

Meeting **Leicester, Leicestershire and Rutland Police and Crime Panel**

Date/Time **Thursday, 12 September 2013 at 4.00 pm**

Location **Framland Committee Room, County Hall, Glenfield, Leicestershire**

Officer to contact **Sam Weston (Tel: 0116 305 6226) (Tel. 0116 305 6226)**

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Membership

Joe Orson JP CC (Chairman)	
Cllr. R. B. Begy	Cllr. David Bill MBE
Cllr John Boyce	Cllr. A. V. Greenwood MBE
Cllr. P. King	Miss. H. Kynaston
Col. R. Martin OBE, DL	Cllr. Trevor Pendleton
Cllr. Byron Rhodes	Cllr. Sarah Russell
Cllr. Lynn Senior	Cllr David Slater
Cllr. Manjula Sood, MBE	Cllr. Paul Westley

AGENDA

<u>Item</u>	<u>Report by</u>	<u>Marked</u>
1. Minutes of the Meeting held on 28 August 2013.		(Pages 3 - 10)
2. To advise of any items which the Chairman has decided to take as urgent elsewhere on the agenda.		
3. Declarations of interest in respect of items on the agenda.		
4. Confirmation Hearing for the Post of Chief Finance Officer.	Police and Crime Commissioner	(Pages 11 - 26)

The Police and Crime Commissioner and the Candidate for the post of Chief Finance Officer have been invited to attend this session.

A copy of the Office of the Police and Crime Commissioner's report is attached.

A document explaining the process to be followed at today's Confirmation Hearing has also been attached for information (pages 27 – 29).

5. Date of next meeting.

The next meeting of the PCP is scheduled to take place on 2 October 2013 at 9.30am at County Hall.

6. Any other items which the Chairman has decided to take as urgent.

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Wednesday, 28 August 2013.

PRESENT

Mr. J. T. Orson JP CC (in the Chair)

Cllr. R. B. Begy
 Cllr. David Bill MBE
 Cllr. A. V. Greenwood MBE
 Col. R. Martin OBE, DL
 Cllr. Byron Rhodes

Cllr. Sarah Russell
 Cllr. Lynn Senior
 Cllr. D. Slater
 Cllr. Manjula Sood, MBE

Apologies

Cllr. J. Boyce, Cllr. P. King, Miss. H. Kynaston and Cllr. Trevor Pendleton

In attendance

Sir Clive Loader, Police and Crime Commissioner for Leicester, Leicestershire and Rutland

17. Minutes.

The minutes of the meeting on 26 June were taken as read, confirmed and signed.

18. Urgent Items.

There were no urgent items for consideration.

19. Declarations of Interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

All members of Community Safety Partnerships declared personal interests in all matters relating to those partnerships.

Mr. Orson and Cllr. Russell all declared personal interests as members of the Strategic Partnership Board.

Col. R. Martin declared a personal interest as a member of a charity which was in receipt of funding from the Office of the Police and Crime Commissioner.

Cllr. Sood declared personal interests as the Chairman of the Leicester Council of Faiths, the Regional Ambassador of Sport England and as a patron of CLASP – The Carers' Centre.

20. The Future Management Arrangements for Leicestershire Police.

The Chairman welcomed to the meeting Sir Clive Loader, the Police and Crime Commissioner for Leicester, Leicestershire and Rutland (the PCC) to discuss his plans for the future management arrangements for Leicestershire Police.

In introducing the item, the PCC read out a statement in regard to the absence of the Chief Constable, Simon Cole and the arrangements that had been put in place to ensure the effective management of Leicestershire Police in his absence. The statement read as follows:

“Chairman Orson, members of the panel – you have requested that I come today to outline the Future Management Arrangements for Leicestershire Police. This I will do by means of a statement as follows:

Firstly, for those of you who are not ex-members of the Police Authority and perhaps even for those who are, it would be helpful to outline for you the Command and Control structure of the Leicestershire Police Force, so that you can understand what is in place, why it is there, and thereby place my decisions into their proper context.

All Chief Constables have a formal, single Deputy Chief who is legally empowered to take on the role, duties and responsibilities of the Chief when the latter is away for whatever reason – leave, courses, or indeed sickness. Many duties of the Chief Constable are singularly theirs – by which I mean that only the individual who is holding the legal responsibility at the time can discharge them. Good examples would be the authority to intercept communications, or to instigate surveillance operations, in certain instances and at certain scales. Of course, the Chief’s duties are much broader than that: setting the strategic direction for the Force; instilling (and insisting upon) professional standards; indeed, acting as the visible and professional leader of the Force and, in so doing, inspiring and creating confidence (both within the Force and with the public at large); and of course representing the Force at many public engagements.

The Deputy Chief, in addition to taking on the roles of the Chief in the latter’s absence, acts somewhat as a Chief Operating Officer – for example, by monitoring the Force’s performance on a very regular basis (DCC Edens chairs the Performance Delivery Group, which tracks the Force’s achievements against the Police and Crime Plan), leading on risk and audit, and on professional standards, as well as taking on those duties and decisions that aren’t the sole bailiwick of the Chief. Of course the Deputy Chief also acts as a support, advisor and confidant of the Chief. As I know from my own past, the symbiotic, mutually supportive and honest relationship between a Chief and their Deputy is a powerful arbiter as to the success of a Force as a whole. We are very lucky in having an officer with the quality and experience of Simon Edens – more of which later.

In addition to the Chief and his Deputy, there are 2 Assistant Chief Constables, in our case both selected during my time as PCC and having both come into post in June of this year. As many of you will be aware, we had been running light on an ACC in this Force for a considerable period of time (albeit we had two very capable temporary holders in the form of Paul Telford and Chris Thomas), so one of these appointees was to provide the permanent ACC which we needed, whilst the other was to provide a replacement for ACC Steph Morgan (who had announced earlier her intention to retire as of early July of this year). Whilst the exact duties that ACCs hold varies between Forces, here at Leicestershire, we have one (now Roger Bannister) whose title is ‘ACC Crime’ – i.e. his

primary focus is on the prevention, and solving, of crime in the broadest sense. Of note, Roger had already served some 18 months as an ACC in the Lincolnshire Force before coming to us. The other ACC, Phil Kay (who came to us from the West Midlands Force), is 'ACC Operations', being responsible for the wider running of the Force (e.g. training, overseeing the operational BCUs, and being responsible for policing in its widest sense (for example dogs, firearms, and Contact Management – as well as being the lead on neighbourhood policing, and so on). But it would be wrong to characterise their roles as in any way solely restricted to those primary areas of responsibility. They both bring great experience to this Force and that knowledge is put to the fullest use as they play their part in, and contribute greatly to, the Chief Officers' Team here.

The final 2 members of the Force's top team are the Human Resources Director and the Finance Director – Ali Naylor and Paul Dawkins respectively; some of you will know them as well. Paul Dawkins has been with the Force since 1996 and became Director of Finance in 2002. He oversees a broad portfolio of support functions including finance, IT and estates. He is well respected, not only in the Force but also in the region, for his commitment to collaborative working. Ali Naylor joined Leicestershire from Northamptonshire Police where she undertook a similar role and, during her time here, has been instrumental in leading on collaboration across the HR function. Between them Paul and Ali bring much knowledge and self-evident professionalism to the senior management and leadership of this Force.

As regards Chief Constable Simon Cole himself, in early July I was made formally aware that he was away from work on the grounds of ill health. I have also stated unequivocally that I am general looking forward to his return – and that has not changed. However, the exact period that he would need to recover was always uncertain (it was described as several weeks rather than several months) and I therefore needed to ensure that robust command and control arrangements were rapidly put into place to cover Simon Cole's period away from the Force.

Fortunately, that need for cover was confirmed only the day after ACC Steph Morgan's farewell evening dinner (prior to retirement) and, in recognising that we would need her skills for a further period, she very unselfishly volunteered to stay on as long as we might need her (at some personal cost, by the way – not least a holiday to Europe that had been planned 2 weeks afterwards). We are extremely lucky to have had her support for this extended period – with her lengthy experience as an ACC, I had no hesitation whatsoever in asking her to step up to the role of DCC, whilst Simon Edens took on the role of temporary Chief. Here again, I was totally confident in his ability to take on a role that he had already held on several previous occasions, albeit briefly. Notably, Simon Edens is an officer of some 34 years' experience with a vast knowledge of policing. I knew that he would provide a balanced and highly intelligent hand at the tiller for as long as we might need it. They have both already done all that I could have expected – and more.

And that, perhaps in lengthier form than you might have wished, is all that I can – or indeed will – say on this matter. I am unable to tell you precisely when Simon Cole will return – I still expect that it will be a few weeks, but I cannot be more precise at this time. What I can be precise about is my utmost confidence in the team that we have in place in the interim. Were it not so, I would have instigated other processes, about which I would have told you as and when I felt that appropriate.

I hope that this statement assuages any legitimate concerns or interests that this Panel might have."

Following the statement, the PCC stated that, given the sensitivity of the situation, he was unable to answer any personal questions in relation to the nature of Simon Cole's illness. In response, the Chairman indicated that it was the job of the Police and Crime Panel to both support and scrutinise the PCC and that any questions to be put to him would not be of a personal nature.

Arising from these questions, the following points were noted:

- Simon Cole was off work due to ill-health and the PCC was looking forward to his return to work. In, what he expected to be, a few weeks' time. For this reason, he was uncertain how long the present arrangements would be required for;
- The PCC had absolute confidence in the abilities of Simon Edens and had no hesitation in having him fill the role of Acting Chief Constable, given his 34 years of experience;
- Assistant Chief Constable, Steph Morgan, had delayed her retirement in order to take up the post of Acting Deputy Chief Constable, for which the PCC was extremely grateful. Her availability was open-ended, though he recognised that it would be unfair to expect her to extend this arrangement beyond a few months;
- The key performance indicator for any Chief Constable was to deliver safe, efficient and effective policing. The PCC had no concerns that this continued to be the case with the present arrangements and that, had the new arrangements not been effective, he would have informed the Chairman of the Police and Crime Panel. He felt that the present arrangements were robust enough to continue for a reasonable amount of time, but that they would hopefully not be required to do so;
- There were no formalised arrangements for reviewing the new arrangements. This was carried out via daily contact between the PCC and the Chief Officer team;
- Staff at the Force had been kept informed as to the management arrangements and they would be kept regularly up to date in this regard;
- The decision to implement the new arrangements was the decision of the PCC, as was his role to do so. However, this had not been done without seeking advice from the Home Office and HMIC. He had no reservations about the way in which the new team had been assembled and he recognised that any change in Chief Constable would trigger a formal process which would involve the Police and Crime Panel;
- Should the Chief Constable return to work, he would be briefed on what had taken place during his absence. The PCC pointed out that he had been in regular contact with the Chief Constable over the phone during his absence;
- The PCC reported that, in the Chief Constable's absence, some of the ancillary roles he had, such as leading nationally on mental health and community cohesion had had to be deprioritised;
- The new legislation for PCCs had not impacted on the ability to formally delegate the powers of the Chief Constable to the Deputy Chief Constable;

- The PCC was aware that the statement he issued to the media on the ongoing absence of Simon Cole could have been misinterpreted as a “vote of confidence”. He would, shortly, be issuing a new release to clarify the situation;
- The PCC remained hopeful that Simon Cole would return to work within a few weeks’ time, however if this was not to be the case, consideration had been given to further forward planning of the situation;
- The PCP had a role to support the PCC during this difficult time, but it also would be required to continue to act as a “critical friend”, adding value to the PCC’s decision-making where it was appropriate to do so. Though the PCP and the PCC would need to develop a close relationship, it was important that Panel challenged his decisions rather than helping him to take them;
- The Chief Constable had now been absent for 11 weeks. It was noted that, if an illness went beyond 12 weeks, it was regarded in the health sector to be a “chronic” condition. For this reason, it was expected that, should Simon Cole return to work as was expected, he would begin a phased return, taking on duties gradually;
- The PCP indicated that, whilst he hoped that the issue of Simon Cole’s absence and the management arrangements could now be regarded as dealt with, he was happy to bring updates on the situation to the Panel, as and when there was something significant to report.

In closing the item, the Chairman wished to convey the Panel’s best wishes to Simon Cole for speedy recovery and return to work.

RESOLVED:

That the Police and Crime Commissioner be thanked for his attendance.

21. Stage 2 Transfers - Update

The Police and Crime Panel considered a presentation of the OPCC regarding Stage 2 Transfers. A copy of the slides forming the presentation is filed with these notes.

Arising from the presentation, the following points were noted:

- Regular meetings took place between the five regional PCCs and CEOs in order to establish a pragmatic way forward. Issues such as collaborative arrangements had been considered. Fortunately, all forces in the region had opted for the “max transfer” option in order to ensure that the Chief Constables had as much control over operational matters as was possible. The PCC wanted to have ownership of as little as was required through the legislation. The “max transfer” option would ensure that the arrangements were as simple, efficient and effective as possible and would avoid unnecessary duplication;
- The lack of a standardised approach to policing meant that those in employment would require clear guidance on their role and what was expected of them;
- It was stressed that the transfer would not have an effect on staff numbers, only who employed the staff. Meetings would be taking place with UNISON and the GMB and

there would be some wider consultation with staff over the transfer;

- It was expected that the issue of best practice would be looked at one year into the new arrangements;
- Service Level Agreements (SLA) were expected to be in place from 1 April 2014 and would be reviewed on a six monthly basis. SLAs were being worked up between the CEO and heads of service within the Force;
- The Police's HR function sat within the Chief Constable's control and the majority of this function was utilised by his staff. The OPCC required only a limited amount of HR advice and it was noted that the cost of providing this service would be met from within the Chief Constable's budget.

RESOLVED:

That the presentation be noted.

22. Adjournment

With the Chairman's consent, it was agreed to take a fifteen minute adjournment at 11.30am.

The meeting re-started at 11.45am.

23. Police and Crime Plan and Developing Change Options - Update.

The Police and Crime Panel considered a presentation of the OPCC regarding the refresh of the Police and Crime Plan and the Development of Change Options. A copy of the slides forming the presentation is filed with these notes.

Arising from the presentation, the Chairman reported a frustration on behalf of partners that the consultation period on the draft Police and Crime Plan had been very short – 14 days during a summer month when many were on holiday and which included a bank holiday. The need to consult the Panel for “a reasonable amount of time”, as set out in the Act was stressed.

In response, the PCC suggested that the Plan had effectively been consulted on since the refresh process began on 24 April. A broad engagement process had commenced at this time and the comments received had been reflected in the draft Plan which had been circulated to the Panel and other partners on 16 August. The PCC felt that the extensive engagement process with partners had been instigated as a result of what he saw as a justified criticism of a lack of partnership engagement when the previous version of the Plan was drafted.

The Panel however felt that this approach had led to an over-emphasis on a few individuals at each authority to respond and too little member engagement. A greater period of consultation would have helped ensure that partners had the opportunity to fully digest the information. There was a further concern that the Plan had too little in the way of specific actions and where changes in services were being proposed it would be necessary for the Panel to have sight of these and consider making comments.

The following further points were noted:

- It would be important to include the context of the PCC's budget for next year in the Plan. It was also felt that it would be helpful to include with the Plan a picture of how the Police's £20 million budget shortfall was to be addressed;
- It was suggested that the combining of the Police and Crime Plan and the Change Programme may cause confusion. This was questioned given the "operational" nature of the Change Programme and the fact that operational matters were outside the scope of the PCP. The PCC stressed that he was required to hold the Chief Constable to account over all elements of the Plan, including the operational matters that were part of it;
- The PCC ensured that any localised crime issues were fed back through the Police's internal governance arrangements to the Chief Constable. For this reason, it remained vital that, where local members were aware of any issues, they contacted the PCC;
- The PCC recognised the importance of the early intervention work with troubled families which the Council was currently engaged in and how this would hopefully have a positive impact on crime levels;
- Given the reduction in staffing level across the Force, the careful management of public expectation would be necessary. It would be helpful to include in the Plan what, specifically, as part of the savings required it was intended to stop delivering;
- There was a concern that rural crime might not be receiving an adequate level of attention in the Plan. The PCC indicated that it was extremely difficult to include everything in the Plan, but he hoped to ensure each issue received a fair level of representation.

(David Bill asked that it be recorded that it was his view that regular updates from the Chief Constable on criminal activity were necessary in order to gain a full understanding of how the Police was performing so that this information could be fed back to residents as local members. In response, the PCC indicated that the Chief Constable would be present at the PCP's meeting on 2 October where the draft Police and Crime Plan would be presented.)

RESOLVED:

- (a) That the presentation be noted;
- (b) That the covering report to the draft Police and Crime Plan submitted to the PCP's meeting on 2 October include:
 - (i) Reporting of the comments submitted by each authority during the consultation process and the response of the OPCC thereto;
 - (ii) An analysis of the impact that changes had had; and
 - (iii) Comparative data between Leicestershire and neighbouring forces

24. Date of next meeting.

It was NOTED that the next meeting of the Police and Crime Panel would be a Confirmation Hearing for the post of Chief Finance Officer. The meeting was scheduled to be held on Thursday 12 September at 4.00pm at County Hall.

10.00 am - 12.45 pm
28 August 2013

CHAIRMAN

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

PAPER MARKED

Report of	POLICE & CRIME COMMISSIONER
Date	THURSDAY 12 SEPTEMBER 2013 – 4.00 P.M.
Subject	APPOINTMENT OF CHIEF FINANCE OFFICER FOR THE OFFICE OF THE POLICE AND CRIME COMMISSIONER
Author :	CHIEF EXECUTIVE

Purpose of Report

1. To provide background information to the Police and Crime Panel on the appointment process leading to the selection of Helen King as the preferred candidate for the role of Chief Finance Officer (CFO) for the Office of the Police and Crime Commissioner (OPCC).

Recommendation

2. That the Panel endorses the appointment of Mrs Helen King as the CFO for the OPCC.

Background

3. The Leicestershire Police Authority combined the posts of Chief Executive and Chief Finance Officer in late 2010. This reflected both the desire for efficiency and the workloads placed upon the office supporting the Authority at that time. The current OPCC Chief Executive fulfilled that joint role until August 2012.
4. The Police Reform and Social Responsibility Act 2011 made it clear that these two posts should be held by different people. This, combined with the workload required to develop arrangements for the OPCC, prompted the Police Authority to appoint an interim Chief Finance Officer, Peter Lewis, in September 2012 with the existing post holder remaining only in the Chief Executive role. This interim arrangement would allow the incoming Police and Crime Commissioner (PCC) to recruit their own CFO.
5. During 2013 the staffing and structure of the OPCC has been reviewed and amended as the demands upon the Office have been clarified through experience. Various posts have then been recruited to on a permanent basis and/or arrangements made with the Office of the Chief Constable (OCC) for secondments or support. The CFO role is amongst those for which permanent recruitment has been sought.

Alternatives Considered

6. The Police and Crime Commissioner (PCC) has already undertaken to seek to reduce the costs of the OPCC to the minimum commensurate with the duties expected of him. It is not an option to avoid having the CFO post, this is a statutory requirement, but an option considered was a joint role shared with the Chief Constable. This was not pursued for two principal reasons: firstly, that it was felt important that the PCC and

Chief Constable have access to independent advice; and secondly that the Chief Constable's Finance Director already has a full portfolio and would not have the capacity to take on more duties.

Recruitment Process

7. The job description and person specification for the role (attached at Appendix A) was refreshed to encompass planning and performance responsibilities as well as a strong link to commissioning, both areas being closely related to the finance portfolio.
8. A thorough and detailed recruitment process was pursued in order to arrive at a robust outcome. Advice was sought from the Leicestershire Police Recruitment Team, who considered it appropriate to engage an external recruitment agency to maximise the chances of securing a broad range of candidates for this key role.
9. The Leicestershire Police Procurement Team conducted the tendering process amongst four potential suppliers, of whom two put forward proposals. As a result of that process Gatenby Sanderson (GS) were selected as the providers on the basis of cost and quality.
10. The GS proposal included advertisements in the Municipal Journal (MJ), on Public Finance Jobs (on line) (example attached at Appendix B) and active search. All of this produced 19 applications from a range of sector and professional backgrounds.
11. Of these 19 applications, 11 candidates were invited to long-list interviews. 10 accepted the invitation and were interviewed by the current interim CFO and the lead recruiter, a partner at GS. This was a competency based interview with questions designed to explore the skills, experience and knowledge of the interviewees. 5 candidates were then short-listed for the final interview process, although one withdrew after having accepted the interview.
12. The final interview process took place on 12 July and consisted of the following elements:
 - Feedback on psychometric tests undertaken by the candidates between long-list and short-list interviews;
 - Presentation exercise – 45 minutes to prepare a presentation for the main panel;
 - Main panel interview (up to 60 minutes including 10 minute presentation) with the panel comprising the PCC, OPCC Chief Executive and lead recruiter from GS. This was a competency based interview linked to the criteria for the post set out in the job description and person specification;
 - Stakeholder panel engagement with the panel comprising the Deputy Chief Constable, Head of Procurement (representing the Finance Director who was on leave) and OPCC/Human Resources link officer.
13. This process concluded that the candidate now recommended to the Panel was the most suitable for the role of CFO in the OPCC.

Criteria used to Assess the Suitability of Candidates

14. Applications and both sets of interviews were assessed against the criteria set out in the job description and person specification. In addition to evidence on the application form of the essential criteria, such as qualifications, interview questions were designed to seek evidence of experience or research in areas such as:

- A good understanding of the role that was being applied for;
- Building effective partnership relationships;
- Understanding of and approach to the relationship with the Force Finance Director;
- A broader contribution to the success of the candidate's current organisation, beyond the immediate portfolio held;
- Creating and/or using performance information to support improvement in an organisation;
- Understanding of commissioning and examples of how the candidate has made a contribution to successful commissioning;
- Understanding of the broader public sector context;
- Approaches to challenging situations, for example where professional advice is not being accepted;
- Risk management and effectively embedding good risk approaches in an organisation.

Candidate Proposed

15. The preferred candidate selected as a result of this rigorous process is Helen King. Helen is currently the Director of Corporate Services and Treasurer for the Northamptonshire Probation Trust.
16. Helen spent fourteen years at Bedfordshire Police Authority, leaving in 2000 as Chief Accountant. She spent two years as Financial Controller at the British Transport Police before joining Northamptonshire Probation Trust where she is currently Treasurer and Director of Corporate Services.
17. Helen is a member of the Executive Management Team there and is responsible for thirty staff across a range of corporate functions including Finance, Health & Safety, Estates, Reception, Risk Management, Human Resources and Business Development. In addition she is responsible for the performance portfolio within the Trust. She has useful knowledge of the context of the OPCC having previously worked within a police authority.
18. She submitted a detailed application that demonstrated a breadth of experience against the criteria set out in the job description and person specification.
19. Ultimately it was judged that Helen best satisfied the criteria for the role through the evidence gained in the written, oral and psychometric test aspects of the process. Key elements of this assessment were that Helen:
 - Is a qualified and experienced accountant;
 - Has proven experience in the public sector at assistant director level and above;
 - Has created and driven strategic plans;
 - Has managed performance frameworks;
 - Presented herself competently in writing, through the application, and orally throughout the process;
 - Gave evidence of strong partnership working;
 - Managed multidisciplinary teams, showing good organisational skills;
 - Showed analytical and problem solving skills through the presentation task and interview questions.

Terms and Conditions of Appointment

20. The OPCC continues to use the services and processes of the OCC Human Resources team. Hence a standard job description format was used and the job evaluation system was applied to arrive at the salary level.
21. The CFO post is on a “chief officer” grade at a spot salary of £80,000 per annum. The post is full time, denoted as “permanent” as opposed to fixed term or interim and will attract other emoluments such as pension contributions and annual leave based on standard terms in line with any entitlements built up by Helen in previous roles. Any business travel costs by personal car will be reimbursed at the prevailing casual user rate; this post does not benefit from a provided car. The full terms and conditions are attached at Appendix C.

Conclusion

22. The role of the CFO within the OPCC is a critical one. This is not only in terms of financial acumen, but also in terms of overall strategic input, leadership of the small team and effective liaison with the OCC and other key partners.
23. Through a rigorous recruitment process, Helen King has proved herself to be well qualified and experienced and a good fit with the OPCC team. From a strong field of applicants, with a good range of backgrounds, Helen stood out as being an excellent candidate, whose skills and experience will be key to moving the OPCC forward.

Implications

Financial	There are no direct financial implications of this report, which does, however, set out the financial consequences of the appointment being proposed - £80,000 per annum plus oncosts.
Legal	It is a legal requirement that the OPCC has a CFO, and making this appointment will fulfil that requirement.
Equality Impact Assessment	Equality and diversity considerations were undertaken throughout the recruitment process, from an open advert through to the final selection process. All candidates were able to request reasonable adjustments and each stage was subject to equality monitoring. This equality approach has helped ensure that the OPCC have met their equality duties, of eliminating discrimination, harassment and victimisation, advancing equality of opportunity and fostering good relations
Risks and Impact	Not recruiting a suitably qualified CFO would present a significant risk to the OPCC. The appointment recommended in this report will overcome that risk and will equip the OPCC to manage strategic finance, planning and performance risks.
Link to Police and Crime Plan	The planning and performance aspects of the CFO role impact the whole Plan.

List of Appendices

Appendix A – job description and person specification. Appendix B – job advert.
Appendix C – terms and conditions.

Background Papers

Police Reform and Social Responsibility Act 2011.



PERSON SPECIFICATION

Area:	Office of the Police & Crime Commissioner	Job Title:	Chief Finance Officer	Weekly Hours:	37 hours per week minimum
Section:	PCC	Scale:	Chief Officer Grade - £80,000 p.a.	Version:	4
Post No:	PC002	Status:	Permanent	Version Date:	09/04/2013

Please describe, with example(s) in section 7 of your application form how you feel you meet each of the numbered essential criteria, and where possible the desirable criteria, below.

Criteria <i>Justifiable as necessary for safe and effective performance of the job.</i>	Essential <i>A clear definition of the necessary criteria.</i>	Desirable <i>Where available, elements that contribute to improved / immediate performance in the job.</i>
Education:	1. CCAB qualified, with significant post qualification experience and evidence of continuous professional development.	15. Educated to degree level. 16. Relevant post graduate management qualification.
Work Experience:	2. Proven experience of operating at assistant director level or above in either the private or public sector. 3. Demonstrate a track record of creating strategic plans, both finance and non-finance, and successfully managing delivery against them. 4. Demonstrate a track record of managing a performance regime that had a proven impact on the success of an organisation. 5. Demonstrate experience and knowledge of operating within the public sector, with a clear grasp of the challenges and opportunities of working within a publicly accountable organisation. 6. Demonstrate a significant track record of successfully achieving outcomes against a resource-constrained background.	17. Demonstrate expertise in the process of setting a public authority's budget. 18. Proven experience of operating as a Section 151 officer (or similar) or deputy 19. Demonstrate a track record of successfully developing and implementing a performance regime 20. Demonstrate knowledge of the role and functions of police and crime commissioners and the police service. 21. Demonstrate successful operation in a commissioning environment. 22. Experience of the management outsourced suppliers 23. Demonstrate experience of successfully working in partnership with senior stakeholders at local, regional and national level.

Personal / Interpersonal Skills, Aptitudes:	<p>7. Demonstrate strong oral and written communication skills.</p> <p>8. Demonstrate the building of effective partnership relationships with a range of stakeholders to achieve mutually agreed outcomes.</p> <p>9. Demonstrate experience of operating in a political environment.</p> <p>10. Demonstrate a disciplined approach to organising self and other resources in a changing and challenging environment.</p> <p>11. Demonstrate a track record of working flexibly in order to achieve outcomes, as part of a large and/or small team.</p>	<p>24. Demonstrate experience of successfully working through influence, rather than through direction and control, in order to achieve outcomes.</p> <p>25. Demonstrate effective presentation skills, particularly being able to relay complex information to a variety of audiences, both expert and non-expert.</p>
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Other Skills:	<p>12. Proven ability to analyse complex data and relay it (orally and in writing) to a variety of audiences, both expert and non-expert.</p> <p>13. Proven analytical and problem-solving skills.</p> <p>14. Proven research skills that have assisted in the development of an organisation</p>	
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ROLE DESCRIPTION

Job title:	Chief Finance Officer
Post no:	PC002
Scale:	Chief Officer Grade
Responsible to:	Chief Executive
Responsible for:	Accountant (Deputy Section 151 Officer); Planning and Performance Coordinator
Contacts:	Chief Officer Team, Home Office, HM Treasury, Department for Communities and Local Government, HMIC, Audit Commission, senior staff and officers in Leicestershire Police, other forces, and in the counties, City and district councils of the Leicestershire Police area.
Role:	<p>To support the Police and Crime Commissioner (PCC) with strategic advice (finance, performance and other) in order to enable the delivery of his/her objectives, particularly as set out in the Police and Crime Plan.</p> <p>To fulfil the statutory obligations and duties set out in Sections 112 to 114 of the Local Government Finance Act 1988 and paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011, and as prescribed by the Home Office Financial Management Code of Practice and other relevant legislative provisions and guidance.</p>

<u>Duties</u>	<u>Responsibilities</u>
<u>Operational:</u>	<ol style="list-style-type: none"> 1. Be the statutory Chief Finance Officer to the Police and Crime Commissioner for the proper administration of its financial affairs (Section 151 Local Government Act 1972, and Section 112 to 114 of the Local Government Finance Act 1988, the Localism Act, and paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011. 2. Contribute proactively to the strategic leadership of the Office of the Police and Crime Commissioner to enable the delivery of the objectives of the Office as primarily set out in the Police and Crime Plan. 3. Ensure the provision of a sound finance function, which delivers well researched and evidenced advice to the Police and Crime Commissioner, in conjunction with Chief Constable's finance function when appropriate 4. Advise the PCC and Chief Executive on the robustness of the PCC and Force budget and the adequacy of financial reserves as well as reporting when expenditure is likely to exceed resources available. 5. Represent the Police and Crime Commissioner in dealing with the Force and outside agencies in respect of financial and other strategic matters. 6. Assess the implications of future funding projections for the delivery of the objectives of the Police and Crime Commissioner, and put in place arrangements for the creation of a balanced medium term financial strategy 7. Proactively investigate, with the Chief Constable's finance function where appropriate, opportunities to develop and deliver improved productivity and efficiency across the Force, and to identify new funding opportunities from Government and other sources. 8. Oversee the development and maintenance of the Police and Crime Plan, including research and engagement as appropriate 9. Develop and deliver appropriate mechanisms and resources to monitor and challenge the performance (financial and non-financial) of Leicestershire Police in order to support the Police and Crime Commissioner in his/her duty of holding the Chief Constable to account for performance against the Police and Crime Plan and budgets (revenue and capital).

Operational:

10. In conjunction with relevant experts, develop commissioning arrangements, processes and monitoring regimes for evaluating and implementing alternative approaches to service delivery that meet the Police and Crime Commissioner's aims and objectives as primarily set out in the Police and Crime Plan.
11. Work with the Police and Crime Commissioner and, where applicable, other local policing bodies, forces and partner organisations, to improve delivery through collaboration.
12. Ensure the development, implementation and monitoring of an effective audit, risk and assurance framework, in conjunction with the Office of the Chief Constable where appropriate.
13. Oversee the preparation of statutory and other accounts to meet all applicable accounting standards and codes of practice.
14. Oversee the Treasury Management and banking function including the preparation of annual treasury management strategies and policies and the reporting of treasury management performance to the Police and Crime Commissioner.
15. Provide advice in relation to the safeguarding of assets, including insurance and risk management.
16. Arrange for the issue of the precept, completion of associated government returns and the receipt of precept from billing authorities.

General

17. Actively promote equality of opportunity, work towards eliminating discrimination and promote good relations between all groups of people
18. Undertake such other duties commensurate with the post as may be required for the safe and effective performance of the job.
19. This role description should develop along with the changing demands of policing reflected in the PCC's objectives and priorities.
20. Be flexible in terms of working location and hours, being prepared to, when required, work and travel locally and nationally to fulfil the duties of this role.

Additional Information:Contract Type: PermanentDate of last Job Evaluation Exercise: 18/7/2012

Training Requirements: _____

PDR Activities and
Behaviours: _____

Car User: _____

Budgetary Management: _____

People Management: _____

Post Funding Method: _____

Owner/source of Funding: _____

IT Systems Required: _____

Skills Required: _____

Health tests required: _____

Risk Assessment: _____

Job Evaluation: _____

Security Check Level:
(~~strikethrough checks~~ NOT required)RV, SC, EV1, DV, NPPV1, NPPV2, NPPV3

Additional Information: _____

Yes / No	Allowance <i>{per mile / day etc}</i> : _____
Yes / No	Authority to £ Value: _____
Yes / No	Total Number & Level: _____

Yes / No

Yes / No

Yes



Chief Finance Officer

£80k

Appendix B



**POLICE & CRIME
COMMISSIONER**
for Leicestershire

Your voice in Leicester,
Leicestershire & Rutland

The Police and Crime Commissioner for Leicestershire, Sir Clive Loader, is determined that Leicestershire Police will become one of the most effective police forces in the country. You can support him in achieving that aim by joining his senior management team.

The Commissioner requires a CCAB/CIMA qualified accountant for this S151 role who can think beyond the numbers. Robust financial management and a good grasp of the finances are important in this time of austerity and change, but Sir Clive needs an experienced professional who can bring added skills to his team.

If you have a proven track record of assisting an organisation to achieve its goals through the input of high level strategic advice, have experience of working beyond organisational boundaries to achieve objectives and have a good grasp of performance management

and political issues, then this role could be the next step in your career.

As a key member of Sir Clive's team the Chief Finance Officer will have plenty of scope to influence the shape and direction of the role, which offers an unrivalled opportunity to play your part in keeping our communities safe.

If you think you have what it takes to accelerate our progress in delivering a demanding change agenda, then please visit www.join-leicspcc.com or contact **Jon Houlihan** on **0121 644 5710**.

GatenbySanderson

www.gatenbysanderson.com






MEDIACOM

Job no: gs15069_leicestershire main ad **Date:** 31/5/13 **Client:** Gatenby Sanderson **Size:** 148x219 **Media:** mj **Insertion date:** 6/5/13 **Account Handler:** paula **Operator (Set by):** claire **Operator (Last Amend):** - **No. of Amends:** -

**OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR
LEICESTERSHIRE**

CONTRACT OF EMPLOYMENT

KEY TO SYMBOLS:

-  Full Policy Documents/information available for inspection on the Force Intranet or via Area/Departmental HR Officer.
-  Documents to sign and return
-  Reference literature enclosed.

HOURS OF DUTY

Your hours of work will be 37 per week. The normal core hours of duty are 8.30 am to 5.00 pm Monday to Thursday, 8.30 am to 4.30 pm Friday, with one hour for lunch. These standard hours may be varied in agreement with your line manager.

Due to the nature of the post some additional and out of hours working may be necessary to satisfactorily accomplish the requirements of the role, for which you will receive no additional remuneration.

CONFIRMATION HEARING

You will need to attend the Police and Crime Panel for a confirmation hearing, to confirm your appointment to the post. This will be arranged in due course

SALARY

Your salary on appointment will be £80,000 per annum, within the Senior Managers pay scales.

METHOD OF PAYMENT

Your salary will be paid monthly by credit transfer to a Bank or Building Society. Payment will usually be made on the penultimate working day of each month.

INCREMENTAL PROGRESSION

Where applicable, annual increments will normally be payable on the 1st of April each year until the maximum of the salary scale is reached. Where employment commences between 1 October and 31 March (inclusive), the first salary increment is normally payable following six

months service. Thereafter the 1st April will apply. Therefore you may be awarded your first increment on (date).

Progression through your salary scale may be delayed as a result of unsatisfactory performance.

MOBILITY & FLEXIBILITY CLAUSE

Your principal place of work is notified in your offer of employment letter. The organisation's mobility and flexibility clause may require you to move location, change duties or hours of work if reasonable to do so, either at your place of work or to / at any other establishment.




PERFORMANCE REVIEW

The organisation operates a Performance Review system, which you will be required to participate in.


STANDARDS OF PROFESSIONAL BEHAVIOUR (encompassing Conduct)

Public confidence in the police service depends on police staff demonstrating the highest level of personal and professional standards of behaviour at all times. The standards of professional behaviour are as set out in the enclosed document and these reflect the expectations that the police service and the public have of you.

A breach of these standards may damage confidence in the police service and could lead to disciplinary action, which in serious cases may result in dismissal.

Copies of the Police Staff Council Standards of Professional Behaviour and Disciplinary procedure are enclosed with this contract and you are asked to read these documents carefully and sign to acknowledge receipt.   

DISCIPLINARY PROCEDURE



Leicestershire Police has a formal procedure for dealing with matters of discipline, which the OPCC has adopted. Should employees be dissatisfied with the outcome of any disciplinary action, there is an internal appeals procedure, details of which are available within the "Disciplinary Policy" on the Force Intranet. 

SECURITY / CONFIDENTIALITY OF INFORMATION / USE OF FORCE IT SYSTEMS

You should not share any information relating to your work unless required by law or expressly authorised to do so.

All information on police computers is only to be used when it is required for police work. If information is used for any other reason, this is a criminal offence under the Data Protection Act 1998, and the Computer Misuse Act 1990.

To make sure that the Force computer systems are not infected by a computer virus, you are not allowed to load software onto Force computers or use a Force disk on any other computer outside the Force, this includes home computers, school/college computers etc.

In addition to criminal charges being brought, failure to comply with the above may result in disciplinary action and potential dismissal.  


WHAT TO DO IF YOU ARE ILL OR INJURED & OCCUPATIONAL SICK PAY

You have a responsibility to attend work during the times of duty (as advised by your Line Manager/Departmental Head). Sickness absence has a major impact on the organisation's


ability to deliver public services efficiently and effectively and is therefore monitored closely. However, the Force recognises that individuals may, from time to time, have reasonable and legitimate reasons for being absent from work.

During sickness absence, you may be eligible to receive occupational sick pay based on length of service and in accordance with the sickness scheme contained within the Police Staff Council Pay and Conditions of Service Handbook.

To qualify, you must have complied with the requirements on notification of sickness absence and the provision of medical certificates as per the Forces procedures.

Information regarding how to report sick and your entitlement to sick pay is contained in your joiners pack. 

MATERNITY/PATERNITY & ADOPTION RIGHTS

You may be entitled to receive paid leave in relation to maternity, paternity and adoption. The provisions relating to any entitlement are contained in the documents referred to in the General Conditions Paragraph below and in relevant employment legislation. 

MEDICAL EXAMINATION & SUBSTANCE MISUSE TESTING

You shall at the expense of the Force submit on request to a medical examination by a medical practitioner nominated by the Force (usually the Force Medical Officer), and where the medical practitioner is not the Force Medical Officer, shall authorise the medical practitioner to disclose the results of your examination to a professional member of the Police's Occupational Health Department. The qualified members of the Occupational Health Department can notify the relevant management within the Police of any health issue(s) professionally brought to their attention which might impair your ability in fulfilling your duties.

In addition to the above, the organisation reserves the right to ask you to participate in substance misuse testing. Refusal to comply with such a request may result in action being taken in accordance with relevant procedure.

CHANGE IN PERSONAL CIRCUMSTANCES

You should be aware that Leicestershire Police carries out security checks on all personnel prior to appointments being offered. In addition to this, you **MUST** inform of any changes in your personal circumstances, i.e. marriage, birth of children, change of name, address or co-habitee. Such changes may result in a further security check being completed.

Leicestershire Police reserves the right to periodically review all personnel for security purposes and may therefore carry out further checks without written consent.

Where the result of a security check is not compatible with working for the Force, further action will be taken which may result in employment being terminated.

PERSONAL DATA



Personal data supplied by you to the organisation will be managed in accordance with the data protection act and used to compile your personnel record.

USE OF MOBILE PHONES

The use of mobile phones for personal purposes is discouraged other than in emergency situations.

PENSION


For pensionable posts the provisions of the Local Government Pension Scheme Regulations apply. If you wish to join the Occupational Pension Scheme, please complete and return the enclosed form. (You have been given a booklet that outlines your Pension Options). If you do not wish to join the Occupational Pension Scheme it is important that you complete the form indicating this, and return it immediately to ensure that contributions do not commence.

Contributions will be automatically deducted from salary effective from date of appointment unless you opt out of the scheme.  

PERIOD OF CONTINUOUS EMPLOYMENT

Your continuous service will be from the date of commencement of employment with the OPCC for Leicestershire. However;

a) For the purposes of entitlements regarding annual leave, occupational sickness pay, paternity leave, parental leave, adoption leave and the occupational maternity scheme, continuous service will include continuous previous employment with a Police Authority, Scottish Joint Board or NCS, NCIS, SOCA, CENTREX (or predecessor), PSNI (or predecessor), a non-home office force, also the metropolitan police.

b) For the purposes of calculating redundancy pay, previous continuous employment with an organisation (s) covered by the Redundancy Payment (Local Government) (Modification) Orders will be included in calculating entitlement to redundancy pay. 

ANNUAL LEAVE

Your entitlement to annual leave will be in accordance with the scheme of conditions in accordance with the National Police Staff Council. It is a requirement to obtain consent from your line manager prior to booking annual leave.

The annual leave year begins on 1 April and finishes on 31 March. The number of day's paid annual leave per annum is dependent upon the salary grade (pro-rata for part-time employees or job share).


On commencement of appointment your entitlement is 27 days rising to 32 days on the fifth anniversary of your appointment.

All annual leave entitlements will be calculated on a pro rata basis for those appointed mid way through an annual leave year or attaining 5 years service mid way through an annual leave year.

In addition you have 8 statutory public holidays (pro rata for part-time employees/job share).

You will be paid for normal working hours on public holidays providing your contract is in existence the day before the holiday.

When a person resigns from the service, all holiday entitlements should be taken prior to the last day of service.

If a member of staff has already taken paid holiday to which they are not entitled on the basis of service during the holiday year, any excess holiday paid for will be deducted from the final salary. If this is insufficient to cover the full amount, they will be asked to make other arrangements to pay. 

REPRESENTATION

You have the right to join (or not join) a Trade Union and to take part in its activities. Leicestershire Police recognises the Trade Unions UNISON and GMB. Literature about both UNISON and GMB is enclosed and full details of the Trade Union(s) representing the appropriate negotiating body are available on the Force Intranet.

The Management and Trade Union have formal mechanisms in place to negotiate collective agreements which once achieved affect the working arrangements / contractual rights of all police staff. Details of all relevant collective agreements can be found on the Force Intranet. [📖](#)

HEALTH AND SAFETY

Your attention is drawn to Leicestershire Police's policy on Health and Safety at Work. Copies of this policy statement are on display on the notice boards at work places and if you wish to report any matter connected with health or safety, you should raise it with your Manager.

The Health and Safety at Work Act 1974 makes provisions for securing the health, safety and welfare of persons at work and protecting others against risks to health and safety in connection with the activities of persons at work. All staff have a duty, under Section 7 of the Act, to comply with all Health and Safety provisions and to comply with all Force Health and Safety policies and procedures. [📖](#)

NO SMOKING POLICY

Leicestershire Police prohibits smoking either on Force property or in vehicles during working hours. [📖](#)

GRIEVANCE PROCEDURE

Leicestershire Police has a formal Grievance procedure. Full details may be obtained on the Force Intranet. [📖](#)

EQUAL OPPORTUNITIES

Leicestershire Police is an Equal Opportunities Employer. Should you have issue(s) relating to this, details of Equal Opportunities Advisers are published on the Force Intranet, offering a confidential advice service. [📖](#)

OTHER EMPLOYMENT

You must seek authority prior to undertaking a business interest or any secondary employment.

You must also notify your line manager in writing where a member of your family either possesses a pecuniary interest or makes an application relating to licenced premises within the counties of Leicestershire and Rutland.

Where approval is granted for you to undertake a business interest or secondary employment, the Force reserves the right to withdraw this at any time. [📖](#)

GENERAL CONDITIONS

Your entitlement to enhanced payment for working unsocial or irregular hours, shift working and allied pay arrangements, holidays, holiday pay, sickness and injury pay and all other details of the appointment will be in accordance with the National Conditions of Service for Police Staff and as supplemented by the Leicestershire Police's Police Staff Local Conditions

of Service Handbook. Any future changes will be entered in these documents or otherwise recorded for reference. Copies of these documents will be available for inspection. 📖

PERIODS OF NOTICE

Whilst a notice period of one week applies during any probationary period, the Local Conditions of appointment state that the following minimum periods of notice shall apply on both sides, in your case this is **three months**.

The period of notice to be given to an employee by the employer increases with length of service, in accordance with the Employment Rights' Act 1996.

The OPCC for Leicestershire reserves the right to pay an employee in lieu of notice.

**HR Business Partner
HR Service Centre**

I understand and accept the terms and conditions contained herein.

Signed..... Date.....

(Signature must be in black ink)

THE PCP'S ROLE IN CONFIRMING SENIOR APPOINTMENTS UNDER SCHEDULE 1 OF THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT 2011

Senior appointments under Schedule 1 of the Act are those of Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner made by the Police and Crime Commissioner (PCC). It is the duty of the Police and Crime Panel to hold a public Confirmation Hearing and to review, make reports and recommendations in respect of proposed senior appointments and to publish their reports or recommendations. There is a separate process under Schedule 8 to be followed for the appointment of Chief Constables, which is not covered in this note.

The Rules relating to Confirmation Hearings under Schedule 1

- The PCC must notify the Panel of the proposed senior appointment;
- The Hearing must take place in public, within a period of three weeks of the receipt of formal notification being received from the PCC;
- The candidate may be requested to appear for the purpose of answering questions relating to the appointment (the LGA guidance makes it very clear that this should be the usual practice);
- The Panel shall review the proposed senior appointment and make a report to the PCC, including a recommendation relating to the candidate's appointment; and
- The PCC must respond to the report and recommendations of the Panel to confirm whether they accept or reject its recommendation. There is no duty upon the PCC to give reasons for their decision.

The Procedure for Confirmation Hearings under Schedule 1

1. Notification of Proposed Senior Appointment

The PCC will notify the Panel of a proposed senior appointment in writing to the Chairman of the Panel and to the Clerk to the Panel. The notification of a proposed senior appointment from the PCC should be accompanied by background information such as a CV or a personal statement to assist the Panel in its assessment of the candidate. At the very least, and in accordance with legislation, the PCC is required to provide the following information:

- The name and contact details of the candidate;
- The criteria used to assess the suitability of the candidate for the appointment and how the candidate satisfies these criteria; and
- The terms and conditions on which the candidate is to be appointed.

2. Arrangement of Confirmation Hearing and Notifying the Candidate

Following the receipt of notification from the PCC a Confirmation Hearing is arranged, which will take place within three weeks of the date of receipt of notification from the PCC. The Chairman of the Panel or the Clerk will write to the candidate to confirm the date of the Hearing and notify them of the process to be followed. The letter will set out the legislative provisions underpinning the Hearing and inform the candidate that any information they provide will be heard in the public domain.

If the candidate's references are to be distributed to the Panel it is the responsibility of the PCC to inform relevant referees of the placing of references in the public domain.

3. Pre-Meeting

The Panel will normally organise a pre-meeting prior to a Confirmation Hearing to allow for a consideration of the background information provided by the PCC. The pre-meeting is intended to provide members of the Panel with an opportunity to consider and agree the scope and thrust of their questioning at the Hearing. As referred to in the LGA Guidance document on Confirmation Hearings, questioning will concern primarily the “**professional competence**” of the candidate and their “**personal independence**”*.

** Personal independence is defined in the LGA Guidance as a candidate’s ability to act in a manner that is operationally independent of the PCC.*

The pre-meeting will be held in private and, where possible, will be attended by the Clerk or a legal adviser and, if possible, a senior HR adviser from the host authority to assist the Panel in the provision of specialist and technical advice and the devising a list of appropriate questions, if there is any. Additional information relating to the candidate, not provided by the PCC but available elsewhere, this should be considered by the Clerk and the HR adviser to ensure that the process is fair, and that it will help the Panel assess professional competence and personal independence.

4. The Hearing

With preparation and planning at the pre-meeting, Confirmation Hearings should be short and focused. The Hearing will be a four stage process:

	PRESENT:		
	PANEL	PCC	CANDIDATE
Stage 1: Chairman outlines the process to be followed and the powers of the Panel.	✓	✓	✓
Stage 2: Brief introduction by the PCC explaining why the candidate meets the job description, the criteria he/she meets for the post and the terms and conditions for the post.	✓	✓	✓
Stage 3: Panel to question the candidate to determine if he/she meets the criteria set out in the job description and whether they possess the necessary professional competence and personal independence to carry out the role. <i>Candidates may make a presentation at the start of this stage of the process if they wish.</i>	✓	X	✓
PANEL GOES INTO CLOSED SESSION			
Stage 4: Panel will make its decision and prepare any recommendations to the PCC.	✓	X	X

5. Coming to a View

The Panel has three principal options, as follows:

1. If the Panel is content with the proposed senior appointment, it can agree to report its endorsement to the PCC.
2. Where a candidate meets the standards, but the Panel has concerns about their suitability, such concerns can form part of the Panel's report and recommendations to the PCC.
3. In the event that the Panel determines that a candidate does not meet the requirements for the post, the Panel may provide advice and recommendations accordingly to the PCC in its report.

NB. The PCC is under no obligation to follow the Panel's advice and the Panel's recommendation not to appoint does not represent a veto in the case of Schedule 1 appointments. It is noted in the LGA Guidance that a recommendation to reject the proposed appointment should be used in only "exceptional" circumstances.

The Panel has to reach a conclusion in relation to the options set out above. It may also choose to comment on other relevant issues.

6. Reporting the Panel's Recommendation

The Chairman of the Panel will write to the PCC on the next working day, following the Confirmation Hearing, to outline the decision and recommendations of the Panel. The candidate will also be sent a copy of the letter.

The Panel will wait five working days before it publishes any information about its recommendations unless it is agreed with the PCC that this information can be released at an earlier stage. The Panel will ensure that the PCC has received and acknowledged receipt of the Panel's recommendations before making its recommendations public.

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