

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Chief of Staff confirmation  
**Date:** 14 June 2016



**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 any 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 those 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 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.

**Proposed appointment:**

5. As members may recall, following a comprehensive, fair and merit based internal recruitment process (see Appendix A), the Chief of Staff – Mr Adrian Harper - was appointed by the previous Commissioner on a temporary basis until 30 September 2016. The appointment was endorsed by the Police and Crime Panel at their meeting on 2 June 2015.
6. At the time, the rationale for making a temporary appointment and only advertising internally was as follows:
  - the outcome of the general election - and therefore the future of Police and Crime Commissioners - was not known;
  - a desire, should there be another round of Police and Crime Commissioner elections, not to tie the hands of a possible new Commissioner; and
  - having an individual with extensive policing knowledge, able to 'hit the ground running' in what had the potential to be a time limited role.
7. However, the temporary nature of the appointment as well as the time required to undertake a comprehensive recruitment and selection process (should it be required), have necessitated an early decision from the new Commissioner.
8. The Commissioner is keen to make progress on the priorities within his Six Point Plan, and therefore, in coming to a decision has considered the following:
  - his own current limited knowledge of how Kent Police operates both internally and in conjunction with partners across the county;
  - Sean Nolan, the Chief Finance Officer and only other statutory post in the Office of the Commissioner is leaving on 14 August 2016 to join the Chartered Institute of Public Finance and Accountancy (CIPFA) in a national role advising on local government finance.



9. In light of this, and to maintain resilience and a level of consistency within the Office of the Commissioner whilst minimising risks associated with the Chief Finance Officer's departure, the Commissioner is proposing to extend Mr Adrian Harper's temporary appointment for a further two years, until the 30 September 2018.
10. Since taking up office on the 12 May 2016, the Commissioner considers that Mr Adrian Harper has consistently evidenced high levels of professionalism, excellent strategic and political awareness and sound decision making. It is also evident that Mr Harper has developed strong working relationships both within the Force and with partners, possesses an in-depth knowledge of current and planned collaborative opportunities and is highly respected by his peers. In addition, Mr Harper has excellent interpersonal skills and leads the Office of the Commissioner effectively, providing strategic oversight and clear direction/guidance.
11. The post will be offered to Mr Adrian Harper as a two year contract, with a salary of circa £92,000.
12. In addition to acting as Monitoring Officer to the Commissioner, Mr Adrian Harper will continue to:
  - Support and advise the Commissioner in relation to his statutory duties and responsibilities;
  - Enable effective delivery of the Commissioner's vision, strategy and priorities, as expressed in the Police and Crime Plan through:
    - strategy and resource planning;
    - partnership working, commissioning and service delivery;
    - engagement and information management, including obtaining the views of the public, media relations, conducting research and strategic needs assessments.
  - Facilitate appropriate scrutiny and evaluation of Kent Police activities;
  - Ensure effective strategic and operational leadership of the Office of the Commissioner as Head of Paid Service;
  - Set and maintain high standards of conduct in accordance with the Nolan principles.

**Recommendation:**

13. The Kent and Medway Police and Crime Panel is asked to support the extension of Mr Adrian Harper's appointment for a further two years, until the 30 September 2018.

### Chief of Staff recruitment and appointment - overview

The post was advertised internally from Friday 17 April through to Friday 1 May 2015, with officers/staff asked to submit a response to Ian Drysdale MBA, Chartered FCIPD, Director of Kent and Essex Police Human Resources. The job description is attached at Annex 1 and the wording of the advert at Annex 2.

Three people applied, and all three were shortlisted. The three candidates were interviewed by a panel on 14 May 2015, comprising of the previous Commissioner, Mr Michael Bax, and Mr Nadeem Aziz, with Mr Latchford, from the Police and Crime Panel invited to observe to provide reassurance that proper processes were followed. The previous Commissioner was professionally advised at all stages by the Director of Kent and Essex Police Human Resources

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

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.

The Panel unanimously supported the appointment of Mr Adrian Harper, 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 were 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.

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.

## **Annex 1 – 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.

## **Annex 2 – 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 XXXXX XXXXXX (XX-XXXX).

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