

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Appointment of Chief Finance Officer
Date: 8 September 2016



Introduction:

1. The Police and Crime Panel has a statutory duty under the Police Reform and Social Responsibility Act 2011 (PRSRA 2011) 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 PRSRA 2011, the Commissioner must notify the Police and Crime Panel of their proposed appointment, and include the following information:
 - a) the name of the person whom they are proposing to appoint;
 - b) the criteria used to assess the suitability of the candidate;
 - c) why the candidate satisfies those criteria; and
 - d) the terms and conditions on 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 PRSRA 2011, 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. The successful candidate will be required to undertake the statutory governance duties of the Chief Finance Officer as required within the PRSRA 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 his commissioning priorities. The job description for the role is attached at Appendix A.
5. The advert for the post was placed in local and national media, with a closing date of Friday 24 June 2016. This is attached at Appendix B. The salary remained the same as previously advertised (adjusted for cost of living increases) at £73,000. The terms and conditions are as per standard Police and Crime Commissioner and Kent Police contracts.
6. There were 11 applicants in total, with four shortlisted for interview, one of whom withdrew their application before the interview stage. The shortlisting criteria are attached at Appendix C.
7. The interviews were held on 11 July 2016. The interview panel comprised of the Commissioner, the then post holder, Mr Sean Nolan, and the Chief of Staff Mr Adrian Harper. In addition, there was an observer from the Police and Crime Panel, Cllr Pat Todd, and support was provided by the Head of Human Resources, Kent and Essex Police. Copies of relevant papers from the interview pack are attached at Appendix D.
8. The selection process comprised of a pre-prepared presentation and panel interview. The competencies and skills assessed were:
 - Effective communication
 - Decision making
 - Leading strategic change
 - Leading the workforce
 - Professionalism
 - Working with others (Executive Level)
 - Working with others - political environment



- Managing performance
- Serving the public
- Budget management
- Finance - budget preparation
- Finance - final account
- Community partnerships

Proposed appointment:

9. Following this comprehensive selection process, the Commissioner is proposing to appoint Mr Robert Phillips to the post of Chief Finance Officer. This is on the basis that:
 - a) He performed strongly at interview and was the preferred candidate of all panel members.
 - b) He is experienced in providing advice to, and working closely with, Police and Crime Commissioners, through his current role as Deputy Chief Finance Officer for both West Mercia and Warwickshire Police and Crime Commissioners.
 - c) He has received extremely positive references, including from Mr Andrew Champness, the Chair of the Association of Police and Crime Commissioners' Chief Executives (APACE).
 - d) He is a qualified Chartered Public Finance Accountant, experienced in financial planning and production of the Medium Term Financial Plan and Police and Crime Plan.
 - e) He has experience of high level partnership working, for example as the representative for both Commissioners on the 'Place Partnership' Programme Board. This is a unique collaboration where a limited company has been set up to manage the estate functions of both Police and Crime Commissioners, and respective County Councils and Fire and Rescue Services.
 - f) He attends the Audit Committee within each Commissioner's area, and is experienced in providing advice to members of those committees.
 - g) He has been the Deputy for two Commissioners for a number of years, and having attended the highly regarded Chartered Institute of Public Finance and Accountancy (CIPFA) Leadership Academy is ready to take the next step as a Chief Finance Officer.
10. The Kent and Medway Police and Crime Panel is required to review the proposed appointment and to make a report to the Commissioner which includes a recommendation as to whether or not the candidate should be appointed.
11. The Commissioner may accept or reject the recommendation, and must notify the Panel of their decision.

**Kent Police & Crime
Commissioner***'Your security is my priority'*

Job Title: Chief Finance Officer - PCC Based
Grade: N/A
Role Code: N/A
Status: PCC 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 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 Chief Finance Officer of the CC, 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 sufficient funding is available to finance agreed programmes from central Government, 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 fulfil 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 objectives 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 public sector organisation. 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, ideally 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.

Personal Qualities	Level
Decision Making	Executive
Professionalism	Executive
Serving the Public	Executive
Working with others	Executive
Managing Performance	Executive
Leading Strategic Change	Executive
Leading the Workforce	Executive

Technical Skills	Level
Budget Management	7
Finance - Budget Preparation	6
Finance - Final Account Production	6
Finance - Management Costing	6
Health & Safety	5
Interviewing – General	5
Know of Police Environment & Policy	6
Management of Police Information (MOPI)	5
Risk Management	6

National Occupational Standards	Level
AA1	Accredited
AA2	

Excellent Chief Finance Officer Opportunity

An opportunity for a Chief Finance Officer (CFO) has arisen to work for Kent's Police and Crime Commissioner as part of the strategic management team. This statutory post of CFO directs and coordinates 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.

As CFO you will advise on all aspects of financial management and liaise with external organisations such as the Chief Constable 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.

The CFO has responsibility to direct and manage the Commissioner's role in commissioning services to cut crime and support victims. Kent has been recognised as an outstanding force by Her Majesty's Inspectorate of Constabulary and the Office of Police and Crime Commissioner works closely with the Force to maintain delivery of an excellent service to victims and witnesses.

The successful candidate will:

- be a qualified CCAB accountant (ideally CIPFA);
- demonstrate significant experience of operating at a senior level in a similar role within a large organisation in either the public or private sector (with prior public sector experience);
- have a proven 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.

For more information and details of how to apply click here [*\[link to vacancy on website\]*](#).

Closing date: Friday 24 June at 5pm

Location: Maidstone

Salary: Circa £73K

Contract Type: Permanent

Post: Chief Finance Officer

Candidate Name:

Criteria / Qualities / Competencies	Strong evidence (3)	Acceptable evidence (2)	An area where improvement is needed (1)	Evidence not provided (0)	Total (Score)
<i>TS - Budget management</i> Qualified accountant					
<i>TS - Finance (BP)</i> Proven successful track record in short and medium term financial planning					
<i>TS - Finance (FAP)</i> Senior experience of managing the preparation of final accounts					
<i>PQ - Leading the workforce</i> Significant experience of operating at an executive level					
<i>PQ - Working with others</i> Demonstrable evidence of building effective working relationships					
Knowledge and experience of effective strategic commissioning					
Understand role of the PCC and how the CFO will support this					

Panel Member's Recommendation:

Recommended (Please tick):	
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Signature (type name here): _____ Date: _____

Definitions of Shortlisting Ratings:

3 = **Strong Evidence** - the candidate provides strong evidence of many descriptions within the area tested at an appropriate level for the role, with direct relevance to the policing priorities as set by the PCC.

2 = **Acceptable Evidence** - the candidate provides some evidence of the area tested at an appropriate level for the role, has acceptable relevance to the policing priorities as set by the PCC.

1 = **Area where improvement is needed** - the candidate provides some, but limited evidence of the area tested at an appropriate level for the role, has gaps in the relevance to the policing priorities as set by the PCC and / or does not respond to all the issues in the question.

0 = **Evidence Not Provided** - the candidate provides no evidence of the quality / competency area, or the evidence is at a level below that required for the role applied for or does not have relevance to the policing priorities as set by the PCC.

Chief Finance Officer Recruitment Process
Assessment Rating Mechanism

A 1 - 4 rating scale will be used for assessing candidate's performance during the assessment process. A score of 1 represents an area for improvement and 4 represents an area of considerable strength.

Rating	Definition
4	<p style="text-align: center;"><u>An area of considerable strength</u></p> <p>The example/examples used have considerable direct relevance to the organisational objectives and the areas of importance as defined by the PCC relating to this role.</p>
3	<p style="text-align: center;"><u>An area of some strength</u></p> <p>The example/examples used have some strong relevant links to the organisational objectives and the areas of importance as defined by the PCC relating to this role.</p>
2	<p style="text-align: center;"><u>An area of acceptable performance</u></p> <p>The example/examples used have some relevant links to the organisational objectives and the areas of importance as defined by the PCC relating to this role.</p>
1	<p style="text-align: center;"><u>An area where improvement is needed</u></p> <p>The example/examples used have some links indirectly to the organisational objectives and the areas of importance as defined by the PCC relating to this role.</p>

Interview questions and notes sheet

Position: Chief Finance Office

Assessors: Matthew Scott, Adrian Harper, Sean Nolan

Candidate:

1. Tell us about the senior financial roles you have undertaken; what you would bring to this role if appointed; and what experience do you have of managing in a complex environment?

Comments:

2. How would you plan to assist the Commissioner in holding the Force to account in relation to both the financial performance and service delivery of Kent Police?
- Follow up: You will on occasion have to challenge the Chief Constable or the Commissioner effectively. Tell us about a time when you have successfully challenged very senior and influential people, and what was the outcome?

Comments:

3. You will be working in a small team. What approaches have you taken in your current or previous employment to ensure team cohesiveness? How would you apply your experience to this role?

Comments:

4. You will be responsible for taking high-level, important decisions on behalf of the Commissioner. What factors would you need to take into account?

Comments:

5. Can you explain the key elements to get right in producing a medium term financial strategy?
- Follow up: in your specific role as PCC CFO, what part will you expect to play in the production of the Medium Term Financial Strategy? What would your advice be to the PCC on his future precept strategy?

Comments:

6. Please outline how you would exercise oversight and control as necessary over the final accounts process in your role as PCC CFO?
- Follow up: what is the most significant and challenging final accounts issue you have had to deal with?
 - Follow up: how has the final accounts process at your current place of work gone over the past few years?

Comments:

7. What is your experience of dealing with External Audit, and Audit Committees?

Comments:

8. The Government refused to give £550k of funding to Kent Police to reimburse them for the extra costs of Operation Stack last summer. How would you support the Commissioner in trying to get this decision overturned?

Comments:

9. Mental health is the Commissioner's most important priority over the next four-year term. How would you support him in this objective and ensure external organisations are commissioning support that reduces the demand on police time?

Comments:

Closing page

1. Do you have any questions for us about the role, terms and conditions, or any other aspect of working in the Office of the Kent Police and Crime Commissioner,
2. We are aware of your right to a private life. However, is there anything in your private life that could cause conflict with the requirements and integrity of being a senior member of staff in the Office of the Police and Crime Commissioner? If so tell us now.

Answer_____

3. Follow up: Will you give an undertaking to advise me if something later occurs that could cause such a conflict?

Answer_____

4. Our social media recruitment policy states that the successful candidate will be asked what social networks they use, what usernames they have, and whether they are open or closed/private social media, together with authorisation to access their social media networks. Would you agree to this?

Further discussions will be held with the successful candidate on this issue.

Answer_____

Competencies

Personal qualities:

Decision Making (Executive)

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 the 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.

Professionalism (Executive)

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

Serving the Public (Executive)

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 strives 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.

Working with Others (Executive)

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 Commissioner. 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.

Working with Others - Political Environment

Has a detailed understanding of the political landscape at a local, regional and national level. Builds effective working relationships through clear communication and a collaborative approach. Comfortable operating in a political environment. Understands how to ensure the Commissioner's plans and interests are progressed appropriately. Maintains visibility and ensures communication processes work effectively internally and externally. Negotiates effectively with local and national bodies and political representatives, representing the interests of the Commissioner. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively.

Managing Performance (Executive)

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.

Leading Strategic Change (Executive)

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical changes when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

Leading the Workforce (Executive)

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Community Partnerships

Level 7

Ensure relevant and effective partnerships are identified, developed and maintained, and that any partnership strategy complements existing strategy. Ensure systems are in place to actively seek new partners and maintain existing relationships, ensuring that all partnership activity is undertaken in a corporate manner. In consultation with partners, establish and agree common objectives and terms of reference. Identify joint initiatives that are consistent with the achievement of both PCC and partners objectives. Ensure analysis is undertaken to identify and agree joint resourcing proposals in accordance with Best Value principles. Develop systems to monitor and review the on-going delivery of partnership activity and identify areas for improvement and take appropriate remedial action as necessary.

Budget management

Level 7

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.

Finance - Budget Preparation

Level 6

Able to effectively co-ordinate the overall Force budget. Possesses a detailed knowledge of and overview of Force financial planning, including balancing incoming and outgoing monies to the agreed funding level. Able to effectively report to the Commissioner on projected and final out-turn. Able to effectively present future budget proposals for final Commissioner approval.

Finance - Final Account Production

Level 6

Possesses a detailed and comprehensive knowledge of revenue and capital statutory requirements for the final accounts. Able to give high quality and expert presentations of financial information to the Commissioner, including the presentation of agreed final accounts to Commissioner by 30 September each year.

Interview Marking Sheet

Position: Chief Finance Office

Assessors: Matthew Scott, Adrian Harper, Sean Nolan

Candidate: Philip Wilson

Assessment Criteria

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

1 Comments:

2

3

4

Working with Others - Executive

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 Commissioner. 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.

1	Comments:
2	
3	
4	

Working with Others – Political Environment

Has a detailed understanding of the political landscape at a local, regional and national level. Builds effective working relationships through clear communication and a collaborative approach. Comfortable operating in a political environment. Understands how to ensure the Commissioner's plans and interests are progressed appropriately. Maintains visibility and ensures communication processes work effectively internally and externally. Negotiates effectively with local and national bodies and political representatives, representing the interests of the Commissioner. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively.

1	Comments:
2	
3	
4	

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.

1	Comments:
2	
3	
4	

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 the 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.

1	Comments:
2	
3	
4	

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 strives 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.

1	Comments:
2	
3	
4	

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.

Finance - Budget Preparation

Able to effectively co-ordinate the overall Force budget. Possesses a detailed knowledge of and overview of Force financial planning, including balancing incoming and outgoing monies to the agreed funding level. Able to effectively report to the Commissioner on projected and final out-turn. Able to effectively present future budget proposals for final Commissioner approval.

1	Comments:
2	
3	
4	

Finance – Final Account Preparation

Possesses a detailed and comprehensive knowledge of revenue and capital statutory requirements for the final accounts. Able to give high quality and expert presentations of financial information to the Commissioner, including the presentation of agreed final accounts to Commissioner by 30 September each year.

1	Comments:
2	
3	
4	

Community Partnerships

Ensure relevant and effective partnerships are identified, developed and maintained. Ensure systems are in place to actively seek new partners and maintain existing relationships, ensuring that all partnership activity is undertaken in a corporate manner. In consultation with partners, establish and agree common objectives and terms of reference. Identify joint initiatives that are consistent with the achievement of both police and partners objectives. Ensure analysis is undertaken to identify and agree joint resourcing proposals in accordance with Best Value principles. Develop systems to monitor and review the on-going delivery of partnership activity and identify areas for improvement and take appropriate remedial action as necessary.

1	Comments:
2	
3	
4	

Notes and final score

Presentation Marking Sheet

Position: Chief Finance Office

Assessors: Matthew Scott, Adrian Harper, Sean Nolan

Candidate:

Presentation Topic

Outline the challenges and opportunities in providing financial oversight in your role as the CFO to the Police and Crime Commissioner under the police governance model.

Assessment Criteria
Effective Communication

Candidate is confident and engaging; they are clear, articulate and communicate effectively, at an appropriate level for the current audience. They have positive non-verbal communication.

1 Comments:

2

3

4

Assessment Criteria

Decision making and leading strategic change

Identifies key issues clearly and the inter-relationship between different factors. Considers the wider impact and implications of the different options at a local and national level, assessing the costs, risks and benefits of each. Thinks in the long term, establishing a compelling vision, and a clear direction. Identifies better ways to deliver value for money services.

1	Comments:
2	
3	
4	

Briefing note – Data Protection Act and Equality Act

Data Protection Act

The Act limits the nature and extent of information you collect, store and use about individuals to what is actually needed to carry out legitimate business, in a way that is transparent and in accordance with how the data subject would reasonably expect.

You should ensure that such data is accurate, is stored securely and is kept no longer than is absolutely necessary.

Data should not be passed to third parties without the permission on the data subject and way in which such information will be used should be made clear to the data subject before it is collected, stored and processed.

For further information and guidance please look at the following link:

http://www.ico.gov.uk/for_organisations/data_protection/the_guide.aspx

Equality Act

This quick start guide is intended to help public sector organisations understand a key measure in the Act – the **public sector Equality Duty**, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims. It requires public bodies to have **due regard** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

Having **due regard** means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies – such as in how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to **advance equality of opportunity** involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics;
- meet the needs of people with protected characteristics; and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Further information can be obtained via the following link:

<http://www.homeoffice.gov.uk/publications/equalities/equality-act-publications/equality-act-guidance/equality-duty?view=Binary>

The Equality Duty replaces the three previous public sector equality duties – for race, disability and gender. The new Equality Duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Definitions

Direct discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).

Discrimination by association

Applies to race, religion or belief, sexual orientation, age, disability, gender reassignment and sex. This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Perception discrimination

Applies to age, race, religion or belief, sexual orientation, disability, gender reassignment and sex. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

Indirect discrimination

Applies to age, race, religion or belief, sex, sexual orientation, marriage and civil partnership, disability and gender reassignment. Indirect discrimination can occur when you have a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages people who share a protected characteristic.

Indirect discrimination can be justified if you can show that you acted reasonably in managing your business, i.e. that it is 'a proportionate means of achieving a legitimate aim'. A legitimate aim might be any lawful decision you make in running your business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful.

Being proportionate really means being fair and reasonable, including showing that you've looked at 'less discriminatory' alternatives to any decision you make.

Harassment

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual".

Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now be able to complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves. Employees are also protected from harassment because of perception and association.

Third party harassment

Applies to sex, age, disability, gender reassignment, race, religion or belief and sexual orientation. The Equality Act makes you potentially liable for harassment of your employees by people (third parties) who are not employees of your company, such as customers or clients. You will only be liable when harassment has occurred on at least two previous occasions, you are aware that it has taken place, and have not taken reasonable steps to prevent it from happening again.

Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint. There is no longer a need to compare treatment of a complainant with that of a person who has not made or supported a complaint under the Act.

Further guidance can be obtained via the following link:

<http://www.equalityhumanrights.com/advice-and-guidance/new-equality-act-guidance/equality-act-guidance-downloads/>