

DERBYSHIRE POLICE AND CRIME PANEL

17 NOVEMBER 2016

Report of the Director of Legal Services of Derbyshire County Council

**CONFIRMATION HEARING FOR THE APPOINTMENT OF A CHIEF
FINANCE OFFICER (TREASURER) FOR THE OFFICE OF THE POLICE
AND CRIME COMMISSIONER**

1. Purpose of Report

To provide background information to the Police and Crime Panel (PCP) on the appointment process leading to the selection of Andrew Dale as the preferred candidate for the role of Chief Finance Officer (Treasurer) for the Office of the Police and Crime Commissioner (OPCC).

2. Information and Analysis

The Police Reform and Social Responsibility Act 2011 (the Act) provides, under section 18(1), that the Police and Crime Commissioner for a police area must appoint a person as the Chief Finance Officer for that area.

It is the duty of the PCP to hold a public Confirmation Hearing and to review, make reports and recommendations in respect of proposed senior appointments and to publish their reports or recommendations. Senior appointments under Schedule 1 of the Act are those of Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner made by the Police and Crime Commissioner (PCC).

A confirmation hearing is defined as “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”. Supporting guidance produced by the Local Government Association (LGA) and the Centre for Public Scrutiny (CfPS) advises that a confirmation hearing should not be dealt with as an item of business at a standard Panel meeting but conducted as a separate meeting.

The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a PCP being notified of it by the PCC.

Appendix One provides information on the Police and Crime Panel's role in the confirmation process. Appendix Two provides information on the preferred candidate's skills and experiences.

The Panel has three principal options, as follows:

1. If the Panel is content with the proposed appointment, it can agree to report its endorsement to the PCC.
2. Where a candidate meets the standards but the Panel has concerns about their suitability, such concerns can form part of the Panel's report and recommendations to the PCC.
3. In the event that the Panel determines that a candidate does not meet the requirements for the post, the Panel may provide advice and recommendations accordingly to the PCC in its report.

The PCC is under no obligation to follow the Panel's advice and the Panel's recommendation not to appoint does not represent a veto in the case of Schedule 1 appointments. It is noted in the LGA Guidance that a recommendation to reject the proposed appointment should be used in only "exceptional" circumstances.

3. Other considerations

In preparing this report the relevance of the following factors has been considered: financial, legal, prevention of crime and disorder, equality and diversity, human resources, environmental, health and transport considerations.

4. Background papers

Held with the Improvement and Scrutiny Officer, Derbyshire County Council.

5. OFFICER'S RECOMMENDATION

It is recommended that the Panel notes its responsibilities in the confirmation hearing process and consider the proposed appointment to the position of Chief Finance Officer for the Office of the Police and Crime Commissioner.

**John McElvaney
Director of Legal Services
Derbyshire County Council**

APPENDIX ONE

THE PCP'S ROLE IN CONFIRMING SENIOR APPOINTMENTS UNDER SCHEDULE 1 OF THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT 2011

Senior appointments under Schedule 1 of the Act are those of Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner made by the Police and Crime Commissioner (PCC). It is the duty of the Police and Crime Panel to hold a public Confirmation Hearing and to review, make reports and recommendations in respect of proposed senior appointments and to publish their reports or recommendations. There is a separate process under Schedule 8 to be followed for the appointment of Chief Constables, which is not covered in this note.

The Rules relating to Confirmation Hearings under Schedule 1

- The PCC must notify the Panel of the proposed senior appointment;
- The Hearing must take place in public, within a period of three weeks of the receipt of formal notification being received from the PCC;
- The candidate may be requested to appear for the purpose of answering questions relating to the appointment (the LGA guidance makes it very clear that this should be the usual practice);
- The Panel shall review the proposed senior appointment and make a report to the PCC, including a recommendation relating to the candidate's appointment; and
- The PCC must respond to the report and recommendations of the Panel to confirm whether they accept or reject its recommendation. There is no duty upon the PCC to give reasons for their decision.

The Procedure for Confirmation Hearings under Schedule 1

1. Notification of Proposed Senior Appointment

The PCC will notify the Panel of a proposed senior appointment in writing to the Chair of the Panel and to the Clerk to the Panel. The notification of a proposed senior appointment from the PCC should be accompanied by background information such as a CV or a personal statement to assist the Panel in its assessment of the candidate. At the very least, and in accordance with legislation, the PCC is required to provide the following information:

- The name and contact details of the candidate;
- The criteria used to assess the suitability of the candidate for the appointment and how the candidate satisfies these criteria; and
- The terms and conditions on which the candidate is to be appointed.

2. Arrangement of Confirmation Hearing and Notifying the Candidate

Following the receipt of notification from the PCC a Confirmation Hearing is arranged, which will take place within three weeks of the date of receipt of notification from the PCC. The Chair of the Panel or the Clerk will write to the candidate to confirm the date of the Hearing and notify them of the process to be followed. The letter will set out the legislative provisions underpinning the Hearing and inform the candidate that any information they provide will be heard in the public domain.

If the candidate's references are to be distributed to the Panel it is the responsibility of the PCC to inform relevant referees of the placing of references in the public domain.

3. Pre-Meeting

The Panel will normally organise a pre-meeting prior to a Confirmation Hearing to allow for a consideration of the background information provided by the PCC. The pre-meeting is intended to provide members of the Panel with an opportunity to consider and agree the scope and thrust of their questioning at the Hearing. As referred to in the LGA Guidance document on Confirmation Hearings, questioning will concern primarily the “**professional competence**” of the candidate and their “**personal independence**”^{*}.

** Personal independence is defined in the LGA Guidance as a candidate's ability to act in a manner that is operationally independent of the PCC.*

The pre-meeting will be held in private and, where possible, will be attended by the Clerk or a legal adviser and, if possible, a senior HR adviser from the host authority to assist the Panel in the provision of specialist and technical advice and the devising a list of appropriate questions, if there is any. Additional information relating to the candidate, not provided by the PCC but available elsewhere, this should be considered by the Clerk and the HR adviser to ensure that the process is fair, and that it will help the Panel assess professional competence and personal independence.

4. The Hearing

With preparation and planning at the pre-meeting, Confirmation Hearings should be short and focused. The Hearing will be a four stage process:

	PRESENT:		
	PANEL	PCC	CANDIDATE
Stage 1: Chair outlines the process to be followed and the powers of the Panel.	✓	✓	✓
Stage 2: Brief introduction by the PCC explaining why the candidate meets the job description, the criteria he/she meets for the post and the terms and conditions for the post.	✓	✓	✓
Stage 3: Panel to question the candidate to determine if he/she meets the criteria set out in the job description and whether they possess the necessary professional competence and personal independence to carry out the role. <i>Candidates may make a presentation at the start of this stage of the process if they wish.</i>	✓	x	✓
PANEL GOES INTO CLOSED SESSION			
Stage 4: Panel will make its decision and prepare any recommendations to the PCC.	✓	x	x

5. Coming to a View

The Panel has three principal options, as follows:

4. If the Panel is content with the proposed senior appointment, it can agree to report its endorsement to the PCC.

5. Where a candidate meets the standards but the Panel has concerns about their suitability, such concerns can form part of the Panel's report and recommendations to the PCC.
6. In the event that the Panel determines that a candidate does not meet the requirements for the post, the Panel may provide advice and recommendations accordingly to the PCC in its report.

NB. The PCC is under no obligation to follow the Panel's advice and the Panel's recommendation not to appoint does not represent a veto in the case of Schedule 1 appointments. It is noted in the LGA Guidance that a recommendation to reject the proposed appointment should be used in only "exceptional" circumstances.

The Panel has to reach a conclusion in relation to the options set out above. It may also choose to comment on other relevant issues.

6. Reporting the Panel's Recommendation

The Chair of the Panel will write to the PCC on the next working day following the Confirmation Hearing, to outline the decision and recommendations of the Panel. The candidate will also be sent a copy of the letter.

The Panel will wait five working days before it publishes any information about its recommendations unless it is agreed with the PCC that this information can be released at an earlier stage. The Panel will ensure that the PCC has received and acknowledged receipt of the Panel's recommendations before making its recommendations public.

Mr. John McElvaney
Solicitor
Director of Legal Services
County Hall
Matlock
Derbyshire
DE4 3AG

9.11.2016

Dear John

Notification of proposed candidate for role of Chief Finance Officer

I am writing this letter to notify the Police & Crime Panel of the proposed senior appointment of my Chief Finance Officer pursuant to requirements under Schedule 1 of the Police Reform and Social Responsibility Act 2011 and to allow the Panel their scrutiny and confirmation role.

In assisting the Panel I provide the following information:

- a. The name of the proposed candidate – Mr. Andrew Dale
- b. The criteria used to assess their suitability – the candidate pack attached
- c. Why the candidate satisfies those criteria – a verbal update will be given to the panel
- d. The terms and conditions on which the candidate is to be appointed - attached

The selection process was robust and I initially interviewed four potential candidates for the role from a field of six applicants. I was not, however, able to appoint following the first round of interviews and after a slight amendment to the eligibility criteria we attracted a second set of 24 applications and interviewed three candidates.

The interview itself was based around a presentation that asked applicants to explain 'How do you see this role supporting the PCC and his office? What added value would you bring?', followed by competency based questions. Following the second set of interviews panel agreed to make an offer of employment (subject to vetting and confirmation by the Police & Crime Panel) to Mr Andrew Dale.

As Panel members are aware I signed up to pledges from the Committee on Standards in Public Life whilst I was running to become the PCC for Derbyshire and committed to having an independent member on any senior recruitment panel. For this appointment the panel consisted of:

Mr Hardyal Dhindsa – PCC For Derbyshire
Mr David Peet – Chief Executive of PCC's office
Mrs Helen Boffy – Treasurer/s.151 Officer for the PCC
Mr Terry Neaves – Director of Finance, Derbyshire Constabulary
Mr Terry McDermott – Chief Fire Officer, Derbyshire Fire & Rescue
(First round of interviews)
Mr Alan Goodwin – Deputy Chief Constable of Derbyshire (retired)
(Second round of interviews)

In response to the Panel's report following the confirmation hearing I shall respond as to whether to accept or reject the recommendation of the Panel. Notwithstanding the guidance to have a five working day cooling off period, I would ask that we agree to wait publication upon receipt of my formal response to the Panel's recommendation and to place the Panel's report and my response on both our websites accordingly at that time.

Thank you for your cooperation and if I can provide any additional assistance please do not hesitate to contact me.

Yours sincerely,



Hardyal Dhindsa
Police and Crime Commissioner for Derbyshire

Encs. Application Pack including Job Description containing terms of employment
Mr Andrew Dale's CV (Personal Information Redacted)





Office of the Police and Crime Commissioner for Derbyshire Treasurer & Section 151 Officer

Dear Candidate

Thank you for your interest in the role of Treasurer and Section 151 Officer for the Police and Crime Commissioner for Derbyshire. As you will see from this application pack, I am seeking an experienced manager to work with me in ensuring that the Office of the Police and Crime Commissioner is effective in carrying out its duties and addressing policing and crime within Derbyshire.

The Treasurer is a statutory role within my office and is responsible for the proper administration of the Police and Crime Commissioner's financial affairs. In addition the Treasurer has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the Commissioner on expenditure and ensuring the preparation each year, in accordance with proper practices in relation to accounts, a statement of the Police & Crime Commissioner's accounts, including group accounts. The Treasurer of the Police & Crime Commissioner for Derbyshire is the Commissioner's professional adviser on financial matters.

I am seeking someone who has experience of financial management at a senior level. It goes without saying that you will be a good communicator and a good manager, someone who, critically, can rapidly establish effective working relationships with staff, colleagues and the public, ACPO and senior members of the Force.

Please take some time to read through our application pack, where you will find a job description and details of how to apply. If you feel that you meet the essential criteria for the role, and can support me in delivering my vision for protecting communities and fighting crime in Derbyshire, I would very much like to hear from you.

Thank you for your interest,

Hardyal Dhindsa
Police and Crime Commissioner for Derbyshire



Office of the Police and Crime Commissioner Treasurer & Section 151 Officer

How to Apply

Within this pack you will find the following information about the role:

- a copy of our advertisement
- a job description
- diversity monitoring form

Should you wish to apply for this role, please send a covering letter, accompanied by your c.v. Within your covering letter you should provide one paragraph addressing each of the essential and desirable criteria in our job description. Your c.v. should be up to date and supplement your covering letter and must demonstrate wide-ranging experience at a senior level, ideally working within a similar environment.

Please also provide the names and contact details for two referees, who have known you for a minimum period of the last three years. Referees may be contacted prior to interview unless you request otherwise.

Your application should be accompanied by a completed diversity monitoring form – you will find a copy of the form at the end of this pack.

As the Commissioner is required by law to register details of any candidates who are known to him he requests that if you have any personal or professional relationship or dealings with the Commissioner you outline this in your covering letter. This will in no way affect your application but will assist the Commissioner in fulfilling his legal obligations.

Please email your c.v., covering letter and diversity form to: recruitment@derbyshire.pnn.police.uk
The closing date is Monday 27th June 2016 at 12.00 noon. Please send your email in good time as no allowance will be made for failures in e-mail communication and any applications received after 12.00 noon. will not be considered.

Following the closing date, all applications successfully received will be acknowledged. Shortlisting for the post is planned for Thursday 30th June and shortlisted candidates will be contacted shortly after this date. **Interviews will take place on Friday 15th July 2016 at Force Headquarters in Ripley.**



Treasurer & Section 151 Officer
Police & Crime Commissioner for Derbyshire
£70, 000 – 75,000 per annum (Full Time)

The Police and Crime Commissioner for Derbyshire is seeking to recruit a new Treasurer following the planned retirement of the current post holder at the end of the year. Applicants must hold full CIPFA qualification and have financial experience at a senior level in a Public Sector organisation.

As one of two statutory officer roles within the Office, defined by the Police Reform & Social Responsibility Act 2011, the Treasurer is responsible for the proper administration of the Police & Crime Commissioner's financial affairs. The post holder is also the designated officer under Section 114 of the Local Government Finance Act 1988. An integral part of the OPCC senior team, the post holder will be working with senior police colleagues and other partners at the highest level.

For an informal conversation with either the Chief Executive or the Treasurer about this exciting opportunity please contact Kirsty Holding on 0300 122 6000 to arrange a convenient time for a phone call.

To download an application pack visit:
www.derbyshire-pcc.gov.uk/Your-PCC/Vacancies

Appointment will be subject to Management Vetting and Security Clearance and will also be subject to a confirmation hearing before the Police and Crime Panel for Derbyshire.

Closing Date for Applications is noon on 27th June 2016

Interviews will be held on 15th July 2016



Police & Crime Commissioner for Derbyshire

Job Description

Closing Date	12 Noon, Monday 27th June 2016
HR Service Centre Contact	Emilia Cieslik
Role Title	Treasurer to Police & Crime Commissioner for Derbyshire
Salary	£70,000 - £75,000 Successful applicants would normally be appointed on the bottom of the salary grade. Exceptions may apply.
Hours	37 hours per week
Suitable for job share or part time	Yes to job share
Department or Division	Office of the Police & Crime Commissioner for Derbyshire (OPCC)
Location	Office of the Police and Crime Commissioner, Butterley Hall Ripley, Derbyshire DE5 3RS
Post Reports to	Police & Crime Commissioner
Other Considerations	<p>Please note that, due to the nature of security checks undertaken, applicants must have 3 years continuous residency in the UK up to the date of the application and Home Office approval for indefinite leave to remain within the UK.</p> <p>All successful applicants are required to submit themselves for drug testing in line with the Commissioner's Drug Policy.</p> <p>This post is subject to a Confirmation Hearing by the Derbyshire Police and Crime Panel</p>

Please note that applicants who are subject to the terms and conditions of the Re-organisation, Redeployment and Redundancy policy (internal Derbyshire Police Staff policy) will be prioritised in the process should they choose to apply.

EQUALITY COMMITMENT

The Police & Crime Commissioner for Derbyshire is committed to the principles of Equality, Fairness and Diversity, and we welcome applications from all sections of the community in our efforts to recruit a diverse and flexible workforce that reflects the communities we serve. As part of our commitment to equality, all applicants with disability who meet the essential criteria for any police staff post will be invited to interview.

The OPCC offers a range of benefits including a local government pension scheme, Specsavers eye care vouchers, child care vouchers as well as a staff discount scheme called 'My Extras'. This covers a wide variety of retailers and includes discounts & cashback. My Extras also provides discounted gym membership and a healthcare cash plan. This scheme however is non contractual and the Commissioner does reserve the right to withdraw or change the terms of the scheme.

Purpose and Description of Role:

This a statutory role and the statutory responsibilities of the Treasurer of the Police & Crime Commissioner for Derbyshire are set out in the following legislation:

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

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

The Treasurer of the Police & Crime Commissioner for Derbyshire has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the Commissioner on expenditure and ensuring the preparation each year, in accordance with proper practices in relation to accounts, a statement of the Police & Crime Commissioner's accounts, including group accounts. The Treasurer of the Police & Crime Commissioner for Derbyshire is the Commissioner's professional adviser on financial matters.

The key purpose of the role is to ensure that the financial affairs of the Police & Crime Commissioner for Derbyshire are properly administered and that adequate financial management arrangements are in place across the Office of the Police & Crime Commissioner and Force. The Treasurer is the Police & Crime Commissioner's Chief Finance Officer who also acts as the Police & Crime Commissioner's strategic financial adviser, ensuring all policies and plans are appropriately resourced. The Treasurer has overall responsibility for community grants and commissioning, and is a member of the Derbyshire Police and Fire LLP boards.

Political Restrictions

The Treasurer 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 staff of the Police and Crime Commissioner, except for the Commissioner and the Deputy 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, of the National Assembly for Wales, of the European Parliament or of the House of Commons, or a 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

Specific Role Responsibilities:

1. Strategic and Financial Planning

Key Responsibilities

- a. Providing advice on developing an overall financial strategy that serves policy and service objectives
- b. Helping the Commissioner to set the budget, the policing precept and agree the capital programme
- c. Helping the Commissioner to monitor the OPCC and Force budgets
- d. Providing general advice, information and assurance to the Commissioner on financial issues
- e. Advising the Commissioner on issues associated with best value.

2. CONTRIBUTING TO CORPORATE MANAGEMENT

Key Responsibilities

- a. Contributing to the management of the Office of the Police and Crime Commissioner as a member of the Corporate Management Team
- b. Ensuring that the Commissioner's financial resources are well managed
- c. Contributing to the development of the Office of the Police and Crime Commissioner and the service

3. FINANCIAL ADMINISTRATION AND STEWARDSHIP

Key Responsibilities

- a. Advising on corporate risk profiling and management, including safeguarding assets, risk avoidance and insurance
- b. Advising on effective systems of internal control
- c. Ensuring there is an effective system of internal financial control
- d. Advising on anti-fraud and anti-corruption strategies and measures
- e. Preparing and or authorising statutory and other accounts and associated grant claims
- f. Ensuring there is an effective internal audit function
- g. Securing effective systems of financial administration
- h. Securing effective arrangements for treasury management and any trust funds
- i. Ensuring a prudential financial framework is in place
- j. Ensuring that financial management arrangements are in line with broad policy objectives and the service's overall management
- k. Ensuring that the procurement of financial services and systems takes into account good procurement practice and complies with European Community Procurement Directives where relevant and represents efficient and effective use of resources.
- l. Ensuring that the Commissioner as a member of the Derbyshire Police and Fire Limited Liability Partnership is properly supported and represented

4. DELIVERING SERVICES AND PROVIDING INFORMATION TO MEMBERS OF THE PUBLIC AND THE COMMUNITY

Key Responsibilities

- a. Providing financial and performance information to the members of the public and the community

5. SUPPORTING AND ADVISING THE FORCE

Key Responsibilities

- a. Ensuring that budgets are properly managed
- b. Providing financial advice and information

6. MISCELLANEOUS

Key responsibilities

- a. To carry out such other tasks commensurate with the nature of this role as may be directed by the Commissioner and / or the Chief Executive of the Office of the Police and Crime Commissioner from time to time.

Skills & Experience required:-

Essential:

1. Qualified member of the Chartered Institute of Public Finance and Accountancy (CIPFA). (The qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988.)
2. Significant experience at a senior level as a finance professional in a public sector organisation, including experience advising political leaders on financial matters and developing financial plans and strategies.
3. Demonstrable public service ethos and ability to build public confidence in policing and criminal justice systems and services.
4. Ability to act with integrity in line with values, standards and codes of corporate governance.
5. Ability to devise sound and effective financial strategies, and to be innovative in developing better ways to deliver value for money and improved services.
6. Ability to identify, assess and manage financial risk effectively.
7. Ability to provide clear, authoritative and impartial advice based on objective financial analysis and interpretation of complex situations.
8. Ability to operate with sensitivity in a political environment.
9. 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.
10. Ability to make sound and timely decisions weighing up the wider impact of costs, benefits and risks involved.
11. Ability to work with and influence senior finance and other operational colleagues to achieve agreed objectives.
12. Ability to network and build effective stakeholder relationships at a local, regional and national level.
13. Ability to lead and manage staff giving direction but building enthusiasm and commitment, and effectively leading colleagues through change.
14. Educated to degree level or equivalent, with evidence of continuous professional development.

Desirable:

1. Postgraduate management or leadership qualification.
2. Experience of public finance within a policing or criminal justice agency.

Please use the attached application form to register your interest in this role. CV's will not be accepted but additional sheets can be attached to the application form to ensure you capture your relevant experience and skills.

PERSONAL QUALITIES

The Treasurer will be assessed for appointment against the following personal qualities.

Decision Making	Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.
Leadership	<p>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.</p> <p>Leading people Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.</p> <p>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.</p>
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 unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

Public Service	Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic 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 the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

Monitoring Form: Job Applications

We are committed to providing equality of opportunity in terms of employment. The policy statement applies to all staff and applicants regardless of race, gender, marital status, colour, nationality, religion or belief, ethnic or national origin, sexual orientation, age or disability. This commitment applies to all issues affecting recruitment, training, transfer and promotion including terms and conditions of service. The provision of this information is entirely voluntary and completion or otherwise will in no way prejudice your application. The information will be treated as strictly confidential and will only be used for monitoring purposes.

Applications for the position of:					
Department:					
Date of birth:			Age:		
Gender:	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	
Transgender:	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say <input type="checkbox"/>

Which of the following best describes your ethnic/cultural/racial origin?

White	British	<input type="checkbox"/>	Black or Black British	Caribbean	<input type="checkbox"/>
	Irish	<input type="checkbox"/>		African	<input type="checkbox"/>
	Any other white background	<input type="checkbox"/>		Any other Black background	<input type="checkbox"/>
Asian or Asian British	Indian	<input type="checkbox"/>	Mixed	White and Black Caribbean	<input type="checkbox"/>
	Pakistani	<input type="checkbox"/>		White and Black African	<input type="checkbox"/>
	Bangladeshi	<input type="checkbox"/>		White and Asian	<input type="checkbox"/>
	Any other Asian background	<input type="checkbox"/>		Any other mixed background	<input type="checkbox"/>
Chinese or other ethnic group	Chinese	<input type="checkbox"/>			
	Any other ethnic group	<input type="checkbox"/>			
Prefer not to say		<input type="checkbox"/>			

Which of the following best describes your religious affiliation?

Buddhist	<input type="checkbox"/>	Christian	<input type="checkbox"/>
Hindu	<input type="checkbox"/>	Jewish	<input type="checkbox"/>
Muslim	<input type="checkbox"/>	Sikh	<input type="checkbox"/>
Non-Religious	<input type="checkbox"/>	Other	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		

How do you identify your sexual orientation?

Heterosexual or Straight	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Gay or Lesbian	<input type="checkbox"/>	Other	<input type="checkbox"/>
Bisexual	<input type="checkbox"/>		

Do you consider yourself to have a disability?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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If you are successful in your application, you will be invited to discuss any specific requirements you may have in order to fulfil your potential in your new post.

Curriculum Vitae

Andrew Dale FCCA

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

Email: XXXXXXXXXXXXXXXXXXXXXXXXXX

Telephone: XXXXXXXXXXXXXXXXXX

I am a senior finance professional with over 15 years of post-qualification experience stretching across practice, private sector and public sector roles.

Combining a robust and broad financial background with a forward-thinking, politically-aware approach to my professional life, I pride myself in not attempting to fit the stereotypical view of an accountant. I am equally confident in considering, discussing and advising on non-financial matters as with more traditional finance specialisms.

Working within the public sector (Policing), I take great job satisfaction from adding value, playing a part in delivering quality services to the public and ensuring that public money is used efficiently, effectively and transparently.

Qualification Highlights

- Prince2 Practitioner (2014)
- FCCA/ACCA – Fellow of the Association of Chartered Certified Accountants (2001)
- 2:1 BA (Hons) Business Administration (1998)
- 4 A-Levels (1995)
- 9 GCSEs (1993)

Training Highlights

- Political Awareness training (prior to May 2016 elections)
- Practical Coaching training
- Go MAD (Make A Difference) training – creative/innovative thinking
- Myers Briggs (MBTI) training – understanding personality traits of myself and others and how they work together

Current Role

February 2015 - present

Resources Manager & Deputy s151 Officer

The Office of the Police & Crime Commissioner for Leicestershire

Key Responsibilities:

- Deputise for the Chief Finance Officer (including s151 responsibilities)
- Support the PCC in delivering their aims and objectives (particularly the Police & Crime Plan and Commissioning Framework)
- Provide strategic advice, scrutiny and challenge in the Finance, HR, Estates and Procurement areas of business
- Monitor, report and provide strategic advice on Risk Management issues for the OPCC

Curriculum Vitae

- Support the Chief Finance Officer in presenting the PCC's annual budget and precept consultation/determination
- Contribute to and ensure compliance (both Force and OPCC) with the scheme of Corporate Governance. Challenging non-compliance and reporting on it as required
- Scrutinise, check and challenge reports, decision records and business cases as required from a s151 perspective. Support the CFO and Monitoring Officer in taking an informed view and providing strategic advice to the PCC
- Represent the PCC's interests in the Police ICT Company, including attendance at key meetings and other events

Key Achievements:

- Finance lead on the PCCs Strategic Partnership Development Fund (SPDF) – key partnership working and proportionate governance and accountability
- Finance lead for implementing the Victim First service within Leicestershire – including contract negotiations, scrutinising tenders and holding the provider to account for performance
- Working alongside the Chief Executive on the implications of potential PCC responsibilities for Fire & Rescue services
- Representing the three CFOs on the Strategic Alliance (now 'Tri-Force Collaboration') programme within the Enabling Services workstream (Finance, ICT, HR, Estates, Procurement etc.)
- Providing advice & support to the Chief Finance Officer on issues related to the appointment of a Deputy PCC and Political Advisers
- Influencing and negotiating with senior Force colleagues to ensure that key decisions (for example Estate disposals) placed before the PCC have had appropriate due diligence, proper assessment of the impacts on policing and transparent consultation with partners and our other key stakeholders – most notably the public
- Negotiating with local CFO and Treasurer colleagues from the City, Counties (including Rutland) and District authorities to ensure that key information was available to us (and our colleagues in Fire) in good time to inform considerations by the Force and PCC in arriving at a revenue and capital budget proposal

Previous Roles

August 2002 - February 2015

Corporate Accountant (formerly Senior Accountant)

Leicestershire Police

Key Responsibilities:

- Lead the Accountancy & Budgeting Team and Finance Operations Team
- Provide wide remit of professional financial services and advice
- Covering areas of specialism including: Management Accounts, Final Accounts, Treasury Management Budgeting and Medium-Term Financial Planning, Forecasting, Internal Controls and Compliance, System Manager/Administration and Development

Key Achievements:

- Extensive working relationships both within the organisation and with external partners
- Designed and implemented medium-term financial planning methodology
- Played a key role in achieving strong audit assurance (internal and external) for the Finance function
- Lead my team through several periods of change – including centralisation of financial services

Curriculum Vitae

- Finance lead for police income generation – created key relationships with private sector partners (LCFC, LiveNation, Donington Park, East Midlands Airport)

April 2001 – August 2002

Financial Accounting Manager (formerly Financial Accountant)

Megabowl Ltd

Key Responsibilities:

- Financial and Management Accounting (including budgeting and forecasting)
- Debt Portfolio management
- Treasury Management

Key Achievements:

- Restructured debt portfolio to align with cash flow forecasting and Estates rationalisation strategy
- Worked with the Financial Controller to design and implement financial processes and controls for a new start-up (management buy-out)
- Established key relationships with colleagues in the business

August 1998 – March 2001 (first position after leaving University)

Auditor / Accountant

Clear & Lane Chartered Accountants (Leicester)

Referees (both of which may be contacted prior to interview if preferred)

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