



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

ORIGINATOR: Police and Crime Commissioner for Norfolk

SUBMITTED TO: Norfolk Police and Crime Panel

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

RECOMMENDATION:

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

POLICE AND CRIME COMMISSIONER

STEPHEN BETT

DATED: 14 November 2013

DETAIL OF THE SUBMISSION

1. 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).

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) of 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, Robert Summers, was intending to retire at the end of January, the Commissioner advised the members at the Panel meeting on 5 July 2013 that he would be permanently recruiting to the Senior Officer position of Chief Finance Officer. The job description and person specifications were drawn up by the Chief Executive and Chief Financial Officer (Treasurer) with advice from the Commissioner taking account of the national advice from PACCTs.

2.2 An advert for the post was published in the Eastern Daily Press and online at www.norfolk-pcc.gov.uk on 19 September with a closing date of 4 October it was also circulated via the PACCTs network. 3 applications were received.

2.3 All 3 candidates met the Person Specification and were shortlisted for interview.

2.4 All candidates undertook a comprehensive assessment process including:

- A psychometric test
- Feedback was provided to all candidates and the Panel by Keron Beattie of Freescape, an external consultant

- A 10 minute presentation on “how you fulfil the requirements for the role based on the person specification”
- Interview with the Panel including: Robert Summers, current Chief Finance Officer, Robin Chapman, Chair of the Audit Committee, Stephen Bett, Police and Crime Commissioner and Jenny McKibben, Deputy Police and Crime Commissioner. The Appointment Panel was advised by the Chief Executive, Mark Stokes.

2.5 A copy of the advert is attached at Appendix A.

2.6 The job description is attached at Appendix B.

2.7 The person specification is attached at Appendix C.

2.8 Statement from Chair of the Audit Committee, Robin Chapman is attached at Appendix F.

2.9 It was the unanimous recommendation from all stages of the process that John Hummersone be the preferred candidate.

3. PROPOSED APPOINTMENT

3.1 Following the assessment and interview processes, the Commissioner proposes to appoint John Hummersone 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 report when issued and decide whether to accept or reject the Panel’s recommendation on the proposed appointment. Until the conclusion of this process, John Hummersone 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 C.

4.2 The following statements provide evidence as to how John Hummersone meets the criteria:

- A qualified public sector accountant (CIPFA) with wide ranging finance and resources experience.
- Chief Finance Officer (Treasurer) and Deputy Chief Executive for the Cambridgeshire Police and Crime Commissioner (November 2012 to September 2013)
- Treasurer to Cambridgeshire Police Authority (June 2004 until November 2012 when Police Authorities were abolished)
- Director of Resources, Cambridgeshire and Peterborough Fire Authority

4.3 A copy of the key elements of John Hummersone application including his Curriculum Vitae is included in Appendix D.

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 E.

6. FINANCIAL IMPLICATIONS

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

7. BACKGROUND PAPERS

None

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.*

APPENDIX A

JOB ADVERT

Copy advert (Eastern Daily Press and online at www.norfolk-pcc.gov.uk)

Chief Financial Officer (Treasurer)

£63,591- £77,706 p.a. (pro rata)

3 Days a week

Wymondham, Norfolk

Closing date - 4 October 2013

Following the announcement of Bob Summers retirement, Norfolk's Police and Crime Commissioner, Stephen Bett, is seeking to recruit a successor Chief Financial Officer (Treasurer). The appointee will play a key role in advising and supporting him with a sound financial strategy and day-to-day oversight of the PCCs budget (currently £147M) and to assist in the delivery of his manifesto priorities through the Police and Crime Plan.

You will join a small professional team which provides the PCC and his Deputy, Jenny McKibben, with a range of high quality support services aligned to strategy and resource planning, partnership working, commissioning and service delivery, engagement and information management; and scrutiny, evaluation and performance. You will also ensure effective financial liaison with the Constabulary, key partners at both local and national level, and the Norfolk Police and Crime Panel.

You will be responsible for the proper administration of the Commissioner's financial affairs and professionally qualified (i.e. CCAB) and suitably experienced at a senior management level. You will work with the newly appointed Chief Executive to implement strategy. A proven track record in the field of public sector policing finance, along with a track record of translating ideas into action via an innovative, yet fiscally sound, approach to financial delivery, is essential.

As the statutory Chief Finance Officer (PR&SR Act 2011 S1 and Schedule 1) it will be your role to ensure financial management and probity of the highest standards.

If you have the qualities being sought, along with the drive and ambition to take this challenging role forward in a dynamic environment, download the application pack at www.norfolk-pcc.gov.uk.

For an informal chat about the role with either the Head of Staff or Bob Summers, please call 01953 424455 to arrange a suitable time.

An application pack is also available from the Office of the Police and Crime Commissioner for Norfolk, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW. Telephone: 01953 424455
Email: opccn@norfolk.pnn.police.uk

APPENDIX B**JOB DESCRIPTION****JOB DESCRIPTION**

Post:	Chief Financial Officer (Treasurer)	Post No:	TBC
Grade:	£63,591 - £77,706 (pro rata)		
District/Department:	Office of the Police & Crime Commissioner		
Location:	Wymondham		
Reporting to:	Police & Crime Commissioner		

JOB SUMMARY

The key purpose of the role is to ensure that the financial affairs of the PCC are properly administered and that adequate financial management arrangements are in place across the OPCCN and Force. The Chief Financial Officer (CFO) also acts as the OPCCN's strategic financial adviser, ensuring all policies and plans are appropriately resourced.

This is a statutory role and the statutory responsibilities of the CFO of the OPCCN 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 Norfolk.

KEY WORKING RELATIONSHIPS

- The Police and Crime Commissioner, Deputy Commissioner and Chief Executive
- The Police and Crime Panel
- Audit Committee
- Norfolk Police Director of Finance
- Norfolk Police Assistant Chief Officer (Finance)
- Norfolk Police Chief Constable and Chief Officers
- National and regional treasurer and finance officer bodies and networks
- Local authority and partnership finance leads

KEY STRATEGIC AND MANAGEMENT RESPONSIBILITIES

The Chief Financial Officer is the PCC's professional adviser on financial matters and will:

- Be a key member of the PCC's Senior Management Team, working closely with the Chief Executive to implement strategy and to resource and deliver the PCC's strategic objective sustainably and in the public interest;
- Lead on development of the PCC's medium term financial strategy;
- Be actively involved in, and able to bring influence to bear on, all strategic business decisions, of the PCC, ensuring that all financial implications, opportunities and risks are fully considered, and align with the PCC's financial strategy;
- Lead the promotion and delivery by the PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and must ensure that the finance function is resourced to be fit for purpose;
- Liaise with the Force Director of Finance and Assistant Chief Officer (Finance) to advise the PCC and Chief Constable on value for money in relation to all aspects of PCC and Chief Constable/Force expenditure;

- Represent the PCC at national and regional networks including the Police and Crime Commissioners Treasurer Society (PaCCTs);
- To manage the Democracy and Engagement Manager, and work closely with other OPCCN staff to develop and support the team;
- Ensure publication of Statement of Accounts and other external reporting requirements of the PCC;
- Lead on the development of the Treasury Management Strategy;
- Jointly responsible with Director of Finance and Assistant Chief Officer (Finance) for managing the Internal Audit function and supporting the Audit Committee
- Any other reasonable duties as required by the PCC.

STATUTORY RESPONSIBILITIES

The Chief Financial Officer of the PCC is responsible for:

- Ensuring that the financial affairs of the PCC are properly administered and that financial regulations are observed and kept up to date;
- Ensuring regularity, propriety and Value for Money (VfM) in the use of public funds;
- Ensuring that the funding required to finance agreed programmes is available from government funding, precept, other contributions and recharges;
- Reporting to the PCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC;
- Reporting to the PCC, the Police and Crime Panel and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;
- Advising the PCC on the robustness of the budget and adequacy of financial reserves;
- Ensuring production of the statements of accounts of the PCC;
- Ensuring receipt and scrutiny of the statements of accounts of the Chief Constable and ensuring productions of the group accounts;
- Liaising with the external auditor;
- Advising the PCC on the application of value for money principles by the police force to support the PCC in holding the Chief Constable to account for efficient and effective financial management; and
- Advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.

NB The CFO of the PCC 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's accounts, including group accounts. The Chief Financial Officer of the PCC is the PCC's professional adviser on financial matters.

POLITICAL RESTRICTIONS

The Chief Financial Officer is a politically restricted post.

In summary, the restrictions imposed on postholders include:

- Becoming (whether by election or otherwise) or remaining a member of a Local Authority, of the National Assembly of Wales, of 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.

SPECIAL CONDITIONS/POINTS TO NOTE

- 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 responsibilities.
- Whilst the role is normally based at the aforementioned location, you may be required to work at other establishments within the Norfolk OPCC as may be reasonably required. Police Staff Conditions of Service will be adhered to in such instances.
- Appointment to this post is subject to a confirmation hearing by the Police and Crime Panel.

APPENDIX C**PERSON SPECIFICATION****CHIEF FINANCIAL OFFICER (TREASURER)****SELECTION CRITERIA****Qualifications and experience**

- 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.)
- 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.
- Ideally experience of public finance within a policing or criminal justice agency.

Skills and qualities

- Demonstrable public service ethos and ability to build public confidence in policing and criminal justice systems and services.
- Ability to act with integrity in line with values, standards and codes of corporate governance.
- Ability to devise sound and effective financial strategies, and to be innovative in developing better ways to deliver value for money and improved services.
- Ability to identify, assess and manage financial risk effectively.
- Ability to provide clear, authoritative and impartial advice based on objective financial analysis and interpretation of complex situations.
- Ability to operate with sensitivity in a political environment.
- 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.
- Ability to make sound and timely decisions weighing up the wider impact of costs, benefits and risks involved.
- Ability to work with and influence senior finance and other operational colleagues to achieve agreed objectives.
- Ability to network and build effective stakeholder relationships at a local and national level.

- Ability to lead and manage staff giving direction but building enthusiasm and commitment, and effectively leading colleagues through change.

APPENDIX D**Extract from John Hummersone's Application**

Police and Crime Commissioners have been in existence for less than a year and the role is challenging. The Government has many ideas for changing and adding to the role. It is therefore really important that the Commissioner has confidence in the forward planning arrangements and in the financial planning that underpins everything.

So in simple terms, there are two basic elements in the CFO role:-

- acting as strategic financial adviser to the PCC, ensuring that policies and plans are adequately resourced, providing high quality advice, information and guidance to the PCC so that good decisions can be taken, and
- ensuring that the financial management arrangements across the Force and the OPCCN are fit for purpose.

Since 2010 the reality of austerity has required business and financial planning systems to be more agile. The medium (and probably long) term will be dominated by budget reduction and the size of that reduction will require further changes to service delivery (front line, middle and back office) and some loss of sovereignty.

During my time with Cambridgeshire I have overseen the medium term financial planning process and since 2010 some £15m has been removed from the budget. It has been my role to advise on the funding envelope and to ensure that there has been rigour in addressing the reductions required. Careful use of reserves has been possible pending savings coming on stream.

Workforce costs consume ~80% of the budget and over the years I have improved the workforce planning and the information presented by the Force and available to the public. This is challenging with more activity being delivered collaboratively.

Savings from collaboration are increasingly important for bridging the budget gaps in future years. The CFO (Treasurer) is crucial to that processes, ensuring rigour, independently (of the Force[s]) advising the PCC, and ensuring that risks are flagged.

The second aspect of the role is to ensure that financial processes are working properly.

I have worked as Treasurer in Cambridgeshire since the summer of 2005. Over the years the internal and external auditor's assurances have improved, in particular the core financial systems now receive little audit comment (green assurances). The basic budgetary control processes have worked well and I have never been embarrassed by the last minute 'discovery' of significant over or underspending at year end.

As well as the above, I can highlight many achievements of which I am proud, the most recent of these are:-

- Sign off of the 2012/13 Accounts (the first for the PCC), with an unqualified opinion, no unadjusted misstatements and very complimentary comments from the external auditor. The nine sets of accounts that I have signed since 2005 have all received unqualified audit opinions,
- Successful transition to the PCC, November 2012. I led on the drafting of the Scheme of Governance and the Financial Regulations and Cambridgeshire has been complemented on its publication of transparency information,
- The setting up of the new Joint Audit Committee (having come through a transition from the police authority Governance and Audit Committee), and
- Playing a leading role in the development of the Estates Strategy, and guiding the police authority through a number of significant acquisitions

Working relationships, especially with the Force are key to this role. I get on well with people and will look to develop the working partnerships necessary for the CFO role to be fulfilled. Contact with financial advisers to community safety and other partners may also be important following removal of the separate grant for community safety.

I have good contacts with police treasurers locally and nationally and I am a regular contributor to the Police Treasurers' Society.

If selected for interview I can expand on all of the above statements but in conclusion I would like to say that I have always been passionate about public service. In my years as a senior finance professional I have done my best to:

- promote and support service improvement,
- provide information to the public which is as simple as possible, and
- promote transparency and accountability.

Having served as a police treasurer for 8 years I have a good track record and all of the skill and experience that you require. As the pace of change looks unrelenting, I would welcome the opportunity to help you face the challenges that lie ahead.

CURRICULUM VITAE

John Hummersone CPFA

Personal Profile

A qualified public sector accountant (CIPFA) with wide ranging finance and resources experience. A personable individual dedicated to the public sector and the delivery of high quality services and outputs. Energetic, IT literate and flexible with an adaptable style.

Career to date

Chief Finance Officer (Treasurer) and Deputy Chief Executive for the Cambridgeshire Police and Crime Commissioner (November 2012 to September 2013)

- Statutory Chief Finance Officer for the Commissioner (section 151 officer)
- Deputised for the Chief Executive and assisted in the running of the Office of the Police and Crime Commissioner
- Led on the new governance arrangements
- Set up a new independent Audit Committee

Treasurer to Cambridgeshire Police Authority (June 2004 until November 2012 when Police Authorities were abolished)

- Section 151 officer and main financial adviser to the Authority.
- Working collaboratively with Force Officers (ACPO Team)
- Commissioner of all internal and external audit processes
- Working closely with Members, in Finance and Resources and Scrutiny and Audit Committees and the full Authority.

Director of Resources, Cambridgeshire and Peterborough Fire Authority 1997-2004

- directing the finance function (including statutory position of Treasurer), budget of £24m, 800 employees,
- strategic director of information and communications technology,
- responsible for property and estates maintenance and redevelopment,
- responsible for insurance, contract management and payroll.
- selected and implemented Coda-Dream financials
- directed change of IT platform from Novell to Windows 2000 over Citrix,
- guided the Authority in setting its first Council Tax on becoming a precepting authority in April 2004,
- prepared the Authority for Corporate Risk Management,
- strategic property programme director for major re-provision/redevelopment projects.

Head of Education Finance, Cambridgeshire County Council 1994-1997

- headed up the Education Finance Agency (47 staff £1.2m turnover),

- developed financial policies/processes with LEA management and schools governing partnerships,
- provided financial accounting, budgeting and advice services to schools, LEA managers, Head Teacher Groups and Members of the Council,
- managed changes surrounding new legislation affecting funding of schools.

**Chief Accountant, Cambridgeshire County Council
1991-1994**

- directed the Council's major financial processes including the Budget and Final Accounts,
- Financial Adviser to the Cambridgeshire Magistrates' Courts Committee,
- trainer on various financial awareness seminars for senior managers,
- successfully implemented a new (general ledger) accounting system,
- improved the financial publications available to the general public.

**Group Accountant, Cambridgeshire County Council
1986-1990**

Previous positions....

London Borough of Bromley, Principal Accountant	1981-1986
Kent Area Health Authority and Kent County Council	pre 1986

Qualifications

Chartered Institute of Public Finance and Accountancy, registered for CPD	1984
Association of Accounting Technicians	1978
ONC in Public Administration	1974

Personal Information

Date of Birth:	17th January 1954
Full clean driving licence.	

APPENDIX E**TERMS AND CONDITIONS**

Post Title	Chief Financial Officer (Treasurer), 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 £63,591 - £77,706 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 postholder 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).

APPENDIX F

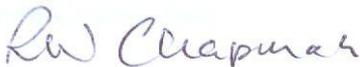
STATEMENT
Interview Process – Chief Finance Officer
Robin Chapman – Chairman of Audit Committee
6 November, 2013

I would like to confirm that following a full and robust interview process, John Hummersone was unanimously recommended as the preferred candidate for the position of the Chief Finance Officer, for the Office of the Police & Crime Commissioner for Norfolk.

In my role as the Chairman of Audit Committee, as part of the Panel, I took a full and active role in the interview process, and can confirm the following:

- John Hummersone met the full person specification providing details of his knowledge, skills and experience in his presentation to support his suitability for the position.
- All questions asked were answered in full with the candidate able to provide examples of previous experiences.

Subject to the usual references being taken up, I am fully supportive of the Commissioner in recommending John Hummersone as the preferred candidate.



Robin Chapman
Audit Committee