

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

Summary:

This paper provides information on the proposed appointment of a new Chief of Staff by the Kent Police and Crime Commissioner. It details the appointment process and information on the nature of the role, but due to on-going vetting processes, it does not provide details of the nominated candidate. This information will follow in a supplementary paper.

Background:

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.

Introduction:

4. This paper provides information on the recruitment process for the Commissioner's Chief of Staff. It details the nature of the intended role, the conditions upon which the successful candidate is to be appointed as well as the criteria used to assess the suitability of candidates. It does not include details of the successful candidate at this stage, as the offer of employment made is still subject to the completion of vetting processes.
5. A paper providing information regarding the name of the successful candidate and why they satisfy the criteria used to assess candidates will be provided as soon as vetting has been successfully completed. It is hoped that this will be in advance of the 4th June meeting to allow the confirmation hearing to take place.
6. Provided vetting is complete, the nominated candidate will attend the Confirmation hearing on 4th June to answer questions raised by the Police and Crime Panel members. The offer of employment made to the successful candidate will remain conditional until after the Panel has made its recommendations on the appointment.

Appointment of Chief of Staff:

7. Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint '*a person to be the head of the commissioner's staff*' (Schedule 1, 6 (1)(a)). Whilst this position is referred to as the Commissioner's Chief Executive within the Act, there is no requirement for the post to be formally titled Chief Executive.
8. The role of the head of the commissioner's staff is seen to be different from the previous role of Chief Executive and will place greater emphasis on providing policy advice and steering the team within the OPCC. To mark this difference, the post in Kent has been titled 'Chief of Staff'. The new Chief of Staff role therefore replaces the existing post of Chief Executive.
9. The Chief of Staff post for the Kent PCC was advertised on Monday 25th March 2013, with a closing date of Wednesday 17th April 2013. The job advert was posted on the Commissioner's website and also placed with the Sunday Times, Jobs in Kent and LinkedIN. A copy of the job advert is attached as Appendix A.
10. The post is to be offered on a permanent basis, with a salary of £90,000. The post holder would also be eligible to enter the Local Government Pension Scheme. The successful candidate will be required to undertake the statutory governance duties of the Chief of Staff as required within the Police Reform and Social Responsibility Act 2011. This includes acting as monitoring officer to the PCC, ensuring financial propriety, and providing advice and recommendations to the PCC so as to enable and assist the Office of the Police and Crime Commissioner to fulfil its statutory functions. The Chief of Staff will also have the opportunity and flexibility to create the framework of support needed within the OPCC to enable it to operate efficiently and effectively. The job description for the role is attached at Appendix B.

Appointment Process:

11. The appointment process for the Chief of Staff position was conducted with the support of professional HR advice from Kent Police. The recruitment process was comprehensive, fair and based on merit. The Police and Crime Panel were invited by the Commissioner to observe the process to provide reassurance that proper processes had been followed.
12. The response to the Chief of Staff advert was extremely positive, and in total, 64 applications were received. 16 candidates were long listed by the Commissioner, based on a set of minimum criteria for the role. These criteria are attached at Appendix C. Candidates successful at long-list stage were those who had fully evidenced each of these criteria within their application. All long-listing forms were anonymised to ensure objectivity.
13. Six candidates were then shortlisted for interview from this long list by a Panel, which included the Commissioner, Catherine Crawford (a previous Chief Executive of the Mayor's Office for Policing and Crime) and Paul West (Policing Advisor). The criteria used for shortlisting is also attached at Appendix C. Of those candidates shortlisted, 67% were male and 33% were female (four and two respectively). There were no ethnic minority candidates.
14. Prior to interviews, a briefing day was held for short listed candidates on 8th May. This briefing event provided detailed information on the Commissioner's manifesto and plans, the nature of her office, as well as a series of presentations from Kent Police on the structure and

challenges of policing in Kent. The briefing day also included representatives from partnership organisations, including Community Safety Partnerships, Kent County Council and Medway Council.

15. Interviews for the post were held on 16th and 17th May. The interview process was extremely comprehensive and included a media task, presentation and a panel interview. The criteria assessed at interview were:
 - Be proactive, innovative and creative
 - Plan, organise and implement activities at a strategic level
 - Be an inspirational leader
 - Anticipate the needs of the Commissioner, and the people of Kent.
 - Be committed to public service
 - Manage performance, both internally and externally
16. The interview panel comprised the Commissioner, Mark Castle (Chief Executive of the Association of Police and Crime Commissioners), and Paul West (Policing Adviser). The interview panel were advised by Richard Leicester, Kent Police Head of Resourcing, and Gurvinder Sandher represented the Kent Police and Crime Panel at these interviews in an observer capacity. The briefing pack for the interviews included an equality and diversity briefing.

Vetting of the Successful Candidate:

17. Following the interviews, the Commissioner has made a conditional offer of employment to the successful candidate. This offer is subject to successful completion of vetting processes, and the confirmation hearing to be held by the Panel. The name of the successful candidate will not be released until vetting has been completed.
18. A supplementary paper will follow this report once vetting is complete, detailing the name of the successful candidate and why they meet the criteria for the role.

APPENDIX A – JOB ADVERT

Chief of Staff

Circa £90k pa

Kent Police & Crime Commissioner's Office



Ann Barnes, the Kent Police and Crime Commissioner, is seeking to recruit a Chief of Staff to help her deliver her wide ranging and dynamic plans for her role in Kent.

Excellent interpersonal and communication skills are a given. The key attribute will be the ability to 'inspire'.

The successful applicant must be able to work with and enthuse people working in the Commissioner's Office, Local Authorities, Third Sector organisations and the Police.

The Commissioner was elected on a platform of challenging the 'status quo' and delivering tangible improvements in Policing and the parts of the Criminal Justice world that fall in her remit.

A willingness to think differently and to develop new ways of working is considered essential.

The successful applicant will need to demonstrate a full appreciation that the Commissioner role is radically different to the previous model of Police governance and fully appreciate the need for the Commissioner to engage with the general public in an extensive and meaningful way.

Whilst relevant experience may be beneficial, this position will be about what you can do, not what you have done, so coming from outside the Police & Criminal Justice world will not necessarily be a disadvantage.



APPENDIX B – JOB DESCRIPTION

Chief of Staff Job Description

Introduction

Police & Crime Commissioners were introduced nationally as part of the Police Reform and Social Responsibility Act 2011. The job of the Commissioner is to ensure local community needs are met, bringing the public closer to policing. The role does not replace Chief Constables, who continue to have full operational control over how their police force is run.

Ann Barnes was elected on the 22nd November 2012 as the first Police & Crime Commissioner for Kent. The role of Chief of Staff to the Police & Crime Commissioner (PCC) is a brand new, ground breaking role that has not previously existed. As such this is an opportunity to support the first ever elected PCC for Kent and make a real difference to the community of Kent in supporting the delivery of a police service that reflects the needs of the community.

Personal Qualities

This post will provide the mainstay of direct support to the Kent PCC. This is the first role of its kind and as such the post holder will have the flexibility and freedom to create the framework of support needed by the PCC who has stated that her aim is to be the most visible, accessible and transparent Commissioner in the country.

The ideal candidate will be a graduate calibre professional with high levels of honesty and integrity combined with senior level experience and a track record of successful delivery of business aims and objectives in any sector. The ability to rapidly familiarise, assimilate and understand information about the police service, Kent Police and national and local issues that affect the policing of the county is more important than previous experience gained by working in the police or criminal justice sectors.

You will be a proactive, innovative, creative, confident, self-motivated, self-starting problem solver who needs general direction rather than close management. You will be able to understand, plan, organise and implement activities on a short, medium and long term basis at both strategic and local levels, delivering a wide range of support issues that will enable the PCC to deliver her stated campaign promises. This role is not a single focussed senior administrative role, this is a high profile, potentially frequently pressurised, busy and varied role – you will never be bored!

As the manager of the Office of the Kent Police & Crime Commissioner (OPCC) you must possess excellent interpersonal skills that you can adapt to any situation. You will be an inspirational leader, who inspires and motivates people from all walks of life, whether this is the staff working in the OPCC, officers and staff from Kent Police, members of the public or those people working in partnership organisations and agencies – in fact anyone you come into contact with.

The Kent PCC was elected on a platform of challenging the “status quo” and delivering tangible improvements in policing and relevant parts of the criminal justice sector that fall within her remit. In order to support the PCC it is essential that you must be willing to do the same, by thinking creatively and developing new ways of structuring the framework needed to support the achievement of these aims.

You will be able to provide clear, objective, authoritative and impartial advice based on analysis and interpretation of complex information and situations. As an effective horizon scanner, you should be able to anticipate the needs of the PCC and present information before it is requested. Alongside this you will have developed a structure to provide regular, relevant management information that informs and updates the PCC on progress without creating burdensome bureaucracy.

As a problem solver you will be expected to identify an issue, highlight the risks and benefits, produce clear, concise and informative options and give a firm recommendation on a course of action to enable the PCC to promptly resolve the situation in the most appropriate manner.

This role bears no relation to the previous Police Authority structure or ways of working. This role is radically different as it requires continuous high profile engagement and public interaction in an extensive and meaningful way. To do this you must be committed, enthusiastic and passionate about delivering high quality policing services for the people of Kent.

Key Working Relationships

- The Police & Crime Commissioner
- The Youth Commissioner
- The Chief Finance Officer
- All staff employed by the Police & Crime Commissioner
- The Police Force, in particular the Chief Constable and senior officers
- The Police and Crime Panel
- Senior partners and stakeholders in the wider criminal justice system in Kent
- Relevant government institutions, associations and public sector strategic partners

Key Responsibilities

The list below is provided to give an indication of the areas of responsibility that it is anticipated that you will be engaged with. As this role is the first of its kind these areas are likely to change as the role as the PCC develops.

1. Deliver a tasking and briefing service to the PCC, providing all relevant information in the most appropriate and suitable format, taking account of the security level of any such information provided and any future target audience that this information may be used for, ensuring that the PCC is always fully briefed and up to date with any arising issues, activities and high profile incidents.
2. Manage, review, design, organise and deliver all aspects of engagement with the public, internal and external stakeholders and partnership organisations, on behalf of the PCC, including press conferences, press releases, website management, launches of new initiatives, planning of community engagement itineraries, open meetings and publications/ documentation etc., ensuring that any information released into the public domain is high quality, accurate and delivers clear information direct to the community.
3. Attend meetings within Kent Police, press conferences/ launches and public engagement meetings as required, either assisting the PCC or acting as the PCC's representative as directed, in order to support the achievement of the PCC's stated aims and objectives.
4. Develop the short, medium and long term strategies required to successfully support the PCC and manage the OPCC, completing horizon scanning and anticipating future requirements whilst adapting existing strategies in response to evolving issues arising at a local or national level which impact on the PCC, the police service in general or Kent Police specifically.
5. Review, develop and implement the support framework required by the PCC, providing options and recommendations for approval, implementing any structural changes and maintaining an overview of activity, in order to adjust the structure and skills available, and maintain the provision of effective support services to the PCC at all times.
6. Manage the staff of the OPCC providing inspirational and motivational leadership, taking responsibility for all associated aspects of recruitment, selection, development, training, welfare, performance and disciplinary issues, in order to ensure that the OPCC is staffed with appropriately skilled and motivated people at all times.
7. Manage, drive, review and develop all aspects of OPCC performance, updating strategies, working practices and protocols as required, in order to provide a high quality responsive service to the PCC at all times.
8. Undertake the statutory governance duties of the role Chief of Staff as directed by the PCC as detailed in the Police Reform & Social Responsibility Act 2011, including ensuring financial propriety, providing advice and recommendations to the PCC so as to enable and assist the OPCC to fulfil all their statutory functions effectively and efficiently
9. Represent the OPCC at high level meetings with the Home Office, Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Local Government Association and other outside bodies at regional and national level as required, ensuring that the OPCC leads and contributes to the national consideration of issues concerning policing and reducing crime.



APPENDIX C – LONG LISTING AND SHORT LISTING CRITERIA

Chief of Staff Long Listing

Essential quality	No evidence (0)	Some evidence (1)	Fully evidenced (2)
- Graduate/graduate calibre			
- Senior-level experience			
- Evidence of track record of successfully delivering business aims and objectives			
- Experience of performance management			
- Budget management experience			
- Appreciation of the nature of the new, ground-breaking, elected PCC's role in a high profile environment			

Chief of Staff Short Listing

Criteria / Qualities / Competences	4 Exceptional Evidence	3 Strong Evidence	2 Acceptable Evidence	1 Evidence Not Provided
Experience of being proactive, innovative and creative				
Ability to plan, organise and implement activities				
Senior Leadership skills – inspirational leadership attributes				
Evidence of ability to anticipate the needs of the PCC				
Experience of managing performance				
Budget management skills				
Business Planning experience				