members note the Community Safety Landscape Update

### **35. Consultation and Engagement Strategy**

*(Item C4)*

1. Members had previously requested sight of the Commissioner's Communication and Engagement Strategy, it was responsive to local needs.
2. Members discussed the inclusion of social media and ways in which the Commissioner would engage via social media.
3. In response to a question about neighbourhood watch Mrs Barnes explained that there were issues with neighbourhood watch, communication was an issue and the recent event had lead to discussion of a lot of key issues. It was a very successful event and the Commissioner reiterated that she welcomed Members input.
4. Members and the Commissioner agreed that it was important to managing public expectations. The Commissioner's office had received 4000 pieces of correspondence since the election of Kent's Police and Crime Commissioner and it was important to be open and honest with residents to explain the role of the Commissioner.
5. The Commissioner explained that one criticism of Police Authorities was that they unapproachable, the Commissioner was committed to being open and accessible to the public and to giving a human face to the role of the Commissioner.
6. It was important that there was closer engagement between the Independent Police Advisory Groups and the Commissioner's Office; the Commissioner was committed to working with every group in the county.
7. It was requested that key messages within the strategy included the Police and Crime Plan.

RESOLVED that Members note the Communications and Engagement Strategy.

### **36. Report back on SARC Summit**

*(Item C5)*

1. It was agreed that it was not acceptable that there was not a fully-functional 24/7 Sexual Assault Referral Centre in this county. Darent Valley hospital had given notice that the service would not be provided there, and this was unfortunate but it had prompted people to hold discussions and three sites

were now available. There was now a joined up focus and it was hoped that something would be available by 1 September.

2. Best practice models had been investigated around the country and it was hoped that Kent's new centre would be a centre of excellence. In the past resources had not been pooled together and partners were willing to invest.

RESOLVED that Members note the report on the Sexual Assault Referral Centre

### **37. Future work programme**

*(Item D1)*

1. The future work programme was to bring Members up to date with items that had been requested.
2. On the item referring to a report on statistics to identify the extent to which alcohol and/or drugs are influencing crime statistics the Commissioner had checked with the Force and at the moment it was not possible to extract that data from their system, because crimes are recorded by reasons for arrest. It was widely known that a large proportion of crimes were influenced by alcohol and/or drugs.

RESOLVED that Members note the Future Work programme for the Panel.

### **38. Home Affairs Committee Report**

*(Item E1)*

1. Mr Campbell introduced this item and explained that the Chairman had asked that this item be placed on the agenda. The report contained some unwarranted criticism of Kent which both the Commissioner and the Chairman thought inappropriate.
2. The Commissioner explained that she was critical of the Home Affairs Committee report; it was a negative report which contained nothing of the good practice going on across the country. It was inaccurate and it was understood that it was going to be re-written. Both the Commissioner and the Panel Chairman had written to Mr Keith Vaz MP to express their concerns about the report. The Commissioner's concerns included the following:
  - a. The Commissioner's budget for this year is the same as last year
  - b. No political appointments have been made
  - c. The website fully meets all statutory disclosures
  - d. The comment in the report referring to the Youth Commissioner was no an impartial one, the Youth Commissioner was one part of a jigsaw of initiatives within Kent. It was a manifesto commitment that would be fulfilled.
  - e. The criticism of the Panel was not supported by the facts
3. Members supported the letter sent by the Chairman to Mr Vaz MP which was accurate and fair and it was hoped that the Home Affairs Committee report would be re-written without the offensive wording.

4. A point was made about political accountability, the Commissioner was in the same position as elected members and she would be judged on her actions by the electorate within the next four years at the election.
5. It was confirmed that no response had been received to the Chairman's letter and Mr Vaz had repeated his criticism of the Panel in parliament in an adjournment debate in recent days. The Commissioner had not received a reply either.
6. One Member questioned whether the Panel should have met again in the days or weeks following the events surrounding the appointment of the Youth Commissioner. There was also a thought that the selection process could have been discussed at the previous meeting, in future, where necessary, it was requested that a legal advisor be present at the meeting.
7. Members agreed that a follow up letter would be sent to Mr Vaz MP. POST MEETING NOTE: a follow up letter was sent to Mr Vaz on 1 July, a copy was also circulated to Members of the Panel.
8. Mrs Barnes confirmed that she had commissioned an independent review of the appointment of the Youth Commissioner and the resulting report would be shared with the Panel, following the independent review lessons would be learned and the Commissioner would move into a recruitment process for a Youth Commissioner. Panel members were keen to have the opportunity to discuss the review once it was published.

RESOLVED that Panel Members request that a follow up letter is sent to Mr Vaz MP.

### **39. HMIC Report on Crime Recording in Kent**

*(Item E2)*

1. The Commissioner introduced the report, in the past Kent has had a good history of recording crime accurately. There were issues with recording 'no crime'. Since the dissolution of the Police Authorities and the election of Police and Crime Commissioners the HMIC looked again at 'no crime'. The Commissioner was asked at her oath ceremony whether she had faith in Kent's crime figures. Commissioners have powers that the Police Authority didn't have, it is possible for Commissioners to instigate and commission an independent review from HMIC.
2. The report was published mid way through June and a public meeting had been held with the Chief Constable to discuss the findings. The issues surrounding the culture of an organisation were difficult; the report had found that there had been, until recently, target-driven culture in Kent Police Force. The Commissioner would have a monthly feedback session to update colleagues; HMIC had been invited in at the end of the year to carry out a follow up review.
3. Members discussed the difficulties with tackling the culture within the organisation. The Commissioner was working up a Governance structure around the Force's action plan. The Commissioner will support the Chief Constable in his work to improve the culture of the Police Force.
4. Referring to page 100 of the agenda, Panel members ask why issue (2) wasn't properly dealt with after the HMIC report of 2012. Referring to (3) where ACPO

guidance wasn't followed, the form doesn't provide the correct information. The Commissioner confirmed that the Kent police form guidance did now contain the correct wording. On item (2) it was flagged up in January 2012 and it was discussed throughout 2012 but a new investigation hadn't taken place so the Commissioner instigated an investigation.

5. A Member commented that there was a disparity between the level of crime and the public perception of crime, there might have been more validity to public perception than initially thought. The Commissioner explained that it was a question of trust in all public services. HMIC will have to assure the people of Kent that they can have confidence in Kent's crime recording figures when they re-visit in December 2013. If HMIC use the same methodology around the country there may be a bigger issue.
6. In response to a question the Commissioner explained that there had to be significant tests before a crime could be removed as a 'no crime', the Commissioner was comfortable with the process.
7. There would be an annual review of the Police and Crime Plan, the Chief Constable was not setting any numerical targets, and he was learning from other forces how they achieved sound performance without setting numerical targets, and would be held to account by the Commissioner.

RESOLVED that Members of the Kent and Medway Police and Crime Panel note the HMIC report on crime recording in Kent.

From: Ann Barnes, Kent Police and Crime Commissioner  
 To: Kent and Medway Police and Crime Panel  
 Subject: Appointment of Chief Finance Officer

**Summary:**

This paper provides information on the proposed appointment of a new Chief Finance Officer by the Kent Police and Crime Commissioner. It details the appointment process and the reasons why the Commissioner has selected the proposed candidate.

**Introduction:**

1. The Police and Crime Panel has a statutory duty under the Police Reform and Social Responsibility Act to hold a confirmation hearing for all senior appointments made by a Police and Crime Commissioner. Senior appointments are defined as the Commissioner's Chief Executive (Chief of Staff), Chief Finance Officer, and where relevant, Deputy Commissioner.
2. Under Schedule 1 (9) of the Act, the Commissioner must notify the Police and Crime Panel of her proposed appointment, and include the following information in the notification:
  - a. The name of the nominated candidate
  - b. The criteria used to assess the suitability of the candidate
  - c. Why the candidate satisfies these criteria
  - d. The terms and conditions upon which the candidate is to be appointed
3. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the recruitment process and to make recommendations on the proposed appointment. Following the confirmation hearing, the Panel must make a report to the Commissioner, including a recommendation as to whether or not the candidate should be appointed. The Commissioner may accept or reject this recommendation.

**Appointment of Chief Finance Officer:**

4. Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint '*a person to be responsible for the proper administration of the Commissioner's financial affairs*' (Schedule 1, 6 (1)(b)). This position is referred to within the Act as the Commissioner's Chief Finance Officer.
5. The Chief Finance Officer's post for the Kent Police and Crime Commissioner's Office was advertised on 19 June 2013, with a closing date of 5 July 2013. The job advert was posted on the Commissioner's website and also placed with Jobs in Kent. A copy of the job advert is attached as Appendix A.
6. The post of Chief Finance Officer is to be offered on a permanent, part-time basis with a salary of up to £72,000 (to be paid pro-rata, based on 22.5 hours per week). The post holder will also be eligible to enter the Local Government Pension Scheme.
7. The successful candidate will be required to undertake the statutory governance duties of the Chief Finance Officer as required within the Police Reform and Social Responsibility Act 2011

and Sections 113 and 114 of the Local Government Finance Act 1988. The Chief Finance Officer will also be responsible for supporting the Commissioner in determining her commissioning priorities. The job description for the role is attached at Appendix B.

**Appointment Process:**

8. The appointment process for the Chief Finance Officer position was conducted with the support of professional HR advice from Kent Police. The recruitment process was comprehensive, fair and based on merit.
9. The response to the Chief Finance Officer advert was positive, and in total, 12 applications were received. Three candidates were shortlisted by the recruitment Panel for interview based on a set of minimum criteria for the role. The shortlisting process, including the criteria used is attached at Appendix C. Of those short-listed, two were female and one was male.
10. Following the shortlisting process and prior to interview two of the shortlisted candidates withdrew from the process. A reserve candidate was therefore invited to interview.
11. Interviews for the post were held on 18<sup>th</sup> July 2013. The interview process included a presentation and a panel interview. The criteria assessed at interview are set out in detail at Appendix D and in summary were:
  - Experience of operating at a senior level in a similar organisation within a large organisation
  - Proven track record in motivating a wide range of staff and stakeholders
  - Strong communication and presentation skills
  - Ability to analyse complex financial data
  - Understanding of the role of the Commissioner / CFO

The criteria assessed during the presentation exercise included:

- Serving the Public
  - Decision Making
  - Working with others
  - Managing Performance
  - Budget Management
12. The interview panel comprised the Commissioner, the Commissioner's Chief of Staff, Mike Stepney and Charlie Cochrane, a previous Member of Essex Police Authority as an independent assessor sourced from the Association of Police and Crime Commissioners. The Commissioner invited a member of the Police and Crime Panel to attend as an independent observer but it was not possible to arrange. The interview panel was advised by Richard Leicester, Kent Police Head of Resourcing. The briefing pack for the interviews included an equality and diversity briefing.
  13. At interview, the candidates were asked to prepare a presentation on the topic of Commissioning. A copy of the presentation task is attached at Appendix E.

### **Proposed Appointment:**

14. After a comprehensive selection process, the Commissioner proposes to appoint Mr Sean Nolan to the post of Chief Finance Officer.
15. The Commissioner considers that Mr Nolan satisfies the selection criteria set on the following basis:
  - a. The nominated candidate demonstrated strong evidence against all the criteria assessed at interview and also satisfied the Commissioner's requirements in the presentation exercise.
  - b. The appointment was supported by the other panel members and the HR advisor.
  - c. The nominated candidate has:
    - A proven track record in financial management including 16 years' experience as a Finance Director with section 151 responsibilities.
    - Extensive experience of operating at a senior level in local government, working with an array of internal and external stakeholders .
    - A strong understanding of the role of the Police and Crime Commissioner and the new police governance arrangements.
    - Detailed knowledge of the Chief Finance Officer position, operating in that role in an interim capacity since October 2012.
    - A 'can do' attitude with experience of decision making at the highest levels.
    - A focus on honesty, integrity and transparency
  - d. The candidate has successfully completed all vetting processes, including security clearance and social media vetting.
16. The Kent and Medway Police and Crime Panel is required to review the proposed appointment and to make a report to the Commissioner that includes a recommendation as to whether or not the candidate should be appointed.
17. The Commissioner will consider this report and decide whether to accept or reject the Panel's recommendations on the proposed appointment.

### **Recommendations**

18. The Kent and Medway Police and Crime Panel is asked to support the appointment of Sean Nolan as the Kent Police and Crime Commissioner's Chief Finance Officer.

# Advert - Chief Financial Officer

**Part Time:** 22.5 hours per week

**Location:** Maidstone

**Salary:** Up to £72k (pro-rata)

**Contract:** Permanent

Ann Barnes, the Kent Police and Crime Commissioner, is seeking to recruit an experienced financial professional to undertake the statutory role of Chief Financial Officer.

This exciting opportunity will require the successful candidate to direct and co-ordinate the provision of a comprehensive finance function on behalf of the Commissioner, ensuring adherence to the Financial Management Code of Practice (FMCP) for the Police Service in England and Wales.

The post holder will also be required to provide professional advice to the Commissioner on all aspects of financial management, liaising with key stakeholders such as the Chief Constable and his/her Chief Financial Officer, Her Majesty's Revenue and Customs, and external auditors. The role will require the post holder to ensure the effective and accurate provision of financial management and information to support the Commissioner in holding the Chief Constable to account for providing an effective and efficient police force.

As part of the new responsibilities of the office a key part of this role will also include directing and managing the Commissioner's responsibilities of commissioning services to cut crime.

## **The successful candidate will:**

- be a qualified CCAB accountant
- demonstrate significant experience of operating at a senior level in a similar role within a large organisation in either the private or public sector
- have a proved track record in motivating a wide range of staff and internal/external stakeholders
- have strong communication and presentation skills, both written and verbal
- demonstrate an ability to analyse complex financial data accurately whilst under pressure
- clearly understand the role of the Police and Crime Commissioner as well as understanding key supporting legislation including the Police and Social Responsibility Act and the complexities of service commissioning.

In addition to the above essential criteria, the successful candidate will provide substantial evidence of their ability to build effective working relationships across a Policing or similar landscape, with local authorities and other partners, and be confident in dealing with a range of senior internal and external stakeholders and with similar post holders in other Forces and partner organisations.

This post requires exceptional financial management skills, full conversance with a range of Microsoft products such as Word and Excel.

Candidates should ensure that they clearly demonstrate how they meet the full criteria above and should be aware that appointment to this post is subject to full security clearance and attendance at a confirmation hearing before the [Police and Crime Panel](#) for Kent and Medway.

The closing date for receipt of completed applications is **midday on Friday 5th July 2013**.

To apply for the post fill in the [application form](#), [equal opportunities form](#) and [vetting form](#) and send your application via [email](#).

Alternatively post your application marked for the attention of the Correspondence Team to the Office address shown at the bottom of this web page. You can also view a full [job description](#) here.

## APPENDIX B – JOB DESCRIPTION

<b>Job Title:</b>	Chief Finance Officer - PCC Based
<b>Grade:</b>	N/A
<b>Status:</b>	PCC's Office
<b>Home Office Code:</b>	Operational Support

### **Main purpose of the role:**

Direct and co-ordinate the provision of a comprehensive finance function on behalf of the Police and Crime Commissioner, ensuring adherence to the Financial Management Code of Practice (FMCP) for the Police Service in England and Wales. To advise on all aspects of financial management and liaising with external organisations such as the Chief Constable (CC) and his/her Chief Finance Officer, HMRC, external auditors etc, to ensure responsive, effective and accurate provision of financial management and information which enables the Commissioner to hold the Chief Constable to account for providing an effective and efficient police force. To direct and manage the Commissioner's role in commissioning services to cut crime.

### **Main Responsibilities:**

- Direct, develop, review and implement the Finance Strategy for the Commissioner; provide a comprehensive range of financial advice to the Commissioner and the senior management team, ensuring that the financial affairs of the Commissioner are properly administered, particularly in connection with section 151 Local Government Act, and that financial regulations drawn up by the Commissioner (developed in close consultation with the relevant individuals), are observed and kept up to date
- Provide advice to the Commissioner on the robustness of budget and the accuracy of financial reserves, ensuring the production of the statements of accounts and group statements of accounts to the Commissioner, liaising with auditors in order to ensure an appropriate level of financial scrutiny takes place to enable the Commissioner to hold the Chief Constable to account for effective and efficient financial management and advising, in consultation with the Chief of Staff, on the safeguarding of assets, including risk management and insurance.
- Ensure, where applicable in conjunction with the Chief Finance Officer of the CC, the provision of accurate and timely budgetary information to the Commissioner, directing the collection, collation and interpretation of financial information across the county, ensuring appropriate controls exist to protect financial integrity and to assure the Commissioner of sound corporate governance. This involves coordinating with the external auditors in their review of the annual accounts and the procedures within the force.
- Develop, review and implement financial planning processes for the Commissioner, in accordance with primary and secondary legislation, best practice and industry standard guidelines, in order to maintain an effective financial planning framework, which reflects the strategic needs of the Commissioner.

- Develop, implement and maintain systems to monitor financial management performance, including the co-ordination of any related post implementation reviews of major projects, and assist with value for money reviews into the utilisation and allocation of finite resources, enabling the maximum utilisation of financial resources.
- Ensure, in association with the CFO to the Chief Constable, that the financial affairs of the Commissioner are properly administered, that financial regulations are observed and kept up to date, ensuring regularity, propriety and Value for Money (VfM) in the use of public funds and that the sufficient funding to finance agreed programmes is available from Central Government funding, precept, other contributions and recharges.
- Create, maintain and review robust reporting regimes to the Commissioner, the Police and Crime Panel and to the external auditor to ensure that any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC has or is likely to take place or when it appears that expenditure is likely to exceed the resources available to meet that expenditure, or order to fulfill the post holder's fiduciary duty to the PCC the Police and Crime Panel and the local taxpayer.
- Support and be the lead contact for the Joint Audit Committee, providing regular reports on all aspects of financial and risk management.
- Will be the lead officer for the Commissioner on commissioning services, designing the framework and ensuring that contracts are awarded and monitored appropriately, in order to enhance community safety and cut crime so targets set out in the Police and Crime Plan are met.

**Vetting Level:**

Security Clearance

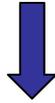
**Necessary Experience:**

- The Chief Finance Officer will be a qualified CCAB accountant with substantial senior management experience within a large organisation, either public or private sector. Additionally he/ she will have a proven track record of managing and motivating a wide range of staff.
- Strong communication and presentational skills, both verbal and written, are essential for this post combined with, integrity and the ability to work accurately under pressure.
- The post holder will be experienced in building effective working relationships across the Policing landscape and with local authorities and other partners, and be confident in dealing with a range of senior internal and external stakeholders and with similar post holders in other Forces and Home Office contacts.
- He/ she must be IT literate and fully conversant with a range of Microsoft products such as Word, Excel etc. The ability to become rapidly familiar with and effectively contribute to the development of force specific financial computer databases is essential.

APPENDIX C – SHORT LISTING PROCESS

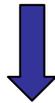
Chief Financial Officer  
Shortlisting Process

Closing Date of Advert 5<sup>th</sup> July 2013



Shortlisting pack provided to Panel Members on [date]

**Contents:** Copy of Candidate's Application Form (1), Job Description (2), Copy of Advert (3)



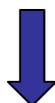
Panel Members to independently assess each application form against following criteria:

1. Qualified CCAB accountant
2. Experience of operating at a senior level in a similar role within a large organisation
3. Proved track record in motivating a wide range of staff and stakeholders
4. Strong communication and presentation skills
5. Ability to analyse complex financial data
6. Demonstrates an understanding of understand the role of the PCC

Rating awarded using following criteria: 3 = Exceptional Evidence, 2 = **Strong Evidence**, 1 = **Acceptable Evidence** or 0 = Evidence **Not Provided**



Appointments Panel to collectively review all ratings awarded and agree a set of moderated ratings for each candidate. Moderation process to be Chaired by the PCC with the agreed rating for each area assessed being established and recorded. Rationale for final ratings to be recorded on the Shortlisting Moderation Sheet (4). Final decisions to be transferred onto Short-Listing Summary Sheet (5).



Shortlisting Summary Sheet to be signed by all members

## APPENDIX D – ASSESSMENT CRITERIA

### Interview Criteria:

- Experience of operating at a senior level in a similar organisation within a large organisation
- Proven track record in motivating a wide range of staff and stakeholders
- Strong communication and presentation skills
- Ability to analyse complex financial data
- Understanding of the role of the Commissioner / CFO

### Presentation Criteria:

- **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.

- **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 force 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 Police 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.

- **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. Expresses own views positively and constructively. Fully commits to team decisions.

- **Budget Management**

Demonstrates comprehensive knowledge of financial management and related financial management information systems. Able to accurately forecast future expenditure and bid for additional finances on the basis of data trends and business need. Has a detailed appreciation of the possible impact of external factors. Able to link business planning and budget planning to meet objectives

## APPENDIX E – PRESENTATION TOPIC

### Chief Financial Officer Presentation Topic

You will have 45 minutes to prepare this presentation.

You will then have 15 minutes to present to the panel, and 15 minutes for questioning.

A flip chart and pens are available for you to use if you wish to do so.

#### **Scenario**

Within her Police and Crime Plan, Mrs Barnes sets out her priorities and objectives for policing and community safety. The Plan also sets out the grants that she has made to support crime and disorder reduction initiatives.

Whilst the Commissioner has decided to honour existing grants at existing levels for the current financial year, she is now considering her commissioning priorities from 2014 onwards. The Chief Financial Officer will play a central role in supporting the Commissioner to develop and implement these commissioning priorities.

You will have 45 minutes to prepare a presentation to give to the interview Panel which explains how you would advise Mrs Barnes on her Commissioning approach. This presentation should have regard to the priorities and objectives she has set out within her Police and Crime Plan and include:

- How you would recommend the Commissioner structures her thinking around commissioning
- Reference to commissioning models you consider to be appropriate
- Your views on how the performance of commissioning arrangements could be monitored

Please also draw reference to any other factors that you feel are relevant.