

Mr Robert Fousert
Chair – Police & Crime Panel
Cheshire East Council
Westfields
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CW11 1HZ

David Keane
Police & Crime Commissioner

Stockton Heath Police Station
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Stockton Heath
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Date: 2 July 2018

Our Ref:
OPCC/DK/CH

Your Ref:

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Dear Mr Fousert

PROPOSED APPOINTMENT OF A CHIEF FINANCE OFFICER

In accordance with Schedule 1 of the Police Reform & Social Responsibility Act 2011, I write to inform you that I propose to appoint Ms Clare Hodgson as Chief Finance Officer for the Office of the Police of Crime Commissioner for Cheshire.

In accordance with the provisions of Schedule 1 of the Act, I am advising you, as Chair of the Police & Crime Panel, so that arrangements may be made to hold a confirmation hearing to review the proposed appointment and make a recommendation as to whether the candidate should be appointed. As specified in Schedule 1 of the Act, I set out below the required information for the Panel's consideration, namely:

- a) the name of the person whom the commissioner is proposing to appoint
- b) the criteria used to assess the suitability of the candidate for the appointment;
- c) why the candidate satisfies those criteria; and
- d) the terms and conditions on which the candidate is to be appointed.

Following a robust recruitment process, Ms Hodgson has been selected as my preferred candidate.

The statutory duties of the Chief Finance Officer will only form part of Ms Hodgson's responsibilities, as her full role will be as Head of Finance, Operations and Governance. To reflect these wider responsibilities Ms Hodgson will be employed on a full time basis. This letter focuses on Ms Hodgson's suitability in relation to the duties of Chief Finance Officer, as this is the role which is subject to Police & Crime Panel review.

Due to the importance of the role, the office engaged with a recruitment agency to source candidates. This approach worked well, with a number of highly skilled individuals applying for the post (18 in total). From this pool of applications, 6 candidates were shortlisted for assessment and interview; conducted by the OPCC Chief of Staff, Cheshire Constabulary Head of Human Resources and Cheshire Constabulary Head of Finance. The assessment and interview process comprised of:

- Psychometric Profile
- Presentation
- Competency based interview.

The job description, presentation topic and interview questions, and scoring matrix are attached for information.

From the above process, three candidates performed exceptionally well and scored very closely. These three candidates were selected for a follow-up interview with the PCC, OPCC Chief of Staff and representative from Cheshire Constabulary Human Resources.

Ms Hodgson was the highest scoring candidate and was selected as my preferred candidate. Ms Hodgson performed particularly well in the areas of leading strategic change, leading the workforce, managing performance and decision making; all of which will be crucial in her role as key advisor to the Police & Crime Commissioner.

Ms Hodgson has since accepted a conditional offer subject to vetting and references, which have now been satisfactorily completed.

Ms Hodgson is a very talented, highly qualified and experienced candidate and I am sure she will play a key role in shaping the organisation and delivering my objectives. Through the recruitment process Ms Hodgson demonstrated that she is an experienced senior finance professional with strategic level expertise who will be a great asset for the Office of the Police & Crime Commissioner for Cheshire and Cheshire residents.

Ms Hodgson's CV is attached for your and Panel members' information and to assist you with the confirmation hearing. I would ask that the CV remains a private document for panel members use only and not for publication.

The appointment will be made on a permanent full-time basis at salary scale SM5; £66,342 - £70,812 and expenses will be paid in accordance with office policy. The post is politically restricted and has been subject to Police Management Vetting. The appointment of new employees to the Office of the Police & Crime Commissioner (OPCC) is subject to a period of probation not exceeding six months.

The job description sets out the roles key areas of responsibility. Specifically regarding the confirmation hearing, the Panel will note that as outlined, the role will have responsibility for the fulfilment of all statutory obligations of the Chief Finance Officer for the Police and Crime Commissioner as set out in paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011 and Sections 113 and 114 of the Local Government Finance Act 1988. The role will also oversee the management of the governance and assurance arrangements to support the statutory oversight and scrutiny function of the Police & Crime Commissioner.

I look forward to receiving the Panel's report on this proposed appointment in this regard.

Yours sincerely,



David Keane
Police & Crime Commissioner

Cheshire Police & Crime Commissioner

Job Description

Job Title: Head of Finance, Operations & Governance

Grade SM5

Directly Responsible to: Chief of Staff

Location: Stockton Heath Police Station

Job Purpose:

The fulfilment of all statutory obligations of the Chief Finance Officer in the Office of the Police and Crime Commissioner as set out in paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011 and Sections 113 and 114 of the Local Government Finance Act 1988, overseeing the management of the governance and assurance arrangements to support the statutory oversight and scrutiny function of the OPCC

Main Duties & Responsibilities

1. Act as the professional lead officer to the Commissioner on all financial matters; financial propriety; and the financial aspects of corporate governance. Ensure the financial affairs of the Commissioner are properly administered and that financial regulations are observed and updated.
2. Contribute to the strategic leadership, direction and management of the OPCC, holding accountability for all functions of team outcomes and delivery ensuring these are recorded as part of their Performance Development Reviews to ensure an efficient and effective operational service is maintained in adherence with agreed timescales.
3. Ensure regularity, propriety and value for money (VFM) in the use of public funds and in particular advise the Commissioner of the application of VFM principles by the Constabulary to support them in holding the Chief Constable to account.
4. Work with the Commissioner to develop an ambitious strategic financial strategy and ensure that the requisite funding is available from the Government, precept, other contributions and recharges, to discharge the Chief Finance Officer's statutory responsibility for the police fund.
5. Act as the Commissioner's professional lead officer on budgetary matters, including the robustness of the budget and adequacy of financial reserves, representing the Commissioner's financial interests on all relevant projects and groups.
6. Arrange for the determination, issue and transfer of the precept.
7. Ensure that accurate, complete and timely financial management information is provided to the Commissioner.
8. Advise on the safeguarding of assets, including risk management and insurance.

9. Ensure the production of the statement of accounts of the Commissioner, ensure receipt and scrutiny of the statement of accounts of the Chief Constable and ensure production of the group accounts.
10. Report to the Commissioner, the Police and Crime Panel and the external auditor (as appropriate) any unlawful or potentially unlawful expenditure by the Commissioner or his officers or when expenditure is likely to exceed resources.
11. Ensure the provision of efficient and effective audit services and liaise with both internal and external auditors in reporting to the Audit Committee.
12. Secure effective treasury management, including loans and investments and report annual policy and performance to the Commissioner.
13. Ensure the effective management of the complaints process within the OPCC.
14. Promote, develop and sustain effective working relationships at a local, regional and national level, particularly the Association of Police and Crime Commissioners, Chief Executive, the Chief Constable and senior officers of the Constabulary, Her Majesty's Treasury, the Home Office, HMIC and the National Audit Office.
15. Work with the Commissioner and where applicable other forces, to help the Commissioner deliver their manifesto and develop new strategies to address the funding gap.
16. Work with the Chief Constable's Chief Finance Officer in a mutually supportive way to facilitate the execution of their duties.

Must be able to travel across the County

This post has been identified as politically restricted

This post is subject to an enhanced level of vetting

For the post holders level of responsibility ensure that all; arrangements, activities, equipment, supervision and staff health, welfare and training are complied with as fully detailed in the Health and Safety Policy.

It is the responsibility of all staff to promote equality, diversity and Human Rights in working practices including developing and maintaining positive working relationships, ensuring that colleagues are treated fairly, contributing to developing equality of opportunity in working practices and challenging inappropriate conduct. Staff should treat everyone with fairness and impartiality, whilst recognising differences in needs, perspectives, backgrounds and cultures.

Notwithstanding the details in this job description, the job holder may be required to undertake other duties up to a level consistent with the principal responsibilities of the job.

Qualifications

Given section 151 responsibility the post holder must be a qualified accountant with a CCAB professional body, preferably CIPFA

Experience

Evidence of continual professional and personal development with awareness of latest developments, thinking and best practice in Business Management.

Substantial experience of managing large budgets, including the management of financial planning, budget setting and medium term strategies.

Substantial experience of operating at a strategic level, preferably within a political or high profile environment.

Experience of transactional governance management.

Skills & Knowledge

Knowledge of the financial environment within which policing operates.

Ability to network and build effective partnerships both internally and externally

Knowledge and understanding of the importance of scrutiny, audit, governance and risk management arrangements.

Ability to network and build effective partnerships both internally and externally

Personal Qualities

Skill Category: Policing Professional Framework	
Serving the Public	<p><u>Serving the public – Level Executive</u></p> <p>Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.</p>
Leading Strategic Change	<p><u>Leading Strategic Change – Level Executive</u></p> <p>Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.</p>
Leading the Workforce	<p><u>Leading the Workforce – Level Executive</u></p> <p>Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.</p>
Managing Performance	<p><u>Managing Performance – Level Executive</u></p> <p>Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.</p>
Professionalism	<p><u>Professionalism – Level Executive</u></p> <p>Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or</p>

	<p>unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.</p>
<p>Decision Making</p>	<p><u>Decision Making – Level Executive</u> Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.</p>
<p>Working with Others</p>	<p><u>Working with Others – Level Executive</u> Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.</p>



INTERVIEW QUESTIONS

Thursday 26th April 2018

PRESENTATION

A key part of this position will be to develop proposals to the public for future funding requirements needed for policing. How would you approach this challenge, what would you consider and how will you present for public release.

Serving the Public

1. Can you talk to us about your experience of working in a political environment?

Leading Strategic Change

2. Can you give an example of where you have had to influence senior managers to ensure the right outcome for an organisation where they did not accept your proposal?
 - a. What influencing strategy do you use and what was the outcome?
3. Can you give an example of where you have led on difficult negotiations?
 - a. What lessons did you learn and what might you have done differently?
 - b. How do you maintain good employee relations both within the OPCC and within Cheshire Constabulary?

Leading the Workforce

4. Please give an example of how you have led a team through a complex or difficult problem and what methods you employed to ensure engagement and support at all levels.

5. Can you provide an example of where you have translated governance outcomes into messages that were easily understood by the staff?
 - a. How effective was this approach and what lessons did you learn for the future?
 - b. Evidence your adaptability of changing working environments.

Managing Performance

6. Where do you see the balance between the strategic overview and the detailed planning and delivery of this role? When is it appropriate to involve yourself in the detail?
7. A key part of this role will be the commissioning of internal and external audit and running the joint audit committee, please evidence your experience in this area.

Professionalism

8. Tell us about a time when someone asked you to do something you objected to. How did you handle the situation?

Decision Making

9. In this role you will have responsibility for the management of large budgets, including the management of financial planning, budget setting and medium term strategies. Can you tell us about your comparable experience across a similar remit?
10. You will have statutory officer responsibility under Section 151 for financial management. Can you evidence your experience and what you consider to be the critical factors for success in this area?
 - c. What is your appetite to risk?

Working with Others

11. In this role you will be required to develop relationships with a range of key stakeholders. Please describe the approach that you will take and the process you will adopt to ensure that effective relationships are established and embedded?

HEAD OF FINANCE, OPERATIONS & GOVERNANCE

PANEL	CANDIDATE:
	DATE: 26.04.18

Rating 0 = Unacceptable 1 = Low 2 = Acceptable 3 = Good 4 = Very Good

Personal Competencies	Evidence	Score
PRESENTATION		
Serving the Public		
Leading Strategic Change		
Leading the Workforce		
Managing Performance		
Professionalism		
Decision Making		

Working with Others		
Additional Comments		
Total Score		

Signed:

RATING SCALE

A scoring system of 0-4 is to be used, any officer scoring one 0 and/ or two 1s will not be successful at the interview stage

RATING	DEFINITION
4 = VERY GOOD	The candidate has provided evidence that directly relates to the quality/competency area being measured. This evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The evidence/example used has direct relevance to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
3 = GOOD	The candidate has provided evidence that directly relates to the quality/competency area being measured. This evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The evidence/example used has some relevant links to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
2 = ACCEPTABLE	The candidate has provided evidence that relates to some of the quality/competency area being measured. In the main the evidence explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The evidence/example used has some relevant links to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
1 = LOW	The candidate has provided little evidence that relates to some of the quality/competency area being measured. In the main evidence clearly explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The evidence/example used has some links indirectly to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.
0 = UNACCEPTABLE	The candidate has provided very little or no evidence that relates to the quality/competency area being measured. The evidence does not clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The evidence/example used has no direct relevance to the organisational objectives and the areas of importance as defined by the Chief Constable relating to this role.