

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 18th 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

Job Title:	Chief Finance Officer - PCC Based
Grade:	N/A
Status:	PCC's Office
Home Office Code:	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 5th 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.