

**From:** Ann Barnes, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Chief of Staff confirmation  
**Item & Date:** Item B1 2 June 2015

**Executive summary:** This paper provides information on the proposed appointment of a new Chief of Staff by the Kent Police and Crime Commissioner. It outlines the appointment process and information on the nature of the role. It also provides details of the nominated candidate.

**Background:**

1. 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.
2. 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.
3. 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:
  - The name of the nominated candidate.
  - The criteria used to assess the suitability of the candidate.
  - Why the candidate satisfies these criteria.
  - The terms and conditions upon which the candidate is to be appointed.
4. 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.

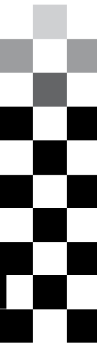
**Recruitment process:**

5. This section 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. The Commissioner was professionally advised at all stages of the process by the Director of Kent and Essex Police Human Resources, Ian Drysdale MBA, Chartered FCIPD. The recruitment process was comprehensive, fair and based on merit. The job description for the role is attached at Appendix A.

6. The decision was taken to advertise the post internally in the first instance, and make it a temporary appointment. This is because at the time, the outcome of the general election - and therefore the future of Police and Crime Commissioners - was not known. Additionally, even when the future of the role was clear, there will be another round of elections for Police and Crime Commissioners, and potentially a new Commissioner for Kent.
7. In these circumstances, it was thought prudent to recruit on this basis, given that the new post holder may have been in post for a limited time, and/or manage the transition to another body. It also prevents tying the hands of any potential new Commissioner. Recruiting internally has the other significant advantage of having an individual with extensive policing knowledge, and therefore able to 'hit the ground running' in what has the potential to be a time-limited role.
8. The post was advertised from Friday 17 April through to Friday 1 May 2015, with officers/staff asked to submit a response to the Director of Kent and Essex Police Human Resources. Three people applied, and all three were shortlisted. The wording of the advert is attached at Appendix B.
9. The three candidates were interviewed by a panel on 14 May 2015, comprised of the Commissioner, Mr Michael Bax, and Mr Nadeem Aziz, with Mr Latchford, from the Police and Crime Panel, invited to observe the interviews to provide reassurance that proper processes had been followed.
10. All candidates were assessed against the Police Professional Framework at the Executive Level. The competencies tested were:
  - Serving the public
  - Leading strategic change
  - Leading the workforce
  - Managing performance
  - Professionalism
  - Decision making
  - Working with others
11. Additionally, 'Political awareness' was also assessed. Each candidate was given an opportunity to evidence competence in the foregoing areas and was awarded a rating. The ratings were:
  - 1) an area where improvement was needed;
  - 2) an area of acceptable performance;
  - 3) an area of some strength; and
  - 4) an area of considerable strength.

**Proposed appointment:**

12. The Commissioner is proposing to appoint Mr Adrian Harper, who was unanimously supported by the Panel, on the following grounds:
  - a) A clear and unquestionable ethical approach, evidenced by his work as the Force Crime and Incident Registrar, ensuring that all crime recording decisions are robust, especially in light of the HMIC Inspection.
  - b) 32 years' experience as a police officer and member of police staff.
  - c) Experience dealing with representatives at the highest level in Government, and HMIC.
  - d) Working closely in partnerships to deliver policing success.



- e) Managing a staff of 900 and a budget of £46 million.
- f) Demonstrable commitment to the training and mentoring of staff and officers at all levels.
- g) A keen understanding of the independence needed, and the political awareness required, to manage the Office of the Police and Crime Commissioner.

13. Mr Harper also received five ratings that were marked as a 4 (considerable strength) and three ratings that were marked at 3 (some strength) and achieved the highest overall marks.

**Recommendation:**

14. The Kent and Medway Police and Crime Panel are asked to support the appointment of Mr Adrian Harper as the Kent Police and Crime Commissioner's Chief of Staff.



## Appendix A – 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 of Chief of Staff to the Police & Crime Commissioner (PCC) is an opportunity to support the elected Commissioner for Kent and make a real difference supporting the delivery of a police service that reflects the needs of the community.

The Commissioner's Police and Crime Plan is based on putting victims and witnesses at the heart of the criminal justice system, and delivering tangible improvements in policing and relevant parts of the criminal justice sector that fall within her remit. Your role will be to support the Commissioner in the delivery of her aims and objectives.

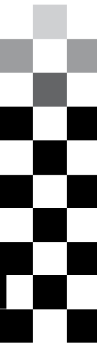
#### Personal Qualities

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, and change management at that level. 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 vital, especially in a fluctuating landscape.

You will be a proactive, innovative, confident 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 operational levels. 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 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.





### **Key Responsibilities**

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, 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 and accurate.
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 in the volatile policing and policing governance landscape.
5. Manage and regularly review the support framework required by the PCC, providing options and recommendations, 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, especially during times of change, 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 and as detailed in the Police Reform & Social Responsibility Act 2011, including ensuring financial propriety, providing advice and recommendations to the PCC 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 B – Wording of Job Advert

### Temporary Chief of Staff – Office of the Police and Crime Commissioner (based in Maidstone, Kent)

Ann Barnes, the Police and Crime Commissioner for Kent is seeking to appoint a Temporary Chief of Staff to lead her staff and ensure that the office runs effectively and supports the Commissioner in delivering against the objectives of the Police and Crime Plan and other important legal duties contained in the Policing Protocol Statutory Instrument of 2011. The Chief of Staff will act as the Monitoring Officer, which involves informing the Commissioner about actual or possible legal breaches, or any other action that could be seen as causing an injustice.

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 Service. You will have an appreciation of and an ability to work with political stakeholders whilst resolutely maintaining complete impartiality. The successful candidate will have an acute awareness of the volatility of the entire policing landscape

The Commissioner seeks expressions of interest from potential applicants who will be required to submit their credentials relating to:

- Political awareness
- Leadership (leading the workforce)
- Leadership (Leading Strategic Change)
- Working with others
- Professionalism
- Public service
- Decision making

The closing date for receipt of applications is noon on 1 May 2015. The selection process is scheduled for 14 May 2015.

This position is on a temporary basis until September 2016 (subject to review) and is open to individuals currently employed by either Kent Police or the Office of the Kent Police and Crime Commissioner on either a secondment / fixed term basis. Applicants should be aware that their current senior management team will be contacted to obtain a reference and they must have agreed the candidates release for this opportunity should they be successful. Therefore, candidates are encouraged to seek approval from their current senior management team before making a formal application.

To apply for this position please contact Ian Drysdale on 01622 653100 (19-3100).

If you would like further information then please contact Laura Steward on (Head of Standards and Regulation) 01622 604487.

