



## Special Police and Crime Panel

**Date** Thursday 25 January 2024  
**Time** 1.30 pm  
**Venue** Council Chamber, County Hall, Durham

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### Business

#### Part A

**[Items during which the Press and Public are welcome to attend.  
Members of the Public can ask questions with the Chairman's  
agreement]**

1. Apologies for Absence
2. Substitute Members
3. Declarations of interest, if any
4. Confirmation Hearing - Proposed Appointment of Chief Finance Officer for the Durham Office of the Police and Crime Commissioner - Report of the Head of Legal and Democratic Services and Clerk to the Police and Crime Panel (Pages 3 - 26)
5. Such other business, as in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration
6. Any resolution relating to the exclusion of the public during the discussion of items containing exempt information

#### Part B

**Items during which it is considered the meeting will not be open to the public (consideration of exempt or confidential information)**

7. Confirmation Hearing - Proposed Appointment of Chief Finance Officer for the Durham Office of the Police and Crime Commissioner - Report of the Head of Legal and Democratic Services and Clerk to the Police and Crime Panel
8. Such other business, as in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

**Helen Bradley**  
Monitoring Officer

County Hall  
Durham  
17 January 2024

To: **The Members of the Police and Crime Panel**

**Durham County Council**

Councillors D Boyes, L Brown (Chair), J Charlton, L Howvells, D Nicholls,  
R Potts and A Savory

**Darlington Borough Council**

Councillors S Ali, N Johnson and G Lee (Vice-Chair)

**Independent Co-opted Members**

Mr N Hallam and Mr R Rodiss

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**Contact: Martin Tindle**

**Tel: 03000 269 713**

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## **Durham Police and Crime Panel**

**25 January 2024**

### **Proposed appointment of Chief Finance Officer for the Office of the Police and Crime Commissioner**

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#### **Report of Helen Bradley, Head of Legal and Democratic Services, Clerk to the Police and Crime Panel**

##### **Electoral division(s) affected:**

None

##### **Purpose of the Report**

- 1 To explain the confirmation hearing process and for the Panel to consider the report from the Police and Crime Commissioner (PCC) for the proposed appointment to the role of Chief Finance Officer.

##### **Executive summary**

- 2 The Police Reform and Social Responsibility Act 2011 requires the Panel to scrutinise senior appointments proposed by the PCC. This is done by way of a confirmation hearing.
- 3 A confirmation hearing is a meeting of the Panel, held in public, at which the proposed candidate is requested to appear for the purpose of answering questions relating to the appointment.
- 4 This report explains the confirmation hearing process and the role of the Panel and attached a report provided by the PCC which provides the required information relating to the proposed appointment.

## **Recommendations**

- 5 The Police and Crime Panel are asked to
  - (a) Note the process to be followed in respect of the confirmation hearing
  - (b) Consider the report provided by the PCC and recommendation to appoint Rachel Allsop as Chief Finance Officer of the Office of Police and Crime Commissioner, which is attached at appendix 2.
  - (c) To make a recommendation to the PCC as to whether the candidate should be appointed in accordance with the Police Reform and Social Responsibility Act 2011.

## **Background**

- 6 Schedule 1, Paragraph 6 (1) (b) of the Police Reform and Social Responsibility Act 2011 provides that the “Police and Crime Commissioner must appoint a person to be responsible for the proper administration of the commissioner’s financial affairs (referred to in this Part as the Commissioner’s Chief Finance Officer)”.
- 7 The current Chief Finance Officer, Gary Ridley is due to retire from his joint position with Durham Constabulary and the OPCC in March 2024. The OPCC’s budget has grown considerably over the last three years, therefore the PCC made the decision to employ a separate CFO for her office.

## **Notification of proposed appointment and Confirmation Hearing**

- 8 Schedule 1 of the Police Reform and Social Responsibility Act 2011 requires that the following process is followed in respect of senior appointments:
  - i) the PCC notifies the Panel of the proposed appointment
  - ii) the PCC provides the Panel with specific information in relation to the proposed candidate and the appointment – this must include the name of the proposed candidate, the criteria used to assess the suitability of the candidate, how the candidate has satisfied the criteria and the terms and conditions on which the candidate is appointed.
  - iii) within three weeks of receiving notification from the PCC, the Panel must hold a public confirmation to question the candidate;
  - iv) within the same three-week period, the PCP must write a report which includes a recommendation as to whether the individual should be appointed; and
  - v) the PCP’s report must be published
  - vi) in response to the Panel’s report, the PCC must notify the Panel whether they will accept or reject the recommendation. There is no duty for the PCC to give reasons for their decision.
- 9 It is important to note that the Panel has no power of veto over the appointment of Chief Finance Officer.
- 10 The details to be provided (as set out at paragraph 7(ii) above) in respect of this appointment to the role of Chief Finance Officer are attached at Appendix 2 to this report.

- 11 Attached at Appendix 3 to the report is a procedure note which sets out how the Confirmation Hearing will be conducted. The procedure to be followed is consistent with the Local Government Association and Centre for Public Scrutiny publication “Police and Crime Panels – Guidance on Confirmation Hearings (August 2021) and The Police Reform and Social Responsibility Act 2011.

### **Background papers**

- Police and Crime Panels – Guidance on Confirmation Hearings [police-and-crime-panels-on-confirmation-hearings.pdf \(cfgs.org.uk\)](https://www.cfgs.org.uk/policy-and-research/policy-and-research-reports/policy-and-crime-panels-guidance-on-confirmation-hearings)

### **Other useful documents**

- None

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**Contact:** Helen Bradley

Tel: 03000 269732

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## **Appendix 1: Implications**

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### **Legal Implications**

The report sets out the Panel's role and responsibilities in respect of the scrutiny of senior appointments to the OPCC. The procedure for confirmation hearings appended to the report is consistent with the legislative requirements under the Police Reform and Social Responsibility Act 2011 and the LGA and Centre for Governance and Scrutiny guidance in respect of confirmation hearing.

### **Finance**

There are no financial implications for the Panel arising from this report. However, it is a requirement that the PCC notifies the Panel of the terms and conditions relevant to the role to be appointed to.

### **Consultation**

None.

### **Equality and Diversity / Public Sector Equality Duty**

None

### **Climate Change**

None.

### **Human Rights**

None

### **Crime and Disorder**

This is a key focus of the role of the Police and Crime Commissioner and Police and Crime Panel.

### **Staffing**

The report relates to the proposed appointment to the role of Chief Finance Officer. The PCC is required to appoint to this role under the Police Reform and Social Responsibility Act 2011.

### **Accommodation**

None

### **Risk**

None

**Procurement**

None.



### Police and Crime Panel

25 January 2024

### Appointment of Chief Finance Officer – Office of the Police and Crime Commissioner (OPCC) – PCC's Proposed Candidate



### Report of the Police and Crime Commissioner for Durham

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#### Purpose

1. The purpose of this report is to notify the Police and Crime Panel of the Police and Crime Commissioner's proposed candidate for the Chief Finance Officer role in the OPCC following a recent recruitment and selection process.

#### Background

2. The Police Reform and Social Responsibility Act 2011 (the Act), Schedule 1, Section 6, requires the Police and Crime Commissioner to appoint a Chief Finance Officer.
3. The Act also requires Police and Crime Panels to scrutinise senior appointments proposed by the Police and Crime Commissioner. Schedule 1 paragraph 9 (1) of the Act defines senior appointments as the Commissioner's Chief Executive, Chief Finance Officer and the Deputy Police and Crime Commissioner.
4. The Commissioner must notify the Panel of the following information:
  - a. The name of the person she is proposing to appoint.
  - b. The criteria used to assess the suitability of the candidate for the appointment (see Appendix 2).
  - c. Why the candidate satisfies the criteria; and
  - d. The terms and conditions on which the candidate is to be appointed.
5. Schedule 1 paragraph 11 of the Act requires the Panel to hold a confirmation hearing before making a report and recommendation under paragraph 10 to the Police and Crime Commissioner in relation to the proposed senior appointment.
6. Schedule 1 paragraph 12 allows the Police and Crime Commissioner the right to accept or reject the Panel's recommendation and she must notify the Panel of her decision.

#### Recruitment Process

7. The CFO role was advertised on the OPCC website, North East Jobs Portal and, as this role was deemed to be specialist, the OPCC commissioned the services of a Durham Recruitment Agency.
8. A copy of the Chief Finance Officer job description is attached at Appendix 2 for information. This includes the terms and conditions and person specification on which the CFO position is appointed to.
9. Two candidates applied for the CFO position (one identified through the Recruitment Agency) and both were interviewed.
10. The appointment panel was made up of the Police and Crime Commissioner, the current Joint Chief Finance Officer/Assistant Chief Officer, the OPCC Chief of Staff and a HR Manager.

11. Both candidates were required to provide a presentation on the importance of this CFO role (Section 151 Officer), providing examples of how they would undertake the role and how they would support the Police and Crime Commissioner in holding Durham Constabulary to account for their financial spend and governance.
12. This was followed by five questions focussing on:
  - The difference of the OPCC and Constabulary Chief Finance Officer roles
  - Effective processes for grant funding
  - Efficiency, productivity and value for money
  - Being data driven when making financial decisions
  - Contribution to the Police and Crime Plan.
13. Ms Rachel Allsop demonstrated a very good understanding of the requirements of the role of Chief Finance Officer and had the highest scores on a 5-point scale from “poor” to “excellent”.
14. In terms of meeting the criteria for the role, Ms Allsop is an experienced accountant who has worked across the public sector and academia for around 14 years. She is educated to degree level with a professional qualification of ICEAW Chartered Accountant and is a member of the Institute of Chartered Accountants of England and Wales. She has experience of financial /budget management processes and procedures, internal and external audit, risk management, appraisal to support investment decisions, management of staff, producing management accounts, treasury management and cashflow forecasts.

### **Proposed CFO Appointment**

15. It is proposed that Ms Rachel Allsop be appointed as Chief Finance Officer as she is the most suitable candidate in terms of carrying out the CFO role. This proposal is made subject to the receipt of satisfactory references and all relevant clearances.

### **Terms and Conditions**

16. The CFO’s salary is agreed at £59,118 - £64,992 (pro rata) plus £5,000 market supplement. The post will be 0.6 full time equivalent.

### **Recommendations**

17. In accordance with the Police Reform and Social Responsibility Act 2011, Schedule 1 9 (1) the Panel is invited to:
  - (i) Review the proposed appointment of Ms Allsop as the statutory Chief Finance Officer for the Police and Crime Commissioner for Durham.
  - (ii) Following the confirmation hearing to make a recommendation to the Commissioner as to whether Ms Allsop should be appointed in accordance with Schedule 1 10 (4) of the Act.

**Joy Allen**  
**Durham Police and Crime Commissioner**

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**Appendix 1: Risks and Implications**

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**Finance**

The Chief Finance Officer will ensure all decisions with financial implications are made with value for money as a key consideration and are affordable within budgets.

**Staffing**

The Police and Crime Commissioner has a preferred candidate for the role of Chief Finance Officer.

**Equality and Diversity**

Fair recruitment processes were followed.

**Accommodation**

The Chief Finance Officer will work in a flexible/hybrid way.

**Crime and Disorder**

The Chief Finance Officer will support the PCC to hold Durham Constabulary to account for finance and governance matters.

**Children's Act 2004**

n/a

**Stakeholder/Community Engagement**

n/a

**Environment**

n/a

**Collaboration and Partnerships**

The Chief Finance Officer will be part of the Police and Crime Commissioners Treasurers' Society (PACCS)

**Value for Money and Productivity**

This will be a key component of the Chief Finance Officer's role.

**Potential Impact on Police and Crime Plan Priorities**

Decisions will impact directly or indirectly on the pursuit of Police and Crime Plan priorities.

**Commissioning**

Several decisions relate to commissioning of services.

**Other risks**

n/a

<b>Contact Officer:</b>	<b>Andrea Petty</b>
<b>Job Title:</b>	<b>Chief of Staff</b>
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# **Durham Police and Crime Commissioner's Office**

**Chief Finance Officer  
Recruitment  
Candidate Information pack**

# Foreword from Durham Police and Crime Commissioner Joy Allen



**Do you want to work in an environment that offers the opportunity to influence financial policy at both a local and national level?**

**Do you want to ensure public money is spent effectively and receives value for money across community safety and policing?**

If the answer is yes, I want to hear from you!

I am recruiting a Chief Finance Officer on a part time basis for 22.5 hours a week (ie 3 days per week), to fulfil the statutory role in the Office of the Police and Crime Commissioner (OPCC). This important role will be the S151 Officer as well as carrying out other responsibilities under the Police Reform and Social Responsibility Act 2011 and the Local Government Finance Act 1998.

You will support my priorities through my Police and Crime Plan, helping me to fund what really matters to our local residents and leading a small team to ensure that the financial affairs of the OPCC are properly administered and financial regulations are followed.

You will be a key member of the OPCCs Senior Leadership Team and will work closely with my Chief of Staff in carrying out the statutory responsibilities of the OPCC including holding the police Force to account and collaboration on joint priorities with partners. You will be involved in developing and implementing Strategy and delivering strategic objectives sustainably and in the public interest.

In the last two years my Office have been successful in bringing additional funding into policing and community safety, making a difference to all of our communities in County Durham and Darlington.



Safer Streets 4 - £1.5m



ASB Trailblazer Pilot – Hotspot Policing & Immediate Justice circa £4m over 2 years



Serious Violence £310K+



Partner funding – Domestic Abuse/Survivor Champion £120K+

### **About Police and Crime Commissioners**

Police and Crime Commissioners are directly elected politicians who are responsible for securing an “efficient and effective” police force for their area. They have statutory functions as set out in the Police Reform and Social Responsibility Act 2011.

The principal powers of the police and crime commissioner are:

- the power to appoint, re-appoint and dismiss the chief constable;
- the power to set the force’s budget and consult on the precept (a council tax charge for policing);
- bring together community safety and criminal justice partners, to make sure local priorities are joined up; and
- the power to establish local priorities for the force through the police and crime plan.

Before establishing a police and crime plan, the PCC must consult the chief constable and the local Police and Crime Panel. They must also make arrangements for obtaining the views of local people, including victims of crime, about policing in the area.

PCCs receive their funding from a variety of sources, but the two main sources are from Central Government and the local precept. The local precept is the portion of your council tax that goes towards paying for policing.

## **The role of the Chief Finance Officer in the Office of the Police and Crime Commissioner**

The Chief Finance Officer to the Police and Crime Commissioner and the CFO to the Chief Constable need to work closely together. This working relationship is of fundamental importance.

Both CFOs need to ensure that their responsibilities can be fully delivered and assurances and information exchanged to fulfil the statutory and professional responsibilities of the CFO roles. The CC must give the PCC such information on policing matters that the PCC requires and the OPCC CFO must have full access to all relevant financial information.

The Chartered Institute of Public Finance and Accountancy outlines five key principles that define the core activities and behaviours of the role of CFO.

### **Principle 1**

The Chief Finance Officer of the PCC is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest.

### **Principle 2**

The CFO must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and align with the overall financial strategy.

### **Principle 3**

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.



## Principle 4

The CFO must lead and direct a finance function that is resourced to be fit for purpose.

## Principle 5

The CFO must be professionally qualified and suitably experienced.



**Ref:**

**Job Title** Chief Finance Officer

**Location:** Police Headquarters, Aykley Heads

**Salary:** Grade L – £59,118 - £64,992 (pro-rata) + £5,000 market supplement

**Hours:** Part time - 3 days per week (22.5 hours) – negotiable with the successful candidate

**Job type:** Permanent

**Closing Date:** **XXXX**

**Role Details:**

The key purpose of the role is to ensure the financial affairs of the Durham Police and Crime Commissioner are properly administrated and that sound financial management arrangements are in place across the Office of the Police and Crime Commissioner (OPCC).

The Chief Finance Officer (CFO) also acts as strategic financial advisor to the Police and Crime Commissioner (PCC) and supports the Chief of Staff in delivery of the PCC's vision, strategy and identified priorities, advising on the financial implications of policy options and allocation of resources. The post fulfils the requirements of the Police Reform and Social Responsibility Act 2011 and is therefore a statutory role.

**Key Working Relationships:**

- The Police and Crime Commissioner
- OPCC Chief of Staff
- Senior leadership team, OPCC
- The Police and Crime Panel
- Joint Independent Audit Committee
- Durham Constabulary CFO
- Local Authority – Resource Directorates
- National and Regional finance officer bodies and networks

For further enquiries regarding the vacancy please contact Andrea Petty, Chief of Staff, OPCC on [andrea.petty@durham-pcc.gov.uk](mailto:andrea.petty@durham-pcc.gov.uk)

## **The Office of the Police & Crime Commissioner**

### **JOB DESCRIPTION**

#### **Chief Finance Officer**

**Grade L: £59,118 - £64,992 + £5,000 market supplement**

**Tasked by: Durham Police and Crime Commissioner and OPCC Chief of Staff**

#### **Job Purpose**

#### **Key roles and responsibilities of this post:**

The Chief Finance Officer is the Police and Crime Commissioner's professional adviser on financial matters and will:

1. Be the s151 officer for the OPCC.
2. Be a key member of the OPCC Senior Leadership Team, working closely with the Chief of Staff to develop and implement organisational strategy and policy, and to resource and deliver the PCC's Police and Crime Plan, sustainably and in the public interest.
3. Advise the PCC on the overall medium term financial plan and its implications, to ensure effective financial governance arrangements are in place, in line with best practice, and effectively communicated.
4. Lead on the development of the PCC's financial strategy and be actively involved in, and able to bring influence to bear on all strategic business decisions of the PCC, ensuring all financial implications, opportunities and risks are fully considered, and align with the PCC's financial strategy.
5. Lead on the budget setting, reserves and treasury management strategy and arrangements.
6. Lead on the promotion and delivery by the PCC of good financial management so public money is safeguarded at all times and used appropriately, economically, efficiently, and effectively; and must ensure the OPCC finance function is fit for purpose and provides value for money.
7. Represent the PCC/OPCC at national and regional events / networks including the Police and Crime Commissioners' Treasurers Society PaCCTS.
8. Ensure publication of all relevant external reporting requirements of the Durham Police and Crime Commissioner, in accordance with statutory requirements and deadlines.
9. Arrange for the determination and issuing of the relevant precept demands.

10. Take the lead role in supporting the effective functions of the Joint Independent Audit Committee.
11. Lead on governance across the OPCC, ensuring open and transparent systems and decision making are in place.
12. Manage and develop a small team of staff.

Note: The CFO role of the Police and Crime Commissioner has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the PCC on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the PCC accounts, including the Constabulary accounts. The Chief Finance Officer of the Office of the Police and Crime Commissioner is the PCC's professional advisor on financial matters.

**The duties and responsibilities outlined above cannot encompass or define all tasks which may be required of the post holder. The outline of duties and responsibilities given above therefore may vary from time to time without materially changing either the character or level of responsibility and these factors are reflected in the grade applied to the post.**

**This is a politically restricted role.**

## Person Specification

**Job Title:** Chief Finance Officer

**Department:** The Office of the Durham Police & Crime Commissioner

Employee	The Successful Candidate should possess the following	Assessment Criteria
Educational Attainment / Professional Qualifications	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Relevant degree or equivalent in a field related to financial management.</li> <li>• Member of a chartered accounting body.</li> <li>• The qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988</li> </ul>	Sift/Interview
Work Experience	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Either demonstrable strategic understanding <u>or</u> recent experience of fulfilling the role of a section 151 officer of the Local Govt Act 1972 and the relevant statutory duties.</li> <li>• Ability to give clear professional advice to political leaders and senior colleagues including the ability to challenge where legal and professional standards are not being upheld.</li> <li>• Experience of scrutiny, audit and risk management arrangements.</li> <li>• Ability to lead and manage staff, providing direction and guidance effectively leading colleagues through change, as a key member of the OPCC's Senior Leadership Team</li> <li>• Experience or understanding of the requirements of working in a political setting or with elected officials.</li> <li>• Able to speak publicly and with confidence.</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Experience of managing large multi-million-pound budgets in an organisation</li> </ul>	Sift/ Interview
Knowledge / Skills / Aptitudes	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Ability to identify, assess and manage financial risk effectively.</li> <li>• Ability to provide clear, authoritative, and impartial advice based on objective financial analysis and interpretation of complex situations.</li> <li>• Ability to work with and influence senior finance and other operational colleagues to achieve agreed objectives.</li> </ul>	Sift / Interview

Employee	The Successful Candidate should possess the following	Assessment Criteria
Disposition	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Ability to make sound and timely decisions, weighing up the wider impact of costs, benefits and risks involved.</li> <li>• Must have the ability to manage multiple tasks.</li> <li>• Able to work collaboratively and proactively with internal and external colleagues.</li> <li>• Able to work under pressure to meet specific deadlines.</li> <li>• Ability to network and build effective stakeholder relationships at a local and national level.</li> </ul>	Sift/ Interview
Special Requirements	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• To be committed to excellent public service and transparency.</li> <li>• To be of the highest integrity.</li> <li>• To have a respect for diversity and be committed to the principles of Equal Opportunities.</li> <li>• To possess a full, current driving license or have access to a means of mobility support.</li> <li>• To work some evenings and weekends for media and engagement activities.</li> </ul>	Sift/ Interview

## Durham Police and Crime Panel

### Confirmation Hearing

#### Briefing Note

This briefing note outlines the legal framework and process to be followed by the Police and Crime Panel (the Panel) to undertake a confirmation hearing for the post of Chief Finance Officer.

#### Legal Framework

Information in this note is consistent with the Police Reform and Social Responsibility Act 2011, the Police & Crime Panels (Precepts & Chief Constable Appointments) Regulations 2012 and the Local Government Association and Centre for Public Scrutiny publication "Police and Crime Panels – Guidance on Confirmation Hearings (August 2012).

Schedule 1 of the Police Reform and Social Responsibility Act 2011 requires that the following process is followed in respect of senior appointments:

- i) the PCC notifies the Panel of the proposed appointment.
- ii) the PCC provides the Panel with specific information in relation to the proposed candidate and the appointment – this must include the name of the proposed candidate, the criteria used to assess the suitability of the candidate, how the candidate has satisfied the criteria and the terms and conditions on which the candidate is appointed.
- iii) within three weeks of receiving notification from the PCC, the Panel must hold a public confirmation hearing to question the proposed candidate;
- iv) within the same three-week period, the Panel must write a report which includes a recommendation as to whether the individual should be appointed
- v) the Panel's report must be published.
- vi) in response to the Panel's report, the PCC must notify the Panel whether they will accept or reject the recommendation to appoint or refuse to appoint.

## **Purpose**

The confirmation hearing should be a short and focused meeting, which follows a two-stage process.

- i) The Panel will question the candidate to determine if he/she meets the criteria set out in the role profile and whether they possess the professional competence and personal independence to carry out the role:  
and
- ii) The Panel will determine whether to endorse the candidate's appointment or recommend that the candidate should not be appointed. This second stage of the hearing will be held in closed session (see below).

## **At the start of the hearing**

At the start of the hearing the Chair will outline the order of business and invite the Clerk and Monitoring Officer to the Panel to explain the process and powers of the Panel. The candidate will be permitted to ask any procedural questions before the questioning starts.

The Panel will question the candidate and will ensure that the candidate is treated fairly and politely at all times.

## **Stage One – Questions to the candidate**

The confirmation hearing should complement, rather than duplicate, the other internal systems for appointing staff. Lines of questioning must relate to areas of professional competence and personal independence and used to get the maximum value out of the process.

Questioning will rely on the documents provided to support the Panel's deliberations.

LGA guidance suggests that broad questioning themes should be developed, such as evidence that the candidate has:

- An understanding of the various stakeholders that would need to be involved and engaged with (and in what way, with what outcome) in the development and delivery of a major strategy (professional competence)
- A pragmatic understanding of the separation of the PCC from operational responsibility.

Questions which do not relate to the professional competence and personal independence of the candidate are likely to be inappropriate. The Chair is to be aware of and manage any inappropriate questions. The LGA guidance gives the following examples of inappropriate questions:

- Relating to personal political (or other) views of the candidate – e.g. whether the candidate agrees or disagrees with the police and crime plan



- Seeking to substantively hold to account the candidate for decisions made in a previous role, unless they are phrased in such a way that directly relates to (for example) learning lessons from past practice
- On what the candidate will do, substantively, once in post (i.e. questions relating to operational strategy)
- Which are hypothetical and designed to obtain the candidate's views on a position of local controversy.

At the end of stage one, the candidate has the opportunity to clarify any answers that he or she has given in the course of the hearing, and ask any procedural questions of the Panel, for example about the next steps of decision-making process.

### **Stage Two – Decision Making**

Immediately following the conclusion of questioning and points of clarification, the Panel will go into closed session to determine whether to endorse the candidate's appointment or recommend that the candidate should not be appointed. The Clerk and Monitoring Officer to the Panel should be present to provide advice to the Panel.

At this point the Panel will need to evaluate whether it feels the candidate has met the minimum standards of professional competence and personal independence required for the role as set out in the role profile. Suggested areas of evaluation include:

#### **Professional Competence**

- Do they have the ability and insight to work across multiple different agencies to achieve PCC's priorities, and wider priorities for the area?
- Do they have the ability to respond, credibly and proportionately to pressures such as the need to make short-term responses to unexpected requirements?
- Do they have the ability to translate strategic objectives into operational change on the ground?

#### **Personal Independence**

- Do they have the ability to advise the Police and Crime Commissioner, but to resist any attempt at improper influence?
- Do they have the ability and confidence to take personal responsibility for relevant successes and failures?

#### **Panel Recommendations**

##### **Endorsement**

If the Panel is content with the proposed appointment, it can agree to report to the Police and Crime Commissioner its endorsement of the appointment.

## **Refusal to endorse**

If the Panel determines that the candidate does not meet the minimum standards required as set out in the role profile, the Panel can refuse to endorse the appointment. It is anticipated that refusal should be recommended rarely. A summary of the principal reasons for refusing to endorse the appointment should be appended to the notification of the recommendation to the PCC.

A refusal recommendation is likely to result in one of three scenarios:

- i) The PCC continues with the appointment. If this happens, the Panel's recommendation will be published with a summary of why the recommendation was made. At the same time, the PCC should publish a response to the Panel saying whether it is accepted or rejected.
- ii) The candidate decides to withdraw. If this happens the recommendation to refuse will be published after five working days with a summary of why the recommendation was made. No further information will be published.
- iii) The PCC decides not to appoint. If this happens, the recommendation to refuse and summary will be published alongside a statement from the PCC setting out the timetable and process to make a new appointment.

## **Publication of recommendations**

The LGA/CfGS guidance recommends that the Panel wait five working days before it publishes any information about its recommendations. The Panel should also ensure that the Police and Crime Commissioner has received and acknowledged the Panel's recommendations before making its recommendations public.

January 2024