

Norfolk Police and Crime Panel



Extraordinary meeting

Date: **Monday 25 February 2019**

Time: **3.00pm ****

Venue: **Edwards Room, County Hall, Norwich**

** A pre-meeting has been arranged for Panel Members at 1:30pm in Meeting Room 2, South Wing, Ground Floor, County Hall.

Persons attending the meeting are requested to turn off mobile phones.

Membership

Main Member	Substitute Member	Representing
Mr Frank Sharpe	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
Mr Mike Smith-Clare	Ms Jade Martin	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsbrugh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütikofer	Mr Tim Adams	Norfolk County Council

Mr Nigel Dixon	Mrs Hilary Cox MBE	North Norfolk District Council
Mr Kevin Maguire	Mr Paul Kendrick	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

For further details and general enquiries about this agenda please contact the Committee Officer:

Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

A g e n d a

- 1. To receive apologies and details of any substitute members attending**
- 2. Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
 - Exercising functions of a public nature.

- Directed to charitable purposes; or
- One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

District Council representatives will be bound by their own District Council Code of Conduct.

3. To receive any items of business which the Chairman decides should be considered as a matter of urgency

4. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Finance Officer appointment

(Page 5)

To hold a confirmation hearing in respect of the proposed appointment of Ms Jill Penn to the position of Chief Finance Officer.

5. Exclusion of the public

The Panel will be asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the following item on the grounds that it involves the likely disclosure of exempt information as defined by Paragraph 1 of Part 1 of Schedule 12A to the Act, that is, information relating to an individual, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Panel will be presented with the conclusion of the public interest test carried out by the report author and is recommended to confirm the exclusion.

6. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Finance Officer appointment

The Panel will discuss the outcome of the hearing and agree the content of its report to the Commissioner, which must include a recommendation as to whether the proposed candidate should be appointed.

The Panel's decision, and the reasons for it, will be released into the public domain in due course.

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

All enquiries to:

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Democratic Services,
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Agenda Published: 15 February 2019



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Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Finance Officer appointment

Suggested approach from Jo Martin, Democratic Support & Scrutiny Team Manager

The Panel is recommended to:

- 1) Put questions to the proposed candidate for the position of Chief Finance Officer, Ms Jill Penn.
- 2) Agree the content of its report to the Commissioner, which must include a recommendation as to whether the proposed candidate should be appointed.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 ("the Act") requires Police and Crime Panels to review the proposed appointment, by their Police and Crime Commissioner, of a Chief Finance Officer.
- 1.2 The review must take the form of a Confirmation Hearing ("the Hearing"); that 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." The Panel must undertake this Hearing and make a report to the Police and Crime Commissioner within a period of three weeks following receipt of notification.
- 1.3 The Panel received a letter of notification from the Police and Crime Commissioner for Norfolk ("the Commissioner") of his proposal to appoint Ms Jill Penn as his Chief Finance Officer on 15 February 2019. A copy is attached at **Annex A** of this report.
- 1.4 The Panel's Chairman wrote to Ms Penn on 15 February 2019, requesting that she attend a Hearing on 25 February 2019. The Chairman's letter is attached at **Annex B** of this report.

2. Questions to the candidate

- 2.1 The Hearing is an opportunity for the Panel to review the candidate's professional competence and personal independence for the role.
- 2.2 Questions put to the candidate should aim to help the Panel determine whether the proposed candidate:
 - 1) Is suitably qualified and experienced for the position.

- 2) Has the time and capacity for the position.
- 3) Is suitably impartial.
- 4) Understands the key responsibilities and issues for the role they are being appointed to.

2.3 As such, the Panel may wish to question the candidate on the following areas:

- a) Their understanding of the key responsibilities of the role of the Commissioner's Chief Finance Officer.
- b) The strengths and experience that they will bring to the role.
- c) The approach they will take to supporting the Commissioner in handling the current and future financial challenges.
- d) Their understanding of the separation of duties between the Commissioner and the Chief Constable, as well as the separation of duties between the Commissioner's Chief Finance Officer and the Chief Constable's Chief Finance Officer.
- e) How they will support the Commissioner in holding the Chief Constable to account.
- f) How they will support the Commissioner in maintaining and developing successful collaboration arrangements, locally and regionally.
- g) What their approach will be if they feel the Commissioner is taking a course of action that is unwise.
- h) The most difficult challenges that they will face as the Commissioner's Chief Finance Officer and how they will approach them.
- i) Whether they hold any additional paid or unpaid positions that may have a bearing on this appointment.

3. Format of the Hearing

3.1 The Chairman and Vice-Chairman have agreed the following format for the question and answer session:

- a) The Commissioner will be invited to explain the role of his Chief Finance Officer and comment on why he thinks the proposed candidate should be appointed. Following any questions from the Panel, the Commissioner will then be invited to observe the rest of the Hearing from the public seating area.
- b) The proposed candidate will be invited to introduce herself, to say why she considers herself to be suitable for the role and to give any

additional information she feels may be helpful. She will also have the opportunity to ask questions about the process.

- c) Panel Members will have the opportunity to put questions to the proposed candidate covering the areas outlined at paragraph 2 of this report.
- d) The proposed candidate will be invited to clarify any answers she has given during the Hearing and to make some closing remarks.

3.2 The presumption is that the question and answer session will be held in public. However, the Panel has discretion to exclude the press and the public from the meeting if it is to consider exempt information, as defined under Schedule 12 of the Local Government Act 1972.

4. Considering the outcome of the Hearing

4.1 The Panel must make a report to the Commissioner following the Hearing, which must include a recommendation as to whether the proposed candidate should be appointed. This report must be published.

4.2 The Panel and Commissioner have agreed a Protocol (“the Protocol”) which sets out their expectations about local ways of working. It explains that:

a) Immediately following the Hearing, the Panel will meet in closed session to decide its recommendations.

b) The Panel will notify the Commissioner of its recommendations the following working day. The candidate will be copied into this communication. Where the Panel has recommended that an appointment should not be made, or used its veto, the notification will append a summary of the principal reasons for that decision.

(The Panel cannot veto the proposed appointment of a Chief Finance Officer.)

c) A period of five working days will then normally be allowed to pass before information is released about the Panel’s decision. The intention is that this will give the candidate and Commissioner time to consider their next steps before information is released to the press and public.

If, however, the candidate’s interests would be better served by a quicker release of information, this will be discussed and agreed with the Commissioner.

This approach reflects guidance published by the Local Government Association and the Centre for Public Scrutiny in August 2012.

4.3 The Protocol can be viewed in full [here](#).

4.4 During the closed session the Panel will wish to evaluate whether the candidate is suitable for the role, based on the evidence it has considered. It will then wish to agree the content of its report to the Commissioner, which must include a recommendation as to whether the proposed candidate should

be appointed.

- 4.5 The Panel will also wish to note that the Commissioner may accept or reject the Panel's recommendation, and must notify the Panel accordingly. The Protocol explains that the Commissioner will aim to inform the Panel of his decision before releasing it to the press and public.

5. Action

5.1 The Panel is recommended to:

- 1) Put questions to the proposed candidate for the position of Chief Finance Officer, Ms Jill Penn.
- 2) Agree the content of its report to the Commissioner, which must include a recommendation as to whether the proposed candidate should be appointed.



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

ORIGINATOR: Police and Crime Commissioner for Norfolk

SUBMITTED TO: Norfolk Police and Crime Panel, 25 February 2019

SUBJECT: Notification of preferred candidate for the position of Chief Finance Officer

RECOMMENDATION:

It is recommended that the Panel commends the appointment of Jill Penn as Chief Finance Officer to the Office of the Police and Crime Commissioner for Norfolk.

POLICE AND CRIME COMMISSIONER

Lorne Green

DATED: 15th February 2019

INTRODUCTION

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) provides that the Police and Crime Commissioner for a police area must appoint a person to be responsible for the proper administration of the Commissioner's financial affairs (referred to in the Act as the Chief Finance Officer (CFO)).
- 1.2 Under Schedule 1, paragraph 9, of the Act, the Norfolk Police and Crime Commissioner must notify the Norfolk Police and Crime Panel (the Panel) his proposed appointment to the post.
- 1.3 The Commissioner must include the following information in the notification:
 - 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
- 1.4 Under paragraph 10 of Schedule 1, the Panel must review the proposed appointment and make a report to the Commissioner within a period of three weeks beginning with the day on which the Panel receives notification from the Commissioner of the proposed appointment, including a recommendation to the Commissioner as to whether or not the candidate should be appointed.
- 1.5 In accordance with Paragraph 12 of Schedule 1, the Commissioner must notify the Panel of the decision whether to accept or reject the recommendation of the Panel.

2. RECRUITMENT AND SELECTION PROCESS

- 2.1 Following the announcement that the current Chief Finance Officer, John Hummersone, was intending to retire at the end of March 2019, a recruitment process commenced in December 2018.
- 2.2 Mr Hummersone served as Chief Finance Officer for both the Chief Constable and the PCC until the end of January 2019 when the arrangement came to an end following the decision by both Norfolk and Suffolk Chief Constables to create Assistant Chief Officer posts. These positions include the statutory CFO role.
- 2.3 The job description and person specifications were reviewed and updated by the Chief Executive and Chief Finance Officer to reflect the change in role and responsibilities.
- 2.4 A copy of the job advertisement is attached at **Appendix A**. 9 applications were received. 5 candidates met the Person Specification and were shortlisted for interview although one subsequently withdrew.

2.5 All candidates undertook a comprehensive interview process:

- 10 minute presentation: “How do you see your role influencing the key issues facing policing and the PCC over the next 5 years? How will your experience help you to achieve success?”
- A Q&A session chaired by the current Chief Finance Officer, supported by Senior Officers of the OPCCN.
- Formal interview: Chief Executive (OPCCN), Assistant Chief Officer (Norfolk Constabulary), Senior HR support.
- The preferred candidate was recommended to the Police and Crime Commissioner for a final meeting and approval.

2.6 A CFO Information pack is attached at **Appendix B**, including:

- Letter from the Commissioner
- Job Description, Person Specification, Personal Qualities
- Norfolk Police Area
- Politically Restricted Posts
- Role of the Police and Crime Commissioner and Priorities
- Norfolk Police and Crime Panel

2.7 It was the unanimous recommendation from all stages of the process that Jill Penn be the preferred candidate.

3. PROPOSED APPOINTMENT

3.1 The Commissioner proposes to appoint Jill Penn to the post of Chief Finance Officer in the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

3.2 The Panel is asked to review the proposed appointment and make a report to the Commissioner on the proposal, including a recommendation as to whether or not the candidate should be appointed. The Commissioner will consider the Panel’s recommendation on the proposed appointment. Until the conclusion of this process, Jill Penn remains the preferred candidate for the appointment.

4. ISSUES FOR CONSIDERATION

4.1 The criteria used to assess the suitability of the candidate for the appointment are set out in the person specification at **Appendix B** and a copy of the Candidate’s Curriculum Vitae is attached **Appendix C**.

4.2 The following statements provide an overview of the evidence as to how Jill Penn meets the criteria:

- A qualified accountant with membership of both the Chartered Institute of Public Finance and Accountancy and the Chartered Institute of Management Accountants

- Masters in Charity Accounting and Financial Management
- Strategic Lead for Finance for Broadland District Council
- President of the Society of District Council Treasurers.
- Multi-Agency experience including working with the Department of Work and Pensions (DWP) and the Ministry of Housing, Communities and Local Government (MHCLG) and HM Treasury (HMT).
- Extensive experience in partnership working both at a National, Regional and County level.
- Established local contacts and networks

5. THE TERMS AND CONDITIONS ON WHICH THE CANDIDATE IS TO BE APPOINTED

- 5.1 A summary of the terms and conditions relating to the post of Chief Finance Officer are attached at **Appendix D**.

6. FINANCIAL IMPLICATIONS

- 6.1 The salary and employer on-costs will be provided for within existing budgetary provisions.

PUBLIC ACCESS TO INFORMATION: *Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.*

JOB TITLE: Chief Financial Officer
DEPARTMENT: Office of Police and Crime Commissioner (OPCC)
LOCATION: Wymondham, Norfolk

Part Time (22.5 hours per week) - Permanent

Salary in the range £70k to 90k pro rata (subject to review)
Closing Date: Friday 4 January 2019 at 5pm

The Chief Financial Officer will oversee the management of the financial governance and assurance arrangements to support the statutory responsibilities of the PCC include the oversight and scrutiny of Norfolk Constabulary.

Please refer to the application pack provided for full details of the role.

The successful applicant will meet the following criteria:

QUALIFICATONS

Given Section 151 (Chief Financial Officer) responsibility the post holder must be a qualified accountant with a CCAB professional body, preferably CIPFA.

EXPERIENCE

1. Substantial experience of operating at a strategic level, preferably within a political or high profile environment.
2. Evidence of continual professional and personal development with awareness of latest developments, thinking and best practice in change management and leadership.
3. Substantial experience of managing large budgets, including the management of financial planning, budget setting and medium term strategies.
4. Experience of estates and asset management, procurement and commissioning.

SKILLS AND KNOWLEDGE

1. Knowledge of the financial environment within which policing operates.
2. Ability to network and build effective partnerships both internally and externally
3. Knowledge and understanding of the importance of scrutiny, audit, governance and risk management arrangements.
4. Able to demonstrate strong commitment to innovation and performance management.

Actual hours and days will need to be flexible.

If you would like an informal discussion about the post, please contact the existing post holder, John Hummersone on 01953 424484 or the Chief Executive, Mark Stokes on 01953 424452.

The recruitment criteria for all posts are subject to reasonable adjustments in line with the Equality Act 2010.

To obtain an application pack please visit the Intranet Recruitment Page. A full CV should be submitted with the application.

Important: Please see notes pertaining to recruitment at the beginning of the intranet vacancy page.

Please return completed applications by email
hrservicecentre@norfolk.pnn.police.uk



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK

Chief Finance Officer Information Pack

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Chief Finance Officer

Dear Candidate,

Many thanks for your interest in the role of Chief Finance Officer for the Police and Crime Commissioner for Norfolk. The vacancy arises as a result of the retirement of the current post holder at the end of March 2019.

As you will see from this application pack, I am seeking to employ a Chief Finance Officer to work with me in delivering my priorities. This is a vitally important role because oversight of the finances and financial advice are crucial to my role in developing and delivering a Police and Crime Plan for Norfolk.

With austerity looking to continue through the medium term the challenge remains to balance the budget and identify and drive out cashable efficiencies.

Clearly, close working with the Constabulary is necessary. This means that good relationships have to be developed with open communication between my Office and the Office of the Chief Constable.

The Chief Constable and I are equally committed to delivering the best possible service to the people of Norfolk and to protecting local policing; but this is getting more and more difficult.

Please read through the enclosed information, where you will find the job description, requirements for the role and details of how to apply for the position.

If you feel you meet the criteria for the role and can assist in supporting my vision and pledges, I would very much like to hear from you.

Thank you for your interest.

Lorne Green
Police and Crime Commissioner for Norfolk

INTRODUCTION

The overall responsibility of the Norfolk Police and Crime Commissioner is to maintain an effective and efficient police service and play a leading role in crime reduction and community safety in the force area.

To assist him in this, the Police and Crime Commissioner is seeking to make this critical appointment to be based in Wymondham, Norfolk.

Chief Finance Officer

The Chief Finance Officer is a Statutory Officer. The post is not time-limited and is politically restricted.

The position will be part-time (3 days per week) and the details will be finalised by agreement between the Commissioner and the successful candidate. Other flexible arrangements might be considered.

The closing date for this vacancy is 4th January 2019.

This pack provides details of the role profile, along with background information on the role and priorities of the Commissioner.

More information on the work of the Police and Crime Commissioner, along with background financial details, can be found at www.norfolk-pcc.gov.uk

Alternatively, for an informal discussion about the role, you can contact the Chief Executive Mark Stokes on 01953 424xxx, or the current post holder John Hummersone on 01953 424484

The Police and Crime Commissioner for Norfolk supports a policy of equal opportunities and would welcome applications from all eligible persons irrespective of gender, ethnic origin, religious belief, sexual orientation or disability.

JOB DESCRIPTION

Post:	Chief Finance Officer
Grade:	Under review (Salary in range £70k-£90k)
District/Department:	Office of the Police & Crime Commissioner
Location:	Wymondham
Reporting to:	Police & Crime Commissioner

JOB SUMMARY/PURPOSE

This is a statutory role and the statutory responsibilities of the CFO of the PCC are set out in the following legislation:

- Paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011
- Sections 113 and 114 of the Local Government Finance Act 1988.

The CFO will oversee the management of the financial governance and assurance arrangements to support the statutory oversight and scrutiny function of the OPCC.

This role is the Section 151 Officer for the Police and Crime Commissioner for Norfolk.

FIVE KEY PRINCIPLES WHICH UNDERPIN THE ROLE OF THE CFO

The role of Chief Financial Officers in policing is set out in a CIPFA Statement. The role is based on 5 core principles:-

- The CFO will be a member of the PCC Leadership Team, helping it to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably in the public interest.
- The CFO will be actively involved in, and able to influence, all material business decisions (subject to the operational responsibilities of the Chief Constable) to ensure immediate and longer term implications, opportunities and risks are fully considered, and align with the overall financial strategy.
- The CFO must lead and encourage the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
- The CFO must lead and direct a finance function that is resourced to be fit for purpose.
- The CFO must be professionally qualified and suitably experienced.

MAIN DUTIES AND RESPONSIBILITIES

1. Act as the professional lead officer to the PCC on all financial matters; financial propriety; and the financial aspects of corporate governance. Ensure the financial affairs of the PCC are properly administered and that financial regulations are observed and updated.
2. Work with the PCC and the Constabulary to develop an ambitious medium term financial strategy and ensure that the requisite funding is available from the Government, precept, other contributions and recharges, to discharge the CFO's statutory responsibility for the police fund.
3. Act as the PCC'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.
4. Lead on the development of the Treasury Management, Capital and Reserves Strategies.
5. Arrange for the determination, issue and transfer of the precept.
6. Ensure that accurate, complete and timely financial management information is provided to the PCC.
7. Advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.
8. Ensuring production of the statements of accounts of the PCC; receipt and scrutiny of the statements of accounts of the Chief Constable and ensuring production of the group accounts.
9. Working with the CC CFO ensure the provision of efficient and effective audit services and liaise with both internal and external auditors in reporting to the Audit Committee.
10. Lead on the production of the Annual Governance Statement and ensure compliance with the Accounts and Audit Regulations [2015] by convening the Corporate Governance Working Group.
11. Secure effective treasury management, including loans and investments and report annual policy and performance to the Audit Committee.
12. Reporting to the PCC and to the external auditor (informing the Audit Committee, the Head of Internal Audit and the Police and Crime Panel) any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC or when it appears that expenditure is likely to exceed the resources available to meet that expenditure
13. Promote, develop and sustain effective working relationships at a local, regional (7Force) and national level, particularly the Association of Police and Crime Commissioners, PCC Chief Executives, the Chief Constable and senior officers of the Constabulary, Her Majesty's Treasury, the Home Office, HMICFRS, the National Audit Office and the Police and Crime Commissioners Treasurers' Society (PaCCTs);

14. Work with the CC CFO in a mutually supportive way to facilitate the execution of the duties of both CFOs.

KEY WORKING RELATIONSHIPS

- The Police and Crime Commissioner and Chief Executive
- The Police and Crime Panel
- The Audit Committee Chair
- Audit Committee
- Suffolk PCC Chief Finance Officer
- Norfolk Constabulary ACO/CFO (CC CFO)
- Suffolk Constabulary ACO/CFO
- Norfolk Constabulary Chief Constable and Chief Officers
- National and Regional Treasurer/Chief Finance Officer networks
- Local authority and partnership finance leads

SPECIAL CONDITIONS/POINTS TO NOTE

1. The post of Chief Financial Officer is politically restricted.
2. The purpose of this job description is to indicate the general level of the duties and responsibility of the role, the duties may from time to time vary without changing the general character of the role or the levels of responsibility.
3. Whilst the role is normally based at Wymondham, you may be required to work at other establishments within the Norfolk OPCC as may be reasonably required. Police Staff Conditions of Service will apply in such instances.
4. Appointment to this post is subject to a confirmation hearing by the Police and Crime Panel.
5. The post holder must be able to travel around the county.
6. This post is subject to an enhanced level of vetting.
7. 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.

8. 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.

PERSON SPECIFICATION

QUALIFICATONS

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

EXPERIENCE

1. Substantial experience of operating at a strategic level, preferably within a political or high profile environment.
2. Evidence of continual professional and personal development with awareness of latest developments, thinking and best practice in change management and leadership.
- 3 Substantial experience of managing large budgets, including the management of financial planning, budget setting and medium term strategies.
4. Experience of estates and asset management, procurement and commissioning.

SKILLS AND KNOWLEDGE

1. Knowledge of the financial environment within which policing operates.
2. Ability to network and build effective partnerships both internally and externally
3. Knowledge and understanding of the importance of scrutiny, audit, governance and risk management arrangements.
4. Able to demonstrate strong commitment to innovation and performance management.

PERSONAL QUALITIES

Policing Professional Framework (Skills for Justice)

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 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.
Leading Strategic Change	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.
Leading the Workforce	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.
Managing Performance	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.

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 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
Serving the Public	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.
Working with others	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 benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

POLITICALLY RESTRICTED POSTS

The Chief Finance Officer is a politically restricted post.

The Local Government and Housing Act 1989 places an obligation upon staff of the Police and Crime Commissioner 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 staffs of the Police and Crime Commissioner 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, the European Parliament or of the House of Commons, or Police and Crime Commissioner;

- 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 publicly on matters of party political controversy.

NORFOLK POLICE AREA

Norfolk is the fifth largest county in England with a land area of 2,077 square miles and approximately 100 miles of coastline. With a population of just under 900,000 Norfolk is a predominantly rural area. Around 40% of Norfolk's population live in the four main urban areas of Norwich, Great Yarmouth, King's Lynn and Thetford.

Norfolk has a much older age profile than England as a whole, with 23.0% of Norfolk's population aged 65 and older compared with 17.3% in England. Over the next ten years there is a projected growth of 60,600 people in Norfolk with those aged 75-84 projected to increase by a third and those aged 85 and over projected to increase by almost 40%.

As a popular tourist destination, Norfolk receives more than three million overnight visitors per year and 39,665,000 day trips are made. Around 60,000 jobs are directly supported by tourism. The transient populations associated with tourism impact on the policing of Norfolk to varying extents at different times of the year. Other significant employers in the Norfolk economy include the public sector, agriculture, retail and engineering. Tackling crime within rural communities is one of the priorities in the PCC's Police and Crime Plan. Norfolk Constabulary supports hundreds of events throughout the year, Norwich City football matches, Norwich Pride, the Sundown music festival and numerous other local carnivals and occasions. Norfolk Constabulary also polices the Royal Estate at Sandringham. There are areas with high flood risk within Norfolk, namely Great Yarmouth, the Norfolk Broads, the outskirts of Norwich (River Yare) and the coastal areas of North Norfolk and King's Lynn. A large area of West Norfolk is at medium to low risk of flooding. The road networks in Norfolk comprises A and B roads with no motorways. Both pose challenges, again impacting on the policing of the county. Road safety is another focus of the current Norfolk Police and Crime Plan.

Changing demand

Demand for policing in Norfolk has changed over the past five years. This is coupled with a rise in the cost of dealing with crime due to the increased complexity.

There has been a shift from traditional crime like burglary, vehicle offences and criminal damage, towards less visible but significantly more harmful criminal activity. Domestic violence, serious sexual offences, exploitation of vulnerable children and adults and online crime are all increasing. With this comes an increase in the cost of dealing with complex criminal investigations and providing support to the victims, for whom the effect of these crimes can be life-changing.

In addition, the Constabulary is increasingly being called upon to deal with a range of social issues that do not reflect the core policing role. A primary example of this is mental health, which is linked to around 20% of the calls for services received.

Dealing with this change in demand presents a significant challenge for the Constabulary, as the organisation strives to maintain the highest level of service to the communities of Norfolk, with a reduced workforce and the financial legacy of successive budget cuts.

To respond to this the Constabulary is shaping its future through a change programme, “Norfolk 2020”. Norfolk 2020 is an in-depth review of frontline policing and the changes required to deliver services effectively now, and in the future, against the backdrop of reduced funding and changing demand.

The review was commissioned by the Chief Constable in September 2015, with the aim of developing a long-term vision for policing in the county and is the most comprehensive assessment of frontline services undertaken by the Force in recent years. In October 2017, following the first phase of the work, the Chief Constable announced the new policing model for Norfolk which included the ending of the role of Police Community Support Officer (PCSO) and the recruitment of more police officers. The policing model establishes the local policing and response teams.

The review is continuing to drive out efficiencies by better demand management and identification of the most effective ways to deliver services in the future, protecting individuals and communities from harm.

Collaboration and partnership working

The Police Reform and Social Responsibility Act 2011 places duties on chief officers and policing bodies to keep collaboration activities under review and to collaborate where it is in the interests of the efficiency and effectiveness of their own and other police force areas.

Norfolk Constabulary’s preferred partner for collaboration is Suffolk Constabulary. A joint strategy exists which outlines the collaborative vision for Norfolk and Suffolk, and provides a strategic framework within which collaborative opportunities are progressed.

The two police forces have been collaborating for nearly a decade, with the programme of collaborative work delivering a number of joint units and departments in areas such as major investigation, protective services, custody, and back office support functions. The partnership has also yielded significant savings for both forces and received praise from Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Areas of collaboration outside of Norfolk/Suffolk include Eastern Region Special Operations Unit (ERSOU), a specialist unit with a remit for tackling serious and organised crime in the Eastern Region. ERSOU comprises resources from the following police forces: Norfolk, Suffolk, Cambridgeshire, Bedfordshire, Hertfordshire, Essex and Kent. There is also a 7 Forces Strategic Collaboration Programme currently working on other areas for wider collaboration and savings.

The Policing and Crime Act 2017 Act includes a duty, in England, for emergency services to collaborate. It also gives enabling powers for PCCs in England to take responsibility for the governance of their local fire and rescue services where a local business case demonstrates this is in the interests of economy, efficiency, effectiveness or public safety. The Norfolk Office of the PCC has overseen the production of a full business case which identified significant financial benefits of the PCC taking over the governance of the Norfolk Fire and Rescue Service. This met with opposition from the County Council and, for now, the PCC

has decided not to submit the business case to the Home Office. It is hoped that more energy will be put into formal collaboration between the Constabulary and Fire and Rescue and that the PCC will take a seat on the Fire Authority.

Norfolk Constabulary is committed to working in partnership with public, private and third sector agencies to tackle issues of crime and disorder. This is demonstrated through roles in critical partnership initiatives such as the Community Safety Partnership, the Family Focus Project, Norfolk 180 and the local Safer Neighbourhood Action Panels. Norfolk Constabulary is committed to finding long term sustainable solutions to problems of crime and disorder, working together with partners and the communities in an evidence-based problem solving way and supporting innovation at a local level.

PCC Grants and Commissioning

The PCC has responsibility to commission services on behalf of the Ministry of Justice specifically for victims of crime within the county which includes specialist services for victims of domestic abuse and sexual violence.

In addition to the Ministry of Justice responsibility, the PCC's commissioning intentions that have been set for Norfolk, reflect the core priorities of Increasing Visible Policing, Support for Rural Communities, Improving Road Safety, Preventing Offending, Supporting Victims and Reducing Vulnerability, and Delivering a Modern and Innovative Service.

Commissioning intentions are listed within the Police and Crime Plan 2016-2020, Appendix C. These highlight the PCC's intent to invest more into preventative strategies and intentions with a view to reducing offending and victimisation, reducing demand on police and criminal justice system and protecting the people of Norfolk.

In 2018/19, the OPCCN has a commissioning budget of over £2m, comprising:

- OPCCN commissioning budget of £1m
- Ministry of Justice funding stream of £1m, specifically for the commissioning of support services for victims of crime.

ABOUT THE POLICE AND CRIME COMMISSIONER

Norfolk elected Lorne Green as its Police and Crime Commissioner (PCC) on 5 May 2016. He stood as the Conservative candidate, alongside candidates from Labour, the Liberal Democrats, UKIP, the Green Party and an independent.

The first PCC elections took place in 2012, following the Government's decision to dissolve police authorities and replace them with a Police and Crime Commissioner for each of the 41 constabularies in England and Wales. The next election for PCCs is May 2020 and Lorne has decided not to stand again.

Lorne served for thirty years as a diplomat in some of the most troubled parts of the world including in war zones in Europe and South Asia. He was in charge of the Canadian Embassy in the former Yugoslavia during a period of conflict in the 1990s and previously served in Pakistan during a war with India.

When he retired from the diplomatic service he became Secretary General of the World Nuclear Transport Institute in London for a further eleven years.

Although Canadian by background, Lorne is a British citizen and whilst often serving overseas, he has maintained a home in West Norfolk for more than thirty years. He and his wife, Valerie, were married in Snettisham near Hunstanton over forty years ago and two of their three children were born in the county.

THE PRIORITIES OF THE POLICE AND CRIME COMMISSIONER

The PCC, in consultation with the Chief Constable and the people of Norfolk, is required to issue a Police and Crime Plan setting out the strategic objectives for his term of office.

After an intensive eight-week consultation, which saw him travel the length and breadth of Norfolk listening to people's crime and policing concerns, the PCC drafted his Police and Crime Plan 2016/20 for the county.

The Plan includes the following seven strategic aims:

- Increase visible policing
- Support rural communities
- Improve road safety
- Prevent offending
- Support victims and reduce vulnerability
- Deliver a modern, innovative service
- Good stewardship of taxpayers' money.

NORFOLK POLICE AND CRIME PANEL

The Norfolk Police and Crime Panel (the Panel) has been established to maintain a 'check and balance' on the performance of the Police and Crime Commissioner, Lorne Green, who was elected on 5 May 2016.

The Panel will both scrutinise the actions and decisions of the Commissioner and support and challenge the Commissioner in the exercise of his functions.

Meeting formally around four times per year, the Panel will examine and make recommendations on various aspects of the Commissioner's activity, and in particular must:

- Review the draft Police and Crime Plan for Norfolk
- Scrutinise the Commissioner's Annual Report
- Review and scrutinise decisions and actions by the Commissioner
- Review and veto the Commissioner's proposed Council Tax precept levels
- Review the Commissioner's Conduct – the PCP can suspend the PCC if they are charged with a two year imprisonable offence and report to the Independent Office for Police Conduct, however they cannot remove the PCC
- Confirm (at a hearing) proposed Chief Constable and senior officer appointments in the Office of the PCC (Chief Executive and Chief Finance Officer).
- Appoint an acting Commissioner, if required.

Composition

The Panel is a joint committee of Norfolk County Council, Borough, City and District Councils.

It must consist of 10 councillors (at least one from each authority) and two independent members (not councillors) co-opted by the Panel. Breckland District Council, Broadland District Council, Great Yarmouth Borough Council, King's Lynn and West Norfolk Borough Council, North Norfolk District Council, Norwich City Council and South Norfolk District Council, each appoint one councillor. Norfolk County Council will appoint three councillors, picking up as far as possible the requirement to ensure political balance across the county.

The Panel is not there to scrutinise the performance of the Force directly – that is the role of the Police and Crime Commissioner but will scrutinise the actions and decisions of the Commissioner. However, both the Commissioner and the Chief Constable believe that the engagement of the Panel can make a significant and positive contribution to the work of Norfolk Constabulary and the Chief Constable will often attend meetings of the Panel.

Jill Penn - CV

Career Summary

Strategic leader with experience of working in a variety of public and third sector organisations. Experienced in providing compelling strategic advice to shape policy decisions, building leadership capability and empowering staff and colleagues through mentoring and coaching and providing strong financial support to effect organisational change.

Key competencies include the development of positive relationships, operating in complex political and third sector organisations, implementing change management, excellent communications skills and an ability to apply a whole of system approach to achieve efficient, value for money services.

Experience and Capability

Broadland District Council Jan 2012 – Present Head of Finance and Revenue Services – report direct to Chief Executive and Deputy Chief Executive

Responsible for leading a new department of 53 staff and implementing a positive team culture. Accountable for the development of financial policies, strategies, plans and systems to ensure the delivery of excellent service. Department achievements include faster accounts closure, highest Council Tax collection rates in the County for the last 5 years, 98%+ business rates collection and a reduction in Housing Benefit overpayments.

Completed a Women in Leadership programme in 2016 and then conducted research internally and externally, which resulted in the implementation of a mentoring programme within the organisation. Designed and implemented new Corporate Fraud Service which achieves income for the Council and service has been recognised as a finalist in the 2017 Institute of Revenues Rating and Valuation awards.

Responsible for communicating strategic financial options to Elected Members, the Chief Executive and Deputy Chief Executive that maintain alignment to the Council's strategic framework, organisational vision and goals to support effective decision making.

Norfolk County Council April 2008 – Jan 2012 Finance Manager Environment, Planning and Transport (including Strategic Infrastructure and Sustainability)

Played a key role in Department management forums by providing appropriate financial and business advice to ensure current and future financial positions were understood, and decisions relating to the optimum use of resources were supported. Led the implementation of a new management information system.

Responsible for the development of business-critical partnerships through the provision of sound financial data and advice in support of partnership and external funding activities.

Norwich and District Citizens Advice Bureau April 2006 –April 2008 Finance Manager

Accountable for all financial matters relating to the organisation's core, operational and project activities. Involved in activities such as the preparation of accounts through to strategic decision making as part of the executive leadership team. Led the design and implementation of the organisations financial information systems. Regularly reported to the Board of Trustees and provided staff training on financial matters.

Banana Link May 2004 – April 2006 Financial Manager and Company Secretary

Provided a full accounting service, including all aspects for financial (including payroll and reconciliations) and management reporting. Developed an accounting manual. Performed company secretary duties. Designed, developed & introduced financial controls, reconciliations, policies, procedures and practise. Led strategic planning and improved budgetary control and forecasting. Worked with grant bodies to ensure continued funding. Reported regularly to Trustees.

Qualifications and Training

ILM 7 Coaching and Mentoring	2018
APMG International Better Business Case (Foundation)	2017
Norfolk Commissioning Academy Completed course (completing 100-day plan)	2015
City University (CASS Business School) MSc Charity Accounting and Financial Management (Distinction)	2008
Bedford College Certificate in Teaching English as a Second Language	1986
Luton College BEC HND Business Studies	1982

Professional Body and Non-Executive Posts

CIMA Membership	1997
CIPFA Membership	2014

President of Society of District Treasurers	2017 –present
Chair East of England Local Government Association Finance Directors Network	2017
District Council Network Mentor	2014-present
Trustee East Anglian Anchorage Trust	2017

TERMS AND CONDITIONS

Post Title	Chief Financial Officer, Office of the Police and Crime Commissioner for Norfolk
Post Reports to	Police and Crime Commissioner
Police and Crime Panel scrutiny	Appointment to this post is subject to a confirmation hearing by the Police and Crime Panel.
Duration	The post is advertised as a permanent appointment
Salary	The scale for this post is currently £66,700 - £86,200 p.a. (pro rata). Salary is paid in 12 equal instalments on the 29 th of each month directly into your bank account and covers work carried out in that calendar month.
Suitable for job share or part-time	No
Hours of work and working arrangements	The normal hours of work are 22.5 hours per week (the post holder is responsible for balancing that against work demand).
Political restrictions	This post is politically restricted.
Location	The post will normally be located at Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW. Due to the nature of the role, an amount of travel throughout Norfolk is to be expected with occasional travel beyond the county. Any mileage undertaken on behalf of the OPCC will be paid at the appropriate rate and will be paid within Her Majesty's Revenue and Customs guidelines. If you use your own vehicle for the purposes of work you must ensure that your insurance policy covers you for this purpose (and carrying passengers, if applicable).



Democratic Services
South Wing, Ground Floor
County Hall
Martineau Lane
Norwich
Norfolk
NR1 2DW
Tel: 01603 223814

Please ask for Jo Martin
Direct Dialling Number: (01603) 223814
Email: jo.martin@norfolk.gov.uk

15 February 2019

Ms Jill Penn
(Letter sent electronically to private e-mail address)

Dear Ms Penn,

Norfolk Police and Crime Panel – Confirmation Hearing, 25 February 2019, 3.00pm, Edwards Room, County Hall

Having received notification from the Police and Crime Commissioner for Norfolk of his proposal to appoint you as his Chief Finance Officer, I am writing to request your attendance at a meeting of the Norfolk Police and Crime Panel at 3.00pm on Monday 25 February 2019 in the Edwards Room at County Hall.

The meeting will cover a single item of business; a Confirmation Hearing in relation to your proposed appointment.

As you will be aware, the Police Reform and Social Responsibility Act 2011 (“the Act”) requires Police and Crime Panels to review the appointment of the Commissioner’s Chief Finance Officer. The review must take the form of a Confirmation Hearing (“the Hearing”); that 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.”

An electronic copy of the agenda for the meeting is enclosed. You will see that the meeting will be split into two parts: the Panel will hold a question and answer session with you in public (the Hearing), then it will meet in private to consider the outcome and agree the

content of its report to the Commissioner. The report must include a recommendation as to whether you should be appointed.

The Panel and Commissioner have agreed a Protocol ("the Protocol") which sets out their expectations about local ways of working. It explains that:

- a) Immediately following the Hearing, the Panel will meet in closed session to decide its recommendations.
- b) The Panel will notify the Commissioner of its recommendations the following working day. You will be copied into this communication. Where the Panel has recommended that an appointment should not be made, or used its veto (which is not applicable in relation to this appointment), the notification will append a summary of the principle reasons for that decision.
- c) A period of 5 working days will then normally be allowed to pass before information is released about the Panel's decision. The intention is that this will give you and the Commissioner time to consider your next steps before information is released to the press and public.

If, however, your interests would be better served by a quicker release of information, this will be discussed and agreed with the Commissioner.

(This approach reflects guidance published by the Local Government Association and the Centre for Public Scrutiny in August 2012.)

The question and answer session will be an opportunity for the Panel to review your professional competence and personal independence for the role. Questions put to you will aim to help the Panel determine whether you:

- 1) are suitably qualified and experienced for the position,
- 2) have the time and capacity for the position,
- 3) are suitably impartial,
- 4) understand the key responsibilities and issues for the role you are being appointed to.

I intend to recommend to the Panel the following format for the question and answer session:

- a) The Commissioner will be invited to explain the role of his Chief Finance Officer and comment on why he thinks you should be appointed. Following any questions from the Panel, the Commissioner will then be invited to observe the rest of the Hearing from the public seating area.
- b) You will be invited to introduce yourself, to say why you consider yourself suitable for the role and to give any additional information you feel may be helpful. You will also have the opportunity to ask questions about the process.
- c) Panel Members will have the opportunity to put questions to you covering the areas outlined above.

- d) You will be invited to clarify any answers you have given during the Hearing and to make some closing remarks.

Please also note that at the agenda's standing item on declarations of interests, I may invite you to declare any relevant interests relating to the business of the meeting and your proposed appointment.

I would be grateful if you would confirm your attendance by contacting Jo Martin (Democratic Support & Scrutiny Team Manager, Norfolk County Council) via the contact details at the top of this letter.

If there is anything else in relation to this Hearing that you wish to discuss, please contact either Jo Martin (her contact details are above) or Greg Insull (Assistant Head of Democratic Services, Norfolk County Council) by telephone on 01603 223100 or by e-mail at the following address: greg.insull@norfolk.gov.uk

Yours sincerely,

A handwritten signature in blue ink that reads "William Richmond". The signature is written in a cursive style and is positioned above the printed name and title.

Councillor William Richmond
Chairman of the Norfolk Police and Crime Panel