



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

Date/Time: **Monday, 4 November 2019 at 1.30 pm**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Euan Walters (Tel: 0116 3052583)**

Email: **euan.walters@leics.gov.uk**

Membership

Cllr. Joe Orson (Chairman)

Cllr. Hemant Rae Bhatia	Cllr. Les Phillimore
Mr Keith Culverwell	Cllr. Sharmen Rahmen
Ms Mehrunnisa Lalani	Cllr. Michael Rickman
Cllr. Kevin Loydall	Cllr. Manjit Kaur Saini
Cllr. Michael Mullaney	Cllr. Deborah Taylor
Mr. I. D. Ould OBE CC	Cllr. Alan Walters
Cllr. Elaine Pantling	Cllr. Andrew Woodman

**Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at www.leicestershire.gov.uk
– Notices will be on display at the meeting explaining the arrangements.**

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 24 September 2019.	(Pages 3 - 10)
2. Public Question Time.	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	



5. Confirmation Hearing for Chief Finance Officer at OPCC.

(Pages 11 - 22)

6. Exclusion of Press and Public.

The public are likely to be excluded during the following item of business in accordance with Section 100(A) of the Local Government Act 1972:-

Panel deliberations on the proposed appointment of a Chief Finance Officer.

7. Panel deliberations on the proposed appointment of a Chief Finance Officer.
8. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 11 December 2019 at 1:00pm.

9. 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 Tuesday, 24 September 2019.

PRESENT

Cllr. Joe Orson (in the Chair)

Cllr. Hemant Rae Bhatia
Mr Keith Culverwell
Ms Mehrunnisa Lalani
Cllr. Kevin Loydall
Cllr. Michael Mullaney
Mr. I. D. Ould OBE CC
Cllr. Elaine Pantling

Cllr. Les Phillimore
Cllr. Sharmen Rahmen
Cllr. Michael Rickman
Cllr. Manjit Kaur Saini
Cllr. Deborah Taylor
Cllr. Alan Walters
Cllr. Andrew Woodman

In attendance

Lord Willy Bach – Police and Crime Commissioner.

Kirk Master – Deputy Police and Crime Commissioner.

Paul Hindson – Chief Executive, Office of the Police and Crime Commissioner.

Grace Strong - Strategic Director, Violence Reduction Network (minute 28 refers).

Chief Constable Simon Cole – Leicestershire Police

20. Minutes of the previous meeting.

The minutes of the meeting held on 22 July 2019 were taken as read, confirmed and signed subject to amendment of the venue of the meeting so that it read 'City Hall, Leicester' instead of 'County Hall, Glenfield.'

21. Public Question Time.

There were no questions submitted.

22. Urgent items.

There were no urgent items for consideration.

23. 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.

Mr. K. Culverwell declared a personal interest in respect of all substantive items as he had two close relatives that worked for Leicestershire Police.

Ms. M. Lalani declared a personal interest in respect of all substantive items as she had a close relative that was a member of the Police Cadets.

24. Police and Crime Commissioner's Annual Report 2018/19.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which presented his Annual Report for 2018/19. A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

Arising from discussions the following points were made:

- (i) The Police and Crime Panel thanked the Police and Crime Commissioner (PCC) for a clear and comprehensive report which covered the full breadth of the PCC's work. The Panel found the pictorials containing numerical data particularly useful in enabling the reader to understand at a glance the relevant statistics, and they linked in well with the Police and Crime Plan.
- (ii) The Panel commended the PCC for the emphasis throughout the report on partnership working and the support the PCC provided to Community Safety Partnerships. The Panel also welcomed the focus on prevention and working with young people. The Panel applauded the investment from the PCC in peer mentoring for both young people in communities and those on the streets and noted the impact peer mentoring had in Glasgow as part of the Public Health approach utilised there. The Panel was in strong support of peer mentoring particularly the use of people with relevant life experience to provide the mentoring.
- (iii) The Annual Report stated that the levels of recorded Anti-social Behaviour (ASB) incidents had shown a general reduction over the last two years. In response to a question regarding whether the PCC believed incidents of ASB were decreasing or whether it was only the reporting of ASB that was decreasing, the PCC stated that in his view ASB was under reported but that he believed the number of incidents were decreasing as well.
- (iv) The Panel thanked the PCC for the detail in the Annual Report regarding the PCC's actions and initiatives to tackle rural crime and the Chairman emphasised that rural crime was a significant issue and victims of rural crime could be amongst the most vulnerable.
- (v) Prior to the recent government announcement on police funding, a decision had been made by the PCC to prioritise funding for Police Officers rather than Police Community Support Officers (PCSOs). However, whilst the numbers of PCSOs employed by Leicestershire Police had declined the PCC had resolved to maintain the number of PCSOs at 181. The total number of police officers within Leicestershire Police would be increased by 80 in the 2019/20 year and a further 27 in the year 2020/21. Whilst the Government had announced that the number of police officers nationally would increase by 20,000 over the next three years it was not yet known how many of those would be for Leicestershire Police.
- (vi) With regards to reference in the report to a project known as 'RedThread' which was in place in emergency departments in other areas of the country, where specially trained workers engaged with people who were treated in the emergency department for stabbing type injuries, it was clarified that the service specification used by Redthread would be adopted in Leicester to a large extent but Redthread themselves would not be providing the service due to capacity issues.

RESOLVED:

- (a) That the PCC's Annual Report be approved, subject to the comments made by the Panel;
- (b) That the comments made by the Panel (as set out above) form a report to be submitted to the Commissioner for his information;
- (c) That the Police and Crime Commissioner be requested to provide a report for a future Panel meeting regarding peer mentoring in Leicester, Leicestershire and Rutland.
- (d) That the Police and Crime Commissioner be requested to provide a report for a future Panel meeting regarding initiatives the PCC is funding and how the success of those initiatives is measured.

25. Leicestershire Police Performance Report - 2019/20 Quarter1.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on the performance of Leicestershire Police for the period 1 April 2019 to 30 June 2019. A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

Arising from discussions the following points were made:

- (i) The amount of online crime reporting was increasing significantly from a baseline of zero the previous year. Community newsletters had been used to encourage the public to report crimes online. The national online crime reporting system asked users whether online was their first choice for reporting crime, and it was intended to include a similar question in the Leicestershire Police online reporting system.
- (ii) Most 999 calls received were genuine emergencies and very few were unsuitable for the 999 telephone service though some calls received were inappropriate and showed a lack of understanding on the behalf of the caller as to the true purpose of the 999 telephone service. Of greater concern was the amount of genuine emergency calls received on the 101 telephone line. The police also received too many calls relating to issues such as mental health which were not for the Police to deal with. In response to a suggestion from a member that the 999 telephone system should automatically prioritise and flag up calls from members of the public deemed to be at high risk, such as victims of domestic abuse, it was explained that those persons would be given a separate emergency telephone number so they would not need to call 999.
- (iii) There was a mismatch between the numbers of children from Leicestershire that were placed in care out of county and the numbers of children from out of county that were being placed in Leicestershire; the latter being far higher. Concerns were raised regarding the amount of children in care that became involved in criminal activity and it was questioned whether any analysis had been undertaken regarding this. With regards to whether missing children undertook an interview on their return it was explained that they were offered an interview but some young people refused to participate and this was logged as no interview undertaken. It was agreed that a report would be circulated to members after the meeting which would address all these issues.

- (iv) The Hate Crime figures could be broken down into sub groups to enable understanding of the types of people that were being targeted. A service would be taking place at Leicester Cathedral on 23 October 2019 in relation to Hate Crime.
- (v) With regards to the increase of 606 drug offences when compared to the same quarter the previous year, a member questioned how many of these related to Operation Lionheart, and what proportion of them resulted in positive outcomes. It was agreed that the figures would be provided to members after the meeting.
- (vi) Approximately three quarters of the work carried out by the Complex Crime Investigation Team related to the illegal drugs trade. To prosecute somebody for a drugs offence it had to be proved that the substance in question was an illegal substance and therefore scientific experts were required to analyse the sample and make a formal statement on its chemical makeup.
- (vii) In response to a question from a member the PCC stated that he was aware that cannabis could be effectively used for medicinal reasons and whilst he was becoming more open minded about cannabis he had strong concerns that it could be a 'gateway' drug which could lead users onto using more dangerous drugs. The PCC stated that he was completely opposed to class A drugs which were at the root of so much crime especially given that drugs had become the commodity of crime. The PCC also had concerns about the negative impact alcohol had on people's lives.
- (viii) The Home Office had allocated £1.4m to Leicestershire Police as surge funding to increase capacity to deal with serious violence and this money had to be spent by 31 March 2020. Whilst the Home Office had indicated that they intended to continue to fund the issue nationally it was not clear whether the future funding would cascade down to individual police forces. The Superintendent that lead on the surge funding held weekly meetings with representatives from the Violence Reduction Network to ensure that work was not being duplicated and that the processes in place were not more complex than they needed to be. Three areas had been identified where partnership working could take place between Leicestershire Police and the Violence Reduction Network.

RESOLVED:

That the contents of the report be noted.

26. Office of the Police and Crime Commissioner Performance Report - 2019/20 Quarter 1.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on the performance of the Office of the Police and Crime Commissioner between 1 April 2019 and 30 June 2019. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

In presenting the report it was highlighted that the OPCC performance reports were to be further developed in the future to include more information regarding commissioning and outcomes.

A member raised concerns regarding the 8% sickness absence rate and it was explained that these figures were impacted by 2 particular members of staff that had been off sick for the long term.

RESOLVED:

That the contents of the report be noted.

27. People Zones.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update and overview of the development of People Zones to date. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Arising from discussions the following points were made:

- (i) The OPCC had received a grant from the Home Office for asset mapping and developing the operating model (this was an entirely separate grant to that received for the Violence Reduction Unit). Aside from this one-off grant there was no financial investment in People Zones; the work had to be carried out using existing resources. This meant that communities needed to work effectively together and community leaders needed to play a strong role. A lot of the work was currently being driven by individual personalities and there were concerns about the sustainability of People Zones should these personalities no longer be involved. The roles of partners needed to be clearly defined so that any individuals that became involved in the projects in the future knew what was expected of them. There was enthusiasm regarding People Zones across LLR and representatives from a locality not currently covered by a People Zone were meeting with the OPCC with a view to setting up a People Zone there. However, the resources of the OPCC were limited and at the current time the OPCC was unable to support any more localities. The end goal was that agencies ultimately ceased their involvement in People Zones and communities carried out the work without agency support. The OPCC was aware that not everybody in communities were in support of the People Zones and the philosophy was to work with those that were in support rather than try and persuade those that were not. With regards to sustainability there was also a question of how much the project would be supported by the PCC's successor after the PCC stood down in May 2020. The PCC very much hoped that his successor would carry on the good work.
- (ii) It was questioned by members why the Neighbourhood Alert scheme was being rebranded and it was agreed that an answer would be provided to members after the meeting.
- (iii) In response to further questions from a member the PCC offered to provide the following to Panel members after the meeting:
 - An update to the Panel regarding the Data Sharing Agreement and how openly it had been circulated;
 - The report of the special consultancy work on People Zones;
 - An update on low level resilience work and evaluation of people zones.

RESOLVED:

That the contents of the report be noted.

28. Violence Reduction Unit.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on developments regarding the Violence Reduction Unit. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

The Panel welcomed Grace Strong, Strategic Director, Violence Reduction Network to the meeting for this item.

Arising from discussions the following points were made:

- (i) The initial focus of the Network was on youths, weapons and violence in public places. However, it was not intended to focus on one particular type of violence; scoping work would take place to identify which were the most common types which needed tackling.
- (ii) Peer and community mentoring would be a feature of the service provided by the Violence Reduction Network.
- (iii) With regards to the Strategic Partnership Board and the governance of the Violence Reduction Network a member asked the OPCC to ensure that where decisions were required from local authorities members were consulted rather than just officers.
- (iv) A joint strategic needs assessment was being commissioned which would focus on serious violence. This work was being led by a secondee from the Public Health Department at Leicestershire County Council.
- (v) A member emphasised that communities in Leicestershire were very diverse and equality impact assessments needed to be undertaken at an early stage. In response it was acknowledged that further work needed to take place to understand the problems that would be encountered and to define the approach to tackle them.

RESOLVED:

That the contents of the report be noted.

29. Modern Slavery and Human Trafficking

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on work ongoing to tackle Modern Slavery and Human Trafficking. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

RESOLVED:

That the contents of the report be noted.

30. Review of Leicester, Leicestershire and Rutland Police and Crime Panel Constitution.

The Police and Crime Panel considered a report of the Secretariat which provided the results of a review of the Panel's constitution and proposed amendments to the document. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

The Panel thanked officers for the work they carried out identifying the updates that were required to the constitution.

RESOLVED:

That the proposed amendments to the constitution of the Leicester, Leicestershire and Rutland Police and Crime Panel as set out in the appendix to the report be approved.

31. Date of next meeting.

RESOLVED:

That the next meeting of the Panel be held on 11 December 2019 at County Hall, Glenfield at 2:00pm.

2.00 - 4.25 pm
24 September 2019

CHAIRMAN

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	APPOINTMENT OF A TEMPORARY CHIEF FINANCE OFFICER FOR THE OFFICE OF THE POLICE AND CRIME COMMISSIONER
Date	MONDAY 4 NOVEMBER 2019 – 1:30 p.m.
Author	CHIEF EXECUTIVE OFFICER

Purpose of Report

1. To provide background information to the Police and Crime Panel on the proposal to appoint Mr Paul Dawkins as the temporary Chief Finance Officer (CFO) for the Office of the Police and Crime Commissioner (OPCC).

Recommendation

2. The Panel is asked to endorse the appointment of Mr Paul Dawkins as the temporary Chief Finance Officer for the OPCC.

Background

3. The Police Reform and Social Responsibility Act 2011, Schedule 1, states that a Police and Crime Commissioner must appoint a person to be “responsible for the proper administration of the commissioner’s financial affairs”, referred to as the Chief Finance Officer. Therefore there is a statutory requirement for this post within the Commissioner’s office.
4. The Police and Crime Commissioner must notify the Police and Crime Panel of the proposed appointment of a Chief Finance Officer and must provide the following information:-
 - The name of the person whom the Commissioner is proposing to appoint (‘the candidate’).
 - The criteria used to assess the suitability of the candidate for the appointment.
 - Why the candidate satisfies those criteria.
 - The terms and conditions on which the candidate is to be appointed.
5. Once notified the Police and Crime Panel must hold a Confirmation Hearing to review the proposed appointment following which the Panel must make a report to the Police and Crime Commissioner on the proposed appointment.
6. The report must include a recommendation to the Police and Crime Commissioner as to whether or not the candidate should be appointed. The Police and Crime Commissioner may accept or reject the Panel’s recommendation as to whether or not the candidate should be appointed. The Commissioner must notify the panel of his decision whether or not to accept or reject the recommendation.

Temporary Appointment of Chief Finance Officer

7. The role of Chief Finance Officer became vacant in September 2019 following the departure of the previous incumbent. At that time the Police and Crime Commissioner considered the person specification and role description for the role. These documents were last reviewed in February 2017 when an amendment was made in relation to expanding the criteria for previous work experience. Following that review it was decided that neither document currently required any further amendment. A copy of the person specification and role description is attached at APPENDIX 'A' to the report.
8. The Commissioner has considered whether or not to make a permanent appointment to this key senior role at this current time. In doing so he has taken into account the fact that he does not intend to stand for re-election in May 2020 and subsequently has only 7 months term of office to serve. In light of this, and the length of time required to complete a recruitment process, the Commissioner has felt it would be more appropriate to provide his successor with the opportunity to decide what course of action they may wish to take to appoint a permanent Chief Finance Officer.
9. On a previous similar occasion the role of Chief Finance Officer was temporarily covered by Mr Paul Dawkins, Assistant Chief Officer (ACO) (Finance & Resources) for the Force. During that time the Commissioner felt he had been very ably supported and took the view that this would again provide an appropriate interim arrangement at this time. As such, the Commissioner proposes Mr Dawkins be appointed as the interregnum OPCC CFO until such time that the new PCC, to be elected in May 2020, determines how they wish the CFO duties to be discharged in future.

Suitability for the Role

10. In making his decision to propose Mr Dawkins as the interim CFO the Commissioner took into account the following areas in relation to his skills, knowledge and attributes making him suitable for the role:-
 - political awareness
 - experience and knowledge of managing organisational change and culture
 - examples of improving performance resulting in value for money
 - skills and attributes in leading a team to successfully deliver corporate objectives
 - taking an effective lead in partnership arrangements
 - evidence of using discretion wisely and challenging the status quo
 - demonstrating integrity and transparency of working practices
 - balancing costs, risks and benefits in all decisions and thinking about the wider impact
 - evidence of inspiring others to deliver challenging goals
 - recognising and valuing diversity and challenging intolerance.
11. Mr Dawkins was appointed as the Force Finance Director in April 2000. His portfolio includes corporate finance, information technology, estates, vehicle fleet and procurement & support services. From September 2015 to August 2019 he simultaneously worked across Leicestershire, Nottinghamshire and Northamptonshire Police in the role of Assistant Chief Officer Finance and Resources. During that same period, Mr Dawkins also acted as the interregnum OPCC CFO for Northamptonshire (8 months) and then Leicestershire (4 months). Mr Dawkins therefore has extensive experience of working at Director/CFO level over a sustained period of time for regional Forces and OPCCs. Mr Dawkins is a qualified Chartered Public Finance Accountant and is a Master of Business Administration.

12. Independent internal and external audits of the Force's financial/asset management controls and final accounts production, have all indicated strong performance and positive outcomes under Mr Dawkins' leadership and direction. These reports are scrutinised by the Joint Audit, Risk and Assurance Panel (JARAP) and are available to view on the OPCC website.
13. Mr Dawkins is therefore considered to be a suitable candidate for the role.
14. In addition, the CFO role in the OPCC is supported on a day to day basis by the newly established Resources Manager post which in effect, acts as deputy to the CFO role and provides additional capacity and resilience around fiscal and asset management governance.

Working Protocol

15. On the previous occasion when Mr Dawkins undertook the role of interim CFO for the OPCC it was foreseen that a conflict of interest could arise if the CFO for the OPCC and the Force ACO, is the same person. The OPCC therefore put in place safeguards to manage the risk for any conflicts that may occur as a result of this situation. This is outlined in a working protocol document which is attached at APPENDIX 'B' to this report. This documents sets out those safeguards.

Terms and Conditions of Appointment

16. The Chief Finance Officer post is a 'chief officer' grade. Mr Dawkins salary will be unchanged from his existing salary within the police and he will continue to attract the same terms and conditions of that post.

Conclusion

17. The role of the Chief Finance Officer within the OPCC is a statutory one. The postholder plays a key role in terms of strategic financial management and statutory financial reporting but also being a part of a team to deliver the Police and Crime Plan.

Implications

Financial:	There are no direct financial implications of this report.
Legal:	It is a legal requirement for the PCC to have a Chief Finance Officer.
Equality/diversity	Equality and diversity implications have been considered in making this interim appointment.
Risks and Impact:	The absence of a suitably qualified person to undertake this role would leave the OPCC vulnerable particularly at a time when key changes are taking place in police budgets.
Link to Police and Crime Plan:	The postholder will contribute towards the strategic direction to deliver the Plan.

List of Appendices

- Appendix A - Role description and person specification
- Appendix B - Working Protocol

Background Papers

Police Reform and Social Responsibility Act 2011.

Chief Finance Officer**PERSON SPECIFICATION**

Area:	Office of the Police & Crime Commissioner	Job Title:	Finance Director (Chief Finance officer and S151 Officer)	Weekly Hours:	37 hours per week minimum
Section:	PCC	Scale:	Chief Officer Grade -	Version:	4
Post No:	PC002	Status:	Permanent	Version Date:	09/10/2017

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>
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Education:	1. CCAB qualified, with significant post qualification experience and evidence of continuous professional development.	13. Educated to degree level. 14. Relevant post graduate management qualification.
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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 commissioning 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.	15. Demonstrate expertise in the process of setting a public authority's budget. 16. Proven experience of operating as a Section 151 officer (or similar) or deputy 17. Demonstrate a track record of successfully developing and implementing a performance regime 18. Demonstrate knowledge of the role and functions of police and crime commissioners and the police service. 19. Demonstrate successful operation in a commissioning environment. 20. Experience of the management outsourced suppliers 21. Demonstrate experience of successfully working in partnership with senior stakeholders at local, regional and national level.
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<p>Personal / Interpersonal Skills, Aptitudes:</p>	<p>7. Demonstrate strong oral and written communication skills.</p> <p>8. Demonstrate the building of effective partnership relationships with a range of stakeholders, including operating within a political environment to achieve mutually agreed outcomes.</p> <p>9. Demonstrate a disciplined approach to organising self and other resources in a changing and challenging environment.</p> <p>10. Demonstrate a track record of working flexibly in order to achieve outcomes, as part of a large and/or small team.</p>	<p>22. Demonstrate experience of successfully working through influence, rather than through direction and control, in order to achieve outcomes.</p> <p>23. Demonstrate effective presentation skills, particularly being able to relay complex information to a variety of audiences, both expert and non-expert.</p>
<p>Other Skills:</p>	<p>11. 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>12. Proven research skills that have assisted in the development of an organisation</p>	

ROLE DESCRIPTION

Job title:	Finance Director (Chief Finance Officer and S151 Officer)
Post no:	PC002
Scale:	Chief Officer Grade
Responsible to:	Chief Executive
Responsible for:	Resources Manager (Deputy Section 151 Officer); Assurance and Compliance Officer, Commissioning Manager,. Commissioning Officer
Contacts:	Police and Crime Commissioner, Deputy Police and Crime Commissioner, Chief Constable and their Chief Officer Team, Home Office, HM Treasury, Department for Communities and Local Government, HMIC, Audit Commission, Internal and External Auditors, Police and Crime Panel, Joint Audit Risk and Assurance Panel members, 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, commissioning 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. Support in 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 financial performance of Leicestershire Police in order to support the Police and Crime Commissioner in his/her duty of holding the Chief Constable to account for financial performance and the Police and Crime Plan.

<p>Operational:</p>	<ol style="list-style-type: none"> 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, including the Joint Audit Risk and Assurance Panel, 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 undertaken by the Force 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.
<p>General</p>	<ol style="list-style-type: none"> 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: Permanent

Date of last Job Evaluation Exercise: 18/7/2012

Training Requirements:

PDR Activities and Behaviours:

Car User:

Yes / No	Yes	Allowance {per mile / day etc}:	45p per mile
Yes / No	Yes	Authority to £ Value:	Per Corporate Governance Framework
Yes / No	Yes	Total Number & Level:	4 staff ranging from

Budgetary Management:

People Management:

Post Funding Method:

Owner/source of Funding:

IT Systems Required:

Skills Required:

Health tests required:

Risk Assessment:

Job Evaluation:

Yes / No

Yes / No

Yes

Security Check Level:

(strikethrough checks NOT required) RV, SC, EV1, DV, NPPV1, NPPV2, NPPV3

Additional Information:

**OFFICIAL****Joint Assistant Chief Officer/ Chief Finance Officer Protocol****Introduction**

1. This document has been produced by the Assistant Chief Officer (Finance & Resources) for Leicestershire Police and the Office of Leicestershire Police and Crime Commissioner (OPCC) to give assurance to the Joint Audit, Risk & Assurance Panel and the public about the role of the OPCC Chief Finance Officer.
2. The Police and Crime Commissioner receives the police grant from the Home Office and is responsible for setting the police budget and holding the police force, and Chief Constable (CC), to account. His Chief Finance Officer is responsible for the proper administration of financial arrangements and advising him on those processes.
3. The Assistant Chief Officer (ACO) (Finance & Resources) is responsible for the strategic management of all financial matters for Leicestershire Police force, including the Section 151 Officer (Local Government Act 1972) role.
4. The Force ACO has been requested by the PCC for Leicestershire, due to an unforeseen vacancy, to temporarily fulfil the role of CFO for Leicestershire OPCC. A conflict of interest could arise if the CFO for the OPCC and the Force ACO, is the same person. That OPCC has therefore put in place safeguards to manage the risk for any conflicts may occur as a result of this request. This documents sets out those safeguards.

Rationale for Arrangement

5. The PCC Leicestershire's primary responsibility is to secure the maintenance of an effective and efficient Police Force, being accountable to both the electorate and the Police and Crime Panel in that county.
6. He has a requirement under the Police Reform and Social Responsibility Act 2011 to provide financial accountability and governance and the CFO is a critical role in assisting, with the Force ACO, to jointly deliver this.
7. This joint role of the ACO covering the PCC CFO role brings financial and operational temporary benefits, including:
 - Continued accountability and governance;
 - Effective and streamlined decision making;
 - The provision of consistent expert advice;
 - Temporary reduced costs by having one staff member fulfilling both roles.
8. The Force ACO is the Section 151 Officer for the Force and will carry out this role as CFO for Leicestershire OPCC.

Risk and Mitigation

9. The PCC's CFO may face a conflict of interest in carrying out dual roles namely an inability to provide independent advice, particularly on holding the Chief Constable of Leicestershire Police to account on financial matters.
10. To mitigate this risk the OPCC has sought details of where this has been considered previously in other areas and devised the following control framework:
 - The Strategic responsibilities of both the PCC and CC are set out in the Policing Protocol Order 2011. This makes clear that the PCC is ultimately accountable to the public for the management of the police fund while the CC has day to day responsibility for managing their allocated budgets.
 - The Leicestershire OPCC Corporate Governance Framework 2013/14 sets out how powers and delegations will be exercised by the PCC, Chief Executive, Chief Constable and CFO. It acts as an important safeguard and form of assurance to ensure good governance by both the PCC and CC.
 - All role descriptions, as defined within the Governance Framework, have been developed with consideration to the Home Office Financial Management Code of Practice for the Police Service in England and Wales (FCMP).
 - S36 of the Police Reform and Social Responsibility Act 2011 places a requirement on a CC to provide a PCC with all relevant information. In ensuring this requirement is met, the s151 status of the CFO requires him to act in the public interest should any pressure be placed on him to do anything otherwise. Section 114 of the Local Government Finance Act 1998 requires the s151 officer to report on any unlawful expenditure or unbalanced budgets.
 - The Code of Ethics, produced by the College of Policing in its role as the professional body for policing. It sets and defines the exemplary standards of behaviour for everyone who works in policing.
 - In addition to the above the 'Role of the Chief Financial Officer in Local Government', a publication by the chartered Institute of Public Finance and Accountancy, outlines five principles which the CFO, as a professionally qualified accountant, should adhere to. All these principles are underpinned for the person carrying out these joint roles to act ethically.
 - The ACO is employed by the Chief Constable. The work that he will do as CFO for the PCC will be scrutinised by their Chief Executive and challenged appropriately.
 - Finance is discussed at both local and regional strategic and operational meetings. The PCC CFO will be presenting at these meetings and any decisions or actions from his work will be jointly discussed and agreed.
 - Advice or further inspection can be sought by the PCC from either HMIC or Internal/external auditors should they not be satisfied with the advice received from the joint ACO/CFO.

- At any point should the arrangement not be satisfactory it can be terminated by either the PCC, CC or CFO. This would result in the PCC needing to appoint another CFO.
11. The workload of the ACO (Finance and Resources) will be significantly increased as a result of covering these additional responsibilities and need to be prioritised to deliver on his ACO requirements and obligations.
 12. The PCC for Leicestershire has considered this and the temporary CFO role will be supported where required by the Chief Executive (OPCC). It must be noted that this is not envisaged to be a long term arrangement at this stage.

Contact

Enquiries regarding this protocol should be directed to the Office of the Police and Crime Commissioner at police.commissioner@leics.pcc.pnn.gov.uk