

# Public Document Pack



## NOTICE OF MEETING

**Date and Time** Friday, 7th July, 2017 at 2.00 pm

**Place** Ashburton Hall, Elizabeth II Court, The Castle, Winchester

**Enquiries to** [members.services@hants.gov.uk](mailto:members.services@hants.gov.uk)

## FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast by the press and members of the public.

## AGENDA

**1. APOLOGIES FOR ABSENCE**

**2. DECLARATIONS OF INTEREST**

To enable Members to declare to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in their appointing authority's register of interests, and any other pecuniary or personal interests in any such matter that Members may wish to consider disclosing.

**3. QUESTIONS AND DEPUTATIONS**

To receive any questions or deputations in line with Rule 31 and 31A of the Panel's Rules of Procedure.

**4. CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF EXECUTIVE (Pages 5 - 54)**

Following notification from the Hampshire Police and Crime Commissioner of his intention to appoint the preferred candidate, James Payne, to the role of Chief Executive, for the Hampshire Police and Crime Panel to hold a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.

**5. CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF FINANCIAL OFFICER (Pages 55 - 62)**

Following notification from the Hampshire Police and Crime Commissioner of his intention to appoint the preferred candidate, Andy Lowe, to the role of Chief Financial Officer, for the Hampshire Police and Crime Panel to hold a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

To resolve that the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information within Paragraph 3 of Part I Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person (including the authority holding the information) and, further, that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. While there may be a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendation regarding the proposed appointment, it is felt that, on balance, this is outweighed by other factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointments.

## **7. EXEMPT SESSION TO DISCUSS PROPOSED APPOINTMENTS TO THE ROLES OF CHIEF EXECUTIVE AND CHIEF FINANCIAL OFFICER**

Following notification from the Hampshire Police and Crime Commissioner of his intention to appoint to the roles of Chief Executive and Chief Financial Officer, for the Hampshire Police and Crime Panel to hold a closed session to agree its recommendations.

### **ABOUT THIS AGENDA:**

This agenda is also available on the 'Hampshire Police and Crime Panel' website ([www.hants.gov.uk/hampshire-pcp](http://www.hants.gov.uk/hampshire-pcp)) and can be provided, on request from 01962 847336 or [members.services@hants.gov.uk](mailto:members.services@hants.gov.uk), in alternative versions (such as large print, Braille or audio) and in alternative languages.

### **ABOUT THIS MEETING:**

**The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please call the telephone number/use the e-mail address above in advance of the meeting so that we can help.**

Appointed Members of the Police and Crime Panel attending this meeting qualify for travelling expenses in accordance with their Council's 'Member's Allowances Scheme', as set out in the agreed Police and Crime Panel Arrangements.

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## HAMPSHIRE POLICE AND CRIME PANEL

### Report

|                         |  |               |  |
|-------------------------|--|---------------|--|
| <b>Date considered:</b> | 7 July 2017  | <b>Item:</b>  | 4  |
| <b>Title:</b>           | Confirmation Hearing Process for the role of Chief Executive |               |  |
| <b>Contact:</b>         | Katie Benton, Scrutiny Officer to the Panel                  |               |  |
| <b>Tel:</b>             | 01962 847336   | <b>Email:</b> | <a href="mailto:members.services@hants.gov.uk">members.services@hants.gov.uk</a> |

### 1. Executive Summary

- 1.1. This document explains the process to be followed by the Hampshire Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of the preferred candidate to the role of Chief Executive.
- 1.2 This document summarises the Confirmation Hearing protocol agreed by the Panel at their 8 July 2016 meeting.

### 2. Powers of the Hampshire Police and Crime Panel

- 2.1. The Panel have the functions conferred by Schedule 1 Part 10 of the Police Reform and Social Responsibility Act 2011 (Scrutiny of Senior Appointments). This enables them to:
  - (i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
  - (ii) Make a report to the Commissioner on the proposed senior appointment;
  - (iii) Include a recommendation to the Commissioner as to whether or not the candidate should be appointed;
  - (iv) Publish the report to the Commissioner made under (ii).

### 3. Confirmation Hearing for the role of Chief Executive

#### *Prior to the Hearing*

- 3.1 The Panel received notification from the Hampshire Police and Crime Commissioner (hereafter referred to as 'the Commissioner') of the proposed appointment to the role of Chief Executive on 26 June 2017.
- 3.2 This appointment is a permanent appointment, and therefore it is subject to the public scrutiny that is required as part of a proposed senior appointment

within the meaning of Schedule 1 of the Police Reform and Social Responsibility Act 2011<sup>1</sup>.

- 3.3 In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner has provided the following documentation:
- Name of the preferred candidate;
  - Statement/report from the Commissioner stating why the preferred candidate meets criteria of role;
  - Job description for the role;
  - Independent Member report from the recruitment process;
  - Advert for the role;
  - Application form or CV or personal statement of preferred candidate;
  - Terms and conditions of appointment.

#### *At the Hearing*

- 3.4 The first part of the meeting will be conducted in public and structured as follows:
- a. The candidate will be welcomed to the meeting.
  - b. The Commissioner will have the opportunity to make any comments on the candidate and the proposed appointment.
  - c. The candidate will have an opportunity to present to the Panel his/her understanding of the role.
  - d. The Panel will have the opportunity for to ask questions of the candidate.
  - e. The candidate will be given opportunity to clarify any answers given during the hearing and ask questions of the Panel about the next stage of the process.
- 3.5 The Panel will ask questions of the candidate which relate to his/her professional competence and personal independence, the answers to which will enable the Members to evaluate their suitability for the role. Lines of enquiry will be made available to the Panel from the Chairman prior to the 7 July 2017 meeting.

#### *On the Close of the Hearing*

- 3.6 The Panel will hold a closed session in order to decide on its recommendations to the Commissioner regarding the appointment of the preferred candidate to the role of Chief Executive at the end of the Confirmation Hearing sessions held on 7 July.
- 3.7 The Panel will discuss the following:
- Whether the candidate has the professional competence to exercise the role as set out in the role profile.

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<sup>1</sup> <http://www.legislation.gov.uk/ukpga/2011/13/schedule/1/enacted>

- Whether the Panel feels that the candidate has the personal independence to exercise the role.
- 3.8 Where a candidate meets the standards but there is still cause for concern about his or her suitability, it may be appropriate to outline those concerns in the Panel's response to the Police and Crime Commissioner.
- 3.9 Where a candidate does not meet the minimum standards in the areas set out in paragraph 3.7, this would suggest a significant failure in the appointments process undertaken by the Commissioner. If the Panel believes that there has been a significant failure in the appointments process, the Panel may choose to not recommend the candidate to the role of Chief Executive.

*Following the Confirmation Hearing*

- 3.10 The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner in writing by the next working day.
- 3.11 It is suggested that a period of three working days should elapse before the embargo is lifted and the recommendations of the Panel are made public, in line with the Panel's Confirmation Hearing protocol.

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## HAMPSHIRE POLICE AND CRIME PANEL

### Report

|                         |   |               |  |
|-------------------------|---|---------------|--|
| <b>Date Considered:</b> | 7 July 2017   | <b>Item:</b>  | 4  |
| <b>Title:</b>           | Appointment of Chief Executive to the Police and Crime Commissioner |               |  |
| <b>Contact name:</b>    | Richard Andrews, Acting Head of Governance and Policy               |               |  |
| <b>Tel:</b>             | 01962<br>871595   | <b>Email:</b> | <a href="mailto:opcc@hampshire.pnn.police.uk">opcc@hampshire.pnn.police.uk</a> |

#### 1. Executive Summary

- 1.1. Following the end of the secondment of the previous Chief Executive, the Police and Crime Commissioner has conducted a fair, open and merit based recruitment process to find a permanent replacement.
- 1.2. As set out in the Police Reform and Social Responsibility Act 2011 (Schedule 1), the role of the Police and Crime Panel is to review the proposed appointment and make a report to the Commissioner with a recommendation as to whether or not the candidate should be appointed. The purpose of this report is to assist the Panel in this process.
- 1.3. Under the PRSRA 2011, the Commissioner must notify the panel of the following information:
  - a) The name of the person whom the commissioner is proposing to appoint ("the candidate")
  - b) The criteria used to assess the suitability of the candidate for the appointment;
  - c) Why the candidate satisfies those criteria;
  - d) The terms and conditions on which the candidate is to be appointed.

#### 2. Issues for consideration

##### 2.1 Name of candidate

The name of the person the Commissioner is proposing to appoint to the post of Chief Executive is James Payne.

## **2.2 Criteria used to assess the suitability of the candidate for the appointment**

The criteria used was the person specification contained within the role profile, attached as Appendix A. This is a new role profile, re-written to ensure that a permanent Chief Executive role would deliver on the Commissioner's priorities during a constantly changing and challenging landscape of policing, commissioning and the wider public sector.

## **2.3 Why the candidate satisfies those criteria**

- 2.3.1 The Commissioner conducted a fair, open and merit based recruitment process to select a candidate who meets the criteria. The Commissioner selected a number of individuals to sit on an appointments panel to assist and advise him at different stages of the process. They were:
- Jenny Lewis, Head of HR and Workforce Planning, Hampshire Shared Service Partnership;
  - Roger Hirst, PCC for Essex;
  - Carolyn Dhanraj, Independent Member.
- 2.3.2 Carolyn Dhanraj was appointed as the Independent Member of the appointments panel to produce a report that addresses whether or not the process followed the recruitment principles of merit, fairness and openness. The report of Carolyn Dhanraj can be found as Appendix B.
- 2.3.3 Members may wish to note that, unlike Chief Constable appointments, there is no framework recruitment process and therefore no requirement for the function of an independent member to be included. It was however considered by the Commissioner to be best practice and would provide reassurance to stakeholders about the process undertaken.
- 2.3.4 Specialist recruitment HR advice was provided under existing arrangements for the OPCC.
- 2.3.5 The vacancy was advertised in the Guardian newspaper, both online and in print, in the Hampshire Chronicle and on the PCC website. Applications were open for three weeks. A copy of the advert is provided as Appendix C.
- 2.3.6 Shortlisting took place on Monday 12 June 2017 and was conducted by two of the four panel members. They assessed the written applications against the person specification in the role profile. On this basis, from the 20 applications received, four candidates were shortlisted for interview.
- 2.3.7 The candidates were assessed against the competencies listed in the person specification during a scenario exercise and formal interview on Friday 23 June 2017. In support of the final interview stage, candidates were also asked to complete an online Occupational Personality Questionnaire and a Situational Judgement assessment, the responses to which were used to aid the development of the interview questions.

2.3.8 This recruitment process gives the Commissioner confidence that James Payne meets the criteria for appointment, as set out in the person specification. Through all stages of the selection process, Mr Payne demonstrated his highly successful record of innovative and leading approaches in his field, as well as strong leadership of teams and effective partnerships with stakeholders. This was reflected in the scoring of the presentation and formal interview, in which he was the highest scoring candidate. Mr Payne's CV is attached as Appendix D.

## **2.4 Terms and conditions of appointment**

2.4.1 Mr Payne will be appointed on the same terms and conditions as all PCC staff, and be required to adhere to the organisation's policies and procedures. A copy of the terms and conditions is attached as Appendix E.

2.4.2 The PCC salary policy states that the Chief Executive is paid on a 'spot salary' which has regard to the relative size and challenge of the role compared to the salaries of other Chief Executives in other similar sized organisations.

2.4.3 The re-written role profile was subject to a job evaluation process which took into account the above factors. The outcome was that the salary bracket for this position is £90,000-£110,000. The exact salary will be determined in negotiation between the Commissioner and the preferred candidate following receipt of the Panel's considerations.

## **3. Starting date**

3.1 Mr Payne is an existing member of the PCC's staff, currently occupying the position of Interim Chief Executive. He will therefore be able to begin in this position with immediate effect, should the Commissioner choose to confirm the appointment following receipt of the Panel's considerations.

## **4. Recommendation**

4.1 That the Police and Crime Panel recommend the appointment of James Payne as the new Chief Executive to the Police and Crime Commissioner.

**Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

| <u>Document</u>                                  | <u>Location</u> |
|--|-----------------|
| Appendix A – Chief Executive role profile        | Attached        |
| Appendix B – Independent Member report           | Attached        |
| Appendix C – Vacancy advert                      | Attached        |
| Appendix D – CV of preferred candidate           | Attached        |
| Appendix E – Terms and conditions of appointment | Attached        |



## **JOB DESCRIPTION – Chief Executive**

### **Introduction**

This job description is the statutory role of the Chief Executive to the Police and Crime Commissioner (PCC) for Hampshire, Isle of Wight, Portsmouth and Southampton which reports directly to the Commissioner.

This role requires the capability to deliver on both the legislative and transformational requirements of the PCC and responsibilities to the Commissioner. The post holder must be adept at leading in an organisational context that is relatively new, with changing priorities, is forward looking, modern, operationally effective, sustainable and agile in order to keep the residents safer.

### **Overall Purpose**

To provide leadership, strategic direction, and legal advice for the PCC in its existing and new statutory duties and support in ensuring strategic plans and programmes are successfully developed and delivered.

In doing so the Chief Executive is responsible for ensuring the effective implementation of policy and is therefore required to provide strategic leadership in developing and planning support to the PCC in a national, regional and local context. The Chief Executive also takes direct and personal responsibility for the deployment of financial and human resources across the organisation in a rapidly changing environment.

### **Role Specific Responsibilities**

1. To discharge the proper duties of the Chief Executive (Head of Paid Service) as set out in Section 4 of the Local Government and Housing Act 1989, amended by the Police Reform and Social Responsibility Act 2011. This will include advising the PCC on the exercise of statutory powers, duties, procedures, personal responsibilities and liabilities and identifying issues requiring the PCC's decision, discussion or action.
2. To act as Monitoring Officer for the PCC under section 5 of the of the Local Government and Housing Act 1989, amended by the Police Reform and Social Responsibility Act 2011 to i) detect and report, in consultation with the s151 Officer on any illegality or maladministration in the business of the office and ii) deal with matters connected with the conduct of employees under the Local Government Act 2000.
3. To discharge the duties of Data Protection Officer to ensure data security and effective monitoring processes are in place to support the PCC in their role as data controller.

4. To support the PCC in developing solutions for and discharging statutory obligations as set down in the Policing and Crime Act 2017.
5. To ensure an effective Corporate Governance Framework exist.
6. To lead and manage the staff in the statutory office of the PCC to ensure the provision of professional, effective, and efficient high quality support to: the PCC in the scrutiny of force activity; the Chief Constable in leading and managing Hampshire Constabulary; and the Local Criminal Justice Board in improving the end-to-end criminal justice system.
7. To create an adaptable and motivating place to work underpinned by a learning culture which delivers outcomes that contribute to keeping our communities safer.
8. To advise and attend national, regional and local meetings to ensure effective solutions are delivered through collaborative working. To respond to national developments in blue light collaboration and to support the PCC in representing his interests locally, regionally and nationally.
9. To communicate formally on behalf of the PCC and to liaise with the Chief Constable, Home Office, Her Majesty's Inspectorate of Constabulary, NPCC, other relevant Government Departments and outside bodies.
10. To lead on the processes and provide advice, support and guidance in respect of the following personnel issues:
  - a) The appointment of Chief Constable including terms and conditions of service and matters relating to discipline. This includes advising and assisting the PCC on the exercise of statutory duties relating to complaints against the Chief Constable;
  - b) Appeals from support staff, and police officers, where allowed for in their conditions of employment or by Police Regulations.
11. To institute, defend or participate in legal proceedings where legal action is necessary to give effect to decisions of the PCC or defend their interests. To execute or authorise the execution of all legal documents on behalf of the PCC. To advise and represent the PCC in all legal matters. To seek external legal advice and to instruct Counsel in circumstances when this is considered to be in the interests of the PCC.

### **Strategy and resource planning**

12. To provide strategic leadership and advice to the PCC in support of the development of a clear and effective long-term vision and strategy, set out in the Police and Crime Plan, together with its associated delivery plan.

13. In conjunction with the Chief Finance and HR Officers, to lead the strategic development of the organisation in the areas of strategic accounting, information management, the management of strategic risk, the human resource and learning and development strategies, ensuring that the PCC is compliant with current employment legislation.
14. In driving value for public money and in conjunction with the Chief Finance Officer, to oversee the financial planning, budgetary, resourcing and asset management aspects of the organisation.
15. To develop and drive implementation of the delivery plan and enabling strategies, and of its day-to-day business, ensuring that effective governance arrangements are in place to enable the organisation to monitor, review and improve its own performance.
16. Promote a culture of integrity, service excellence and continuous improvement throughout the organisation.
17. Leading the substantial change management processes associated with new potential responsibilities of the PCC whilst maintaining and improving services to the public, recognising wider resource constraints.

#### **Partnership working, commissioning and service delivery**

18. To be the strategic lead, develop and innovate effective relationships with a wide range of stakeholders. To work with Local Strategic Partnerships, Community Safety Partnerships, local authorities, the voluntary sector and criminal justice agencies to ensure the delivery of community safety programmes that meet communities and service user needs.
19. To ensure the effective and efficient engagement with both internal and external partners and stakeholders in relation to commissioning at local, regional and national level.
20. To identify and develop collaborative arrangements with public, private or voluntary sector partners to ensure more effective and efficient use of resources.
21. To ensure that the PCC contributes to the national consideration of issues concerning policing and blue light collaborations. To represent and/or support the PCC at high level meetings, including with the Home Office, Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Local Government Association and other outside bodies at regional and national level.

## **Engagement and information**

22. To ensure that effective strategic assessments are undertaken which demonstrate a real understanding of the needs of the communities served, enabling effective budget alignment and prioritisation.
23. To ensure that the organisation meets statutory and other obligations relating to Freedom of Information, publications, planning, community consultation and to prepare related briefs and submissions for the PCC.
24. To deliver, review and improve the effectiveness and relevance of communication, consultation and engagement strategies and supporting activities of the PCC.
25. To support the PCC by raising the profile and communicating ambition, values, strategies, achievements and views of the PCC.
26. To develop and implement effective two-way community engagement and effective consultation with all sections of the community and use this feedback to help shape policing and crime reduction.
27. To represent and promote the interests of the PCC by developing and maintaining effective relationships and ways of working with relevant media organisations in the local community, regionally and nationally.
28. To develop a communications and media strategy between the PCC and the Constabulary to ensure key statements to the community are appropriate, reflecting the differing roles and responsibilities of the PCC and Chief Constable.

## **Scrutiny, evaluation and performance**

29. To ensure effective accountability and performance monitoring arrangements are in place to support the PCC in scrutinising existing and potentially new areas of responsibility including:
  - the Chief Constable and the Force,
  - the Police and Crime Commissioner's office,
  - commissioned services and grant aided schemes / projects,
  - service delivery and partnership arrangements.
30. To provide professional advice and evidence based information on emerging issues and new government proposals to enable the PCC to consider the future implications to the strategic and financial performance of the Constabulary and related partnerships.



31. To develop constructive relationships with the Joint Audit Committee and with the Police & Crime Panel and service their requirements to enable them to properly discharge their statutory responsibilities.
32. To provide advice and support to the PCC and the Chief Constable in the appointment of the Chair and Vice Chair of the Joint Audit Committee.
33. To ensure that the PCC performs their duties and responsibilities relating to equality and diversity as set out in the legislation and directives and to promote the commitment to equality and diversity in all that the organisation does.
34. Ensure the effective and efficient operation of both the internal and external audit functions and any other aspects of internal control or external inspection.
35. To develop constructive relationships and maintain effective working arrangements with various complaint bodies such as the Independent Police Complaints Commission (due to become the Independent Office of Police Conduct (IOPC)) and Police and Crime Panel. To ensure effective and efficient management of complaints of the conduct of the Chief Constable and the PCC.
36. To ensure that complaint reviews are effectively managed in line with current legislation.

### **Key working relationships**

- PCC and Deputy PCC (where appointed),
- Chief Constable,
- Chief Officers and senior officers / managers of the Hampshire Constabulary,
- With local partnerships and stakeholders,
- With external bodies such as the Association of Police and Crime Commissioners Chief Executives, Home Office, HMIC, Audit Commission, local authorities, Ministry of Justice, and other offices of Police and Crime Commissioners,
- Senior officers and members of regional partnerships,
- Chief Financial and HR Officers to ensure management matters are reported in accordance with Standing Orders and Regulations and in line with the strategic direction of the Office,
- Police and Crime Panel,
- Joint Audit Committee.

### **Nature and scope of the role**

- Post holder is responsible to the PCC for the satisfactory performance of all aspects of the post.
- Post holder is responsible for the development and maintenance of effective working relationships with the Chief Constable, partners and external bodies.
- Post holder's freedom to act is prescribed by the appropriate Statutes and Regulations by which the PCC is bound.
- Post holder provides support and advice to the PCC and will be expected to assist in the resolution of complex issues and problems.
- Post holder will be expected to make a significant contribution to challenging developments in policing and blue light services governance.
- Post holder is responsible for the effective performance management of the staff within the organisation.
- Post holder will undertake any other responsibilities and duties as appropriate to the nature of the role.

### **Job dimensions**

The post holder is responsible to the PCC for:-

- performance management of 50 staff in the organisation, which includes specialist areas such as estates,
- service delivery and performance of staff engaged in shared services partnership,
- oversight of strategic and financial performance of the Constabulary (current budget of c£300m),
- efficient discharge of the PCC spend and utilisation (current budget of c£30m)
- administration and oversight of capital programmes (current budget of c£100m).

### **Decision making functions**

The post holder will work within a broad framework of duties in consultation with the PCC.

The post holder will be required to demonstrate strategic leadership, initiative and discretion and will be expected to make a variety of day to day decisions required of the role.

## **Person Specification**

1. Extensive track record of consistent achievement at senior management level within a complex organisation.
2. Proven track record of corporate management and participation in the formulation of corporate objectives, policies and strategies within a complex multi-disciplined organisation.
3. Demonstrable and effective strategic planning expertise.
4. Experience of effective working within the democratic process and evidence of a clear understanding of the legal, financial and political workings of local government and the current social policy issues to be faced in a multi-cultural, rural and urban environment.
5. Successful track record of building effective and productive working relationships with elected Members, a variety of communities, government bodies, partner organisations, private sector providers, public agencies, statutory authorities and other stakeholders.
6. Proven track record in the promotion and maintenance of the corporate reputation of a public organisation (or equivalent multi-disciplined organisation).
7. A record of success in people, financial, commercial and resource management.
8. Analytical thinking and problem solving skills. Able to analyse and present complex issues to individuals and groups; internally and externally.
9. Successful track record of establishing effective performance measures evaluating service quality and delivering significant improvements in performance.
10. Demonstrable experience of effective change management on a large and complex scale.
11. Clear understanding and track record of promoting diversity in both employment and service delivery.

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**JUNE 2017**

**Chief Executive  
Hampshire Police and Crime Commissioner  
Appointment Process**

**Independent Member Report**  
Carolyn Dhanraj MBE JP

## 1. Introduction

1.1 This report provides information on the appointment process for the role of Chief Executive for Hampshire's Office of the Police and Crime Commissioner:

- how the process met the principles of merit, fairness and openness and
- the extent to which the Interview Panel were able to fulfil their purpose, to challenge and test the candidates against the stated criteria.

1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint as Chief Constable. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.

**1.3 There is currently no such guidance for the appointment of a Chief Executive to the Office of Police and Crime Commissioner, and as such, there is no requirement to include an Independent Member in the process. The Police and Crime Commissioner chose to add this additional level of scrutiny, to demonstrate his openness to ensure there was a fair and robust appointment.**

1.4 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Executive, which was the responsibility of the Police and Crime Commissioner Michael Lane and refers in most part to the above guidance.

## 2. Aim

2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Interview Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Executive role.

## 3. Independent Member Role

3.1 For information, the role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in November 2012 and is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Association of Policing and Crime Commissioners Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.

3.2 I am currently an Independent Member from the list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my background are set out in the role profile in Appendix One.

## 4. Independent Member initial involvement in the Chief Executive Appointment process

4.1 I was invited to join the process by the College of Policing to seek my participation on 8<sup>th</sup> June 2017. I contacted Jo Brown (Hants Council) on the 9<sup>th</sup> June introduce myself and to see what was expected along with any indicative timescales. I was advised that she was going to visit the PCC that afternoon to deliver the applications forms that been received that day, and she advised that she would inform the PCC that I had made contact and suggested I would be contacted that afternoon.

4.2 I was contacted by email on Monday 12<sup>th</sup> June by Richard Andrews, Acting Head of Governance and Policy from the Office of the Police and Crime Commissioner for Hampshire and we spoke on Wednesday 14<sup>th</sup> June. I was impressed that Mr Andrews was open to my advice about the remaining part of the process, this demonstrated an openness and transparency to the process.

## **5. Interview panel**

5.1 The Interview Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the guidance). This outlines that the Interview Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role.

5.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility.

5.3 The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.

5.4 The Interview Panel appointed by the Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at an executive level.

5.5 There were four Interview Panel members comprising of two male and two female members; two white men, one white woman and one minority ethnic women, who was also the Independent Member.

### **5.6 INTERVIEW PANEL:**

- Michael Lane, Hampshire Police and Crime Commissioner;
- Roger Hirst, Essex Police and Crime Commissioner;
- Jenny Lewis, Head of HR and Workforce Planning, Hampshire Shared Service Partnership
- Carolyn Dhanraj, Independent Member (College of Policing).

## **6. Role profile and attraction strategy**

6.1 The advertisement was placed on the Police and Crime Commissioner's website, the Hampshire Chronicle and The Guardian newspaper; this approach demonstrated an openness to enable a range of candidates to apply for the post.

6.2 The post was advertised from 18 May – 9 June 2017 inclusive which was three weeks; the Home Office Circular and the College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'.

6.3 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible candidate pool.

## 7. Shortlisting and Panel briefing

7.1 By the closing date, twenty application forms had been received for the role of Chief Executive.

7.2 I was not invited to participate in the shortlisting meeting, however I am advised it took place on Monday 12 June, by two of the four members of the Panel (Mr Lane and Ms Lewis). The guidance indicates that all members of the Panel should be involved in the shortlisting process.

7.3 I was advised in my conversation with Mr Andrews, that four candidates had been shortlisted and that one candidate was an internal applicant; I emphasised that the short listing process and any further assessment should be based on the evidence provided in the application and not on previous knowledge. This is to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment.

7.4 I was emailed on 17<sup>th</sup> June 2017, the following documentation for the Chief Executive role:

- Advertisement;
- Role profile;
- Panel timetable
- Scenario for the assessment day and
- Four shortlisted candidate's CV and supporting statements

7.5 I raised with Mr Andrews by email, on the 17<sup>th</sup> June that I was concerned that the application for the Chief Executive was based on a C.V. and supporting statement only, and requested what criteria and rating scale the two panel members used to short list. I also suggested that the time allocated to each candidate interview was not sufficient, this was lengthened following my advice which demonstrated an openness.

7.6 A shortlisting grid populated with the essential and desirable criteria, against which each of the twenty applications were assessed against was provided. I am satisfied that this aspect was conducted in a fair and merit based manner.

7.7 The Panel were advised on the 21<sup>st</sup> June that one shortlisted candidate had withdrawn from the process; this left three candidates to assess for the Chief Executive role.

## 8. Assessment design

8.1 I discussed with Mr Andrews the merits of assessment through methods such as interview, presentation, in-tray exercise and stakeholder panels. The PCC agreed a process of:

- a presentation, where the topic was provided on the day with limited time to prepare, and
- a competency based interview.

## 9 Assessment delivery and Panel briefing

9.1 On Thursday 23<sup>rd</sup> June, the full Interview panel met to review the OPQ personality profiles and confirm the questions and the remaining process. I invited Michael Lane (PCC) to advise the Interview Panel what he was looking for in the new Chief Executive and the challenges facing Hampshire and the OPCC.

9.2 I also checked whether there was any friendship, family or other connections that would indicate a potential bias. I am satisfied this aspect of the process was fair, having re-affirmed that this process was based on the evidence provided in the application/supporting statement.



9.3 The Interview Panel were briefed on the documentation contained in each Interview Panel member's folder, which outlined the competencies being tested. The Interview Panel was chaired by the PCC and the questions were evenly asked by the Interview Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-5, once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

9.4 The candidate followed the process of:

|            |  |
|------------|--|
| 20 minutes | Presentation preparation                                       |
| 1 hour     | Presentation delivery and interview, with flexibility to probe |

## 10.0 Assessment Decision Making

10.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.

10.2 To reinforce the open and transparent process, I asked Mr Andrews to draw up an overall grid with the candidate's name, presentation and interview competency areas and we openly populated the grid with the Panel's individual scores for each of the three candidates. One candidate scored 77.9% of the maximum score possible, with the second scoring less and the third substantially less than that score.

10.3 The Interview Panel unanimously supported Michael Lane (PCC) in his recommendation to the Police and Crime Panel (PCP) that James Payne, currently the Interim Chief Executive, be the preferred candidate for Chief Executive for Hampshire Office for the Police and Crime Commissioner

10.4 I am confident that the Interview Panel appointed, performed their duty on Friday 23<sup>rd</sup> June 2017 to challenge and assess the candidates in manner that was fair, transparent and merit based, following the best practice recruitment principles such as those articulated in the College of Policing Guidance.

Carolyn Dhanraj MBE JP BPS  
**College of Policing Independent Member**

**APPENDIX A**  
**COLLEGE OF POLICING – INDEPENDENT MEMBER**

**CAROLYN DHANRAJ MBE JP BPS**

Carolyn brings a breadth of experience, skills and enthusiasm to make a successful contribution in delivering transparent, fair and robust recruitment processes. She has won and managed several successful Executive Search and Selection recruitment campaigns and Assessment Centres for the appointment of central and local Government roles with OCPA and central government/sponsor department scrutiny. She is British Psychological Society (BPS) qualified and has worked in the private sector, specialising as a Client Partner for Government and Public Services (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, Metropolitan Police Authority, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has eight years experience as a College of Policing Non Service Member, assessing for Senior Police National Assessment Centre (SPNAC), High Potential Development Scheme (HPDS), the Met Police Graduate Entry process and Direct Entry for Inspectors and Superintendants. She has acted as an College of Policing Independent Member for over ten Chief Constables and Deputy and Assistant Chief Constables appointments.

Carolyn has also had a varied career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); Member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity and as a Magistrate.

Carolyn will offer you credible advice and guidance, she will support you in a practical way which will ensure the delivery of a bespoke recruitment campaign, reviewing with you the job description and personnel specification, discussing the best attraction strategy; she will train and guide the appointments panel members throughout the process, ensuring they are aware of their responsibilities to allow the recruitment process to be managed in an accountable, fair and transparent manner. Her firm but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability.

**THE WORLD OF PUBLIC SERVICE IS CHANGING EVER FASTER.  
COME AND SHAPE THE WAY WE KEEP PEOPLE SAFER.**

# CHIEF EXECUTIVE

**£90,000 - £110,000**

**WINCHESTER,  
HAMPSHIRE**

**For further information and to  
apply, please send your CV and  
a covering letter by email to:  
OPCCrecruitment@hants.gov.uk**

**Closing date:**

**Friday, 9th June 2017.**

**Shortlisting date:**

**w/c 12th June 2017.**

**Interview date:**

**Friday, 23rd June 2017.**

As Chief Executive to the Police and Crime Commissioner (PCC) for Hampshire, Isle of Wight, Portsmouth and Southampton, you will be central to the delivery of a vital public service that is effective, responsive, transparent and fair, and leads to our communities feeling safer. Reporting directly to the Commissioner, you will deliver the PCC's legislative and transformational requirements – providing inspiring leadership to a young organisation with a broad range of skills a budget exceeding £300 million, and constantly changing priorities plus a high political profile.

Notably, you will offer expert advice on the exercise of statutory powers, including acting as monitoring officer, whilst supporting the development of innovative commissioning and communication strategies. Equally importantly, you will champion effective scrutiny of police activity, assist the Chief Constable and her Chief Officer Group in managing Hampshire Constabulary, and closely partner the Local Criminal Justice Board to improve the delivery of end-to-end justice, giving you quite exceptional visibility and responsibility.

A sharp strategic thinker, you will bring deep understanding of financial planning, budgeting, resourcing and asset management, gained through extensive experience in senior management within a complex organisation. At the same time, you should be familiar with the democratic process and knowledgeable regarding the legal, financial and political aspects of local government. You will be expert at building productive relationships with elected members, community groups, government bodies, statutory authorities and private sector providers. Finally, you will be a powerful agent of change, with a demonstrable record of success in transforming substantial operations and embedding a culture of continuous improvement and total accountability.

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## PROFILE

A strategic leader, change agent and programme delivery specialist grounded in the disciplines of risk, portfolio, financial and contract management. He is currently leading the Office of the Police and Crime Commissioner for Hampshire, the Isle of Wight, Portsmouth and Southampton, has a background in the development and implementation of strategy at an organisational level and has delivered large multi agency strategic change programmes across the public sector.

With 4 years experience at senior executive level leading and delivering in the Police sector both locally and regionally in the south east; 10 years experience in portfolio and programme management; project delivery and change management; 15 years in construction and property development. He has led organisations in the delivery of significant change programmes that have improved service and reduced costs for internal and external customers, multi agency partners and currently on behalf of the 2 million residents of Hampshire and the Isle of Wight.

His success is based on a pragmatic and logical approach, first class analytical skills and a capacity to work in complex and changing environments using risk management techniques to ensure effective delivery. He has worked in the public and voluntary sectors whilst developing partnerships with the private sector with key partners such as Deloitte, MACE, Capita and the Hampshire Shared Services Partnership.

This is further enhanced through his ability to engage with people and to quickly understand their desired outcomes and interpret these into effective strategies and appropriate mechanisms for delivery. He has proven track record in obtaining buy-in for change, involving people at all levels from political leadership and executive management to service delivery teams working with them to deliver change and instil a mindset of continuous improvement to ensure benefits are realised and maintained.

He operates effectively with senior executives across the public sector and has significant experience in working with senior politicians and the governance structures in which they operate. He is currently the Chair of the National Police Estates Group and is working with the Home Office and Ministry of Justice to effect policy change across the whole of the Emergency Service and Criminal Justice Sectors.

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## KEY CAPABILITIES

### Strategic planning

- Identifies areas of need and potential opportunities to effect change working with senior executives, management and partners delivering benefits to the wider community of the Hampshire Policing Area
- Applies commercial awareness to ensure financial prudence, utilising a business driven approach ensuring effective and efficient delivery whilst maintaining transparency and accountability
- Clear understanding of and ability to effectively work within the legislative and governance frameworks that shape the public sector and specifically the role of the Police and Crime Commissioner
- Not afraid to ask difficult questions, challenges the status quo and is forward looking
- Creative thinker who is happy to look at and work with alternative solutions to deliver innovation

### Leadership and Management

- Successfully leading at senior executive level developing corporate strategy and setting direction
- Working closely with senior politicians to facilitate effective scrutiny and decision making
- Effective leadership of complex multi organisational change and delivery programmes to ensure the vision, mission and objectives of the organisation are achieved
- Coaches and mentors managers and staff to develop their potential and to better support the business need and service delivery
- Leadership of executive teams, balancing resource requirements against budgetary constraints
- Sets vision and direction, establishing governance, identifies clear targets and plans to deliver
- Drives for successful outcomes using portfolio and programme management techniques tailored to the needs of the organisation

# Curriculum vitae for James Payne

## Interpersonal Skills

- Visioneering - leads the organisation to build its vision into a workable reality
- Ability to influence people to buy into strategic direction and to deliver in areas critical for success
- Identifies and rapidly engages with key stakeholders to ensure maximum support, especially in a matrix set up
- Listens well, adapts approach and clearly articulates strategic intention, mechanisms for implementation and benefits to be achieved

## IT Skills

- Microsoft suite of products Word, Excel, Visio, PowerPoint, Project
  - Macintosh suite of products Pages, Numbers, Keynote
  - Working knowledge of social media applications
- 

## CAREER

### **Interim Chief Executive** (Feb'17 - present) -

### **Acting Chief Executive** (Nov'16 - Feb'17)

- Leadership of Office of the Police and Crime Commissioner
- Reporting to the Police and Crime Panel and sub groups Finance, Plan delivery and Complaints
- Co-ordination of and reporting to the Joint Audit Committee
- Direction of the development of the Medium Term Financial Strategy with the Chief Finance Officer
- Oversight, review and the delivery of the Police and Crime Plan
- Oversight and reporting of performance for the Policing budget (£313m)
- Oversight of decision making process
- Management of Constabulary scrutiny process
- Delegated responsibilities from the Police and Crime Panel for complaints against the Commissioner
- Communities Portfolio including diversity, inclusion and hate crime strategies
- Standing member of:
  - Hampshire and Isle of Wight Chief Executives
  - Local Criminal Justice Board
  - Community Safety Alliance
  - Association of Police and Crime Commissioners Chief Executives

### **Chairman of National Police Estates Group (NPEG)** (Oct'16 - present)

- Co-ordination of Estates Leads across England, Scotland, Wales and Northern Ireland
- Leadership of national best practice through the work of NPEG subgroups
- National benchmarking and knowledge base for Police Estates
- Policy development with:
  - Home Office
  - Ministry of Justice
- National Conferences for Police Estates professionals linked to Continuing Professional Development

## Curriculum vitae for James Payne

### **Deputy Chief Executive and Strategy and Delivery Director (Sept'16 - present)**

- Leadership of Senior Management Team for the Office of the Police and Crime Commissioner including:
  - Governance and Policy
  - Corporate Services
    - Executive Office and Business Services
    - HR (partner provider)
    - ICT (partner provider)
    - Finance and Procurement (partner provider)
  - Programme Office
    - Police and Crime Plan Programme
    - Risk Management
    - Commissioner elections
  - Public Engagement
  - Performance and Information
  - Partnership and Commissioning
  - Estates
    - Programme Management
    - Property Services (partner provider)
    - Facilities Management (partner provider)
- Developing Strategic direction and co-authorship of the Police and Crime Plan
- Delivery of Police and Crime Plan through structured delivery planning
- Oversight of Policing budget
- Leadership of Blue Light Collaboration Programme

### **Estates Strategy and Delivery Director (Sep'13 - Sept'16 )**

- Leadership of a £100m Capital Investment programme
- Developing strategy for upgrading the police estate across Hampshire and the Isle of Wight to deliver accommodation that can support policing for the next 30 years
- Rationalising building stock releasing £80m in capital receipts
- Delivering £2m per year revenue savings
- Responsibility for £20m annual revenue budget
- Implementing a change programme for new ways of working across all departments supporting over 7000 officers and staff
- Leadership of a specialist teams delivering business analysis, business change, programme and project management, risk and change management, procurement and moves management
- Development and delivery of partnership solutions for Procurement, Facilities Management, Finance and Estates Management
- Deputising for the Chief Executive

## Curriculum vitae for James Payne

### **Programme Leader for Hampshire Workstyle Programme (Jan'11 - Sept'13)**

- Leadership of a £29m change programme
- Delivering service integration across public, private and third sector partners
- Rationalising building stock releasing £14m in capital receipts
- Delivering £2m per year revenue savings
- Implementing a change programme for new ways of working across all departments supporting over 3000 staff
- Implementation of IT projects delivering virtualised applications, video conferencing and webcasting
- Leadership of a specialist team delivering business analysis, business change, programme and project management, risk and change management, procurement and moves management
- Leadership and matrix management of teams delivering IT, FM, Comms, Finance and Estates

### **Project Director for Level 10 - Voluntary position for Charity (Aug'12 – Aug'13)**

- Leadership of Estate reorganisation project

### **Programme Manager for Public Service Village Programme (Aug'09 – Jan'11)**

- Leadership of a £14m change programme
- Delivering integration of two partner authorities and third sector and private sector partners
- Rationalising building stock releasing £2m in capital receipts
- Implementing a change programme for new ways of working
- Integrating service delivery teams from partner organisations
- Developing new conference facilities and business opportunities
- Completed early and £500k under budget
- Leadership and matrix management of teams delivering Business Change Management, Customer Services, Comms, IT, FM, Finance and Estates

### **Senior Project Manager – HQ Redevelopment Programme (Sept '07–Aug'09)**

- Delivery of 2500 people moves with no loss in productivity
- Undertaking business analysis and business change management for service delivery teams
- Implementation of new ways of working for 1500 head quarters staff
- Installation of new office accommodation including 1200 new workstations

### **Project Manager – Nursing Care Programme (Jan'05 – Sept '07)**

- Procurement of £4m furniture contract
- Delivering £2m procurement savings

### **Principal Quantity Surveyor (Jan'04 – Jul'06)**

- Procurement of £4m furniture contract

### **Senior Quantity Surveyor (Jan'00 – Jan'04)**

- Financial stewardship of projects in excess of £6m



# Curriculum vitae for James Payne

## EDUCATION

Diploma in Surveying August 1994 (Dip QS)

Membership of the Royal Institution of Chartered Surveyors June 1998 (MRICS)

Managing Successful Programmes Practitioner July 10

Prince 2 Project Management Practitioner October 12

DSDM Agile Project Management Practitioner June 16

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**Employment In  
Office of the Police and Crime  
Commissioner for Hampshire  
Terms and Conditions Document**

## **Employment In Office of the Police and Crime Commissioner for Hampshire Terms and Conditions Document**

| <b>Item No</b> | <b>Subject</b>                                     |
|----------------|--|
| 1.             | Introduction                                       |
| 2.             | Scope  |
| 3.             | Security of Employment                             |
| 4.             | Equality and Diversity                             |
| 5.             | Terms and Conditions of Employment                 |
| 6.             | Arrangements for Review and Resolution of Disputes |
| 7.             | Flexible Time Scheme                               |
| 8.             | Sick Pay   |
| 9.             | Night Working and Weekend Working                  |
| 10.            | Overtime Payments                                  |
| 11.            | Other Allowances                                   |
| 12.            | Reimbursement of Expenses                          |
| 13.            | Change of work base                                |
| 14.            | Arrangements for Payment of Salaries               |
| 15.            | Secondment   |
| 16.            | Annual Leave                                       |
| 17.            | Other Types of Leave                               |
| 18.            | Notice Periods                                     |

19. Salary Policy
20. Scheme of Personal Accident Benefits for Employees and Others
21. Confidential Information
22. Right to Work in UK
23. Outside Activities
24. Political Restriction
25. Criminal Offences
26. Non Police Personnel Vetting (NPPV)

## **1. Introduction**

1.1 The Office of the Police and Crime Commissioner (OPCC) for Hampshire is committed to ensuring that employment is based on fairness, equity and equality of opportunity, with any differences in terms and conditions being based on objective criteria only.

1.2 Any new appointments made after 1 November 2014 will be on these terms and conditions.

## **2. Scope**

2.1 This terms and conditions (T&Cs) document will apply to all OPCC staff and forms part of the contract of employment along with the individual Statement of Particulars issued to each employee.

## **3. Security of Employment**

3.1 The OPCC is committed to ensuring parity for all members of staff working for the Commissioner in the delivery of his Police and Crime Plan. The OPCC already adopts a flexible approach to employment and maintains a "mixed economy" of delivery of service OPCC which will continue.

3.2 The OPCC recognises the principles of "Best Value" and will work together to ensure they are effectively applied to all the OPCC's activities.

3.3 The OPCC is committed to maximising the security of employment of all staff employed by OPCC.

3.4 The OPCC acknowledges that its workforce must adapt to changes - led, for example, by Central Government demands, advances in technology, changes in funding or funding arrangements, the employment market, or practices in other organisations.

3.5 The OPCC will provide opportunities to enable staff to gain the skills required to continue their employment in the face of such changes; staff are

expected to use the full range of their skills in their employment within the terms of their contract of employment with the OPCC.

3.6 The OPCC recognises the need to equip staff with "transferable" skills (those that can be used in an individual's current employment as well as in alternative employment - either inside or outside the OPCC).

3.7 The OPCC supports the principle of flexibility in employment and the acquisition and use of such skills to enhance the performance and employment potential of staff. Such an approach recognises the OPCC's need to remain competitive and wish to maximise security of employment.

3.8 The OPCC believes that adopting flexible approaches and working flexibly are equally advantageous to the organisation and its workforce. They are essential to remain competitive against a background of Best Value and provide maximum security of employment.

3.9 Nevertheless, the OPCC recognises that situations will inevitably arise where security of employment is threatened. In these situations, the OPCC will provide support to employees to enable them to identify and secure alternative employment and the Redeployment Policy will apply. The policy will be reviewed from time to time in consultation with the staff to ensure that it is still relevant and effective.

#### **4. Equality and Diversity**

4.1 The OPCC is committed to promoting equality and diversity in all aspects of employment and to eliminating discrimination on the grounds of age, disability, ethnic origin, gender, marital status, race, sexual orientation, religion or belief.

4.2 The OPCC's Equalities Employment Policy statement is available at your place of work, from your manager or from Human Resources.

#### **5. Terms and Conditions of Employment**

5.1 The OPCC is committed to terms and conditions of employment that:

- are compatible with the principles of fairness, equity and equality of opportunity;
- enable flexibility of employment;

- ensure the parity for all members of staff working for the Commissioner in the delivery of his Police and Crime Plan;
- reflect current employment practices and enable the organisation to recruit and retain high calibre staff.

5.2 A common framework of terms and conditions of employment will apply to all staff groups.

## **6. Arrangements for Review and Resolution of Disputes**

6.1 Any contention that this terms and conditions document is not being correctly applied to an individual employee will be considered under the OPCC's Resolving Workplace Issues policy except where a separate process is specified.

## **7. Flexible Time Scheme**

7.1 These arrangements will apply to all staff covered by the "Employment in the Office of Police and Crime Commissioner" Terms and Conditions document.

7.2 The Flexible Working Hours Scheme will be introduced into work areas subject to local operational requirements and full consultation with staff, the constraints of the workplace and the need to consider security of staff (eg lone working considerations). The aim will always be to introduce such changes by agreement between the parties, where possible.

7.3 The principles of enabling a flexible approach to the arrangement of working hours will support and recognise the need to maximise operational/support efficiency and reflect other OPCC policies and priorities (e.g. in respect of staff travel). They will also allow the personal circumstances of individual employees to be taken into account.

7.4 Details of the scheme can be found via the following link: [Flexitime Scheme Policy](#)

## **8. Sick Pay**

8.1 The scheme is intended to supplement Statutory Sick Pay and Incapacity Benefit to enable an employee to continue to receive normal pay during defined periods of absence on account of sickness, disease, accident or assault.



- Absence in respect of normal sickness is entirely separate from absence through industrial disease, accident or assault arising out of, or in the course of, employment with a local authority.
- Periods of absence in respect of one shall not be set off against the other for the purpose of calculating entitlements under the scheme.

8.2 All employees are entitled to receive sick pay with the OPCC as shown in the table below:

| <b>Duration of Service:</b>        | <b>Absence Entitlement for full pay</b> | <b>Payment full pay periods</b>   | <b>Absence Entitlement for half pay:</b>     | <b>Payment half pay periods</b>   |
|------------------------------------|---|---|--|---|
| During 1st year of service         | 1 month                                 | an amount which will secure the equivalent of normal pay when added to Statutory Sick Pay and Incapacity Benefit receivable | (after completing 4 months service) 2 months | an amount equal to half normal earnings plus an amount equivalent to Statutory Sick Pay and Incapacity Benefit receivable, so long as the total sum does not exceed normal pay. |
| During 2nd year of service         | 2 months                                |   | 2 months                                     |   |
| During 3rd year of service         | 4 months                                |   | 4 months                                     |   |
| During 4th and 5th year of service | 5 months                                |   | 5 months                                     |   |
| After 5 years service              | 6 months                                |   | 6 months                                     |   |

8.3 Normal pay includes all earnings that would be paid during a period of normal working - but excluding any payments not made on a regular basis.

8.4 The Chief Executive has discretion to extend the period of sick pay in exceptional cases.

8.5 If an employee has been off work on sick leave earlier in the year, those days will be deducted from the entitlement listed above at the start of any additional sick leave and used to calculate the duration of full and half pay.

8.6 The social security benefits to be taken into account for the calculation of sick pay are those to which an employee is entitled on the basis that the employee has satisfied so far as is possible:

- the conditions for the reporting of sickness as required by the OPCC in accordance with the Managing Sickness Absence Policy;
- the claiming of benefits;
- the obligation to declare any entitlement to benefits and any subsequent changes in circumstances affecting such entitlement.

## **9. Night Working and Weekend Working**

9.1 The OPCC is committed to minimising the need for night working and weekend working but recognise that these are essential to maintain effective services in some areas.

9.2 The rules concerning night and weekend working and the rates applicable to staff undertaking such work are to be found in the [Salary Policy](#).

## **10. Overtime Payments**

10.1 When an employee, up to and including grade F and the employee's post is in business critical area, is asked to work beyond 37 hours under one single contract of employment the additional hours will be classified as overtime and the appropriate payment will be made according to the procedure and rules set out in the Salary policy.

10.2 The OPCC policy on overtime payments can be found via the following link: [Salary Policy](#).

## **11. Other Allowances**

### **11.1 Designated First Aiders**

A manager may designate a first aider, from amongst staff who hold a qualification approved by the HSE, to provide first aid to staff and others at their work base, as necessary. The designated first aider may also be given delegated responsibility for the checking and maintenance of first aid resources - medical box, information, updating of local procedures, etc. The designated first aider will receive the first aid allowance as set out in the [Salary Policy](#).

## **12. Reimbursement of expenses**

The OPCC recognises that employees sometimes incur necessary expenditure in carrying out their responsibilities and supports the principle that such expenditure should be reimbursed. The OPCC policy on expenses can be found via the following link: [Expenses Policy](#).

### **Travel Expenses**

12.2 The OPCC will pay employees for all additional travel expenses necessarily incurred on OPCC business. Please refer to [Expenses Policy](#) for details of the rules governing the claiming and payment of expenses.

This covers full reimbursement of public transport costs, and payment at a flat mileage rate irrespective of size for the use of private vehicles.

12.3 Where travel is required as part of the employee's role, he/she will be expected to make the necessary arrangements.

12.4 Where travel is required, all practicable alternatives to personal car use e.g. public transport, cycling etc. should be considered and discussed with the line manager. This will need to take account of the requirement to carry out the work in an efficient and effective manner.

12.5 The line manager will decide the appropriate mode of transport at their discretion. That decision will be final and cannot be appealed. Any complaint

concerning the manner of the application of management discretion should be pursued through the OPCC's Resolving Workplace Issues Policy.

12.6 The rates payable for business mileage are detailed within the [Expenses Policy](#).

## **Other Expenses**

12.7 Employees will be reimbursed for reasonable expenses incurred on OPCC business in accordance with the Expenses Policy.

- Business involving Overnight Accommodation and Subsistence
- Eyesight test and spectacles
- Professional fees

## **13. Change of Work Base**

13.1 The OPCC recognises that a change of workbase might occur, for example, to enable continuity of employment or to provide work experience which could enhance an employee's future prospects.

13.2 An employee's workbase will not be changed without prior consultation and full consideration of the employee's personal circumstances.

13.3 Where a change of workbase is necessary, staff will be given at least one month's notice to enable them to make any necessary travel arrangements, etc. A longer period will be considered where there are exceptional circumstances.

## **Relocation Assistance**

13.4 OPCC wishes to ensure that existing and new staff who are required to change their work base and subsequently have to move home are assisted to achieve the move quickly and efficiently so that they can become settled in the new area and in their new role.

13.5 Relocation assistance will be subject to discussion with management and management approval.

13.6 The claims must be made within six months from the date of taking up an appointment with the OPCC. In exceptional circumstances, such as extreme difficulty in

moving or significant personal or financial hardship, the OPCC's Chief Executive may extend the period for the payment up to a maximum of a further six months.

13.7 The details of the policy can be found within the Expenses Policy.

13.8 Where an employee is living in temporary accommodation while seeking permanent accommodation (purchased or rented) and is still incurring expenditure on their 'old' accommodation, a "Separation Allowance" may be claimed as detailed in the Expenses Policy.

### **Repayment of Allowances**

13.9 All employees intending to claim under the scheme will be required to sign a Form of Undertaking and no payments will be made prior to receipt of the signed form.

13.10 The employee will be required to confirm that he/she accepts that, in the event of resignation or dismissal due to misconduct or statutory prohibition, within two years of the final payment, all payments will be repaid on the following basis:

|  |                       |
|--|-----------------------|
| Within 12 months of final payment              | 100% of all sums paid |
| After 12 but within 18 months of final payment | 50% of all sums paid  |
| After 18 but within 24 months of final payment | 25% of all sums paid  |

13.11 Where an employee is dismissed on health grounds or made redundant, there will be no recovery of costs under this appendix. In other exceptional circumstances, consideration will be given to waiving, in part or in total the provisions of 13.10.

### **Travel Assistance**

13.12 OPCC recognises that staff may sometimes be required to change their work base where the alternative is to make the employee redundant - for example because of a site closure or reorganisation leading to a reduced requirement for staff at a particular site.

13.13 In these circumstances, financial assistance will be provided to employees as shown below to off-set increased costs in accordance with the Expenses Policy.

13.14 Travel assistance will apply for two years from the date of the move to the new work base.

13.15 However, if an employee moves house or work location before the end of that period and is no longer eligible, all payments will immediately cease.

#### **14. Arrangements For Payment Of Salaries**

Information about the above is contained in the [Salary Policy](#)

#### **15. Secondment**

15.1 The OPCC recognises secondments offer a flexible solution to staffing needs whilst simultaneously developing staff skills which benefit both individual and the OPCC.

15.2 The details of the Secondment policy can be found within the Salary Policy.

#### **16. Annual Leave**

The provisions of this section will apply to all employees, employed by the OPCC

##### **16.1 Annual leave year**

The leave year runs from 1 April to 31 March.

##### **16.2 Annual leave entitlement**

All staff, whether full-time or part-time, are entitled to the same pro rata full-time equivalent amount of annual leave and public holidays.

‘Full time staff’ are defined as staff who are contracted to work for 52 weeks a year.

‘Part time staff’ are defined as staff who are contracted to work for either:

52 weeks a year but less than 37 hours a week

Or

Less than 52 weeks a year, regardless of how many hours worked per week

##### **16.3 Annual leave entitlement - full-time staff**

The annual leave entitlement for full-time staff is outlined below:

| <b>Grade</b> | <b>Entry</b>          | <b>5 years</b>        |
|--------------|-----------------------|-----------------------|
| A-D          | 24 days (177.6 hours) | 27 days (199.8 hours) |

|     |                       |                       |
|-----|-----------------------|-----------------------|
| E-G | 25 days (185 hours)   | 28 days (207.2 hours) |
| H+  | 26 days (192.4 hours) | 30 days (222 hours)   |

Annual leave will be applied on a pro-rata basis during the leave year in which an employee attains five years of service and the new (higher) entitlement will take effect on the calendar day after the 5 year anniversary.

In these circumstances it will be necessary to re-calculate the employee's annual leave entitlement on the calendar day after the 5 year anniversary.

Maximum entitlements will be achieved after five years' reckonable service.

#### **16.4 Public holidays**

Full-time staff will be entitled to leave on the public holidays which fall within each annual leave year i.e. April - March.

There are normally 8 public holidays within the period April – March, however, this is subject to change, usually because of the timing of the Easter holiday period.

#### **16.5 Service relevant for purposes of calculating annual leave**

All service with employers covered by the Local Government Modification Order (year and reference) counts toward an employee's annual leave entitlement. Service does not have to be continuous.

Details of those organisations covered by the Local Government Modification Order is available at your place of work, from your manager or from Human Resources.

#### **16.6 Annual leave entitlement in first and final years of employment**

Full-time and part time staff contracted to work 52 weeks a year will be entitled to have their annual leave entitlement calculated on a pro-rata basis during their first and final years of employment to reflect both the hours and number of complete weeks worked in the year (rounded up to the next day or half day).

If staff have taken more annual leave than their pro rata entitlement in the final year of their employment the appropriate deduction will be made from their final salary payment.

In circumstances where part time staff do not work the same number of hours each day of the normal working week the calculation will be based on their actual hours of work and their pattern of work.

### **16.7 Public holiday entitlement during the first and final years of employment**

Both full-time and part-time staff contracted to work 52 weeks a year will be entitled to payment for those public holidays which fall in the period they work in their first and final years of employment.

For part-time staff contracted to work 52 weeks a year, a pro rata reduction will be made, based on their actual hours of work and their pattern of work, where they do not work the same number of hours each day of the normal working week.

### **16.8 Annual leave entitlement - part-time staff**

Because a large number (at least four of the normal eight public holidays) of public holidays fall on a Monday part-time staff, particularly those who do work on a Monday, could potentially have an increased benefit of public holidays.

To ensure equity for all staff irrespective of the hours or days worked all part time staff will receive a pro rata entitlement for all public holiday; and to ensure that different working patterns are fairly accommodated the entitlement will be calculated in hours.

Public holiday entitlement will be equivalent to:

**(Weekly contracted hours /37) x (7.4 x 8\*)**

Any time taken off on Public Holidays will be deducted from the total leave entitlement (i.e. the sum of public holiday and annual leave)

Annual leave entitlement will be equivalent to:

**(weekly contracted hours/37) x (7.4 x full-time annual leave entitlement)**

### **16.9 Booking and taking of annual leave**



- All annual leave will be booked and taken in accordance with the Annual Leave and Time off Policy.
- Employees can request annual leave on specific dates by giving reasonable notice. For further guidance about how to request annual leave refer to the Annual Leave and Time Off Policy
- The OPCC can refuse to allow requests for annual leave at a particular time if it will cause operational difficulties, providing the manager gives the employee with reasonable notice that the annual leave request cannot be authorised.
- The OPCC can require the employee to take annual leave on specific dates - notice given will be twice as many days in advance of the first day of leave, specified as the
- number of days (or part days) leave to be taken (e.g. one week's leave - two weeks' notice) and confirmed in writing to the employee.

#### **16.10 Carry Forward of Annual Leave**

Subject to the four bullet points below, all annual leave will be taken in the leave year to which it relates. Any leave outstanding at the end of the leave year will be lost.

- In exceptional circumstances, where operational requirements make it impossible for an employee to take his/her full annual leave entitlement, an appropriate line manager nominated by the Chief Executive may authorise an employee to carry a maximum of five days forward into the next leave year. Any such days must be taken by the end of May or will be lost.
- Where an employee has been off sick for all or part of the leave year and has not been able to use their statutory annual leave entitlement before the end of the leave year, they will be entitled to carry statutory leave forward into the next leave year. This provision is subject to a number of restrictions and managers should refer to the Annual Leave and Time Off Policy.
- Where an employee is absent due to maternity leave, and the period of leave spans more than one annual leave year, they will be entitled to their full annual

leave entitlement in each year. Maternity policy can be found via the link below:  
[Maternity Policy](#).

- Suspension due to disciplinary proceedings should be reviewed as a special case.

#### **16.11 Payment in lieu of annual leave**

Payment will not be made in lieu of any annual leave not taken at the end of the leave year.

In exceptional circumstances (i.e. where a manager determines that annual leave cannot be taken during an employee's notice period for operational reasons), payment in lieu of any annual leave not taken on termination of employment will be made at flat rate.

If an employee leaves OPCC and prior to this has been off sick and has not had the opportunity to use their statutory annual leave entitlement, a payment in lieu of the statutory leave will be made to the employee.

Otherwise payment will not be made in lieu of any annual leave not taken on termination of employment.

#### **16.12 Sickness while on annual leave**

Annual leave taken may be converted to sickness leave and the annual leave reinstated where an employee is sick during a period of annual leave, in which case the provisions of the sickness absence policy will apply.

The details of this are set out in the [Managing Sickness Absence Policy](#).

### **17. Other Types of Leave**

Other types of leave can be found in the [Annual Leave and Time Off Policy](#) and [Other Family and Friendly time Off Policy](#).

### **18. Notice Periods**

The following notice periods will apply:-

#### **Notice by Employees**

|   |                   |
|---|-------------------|
| <b>The notice to be given by employees to terminate their employment will be:</b> |                   |
| Staff graded at Grade H and above   | 3 calendar months |
| Staff graded at grades F & G  | 2 calendar months |
| Staff up to and including Grade E   | 1 calendar month  |

### **Notice by the OPCC**

|  |                   |
|--|-------------------|
| <b>The notice to be given by the OPCC to terminate an employee's employment will be:</b> |                   |
| Staff graded at Grade H and above  | 3 calendar months |
| Staff graded at grades F & G   | 2 calendar months |
| Staff up to and including Grade E  | 1 calendar month  |

## **19. Salary Policy**

19.1 The Salary Policy sets out the grades that will apply to employees covered by the Employment in OPCC with effect from the date of 1 November 2014.

19.2 There will be 11 grades ranging from A-K for OPCC employees. Each grade has a number of steps comprising the 'normal salary range' and a 'higher salary range'. Employees can expect to progress to the normal salary range maximum over time subject to meeting their job requirements.

19.3 A higher salary range will be available to a small minority of employees who continually excel in relation to the requirements of their role.

19.4 Salaries within the grades will be reviewed each year with the outcome of the review being applied with effect from 1 April each year.

19.5 The salary ranges relating to the grades are detailed within the Salary Policy.

### **Progression within the grades**

19.6 The details for this are set out in the Salary Policy.

19.7 There is facility within OPCC's salary policy to recognise, by accelerated progression, employees whose performance exceeds that of other employees.

19.8 It is recognised that there will be a very small minority of employees whose performance needs to improve. In these circumstances pay will not normally progress.

19.9 For a small minority of employees who consistently excel there is facility to progress into the higher salary range. This is subject to Chief Executive approval.

19.10 The salary policy sets out OPCC's policy on salary progression and is to be read in conjunction with the IPP process.

### **Salary protection**

19.11 Salary protection arrangements are detailed within OPCC's Salary Policy.

## **20. Scheme of Personal Accident Benefits for Employees And Others**

Details of the above can be found in the Managing Sickness Absence Policy.

## **21. Confidential Information**

21.1 Employees may hold, in and as a result of their employment, information which is confidential to the OPCC (the "Confidential Information"); the Confidential Information is the exclusive property of the OPCC. The Confidential Information will include all data and information relating to the business and management of the OPCC. The Confidential Information will also include any information that has been disclosed by a third party to the OPCC. It is a material term of each employee's contract with the OPCC that they keep all Confidential Information absolutely confidential and protect its release to any unauthorised person.

21.2 Confidential Information will not include information that becomes public in the normal course of the OPCC's business, or where the OPCC has authorised in writing its

disclosure, or where disclosure is required by law, or by requirement of any court, judicial body or government agency.

## **22. Right to work in UK**

22.1 It is a condition of employment that employees have and continue to have the right to work and leave to remain in the UK, in accordance with the Immigration, Asylum and Nationality Act 2006. If, for any reason, employees lose the right to work and/or leave to remain in the UK, the employee's employment will be terminated with effect from the date that the employee's right to work and/or leave to remain expired, on the grounds that it is unlawful to continue to employ the employees in the UK. Employees will not be entitled to notice of termination of their contract or to pay in lieu of notice in these circumstances.

## **23. Outside Activities**

23.1 During the term of employment, employees must not directly or indirectly engage or participate in any business, activity or other pastime that may be in conflict with the interests of the OPCC or cause embarrassment to his office. In the event that any employee engage or participate in such behaviour, their employment may be terminated with immediate effect, and there will be no entitlement to notice of termination of

contract or to pay in lieu of notice in these circumstances in accordance with the Managing Misconduct Policy.

## **24. Political Restriction**

24.1 OPCC's employees posts are politically restricted. This means that unless specifically stated otherwise in an individual Statement of Particulars, employees are disqualified from standing for, or holding elected office, employees must not canvass on behalf of a political party or a person who is or seeks to be a candidate, employees must not speak in public or publish any work that could give the impression members of staff are advocating support for a political party, employees must not act as an election agent or sub agent for a candidate for election, and employees must not be an officer of a political party or member of a committee which require OPCC employees to participate in the general management of the party or one of its branches, or act on its behalf in relation to others.

## **25. Criminal Offences**

25.1 It is a condition of employment with the OPCC that members of staff notify their line manager immediately if they are prosecuted, convicted, cautioned, reprimanded or warned in relation to any criminal offence. If employees are prosecuted, convicted, cautioned, reprimanded, or warned in relation to any criminal offence the position of that employee will be reviewed and employees may be dismissed, either summarily or with one week's notice. If employees fail to notify their manager of any such prosecutions, convictions, cautions, reprimands or warnings, this will be treated as a disciplinary offence and may also result in dismissal in accordance with the Managing Misconduct Policy.

## **26. Non Police Personnel Vetting (NPPV)**

26.1 OPCC posts are subject to NPPV clearance. The guidance is available at your place of work, from your manager or from Human Resources. OPCC posts are also subject to the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 as amended.

26.2 There are three different levels of NPPV vetting. The decision on what level of vetting is necessary will be driven by what access to information employees have and need for the role. The line manager's decision on vetting level will be final.

26.2 It is a condition of employment that members of staff notify their line manager immediately of any changes in their personal circumstances which may be of relevance to employee clearance.

26.3 NPPV clearance is subject to renewal every 3 years but may be reviewed earlier if any relevant information is made known. Should an employee's clearance be withdrawn then the continued employment of that employee will be reviewed and this may lead to dismissal in line with the Managing Performance Policy and Managing Misconduct Policy.

## HAMPSHIRE POLICE AND CRIME PANEL

### Report

|                         |  |               |  |
|-------------------------|--|---------------|--|
| <b>Date considered:</b> | 7 July 2017  | <b>Item:</b>  | 5  |
| <b>Title:</b>           | Confirmation Hearing Process for the role of Chief Financial Officer |               |  |
| <b>Contact:</b>         | Katie Benton, Scrutiny Officer to the Panel                          |               |  |
| <b>Tel:</b>             | 01962 847336   | <b>Email:</b> | <a href="mailto:members.services@hants.gov.uk">members.services@hants.gov.uk</a> |

### 1. Executive Summary

- 1.1. This document explains the process to be followed by the Hampshire Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of the preferred candidate to the role of Chief Financial Officer.
- 1.2 This document summarises the Confirmation Hearing protocol agreed by the Panel at their 8 July 2016 meeting.

### 2. Powers of the Hampshire Police and Crime Panel

- 2.1. The Panel have the functions conferred by Schedule 1 Part 10 of the Police Reform and Social Responsibility Act 2011 (Scrutiny of Senior Appointments). This enables them to:
  - (i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
  - (ii) Make a report to the Commissioner on the proposed senior appointment;
  - (iii) Include a recommendation to the Commissioner as to whether or not the candidate should be appointed;
  - (iv) Publish the report to the Commissioner made under (ii).

### 3. Confirmation Hearing for the role of Chief Financial Officer

#### *Prior to the Hearing*

- 3.1 The Panel received notification from the Hampshire Police and Crime Commissioner (hereafter referred to as 'the Commissioner') of the proposed appointment to the role of Chief Financial Officer on 26 June 2017.
- 3.2 This appointment is a permanent appointment, and therefore it is subject to the public scrutiny that is required as part of a proposed senior appointment

within the meaning of Schedule 1 of the Police Reform and Social Responsibility Act 2011<sup>1</sup>.

3.3 In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner has provided the following documentation:

- Name of the preferred candidate;
- The criteria used to assess the suitability of the candidate for the appointment;
- Statement/report from the Commissioner stating why the preferred candidate meets criteria of role;
- Terms and conditions of appointment.

#### *At the Hearing*

3.4 The first part of the meeting will be conducted in public and structured as follows:

- a. The candidate will be welcomed to the meeting.
- b. The Police and Crime Commissioner will have the opportunity to make any comments on the candidate and the proposed appointment.
- c. The candidate will have an opportunity to present to the Panel his/her understanding of the role.
- d. The Panel will have the opportunity for to ask questions of the candidate.
- e. The candidate will be given opportunity to clarify any answers given during the hearing and ask questions of the Panel about the next stage of the process.

3.5 The Panel will ask questions of the candidate which relate to his/her professional competence and personal independence, the answers to which will enable the Members to evaluate their suitability for the role. Lines of enquiry will be made available to the Panel from the Chairman prior to the 7 July 2017 meeting.

#### *On the Close of the Hearing*

3.6 The Panel will hold a closed session in order to decide on its recommendations to the Commissioner regarding the appointment of the preferred candidate to the role of Chief Financial Officer at the end of the Confirmation Hearing sessions held on 7 July.

3.7 The Panel will discuss the following:

- Whether the candidate has the professional competence to exercise the role as set out in the role profile.
- Whether the Panel feels that the candidate has the personal independence to exercise the role.

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<sup>1</sup> <http://www.legislation.gov.uk/ukpga/2011/13/schedule/1/enacted>



- 3.8 Where a candidate meets the standards but there is still cause for concern about his or her suitability, it may be appropriate to outline those concerns in the Panel's response to the Police and Crime Commissioner.
- 3.9 Where a candidate does not meet the minimum standards in the areas set out in paragraph 3.7, this would suggest a significant failure in the appointments process undertaken by the Commissioner. If the Panel believes that there has been a significant failure in the appointments process, the Panel may choose to not recommend the candidate to the role of Chief Financial Officer.

*Following the Confirmation Hearing*

- 3.10 The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner in writing by the next working day.
- 3.11 It is suggested that a period of three working days should elapse before the embargo is lifted and the recommendations of the Panel are made public, in line with the Panel's Confirmation Hearing protocol.

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## HAMPSHIRE POLICE AND CRIME PANEL

### Report

|                         |   |               |  |
|-------------------------|---|---------------|--|
| <b>Date Considered:</b> | 7 July 2017   | <b>Item:</b>  | 5  |
| <b>Title:</b>           | Appointment of Chief Finance Officer to the Police and Crime Commissioner |               |  |
| <b>Contact name:</b>    | Richard Andrews, Acting Head of Governance and Policy                     |               |  |
| <b>Tel:</b>             | 01962<br>871595   | <b>Email:</b> | <a href="mailto:opcc@hampshire.pnn.police.uk">opcc@hampshire.pnn.police.uk</a> |

#### 1. Executive Summary

- 1.1. Further to the provisions of Schedule 1 to the Police Reform and Social Responsibility Act 2011 ('the Act'), the Police and Crime Commissioner has given notification to the Hampshire Police and Crime Panel of the proposed appointment of Andy Lowe as Chief Finance Officer. This report sets out the information necessary to enable the Panel to review the proposed appointment and make a report to the Commissioner upon it, including a recommendation as to whether or not the candidate should be appointed.
- 1.2. Under the PRSRA 2011, the Commissioner must notify the panel of the following information:
- a) The name of the person whom the commissioner is proposing to appoint ("the candidate")
  - b) The criteria used to assess the suitability of the candidate for the appointment;
  - c) Why the candidate satisfies those criteria;
  - d) The terms and conditions on which the candidate is to be appointed.

#### 2. Contextual information

- 2.1 The provision of strategic financial support to the Police and Crime Commissioner is made through a Service Level Agreement with the Hampshire Shared Service Partnership. This includes providing named personnel to perform the statutory function of Chief Finance Officer.
- 2.2 The Commissioner's current Chief Finance Officer is Carolyn Williamson, supported by Andy Lowe as Deputy Chief Finance Officer. Carolyn has been elected as the Junior Vice President of the Chartered Institute of Public Finance and Accountancy (CIPFA), a position she takes up this month. Together with the outcome of a review of how strategic financial support will be delivered to the Commissioner, this has led to the decision to propose the appointment of Andy Lowe to the statutory position of Chief Finance Officer.

### **3. Issues for consideration**

#### **3.1 Name of candidate**

The name of the person the Commissioner is proposing to appoint to the post of Chief Finance Officer is Andy Lowe.

#### **3.2 Criteria used to assess the suitability of the candidate for the appointment**

The Home Office has produced a document called 'Financial Management Code of Practice for the Police Service of England and Wales'. Section 4 of the document sets out the key roles and responsibilities of the Chief Finance Officer for the Police and Crime Commissioner as follows:

- ensuring that the financial affairs of the PCC are properly administered and that financial regulations are observed and kept up to date;
- ensuring regularity, propriety and Value for Money (VfM) in the use of public funds;
- ensuring that the funding required to finance agreed programmes is available from Central Government and Welsh Government funding, precept, other contributions and recharges;
- reporting to the PCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC;
- reporting to the PCC, the Police and Crime Panel and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;
- advising the PCC on the robustness of the budget and adequacy of financial reserves; ensuring production of the statements of accounts of the PCC;
- ensuring receipt and scrutiny of the statements of accounts of the Chief Constable and ensuring production of the group accounts;
- liaising with the external auditor;
- advising the PCC on the application of value for money principles by the police force to support the PCC in holding the Chief Constable to account for efficient and effective financial management; and
- advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.

### **3.3 Why the candidate satisfies those criteria**

It is proposed that Andy Lowe be appointed to Chief Finance Officer as he is considered a suitable candidate in terms of carrying out the above role.

In terms of his experience and suitability for the role, he is the current Deputy Chief Finance Officer for the PCC, a role he has undertaken since May 2016 through the Shared Service Partnership.

Mr Lowe also has significant previous experience in a senior leadership role from his time as Chief Financial Officer to Southampton City Council from 2011 – 2016, including leadership of a range of corporate services which fell within his remit, including Finance, IT, Procurement, Revenues and Benefits, Internal Audit, Insurance and Risk Management, Contract Management.

In addition to the above, Mr Lowe is considered a suitable candidate based on the following knowledge and experience:

- A proven track record of operating at Board level as Chief Financial Officer within a large multi-disciplined organisation (a Unitary Council)
- Current experience of providing strategic advice to the PCC for Hampshire, the Isle of Wight, Portsmouth and Southampton in his role as Deputy Chief Financial Officer.
- Significant experience of working with and advising politicians on complex and wide ranging issues
- Demonstrable experience of effectively leading a finance service and other key support services within a Unitary Authority
- Experience of supporting major change and transformation, and delivering outcomes as a senior leader in a demanding, complex and politically sensitive environment
- A successful track record of influencing and providing balanced financial advice to the Police and Crime Commissioner, and in his previous role advising Southampton City Council's Management Team and politicians during a period of sustained financial stress within Local Government
- Experience of leading, managing and motivating professional groups of staff to achieve progressively higher standards of service delivery, service improvements and cost reduction within challenging organisational circumstances
- Significant evidence and experience of effective partnership working with partner organisations, private sector providers, public agencies and statutory authorities

- A commercial focus, significant experience of managing and influencing major contracts, including leading the successful re-negotiation of Southampton City Council's £30M per annum contract with Capita for the provision of both back office and customer facing services, delivering both a significant one off saving, and significant recurrent savings per annum from January 2014
- Extensive experience of financial and risk management including leading the budget process, setting, managing and monitoring challenging budgets

### **3.4 Terms and conditions of appointment**

Mr Lowe will not become a member of the Police and Crime Commissioner's staff through this arrangement, but will remain employed by his host authority, Hampshire County Council. His terms and conditions will therefore remain unchanged.

## **4. Recommendation**

- 4.1 That the Police and Crime Panel recommend the appointment of Andy Lowe as Chief Finance Officer to the Police and Crime Commissioner.

### **Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

Document

Location