



Devon and Cornwall Police and Crime Panel

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DEVON AND CORNWALL POLICE AND CRIME PANEL EXTRAORDINARY MEETING

Friday 18 August 2017

10.30 am

Council House (Next to the Civic Centre), Plymouth

Members:

Councillor Croad (Devon County Council), Chair
Councillor Batters (Cornwall Council), Vice Chair
Councillors Atherfold (Cornwall Council), Barker (Teignbridge District Council), Philippa Davey (Plymouth City Council), Downie (Plymouth City Council), Excell (Torbay Council), Hackett (Torrige District Council), James (Cornwall Council), Mathews (North Devon District Council), Nelhams (Isles of Scilly), Rule (Cornwall Council), Sanders (West Devon District Council), Mrs Squires (Mid Devon District Council), Sutton (Exeter City Council), Towill (Cornwall Council), Wingate (South Hams District Council) and Wright (East Devon District Council).

Independent Members:

Vacant (Devon) and Sarah Wakfer (Cornwall and Isles of Scilly).

Members are invited to attend the above meeting to consider the items of business overleaf.

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Tracey Lee

Chief Executive

Devon and Cornwall Police and Crime Panel

1. Apologies

To receive apologies for non-attendance submitted by Members.

2. Minutes (Pages 1 - 8)

To sign and confirm as a correct record the minutes of the meeting held on 7 July 2017.

3. Declarations of Interest

Members will be asked to make any declaration of interest in respect of items on this agenda.

4. Confirmation Hearings (Pages 9 - 32)

The Panel will conduct confirmation hearings in respect of the proposed appointment of the Police and Crime Commissioner's selection of –

- Chief Executive and Monitoring Officer
- Treasurer

Devon and Cornwall Police and Crime Panel

Friday 7 July 2017

PRESENT:

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Atherfold, Brimble (substitute for Councillor Sutton), Sam Davey (substitute for Councillor Philippa Davey), Downie, Excell, Fairman (substitute for Councillor James), Hackett, Mathews, Squires, Towill, and Wright.

Independent Members: Sarah Wakfer.

Apologies for absence: Councillors Philippa Davey, James, Nelhams, Rule, Sanders, Sutton and Wingate.

Also in attendance: Alison Hernandez (Devon and Cornwall Police and Crime Commissioner), Ross Jago (Senior Panel & Partnerships Adviser, Plymouth City Council), Dr Karen Mellodew (OPCC Performance Management and Customer Service Manager), Duncan Walton (OPCC Chief Executive and Monitoring Officer) and Lynn Young (Democratic Support Officer).

The meeting started at 10.00 am and finished at 1.05 pm.

Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

1. **Appointment of Chair of the Devon and Cornwall Police and Crime Panel**

Having been proposed by Councillor Wright and seconded by Councillor Mathews, and in the absence of any other nominations, it was agreed that Councillor Croad is appointed Chair for the 2017-18 municipal year.

2. **Appointment of Vice Chair of the Devon and Cornwall Police and Crime Panel**

Having been proposed by Councillor Fairman and seconded by Councillor Excell, and in the absence of any other nominations, it was agreed that Councillor Batters is appointed Vice-Chair for the 2017-18 municipal year.

3. **Minutes**

Agreed the minutes of the meeting held on 3 February 2017.

4. **Declarations of Interest**

The following declaration of interest was made in accordance with the code of conduct –

Name	Minute Number and Item	Reason	Interest
Councillor Excell	6 – Confirmation Hearings	Preferred candidate for the post of Deputy Police and Crime Commissioner is a fellow Councillor at Torbay Council	Personal

5. **Public Questions**

There were no questions from members of the public.

6. **Confirmation Hearings**

The Chair advised Panel members that only one confirmation hearing would in fact take place today, due to the preferred candidate for the role of Treasurer being out of the country and unable to attend today’s meeting. A video conference call had been considered in order to conduct the confirmation hearing, but it was felt that the Panel would prefer to meet the preferred candidate in person. The Panel were advised that this particular confirmation hearing would therefore take place at a date in the near future.

The Chair welcomed Mr Mark Kingscote (the preferred candidate for the post of Deputy Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly) to the meeting and outlined the procedure for the confirmation hearing. After the hearing, the Panel would adjourn to consider the appointment, in private. The PCC would then be advised of the Panel’s decision and the Panel would seek to agree with the PCC how and when an announcement would be made.

The Chair gave the PCC the opportunity to address the Panel to outline her reasons and deliberations for choosing Mr Kingscote as her preferred candidate; Mr Kingscote was then invited to address the Panel in order to advise them how he met the criteria for the post.

Mr Kingscote responded to questions from Panel members on –

- (1) the use of derogatory language in a ‘Tweet’ in 2015;
- (2) his experience of equality and diversity;
- (3) possible time constraints restricting his ability to fulfil his obligations in the role;
- (4) improving police presence in rural communities.

Agreed that under Section 100(A)(4) of the Local Government Act, 1972, the press and public are excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

The Panel adjourned at 11.18 am to consider the suitability of the candidate for the post of the Deputy Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly.

Following the adjournment, the Panel reconvened at 12.03 pm and the Chair advised that the Panel had had the opportunity, in private session, to consider and review –

- the Police and Crime Commissioner's recruitment and selection process;
- details about the candidate;
- the criteria used to assess the candidate;
- how the candidate satisfied that criteria and their terms and conditions of employment;

in order to satisfy themselves as to whether or not Mr Kingscote was a suitable appointment.

The Panel reached a decision in respect of the Police and Crime Commissioner's proposed appointment of Mr Mark Kingscote as Deputy Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly, and the OPCC Chief Executive and Monitoring Officer had been informed.

Following a vote,

The Panel agreed that the candidate does not meet the minimum requirements of the post. In accordance with Schedule 1, Para 10 (4) of the Police and Social Responsibility Act the Panel recommends that the candidate should not be appointed.

A separate letter outlining the Panel's concerns will be provided to the Office of the Police and Crime Commissioner on the next working day after this meeting.

7. **Police and Crime Commissioner's Performance Report**

Alison Hernandez (Devon and Cornwall Police and Crime Commissioner), Duncan Walton (OPCC Chief Executive and Treasurer) and Dr Karen Mellodew (OPCC Performance Management and Customer Service Manager) provided the Panel with the Police and Crime Commissioner's Performance Report. The Panel were advised that –

- (a) this was the first Performance Report in the new format, and the Panel's comments and views would be welcome;
- (b) the report contained a number of additional measures;

- (c) the 101 Service had seen a significant improvement in performance over the last 12 months, however during May 2017 performance had been challenged by a series of issues which had resulted in an increase in waiting times to an average of seven minutes;
- (d) standards of crime recording had improved since the HMI report published in February that had indicated that the accuracy of crime recording in Devon & Cornwall was 'inadequate';
- (e) the Baseline Public Perception Survey took place in May and June 2017; the results are currently being analysed and will be presented to the Panel at the next meeting.

In response to questions, the Panel were advised that –

- (f) the standard of recorded crime has been consistent; however there has been an increase in recorded crime due to the way it is recorded;
- (g) the level of *recorded* crime is a small percentage of *actual* crime, as not all crime is reported;
- (h) the Baseline Public Perception Survey (BPPS) had been undertaken at a cost of £14,000. The Force Survey Team had been unable to resource the survey, and the National Procurement Framework had been used to procure the cheapest external company;
- (i) the external company had applied robust methods to ensure that the sample of 800 residents of Devon & Cornwall was statistically significant and representative of the demography of the area;
- (j) the PCC had been contacted by a number of Plymouth Councillors who were concerned about the proposals for the city's Sexual Assault Referral Centre (SARC) provision, and welcomed feedback or comments from Panel members on this issue.

The Panel noted the report.

8. **Police and Crime Plan**

The Police and Crime Commissioner (PCC) provided the Panel with an update on the Police and Crime Plan 2017 – 2020. The Panel were advised that -

- (a) this was the first Police and Crime Plan (the Plan) update in the new format;
- (b) Appendix B to the Plan set out the governance arrangements for delivery of the Plan;
- (c) highlights of the Plan included –
 - the launch of the £200,000 capital fund to support Local Authorities to

increase their CCTV capacity and to encourage the development of monitoring 'hubs'

- the launch of the OPCC Community Link Officer Scheme
- the introduction of the Delayed Charging Scheme
- the operational Memorandum of Understanding that has been put in place with local fire and rescue services and the ambulance service to build a deep operational partnership to keep people safe in the local area (the highlight of which is the 'Collapsed Behind Closed Doors' regional initiative whereby the police used to respond first to an incident where a person had collapsed behind a locked door at their home or other location, however now Fire & Rescue Services respond on behalf of the Ambulance Service as the first responder response)
- a review of Watch Schemes was being undertaken and Panel members were being invited to feed into it.

The Panel noted the report.

9. **Police and Crime Commissioner's Update Report**

The Police and Crime Commissioner (PCC) presented the Police and Crime Commissioner's Update Report, which highlighted a number of issues including –

- (a) Project Genesis;
- (b) Pathfinder (Delayed Charge Scheme);
- (c) the appointment of a new OPCC Chief Executive (for which 62 applications had been received).

The Panel noted the report.

10. **Report from the Office of the Police and Crime Commissioner in respect of any non-criminal complaints about the Police and Crime Commissioner**

Duncan Walton (OPCC Chief Executive and Monitoring Officer) advised the Panel that one formal complaint against the Police and Crime Commissioner had been received during the period 24 January 2017 – 31 May 2017, and was currently being assessed in discussion with the Police and Crime Panel Secretariat.

Issues relating to election expenses for the 2015 General Election were referred to the Independent Police Complaints Commission (IPCC) as a 'serious conduct matter' not a 'complaint'. After a full investigation by West Mercia Police, the decision for no further action was taken by the Crown Prosecution Service (CPS). A report from the Independent Police Complaints Commission (IPCC) is still awaited.

The Panel noted the report.

The Chair advised the Panel that he had received a request from Plymouth City Council regarding a motion of no confidence in the Police and Crime Commissioner (PCC) whereby Plymouth City Council were extremely alarmed at recent comments from the PCC (on Radio Cornwall) about licensed firearm owners being allowed to act during terrorist incidents. He had been asked to propose a motion of no confidence in the PCC, however he advised Panel members that he was not prepared to do this, acknowledged that this matter was open for discussion by members, and asked the PCC for her comments on this issue.

In response, the PCC advised the Panel that she did not believe in vigilante-ism, and stressed that she had stated on a number of occasions that she did not believe in this. She admitted that this issue had been raised by the last caller during a radio phone-in which took the subject matter further than expected. She had spoken to the BBC following the show, issued statements to be clear about what she believed in, and stressed to Panel members that she believed in the Police's view of 'Run, Hide and Tell' if a terrorist incident happened. She apologised if anyone felt that she had a different view and would have been delighted if she had been personally asked by any of those (Plymouth City) Council members about it, and re-iterated that she did not believe in vigilante-ism.

Councillor Davey proposed and Councillor Brimble seconded a motion of no confidence as detailed below –

'In light of the Commissioner's ill-judged comments on the radio on 12 June concerning the possible use of guns by members of the public in response to terrorist activity, this Panel no longer has confidence in her competence to represent the people of Devon, Cornwall and The Isles of Scilly in this role.'

Following a vote, the motion was lost.

(Councillor Atherfold left the meeting part-way through this agenda item)

11. **Police and Crime Panel Workplan**

Ross Jago discussed the work programme with the Panel and it was agreed to –

(I) add the Connectivity Plan to the workplan.

The Panel were reminded that the previously agreed approach of one proactive and one reactive in depth review each municipal year had not been abandoned; Panel members were encouraged to submit any topics they considered worthy of review.

The Chair reminded Panel members that a confirmation hearing for the preferred candidate for the post of OPCC Treasurer was still required, in addition to a confirmation hearing for the post of OPCC Chief Executive.

Agreed that the Democratic Support Officer contacts Panel members to establish their availability for an extraordinary meeting on 18 August to undertake confirmation hearings.

12. **Future meeting dates**

The following are the scheduled meeting dates for the municipal year 2017-18 –

- 6 October 2017
- 1 December 2017
- 2 February 2018 (Precept meeting)
- 16 February 2018 (only activated if Precept veto'd)

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PROPOSED APPOINTMENT OF POLICE AND CRIME COMMISSIONER'S CHIEF EXECUTIVE

1. Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel to consider the Police and Crime Commissioner's (the Commissioner) proposed appointment of a Chief Executive and Monitoring Officer and to report back to the Commissioner.

The report provides an overview of the appointment process that was undertaken in July 2017 by the Commissioner to select a preferred candidate.

2. The Confirmation Hearing

Under the Police Reform and Social Responsibility Act 2011 (Act) the Commissioner must notify the Police and Crime Panel of their preferred candidate for appointment as Chief Executive. The Police and Crime Panel must hold a confirmation hearing and provide a report to the Commissioner regarding the proposed appointment.

Schedule 8 of the Act states that the Commissioner must provide the following information:

- a) The name of the person whom the Commissioner is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

This information is set out in the report, to assist the Police and Crime Panel in considering the proposed appointment. In addition this report sets out additional information to assist the Police and Crime Panel:

- i) A summary of the recruitment, application and interview process
- ii) Job description and person specification

3. Introduction and Background

The previous CEO (Andrew White) gave his notice to leave the employment of the OPCC on 18 June 2017 having secured a position with Lincolnshire Police.

In order to support the Commissioner through this transitional period the current OPCC Treasurer suspended his request to retire and agreed to become Interim Chief Executive until a new Chief Executive was in post.

Designing the selection process

The Commissioner worked with HR, the outgoing CEO and the interim OPCC CEO to devise a recruitment process for the CEO post. In considering the way forward the

Commissioner considered national guidance, the wider landscape of OPCC recruitment nationally and skill sets required for OPCC CEOs as compared to previous police authority CEOs.

Following this review, the Commissioner and the Interim Chief Executive concluded that it would be appropriate to use an external search and selection firm to explore a wider field of candidates outside of the typical field for those who had transferable skills but may not have considered applying for such a position.

The Commissioner determined that the cost of utilising an external firm for search and selection would be funded from current budgets by not appointing an interim Treasurer.

Appointing the external search and selection firm

A set of standard requirements was sent to companies listed on the ESPO procurement framework for strategic HR services. Two agencies were shortlisted, based on their past experience and their provided quotes. Both agencies were contacted and asked to provide clarification about what their offering included and the total cost. Hays Executive Search (HES) was selected as providing best value for money.

3. The Recruitment Process

3.1 Advertisement

The post was advertised in the Municipal Journal and also received press coverage. The advert was also placed on the OPCC and Police Force websites. The advert is attached as Appendix A, which also includes the introductory letter to prospective candidates from the PCC.

HES designed and delivered a campaign microsite <http://www.hays.co.uk/jobs/devon-cornwall-pcc/index.htm>. The site was accessible via published links in advertising and on the OPCC and Police Force websites as well as through social media and via direct contact with interested parties.

Chief Executives of local authorities in the area and the CEOs of other OPCCs nationally were contacted – to alert them to the vacancy and to seek their advice and support in identifying potential candidates.

HES undertook a national candidate search campaign, but focused on potential candidates within the region and potential candidates with strong connections with Devon and Cornwall, e.g. through university, family etc. HES utilised its extensive existing networks, including across government and the criminal justice sector.

Prospective applicants were required to submit their CV and a supporting statement to HES by 19 June 2017.

3.2 Job Description and Person Specification

The job description and person specification are key documents in the appointment process. They set out clearly the expectations and requirements of the role.

The previous CEOs job description and person specification were both reviewed prior to the recruitment process. Changes were made to the job specification to align with national competency based standards for policing. The Job Description and the Person Specification is attached at Appendix B.

3.3 The Selection Panel

The Core Selection Panel for the process consisted of:

- The Police and Crime Commissioner
- The Interim CEO
- Mike Saltern, PCC's Independent adviser
- Hays Executive Search

For the Interview stage the Core Selection Panel was expanded to include:

- Kate Kennally, the CEO of Cornwall Council
- Teresa cook, Devon and Cornwall Police Resourcing Manager

3.4 Applicants

HES received 63 applications (13 female and 50 male).

HES undertook an initial paper-sift of all candidates sourced through search and advertising. From this sift HES ranked each candidate from A-C and provided the details to the Commissioner, the Interim CEO and the PCC's Independent Adviser for consideration.

From that information the Core Selection panel identified 14 candidates (4 female and 10 male) to move through to the next phase (the Long List).

The 14 candidates on the Long List were interviewed by HES practitioners using relevant competency based questions.

Following that process HES put forward 6 names (2 female and 4 male) for possible advancement to the assessment Centre and Interview Stage. The Selection Panel decided to advance 5 of the candidates identified by HES to the Short List and invite them to attend the Assessment Centre/Interview. All of the 6 candidates that were identified by HES had originally been graded A in the initial sift.

3.4 Assessment Centre

The 5 selected candidates were invited to attend a one day assessment centre.

The Assessment Centre comprised two 45 minute exercises - a role play exercise, and a presentation based on 3 case studies. Both exercises were devised in discussion with the Core Selection Panel.

At the Assessment Centre, the candidates were assessed by HES representatives, the Commissioner, the Interim CEO and the PCC's Independent Advisor Mike Saltern against the following criteria (from the Person Specification at Appendix B to this report):

- Decision-making
- Leadership
- Professionalism
- Public Service
- Working with others

The candidates also undertook WAVE and HOGAN personality profiling tests with HES which were subsequently validated through an interview between the candidate and a qualified practitioner from HES.

Following the Assessment Centre HES provided a detailed report to the Core Selection Panel on each of the candidates.

3.5 Interview

The Selection Panel was joined by two additional members for the interview stage. The membership was carefully selected to bring fairness, transparency and independence to the process.

The Interview Selection Panel comprised:

Alison Hernandez	Police & Crime Commissioner
Duncan Walton	Interim Chief Executive
Kate Kennally	CEO Cornwall Council
Mike Saltern	PCC's Independent Advisor
Teresa Cook	Resourcing Manager, Devon and Cornwall Police

The formal interview concluded the selection process, comprising of approximately 50 minutes during which candidates were asked a series of questions looking for evidence of their competence and experience in the five identified area:

- Decision-making
- Leadership
- Professionalism
- Public Service
- Working with others

In addition the Interview Selection Panel asked questions around personal responsibility, self-reflection and perceptions of the role.

At the interviews a preferred candidate was unanimously identified by all members of the Interview Selection Panel and is the Commissioner's proposed candidate.

4. Proposed Candidate

As a result of the assessments and interviews the Commissioner has selected Frances Hughes as the proposed candidate for the Chief Executive Officer and Monitoring Officer role. The Interview Selection Panel was unanimous in concluding that Frances was the most suitably and qualified candidate and should be offered the position. Frances Hughes satisfied all the selection criteria and was a clear 'first choice' for all five selection board Members.

Statement of the Police and Crime Commissioner

"The recruitment process for the post of CEO and Monitoring Officer was carried out with advice and support from Hays Executive Search and was made collectively by a Selection Board that included external and independent members.

Hays Executive Search identified candidates at each stage of the process – based upon objective assessment and the recommendations made by Hays Executive Search on

who to progress to the Short List Phase and the Assessment Centre/Interview phase were adopted and followed.

Mrs Frances Hughes, the preferred candidate, was assessed against the criteria set out in the Person Specification and candidate pack and was unanimously considered to be the most suitably qualified candidate.

Throughout the selection process and at the interview stage Mrs Frances Hughes has demonstrated a high degree of competency against all of the five core criteria (Decision Making; Leadership: professionalism; Public Service; Working with Others). Her performance at both the assessment centre and interview were incredibly strong.

Mrs Hughes is an experienced senior leader in the public sector with a proven track record in delivering high quality public services in a multi-disciplinary environment. She has led numerous departmental and strategic change programs for the Council and across local authority boundaries – including business transformation and efficiency programs and has been at the forefront of innovation in service delivery, including in areas of income generation and investment.

Mrs Hughes' collaborative and leadership skills have been strongly evidenced throughout the process and her previous career – as have her ability to generate and deliver creative solutions which are designed with service improvement and the public at their heart. Her diverse experience working with a wide array of stakeholders and partners – locally, regionally and nationally - and delivering results will be an important asset in driving forward transformation within policing and ensuring that the voice of Devon and Cornwall is heard regionally and nationally.

Through her considerable experiences in the fields of community safety and emergency planning as well as her experience in leading the design and delivery of departmental restructures and business transformation Mrs Hughes has demonstrated very high competency in the areas of decision making, leadership and professionalism.

Mrs Hughes demonstrated a high degree of understanding of the challenges facing policing and possesses the required policy, leadership and personal skills to lead the OPCC at this critical and exciting time. “

5. Professional Background of Mrs Frances Hughes

Mrs Frances Hughes has worked at Torbay Council since 1993, commencing employment in environmental health following a BSc (Hons) in Environmental Health from the University of Wales

- **May 2015 - present Assistant Director (Community and Customer Services),**

The strategic lead for a wide range of “place based” and corporate services, reporting directly to the Chief Executive. Member of the Councils Senior Leadership Team. Overseeing staff team of approx. 350 and responsible for direct service provision as well as the commissioning of services. Service areas include Regulatory Services; Licensing; Torbay Community Safety Partnership; Concessionary Fares; Bereavement Services; Culture and Events (including libraries, museums and theatres); Housing Options and Homelessness; Highways; Waste and Natural Environment; IT; Revenue and Benefits; Customer Contact Centre; Print and post; Emergency Planning; Corporate Health and Safety; CCTV and Security.

- **2011 – 2015 Executive Head Community Safety and Communities**

Chief Officer for all Environmental Health, Trading Standards, Licensing, Private Sector Housing, Safer Communities Partnership, Community Development, Housing Options and Homelessness, Corporate Risk Management including emergency planning and corporate Health and Safety.

- **2008 - 2011 Executive Head Community Safety**

Responsibilities included the leadership and strategic direction of in excess of 150 staff including Environmental Health, Trading Standards, Licensing, Private Sector Housing, Street Scene, Environmental Protection, Street Wardens as well as the Safer Communities team, responsible for the operation of the CDRP, Domestic Abuse services, delivery of the Family Intervention Project, delivery of key night time economy interventions.

- **2003 - 2008 Assistant Director (Environmental Health and Consumer Protection)**

Leadership of Environmental Health, Trading Standards, Licensing, Street Wardens, Bereavement Services.

- **2001 - 2003 Senior Group Manager (Environmental Health and Consumer Protection)**

Responsible for the regulation of commercial businesses, licensing and consumer protection services.

- **1998 – 2001 Commercial Services Manager**

Management of food hygiene and health & safety, School Meals Client function, health promotion activities and all Registration and Inspection activities relating to the Registered Homes Act and the Children Act.

- **1993 – 1998 Senior Environmental Health Officer**

Environmental Health Officer responsible for regulating commercial business and private sector housing standards;

6. Terms and Conditions of Appointment

6.1 Appointment

The appointment will be subject to satisfactory references and vetting checks.

6.2 Term

The appointment will be permanent.

6.3 Salary

The salary scale is £92,685 to £104,640. This scale represents 95% of the agreed national scale for Assistant Chief Constables. The use of this process is aligned with the approach adopted for Chief Officers and statutory officers within the Force, which was endorsed by an externally led JE exercise in 2012. In preparing the recruitment process,

work was carried out to compare the proposed salary with equivalent posts in local authorities and in OPCCs where forces were of similar budget size.

It is proposed that the appointment will commence at a starting salary of £92,685 per annum.

6.4 Other Terms and Conditions

The Chief Executive is a member of OPCC staff and therefore will be employed on the same terms and conditions as other members of OPCC staff.

The post holder will be eligible to enrol in the Local Government Pension Scheme.

There is continuous service with a qualifying local authority (24 years).

The annual leave entitlement is 38 days inclusive of bank holidays.

This role will require the post holder to travel to alternative locations on an ad hoc basis to undertake the role, travel expenses will be reimbursed and published in accordance with OPCC policy and statutory requirements.

Further information can be found in the OPCC's HR policies which are published on the website at <http://www.devonandcornwall-pcc.gov.uk/information-hub/opcc-policies/>

6. Supplementary Information

Appendix A – Job Advert

Appendix B – Job Description and Person Specification for CEO and Monitoring Officer

APPENDIX A – JOB ADVERT

**CHIEF EXECUTIVE
EXETER, DEVON
£92,684 to £104,640 per annum
SAFE, RESILIENT, CONNECTED COMMUNITIES**

Devon, Cornwall and the Isles of Scilly are home to over 1.7 million people, with 11 million more visiting us every year. We are determined that policing in the peninsula is among the very best in the country. Working together with the Police Force and other key partners, the Police & Crime Commissioner sets our strategic direction and secures the effectiveness and efficiency of policing in the region. We have big plans and have already delivered a great deal. Building on the outstanding work of our departing Chief Executive, you will take forward the PCC's ambitious agenda, leading a highly regarded Office and securing the success of critical high value projects, developing new approaches to crime prevention and safeguarding the vulnerable from harm. This is a uniquely influential role, one that will place you at the heart of critical decision making and delivery that makes the police better and people safer. We enjoy excellent professional working relationships with this Police Force and others in the region. Local agencies in the public and voluntary sectors work extremely well together. If you are motivated by shared endeavour and sky's the limit thinking, then this could be for you. Your background is less important than your ability to lead and develop people, build and nurture relationships and apply political acumen and emotional intelligence to complex, sometimes highly charged situations. Understanding that there is a right way to do business, you will bring unimpeachable integrity and a commitment to delivering what is best for our beautiful and unique region.

For further information and to apply, please visit www.hays.co.uk/jobs/devon-cornwall-pcc

The closing date for applications is Monday 19th June at 0900.

Introductory PCC Statement on recruitment microsite

SAFE, RESILIENT AND CONNECTED COMMUNITIES

I'm looking for a CEO who can operate in a range of environments and will enjoy the challenge of using their diverse talents to get the best out of the police and keep our community safer. One minute you'll be thinking through how to deliver our aims with senior police officers and staff and the next you could be being confronted by a rightly demanding and vocal community. Media savvy, you'll take opportunities to help us all communicate with, engage or involve our 1.7m residents.

Taking charge of critical areas including the development and delivery of the Police and Crime plan, facilitating the budget planning, looking after the police estate and building relationships at all levels within the organisation, partners and public. You'll need strong project management and negotiation skills, financially and politically astute, and a respected leader in your field. Don't bother to apply if you're looking for the quiet life. I need someone who is ambitious to ensure Devon, Cornwall and the Isles of Scilly are recognised as one of the largest leading forces in the country and with a focus on having less victims and offenders in our community. We will also be building a new criminal justice hub at our headquarters site in Middlemoor worth approximately £29m. This key

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project must succeed because we've waited too long for the critical improvements it delivers.

In my role I aim to get the best out of all those I work with. I'm clearly opinionated as a politician and it's important you act as a critical friend as I will to you. You'll need to second guess my view so learning about each other's values is vital.

Co-production is the name of the game whether that's with the force to produce the Police and Crime plan or with victim services through our commissioning arrangements. It's far from a bureaucratic job, it's action focussed and without a doubt fun too, even at our most demanding times.

I'm very open-minded about what background, experience and personality you have, I'm just keen to ensure you can build on our successes and take people with you. If you have any questions or you're not sure whether to apply don't hesitate to speak with me on 07769 996066. I look forward to meeting you soon and I am willing to be flexible for the right candidate.

APPENDIX B -Job Description and Person Specification – Chief Executive Officer and Monitoring Officer

Job Purpose

To work with the Police & Crime Commissioner (PCC) and Deputy Police & Crime Commissioner (DPCC) to ensure the delivery of the vision, strategy and priorities of the Police & Crime Plan, cultivating a highly innovative and effective organisation, through the dynamic leadership of the Office of the Police and Crime Commissioner.

Main duties and responsibilities

1. To carry out the duties of the Chief Executive in accordance with the Police Reform and Social Responsibility Act 2011; including the statutory roles of the Head of the Paid Service; and the Monitoring Officer as required in the appropriate legislation.
2. To provide high level strategic advice to the Commissioner supporting the PCC in the development and delivery of longer term visions and strategies, working collaboratively with partners and stakeholders and with due consideration of regulatory requirements.
3. To contribute to the effective delivery of the priorities identified in the Police & Crime Plan through the encouragement of new opportunities for organisational development, developing and exploiting to maximum effect the skills across the Commissioner's office to deliver on strategic goals.
4. To be the strategic lead in the development of effective relationships with a wide range of stakeholders within and beyond Devon and Cornwall, forging high-level relationships, fostering strategic partnerships, and enhancing the reputation and influence of the OPCC through this, and the delivery of policing and community safety programmes that meet the objectives of all partners.
5. Provide a proactive strategic policy function including the early identification of key issues effecting policing through appropriate environmental scanning processes which ensure the PCC is fully sighted on the potential impacts of new legislations and policies which will assist in the delivery of longer term visions and strategies, and ensuring that the OPCC significantly contributes to national considerations concerning policing and public safety.
6. To ensure that the PCC is fully briefed and up to date with any arising issues, activities and high profile incidents.
7. To develop a framework to facilitate scrutiny and oversight of the force.
8. To ensure that the OPCC performs its equality and diversity duties and responsibilities.
9. To ensure and facilitate the PCCs commissioning approach and that resources are maximised from external bodies to achieve this.
10. In collaboration with the Chief Financial Officer to ensure that force resources are maximised and prioritised to achieve operational aims through the budget process.
11. To advise the Commissioner on their personnel responsibilities in respect of the Chief Constable and, in particular, on their appointment, terms and conditions of service, and matters relating to complaints and discipline
12. To represent the Commissioner at high level meetings with the Home Office, HMIC, Association of Police & Crime Commissioners, LGA and other outside bodies at a local, regional and national level as required, ensuring the OPCC leads and contributes to the national consideration of issues concerning policing and the reduction of crime .
13. Deliver, review and improve performance against the OPCC strategy in relation to communication, consultation and engagement, ensuring effective two way engagement and consultation with all sections of the community.

Personal Qualities Required

Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider implications of different options, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Leadership

Establishes a clear future picture and direction for the operational unit, focused on delivering the force vision and strategy. Identifies and implements change needed to meet force objectives, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Thinks in the long-term, identifying better ways to deliver value for money services that meet both local and force needs. Encourages creativity and innovation within the Operating Unit.

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 by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invests time in coaching and mentoring staff.

Creates a clear plan to deliver operational unit performance in line with Police and Crime Plan objectives. Agrees demanding but achievable objectives and priorities for the operational unit, and assigns resources to deliver them as effectively as possible. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Highlights good practice and uses it to address under performance. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery.

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility within the operational unit. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions. Demonstrates courage and resilience in difficult situations, defusing conflict and remaining calm and professional under pressure.

Public Service

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 local

stakeholders, developing partnerships and ensuring people can engage with the police at all levels. Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.

Working with others

Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes work effectively throughout the operational unit. Consults widely and involves people in decision-making, speaking to people 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. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions.



PROPOSED APPOINTMENT OF POLICE AND CRIME COMMISSIONER'S TREASURER

1. Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel (the Panel) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Treasurer following receipt of a notice to retire from the current post-holder.

The report provides an overview of the appointment process that was undertaken during in the spring of 2017 by the PCC to select a preferred candidate.

2. Introduction and Background

In February 2017, Duncan Walton gave notice that he would retire in June 2017. The Treasurer post is a full-time position which also carries the responsibility for the police estate. The PCC and Chief Executive discussed the current and anticipated future requirements for this position, and considered a number of options which included the need for a full-time commitment, and the feasibility of a shared resource under the Strategic Alliance. Having given all options due consideration it was agreed that there was a clear business need to re-appoint a full-time Treasurer for the PCC in Devon and Cornwall.

The PCC must, under the Police Reform and Social Responsibility Act 2011 (Act), notify the Panel of the preferred candidate for appointment as Treasurer. Schedule 1 paragraph 9 of the Act states that the PCC must provide the following information:

- a) The name of the person whom the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate
- c) How the candidate satisfies these criteria; and
- d) The terms and conditions under which the candidate is to be appointed.

These matters are all addressed within this report.

Also provided for the Panel's consideration is an overview of:

- i) The recruitment, application and interview process;
- ii) Advert, job description and person specification;

iii) The criteria used for assessment by the selection panel;

3. The recruitment process

3.1 Advertisement

The advertisement for the role of Treasurer was placed with Public Finance Jobs, where it was given a priority placement on-line for 4 weeks. The role was also advertised on the OPCCs website, the Police Intranet, and it was circulated to OPCC Treasurers via the Police and Crime Commissioners Treasurers Society (PACCTS) network. The closing date was Thursday 13th April 2017.

Prospective applicants were asked to complete an application form, evidencing the essential experience, specialist skills and knowledge as per the role profile, and a CV, personal statement and proof of relevant qualifications. The advert is appended at Appendix A.

3.2 Job Description and Person Specification

The job description and person specification are key documents in the appointment process. They set out clearly the expectations and requirements of the role. The job description and person specification were both reviewed and updated for this recruitment. (Appendix B)

3.3 Shortlisting

Nine applications were received. The shortlisting panel comprised the PCC, Treasurer and Police Force Human Resourcing Manager. Five candidates were short-listed for interview through a structured shortlisting process that assessed candidates against the essential knowledge, skills and experience in the role profile. One candidate withdrew prior to the interviews.

3.4 Selection Process

Shortlisted candidates were asked to pre-prepare a 20 minute presentation briefing for the PCC based on a case study provided at the invite to interview stage.

Candidates were also given the opportunity of an informal briefing with the Force Director of Finance and Resources prior to the formal interview.

The interviews took place at Middlemoor on the 3rd and 8th May, and comprised a 20 minute presentation followed by an interview of approximately 1 hour duration.

The Interview panel consisted of:

- Alison Hernandez, PCC
- Duncan Walton, Treasurer

- Mike Saltern, Independent Advisor to the PCC
- Mark Seymour, Alliance Audit Committee Member
- Teresa Cook, Police Force Human Resourcing Manager

4. Criteria, candidate and terms

4.1 Criteria for selection

Each candidate gave a presentation briefing to the panel based on a pre-read case study. The presentation was assessed against the following criteria:

- Communication and presentation skills
- Decision making
- Strategic financial management
- Use of resources
- Problem solving

The panel was given an opportunity to question the candidates on their presentation.

Candidates were then asked a set of agreed questions which comprised a mix of questions testing behavioural competencies as per the person specification, and technical financial questions.

Answers were assessed against the following criteria:

- Perspective of the role
- Strategic perspective
- Negotiating and influencing
- Respect for race and diversity
- Resilience
- Role related technical questions

4.2 Proposed Candidate

The proposed candidate, who also achieved the highest overall score, is Nicola Allen.

Nicola has extensive experience in finance having worked in this field since leaving full-time education. She has held a number of senior roles within public sector finance, and is currently the Senior Assistant County Treasurer for Devon County Council. Nicola is a qualified Accountant and member of CIPFA.

Given the requirement to work as the single financial advisor to the PCC Nicola has had experience at a wide ranging finance role in a district council which is complemented by experience gained in a more complex larger organisation. Her

current role involves the management of over ninety staff and also brings her into contact with senior managers across the County Council as well as elected representatives.

Nicola has extensive experience of capital programme management and financing and she is currently engaged on work with the Exeter Science Park Company and Skypark, thus giving her familiarity with the strategic skills needed to oversee the PCCs estates function.

Other experience has been gained with Clinical Commissioning Groups and Children's Services which will assist with this aspect of the Treasurer's role.

4.3 Terms and Conditions of appointment

The appointment is offered on a permanent basis.

The salary range for the OPCC Treasurer was determined following a job evaluation exercise carried out by Hays in June 2013. The current salary range is £82,927 rising to £93,624 per annum. It is proposed that the appointment will commence at a starting salary of £82,927 per annum.

The annual leave entitlement is 38 days inclusive of bank holidays.

This role will require the post holder to travel to alternative locations on an ad hoc basis to undertake the role, travel expenses will be reimbursed and published in accordance with OPCC policy and statutory requirements.

Annual membership fees to CIPFA will be reimbursed.

The post holder will be eligible to enrol in the Local Government Pension Scheme.

There is continuous service with Devon County Council from 2009.

Further information can be found in the OPCC's HR policies which are published on the website at <http://www.devonandcornwall-pcc.gov.uk/information-hub/opcc-policies/>

5. Supplementary Information

Appendix A – Advertisement

Appendix B - Job description and person specification

6. Recommendation

It is recommended that the Police and Crime Panel considers the proposed appointment of Nicola Allen for the role of Treasurer to the PCC on the terms and conditions provided.

Contact for further information

Duncan Walton

Interim Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

nicola.long@devonandcornwall.pnn.police.uk

26 June 2017



Appendix A

Job Advertisement

Treasurer (Full-time, Exeter based)

Starting Salary £82,927 rising to £93,624 per annum

Alison Hernandez, the Police and Crime Commissioner for Devon and Cornwall, is seeking to recruit a Chief Financial Officer to ensure the proper financial administration of the OPCC, and to act as her principal financial advisor. The Treasurer is also the Section 151 Officer to the PCC.

You will be a strategic thinker and guide the PCC in determining a clear and effective long-term financial vision and strategy. Engaging with both internal and external partners and stakeholders, you will develop and implement the medium and long term financial plans for revenue and capital.

Reporting to the CEO, you will contribute to the effective delivery of the Police and Crime Plan through effective corporate management including strategy implementation, business and resource planning, risk management, performance management and value for money. You will also work closely with Estates professionals who are directly responsible to the PCC.

You will have a track record of operating at a senior level and making a positive contribution to the overall vision, values and financial strategies of a large and complex organisation, with proven ability of handling multi-million pound budgets. You will also have evidence of working within a legislative or compliance framework.

The ability to drive, or to travel around Devon, Cornwall and Dorset, to fulfil the duties of the post is essential.

Applicants must evidence the following essential experience, specialist skills and knowledge as per the role specification as the shortlisting process will be assessed against these criteria:

- Experience of operating at a senior level as a finance professional and making a positive contribution to the overall vision, values and financial strategies of a large and complex organisation.
- Experience of handling multi-million pound budgets with an ability to provide assistance to the PCC to set the budget, policing precept and capital programme.
- Experience of corporate risk management including the safeguarding of assets, risk avoidance and insurance.

- Experience of strategic financial planning and up to date knowledge of all aspects of financial management, standards and practices.
- Experience of authorising statutory accounts and associated grant funding.
- Experience of treasury management and internal audit

If you are a CCAB qualified accountant, with up to date knowledge of all aspects of financial management, an understanding of sound public authority financial practice and a desire to succeed in challenging times of financial and operational change, we welcome your application.

For further information about the requirements of the role, please contact Andrew White, Chief Executive on 01392 225547.

RECRUITMENT INFORMATION

The closing date for completed applications is close of business on Thursday 13th April 2017.

Interview and presentations are expected to take place in week commencing 1 May 2017 and will be held at the Office of the Police and Crime Commissioner, Andy Hocking House, Alderson Drive, Exeter, EX2 7RP.

To apply please complete an application form, evidencing the essential experience, specialist skills and knowledge as per the role specification, and return along with a CV, personal statement and proof of relevant qualifications to:

Resourcing@devonandcornwall.pnn.police.uk

Or by post to: People Services Department - Resourcing, Homer House, Devon and Cornwall Police, Middlemoor, Exeter, EX2 7HQ.

Further information can be found on our website at <http://www.devonandcornwall-pcc.gov.uk/About-Us/Recruitment.aspx> or by contacting Eleanor Tanner on 01392 225555.

This post is subject to a Confirmation Hearing by the Devon and Cornwall Police and Crime Panel.

Due to the nature of this role, it will be a condition of any appointment that the preferred candidate will be vetted to an enhanced level. In completing the application form, you are consenting for the OPCC to conduct such a check during the selection process.

Equality Commitment

The PCC is committed to equality and welcomes applications from suitably qualified people from all sections of the community. The PCC is keen to ensure that her office reflects the diversity of the communities we serve, but she also wishes to promote an office culture that actively values difference and recognises that people from different backgrounds and experiences can bring valuable insights to the office and enhance the way we work.

Political Restrictions

The Treasurer is a politically restricted post. The Local Government and Housing Act 1989 places an obligation on staff of the PCC to prepare a list of all posts which are regarded as politically restricted. The Act imposes restrictions on public political activity by the holders of such posts. All staff of the PCC, except for the Commissioner and the Deputy PCC are politically restricted. In summary, the restrictions imposed on post holders include:

- Becoming (whether by election or otherwise) or remaining a member of a Local Authority, of the National Assembly for Wales, of the European Parliament, or of the House of Commons, or a PCC.
- Announcing, or allowing others to announce, ones candidature for one of the aforementioned offices
- Holding office in a political party
- Canvassing at elections and
- Speaking or writing publically on matters of party political controversy.

A relocation package may be available. Details can be found here:

<http://www.devonandcornwall-pcc.gov.uk/Key-Documents/Policies-of-the-OPCC.aspx>



Appendix B

JOB PROFILE

- Job title:-** Treasurer
- Reporting to:-** Police and Crime Commissioner
- Job purpose:-** This is a statutory role and the statutory responsibilities are set out in the Police Reform and Social Responsibility Act 2011 and sections 112 and 114 of the Local Government Act 1988.
- This role is the Section 151 Officer for the Police and Crime Commissioner for Devon and Cornwall.**

Political Restrictions

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- Becoming (whether by election or otherwise) or remaining a member of a Local Authority, of the National Assembly for Wales, of the European Parliament, or of the House of Commons, or a PCC.
- Announcing, or allowing others to announce, ones candidature for one of the aforementioned offices
- Holding office in a political party
- Canvassing at elections and
- Speaking or writing publically on matters of party political controversy.

Principal Accountabilities

1. Act as the Chief Financial Officer to the PCC to ensure the proper financial administration of the OPCC, giving assistance in providing safe and efficient financial arrangements and to act as the principal financial adviser to the PCC.

2. Provide financial advice to the Police and Crime Commissioner on all aspects of activity including the strategic planning and policy making process.

- 3 Assist the Police and Crime Commissioner in seeking to obtain the best value for money.
- 4 Advise the Police and Crime Commissioner on financial probity.
- 5 Ensure that accurate, complete and timely financial management information is provided to the Police and Crime Commissioner and the Chief Constable.
- 6 Advise in consultation with the Chief Executive and the Chief Constable's Chief Financial Officer and the Director of Legal Services on the safeguarding of assets, including risk management and insurance.
- 7 Advise on budgetary matters including any consequent long term implications.
- 8 Ensure production of the group accounts.
- 9 Act as Interim Head of Estates and long term estates programme and funding advisor.

Dimension

- Ensuring adequate control of the OPCC's gross revenue budget of £283m (2016/17), and reserves and provisions of £71m. Strategy and management of overall lending and borrowings representing an average daily cash balance of £45m.
- Purchasing and directing financial support services from the Strategic Alliance Audit, Risk and Insurance service in the area of internal audit.
- Key liaison with the PCC, Chief Executive, Audit Committee, Chief Officer Group, external alliances, partners and agencies.
- The post has no direct line management of staff, a key dimension of the role is the need to work effectively with the Constabulary, and particularly the Constabulary's Director of Finance and Resources and her team.

Other

The post is based in Exeter. Travel within the Devon and Cornwall area of responsibility, Dorset and occasional wider meetings is a feature.



TREASURER

PERSON SPECIFICATION

CATEGORY	REQUIREMENTS	ESSENTIAL/ DESIRABLE
1. Education/ Training	1.1 Recognised CCAB qualification (the qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988).	E
	1.2 Higher education to degree level or equivalent, with evidence of continuous professional development.	D
2. Experience/ Knowledge	2.1 Experience of operating at a senior level as a finance professional and making a positive contribution to the overall vision, values and financial strategies of a large and complex organisation.	E
	2.2 Experience of handling multi-million pound budgets with an ability to provide assistance to the PCC to set the budget, policing precept and capital programme.	E
	2.3 Experience of corporate risk management including the safeguarding of assets, risk avoidance and insurance.	E
	2.4 Experience of strategic financial planning and up to date knowledge of all aspects of financial management, standards and practices.	E
	2.5 Experience of authorising statutory accounts and associated grant funding.	E
	2.6 Experience of treasury management and internal audit	E
	2.7 Experience operating as Chief Financial Officer with Section 151 responsibilities.	D
	2.8 Demonstrable ability to provide innovative approaches to financial management with specific emphasis on value for money.	D

CATEGORY	REQUIREMENTS	ESSENTIAL/ DESIRABLE
	2.9 Experience of commissioning and ensuring grants are effectively managed.	D
	2.10 A good understanding and appreciation of the challenges facing policing and the associated environment.	D
3. Skills/ Attributes (to be tested at interview)	3.1 Interpersonal skills and ability to work in partnership, able to command the respect of and manage effective professional relationships with the PCC, Chief Constable, Senior officers, colleagues and stakeholders at all levels.	E
	3.2 Excellent communication, advocacy, presentation and negotiating skills, both oral and written.	E
	3.3 A high level of literacy, numeracy, analytical and IT skills.	E
	3.4 An ability to analyse and synthesise complex information quickly, weigh up alternatives and make sound, timely decisions.	E
	3.5 Ability to embrace at a strategic level the concepts and principles of financial management and convert these into effective actions.	E
	3.6 Management skills necessary to define performance requirements, set clear, ambitious and achievable outcomes, monitor progress, and address under performance.	E
	3.7 A demonstrable ability to maximise the use of scarce resources, scrutinise, monitor and challenge the effectiveness of the use of resources.	E
	3.8 Highly developed and proven political awareness and sensitivity, persuasiveness and diplomatic skills, with an awareness of and sensitivity to the political implications of professional and managerial decisions.	E
	3.9 Outstanding organisational skills, with an ability to work to deadlines.	E
	3.10 A creative approach to problem solving, with a focus on achieving effective and pragmatic outcomes.	E
	3.11 Proactive commitment to the highest levels of professional conduct, integrity, equality, fairness and diversity.	E