

## Appendix A Report of the Cambridgeshire Police and Crime Commissioner

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 3</b>
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### **APPOINTMENT OF THE CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER’S DIRECTOR OF FINANCE**

#### **1. PURPOSE**

- 1.1 The purpose of this report is to notify the Cambridgeshire Police and Crime Panel (“the Panel”) under Schedule 1 to the Police Reform and Social Responsibility Act 2011 (“the Act”) of the proposed appointment of Josie Gowler as the preferred candidate for the role of Director of Finance for the Cambridgeshire Police and Crime Commissioner (“the Commissioner”).

#### **2. RECOMMENDATIONS**

- 2.1 The Panel is asked to note that the Director of Finance role referred to in this Report includes within it the person referred to in paragraph 6 of the Act as ‘a person to be responsible for the proper administration of the Commissioner’s financial affairs and referred to as the Commissioner’s Chief Finance Officer’.
- 2.2 The Panel endorses the proposed appointment of Josie Gowler as the Commissioner’s Director of Finance. This appointment falls under paragraph 9 of Schedule 1 to the Act and therefore the Panel has no power of veto over the appointment.

#### **3. BACKGROUND**

- 3.1 Under paragraph 6 of Schedule 1 to the Act a Commissioner outside London is required to appoint a Chief Finance Officer. An identical duty under paragraph 4 of Schedule 2 and paragraph 1 of Schedule 4 to the Act, a Chief Constable is also required to appoint a Chief Finance Officer. The Act requires both Chief Finance Officers to comply with relevant provisions within the Local Government Acts.
- 3.2 Since I took office on 22nd November 2012 the Chief Finance Officer has been a permanent established post within my Office, the Office of the Police and Crime Commissioner, undertaken by a member of my team. The position was vacated on 30th September 2013. At this time, the Director of Finance and Resources for Cambridgeshire Constabulary (the “Constabulary”) agreed to undertake the role and responsibilities of my Chief Finance Officer until a suitable replacement was appointed.

#### **4. THE ROLE**

- 4.1 The role of Director of Finance, which encompasses the roles and responsibilities of the Chief Finance Officer, provides strategic advice to me on all aspects of financial strategy, financial management and risk mitigation. The post holder will play an active role in setting and implementing strategy and in supporting the development and improvement of quality local and regional services. They will also be the Deputy Chief Executive. The Director of Finance will act as the organisation’s professional expert on finance, and provide support to me in respect of the effective, efficient and economic use of resources, delivering the required financial targets and

duties, and on the best possible stewardship of over £130m of public money. They will hold a fiduciary responsibility to local taxpayers. The post is politically restricted.

4.2 As a key member of my Senior Leadership Team the Director of Finance will:

- Help to develop and implement strategy and to resource and deliver strategic objectives sustainably and in the public interest;
- Be actively involved in, and able to bring influence to bear on, all material business decisions (subject to my statutory responsibilities) to ensure immediate and longer term implications, opportunities and risks are fully considered, and aligned with the financial strategy;
- Lead the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and
- Be my Section 151 officer under the Local Government Act 1972.

4.3 The Director of Finance will work in close liaison with the Chief Constable's Director of Finance and Resources, the Deputy Police and Crime Commissioner, local authorities and other public sector bodies, ensuring that the finance function is resourced to be fit for purpose. To perform this role the post holder must be a professionally qualified accountant and be suitably experienced.

## **5. RECRUITMENT PROCESS**

5.1 Previous recruitment rounds using the services of recruitment agencies had not achieved the desired outcome in filling the post but had significantly raised the profile of the role and facilitated the recruitment of a strong interim. Therefore, it was decided on this occasion that an advertisement on both mine and the Constabulary's websites was likely to generate enough candidates to allow an appointment.

5.2 The recruitment processes met the requirements of the Local Government and Housing Act 1989 on appointment of staff on merit. The job description and person specification for the role is attached at Appendix A. The job description, in addition to covering those duties and responsibilities outlined in the Chartered Institute of Public Finance and Accountancy statement on the role of a Chief Finance Officer (Director of Finance), highlights the key strategic importance of this role and encompasses the role of Deputy Chief Executive (attached at Appendix B).

5.3 The advertisement for the latest recruitment round generated four applications from a range of sectors and professional backgrounds. Shortlisting of the applications was carried out by a Panel comprising of the Deputy Police and Crime Commissioner, my Chief Executive, the Chief Constable and myself. This identified if the candidates had the appropriate experience and qualifications for the role. Following shortlisting two candidates were invited to interview, both of whom accepted the invitation.

5.4 Interviews took place on the 4<sup>th</sup> November 2014. The Panel consisted of the Deputy Police and Crime Commissioner, my Chief Executive, the Constabulary's Director of Finance and Resources, and myself. The Panel were accompanied by a Human Resources Manager from the Constabulary.

5.5 The interview and assessment process consisted of the following elements:

- Presentation exercise – candidates were asked to present regarding how they, as the Commissioner's Director of Finance, would drive the business forward;
- Main panel interview - this was a competency based interview linked to the criteria for the

post set out in the job description and person specification; and

- Consideration of references and vetting.

5.6 The process concluded that there was a suitable candidate for the role of my Director of Finance.

## **6. CRITERIA USED TO ASSESS THE SUITABILITY OF CANDIDATES**

6.1 Applications and interviews were assessed against the criteria set out in the job description and person specification. In addition to evidence on the applicants covering letter and CV of essential criteria such as qualifications, the interview questions were designed to seek evidence of experience or research in areas such as:

- A clear understanding of the role;
- Why they were confident they had the skills and experience to deliver the role;
- Their own principles for good financial management and how they would apply them to the role;
- Building effective partnership relationships in particular how these could contribute to increasing community safety and reducing crime;
- An understanding of, and approach to, the relationship with the Constabulary's Director of Finance and Resources;
- Understanding of, and ability to challenge and influence, collaborative working;
- Organisational behaviours relating to budgeting and financial governance;
- Risk management and approaches to embedding these within the organisation; and
- Understanding of broad public sector context.

## **7. PREFERRED CANDIDATE**

7.1 The preferred candidate selected as a result of this rigorous recruitment process is Josie Gowler.

7.2 Josie is currently College Accountant at Newnham College, Cambridge, having joined in January 2012. Prior to that Josie spent eight years at the Audit Commission as a Principal Auditor. She spent six years at PA Consulting Group, firstly as a Compliance Officer and latterly as a Divisional Financial Controller. At the start of her career, Josie qualified as a Chartered Accountant with Deloitte, being promoted to Audit Supervisor during her four years at the firm.

7.3 Josie, as with the other candidates, submitted a detailed CV and supporting statement that demonstrated a breadth of experience against the criteria set out in the job description and person specification. This was further demonstrated as part of the interview process.

7.4 Ultimately it was judged that Josie best satisfied the criteria for the role through the evidence gained in writing and the oral aspects of the process. Key elements of this assessment were that Josie:

- Is a qualified accountant and is a Fellow of the Institute of Chartered Accountants in England and Wales;
- Has proven experience in financial management and monitoring, forecasting, budgeting and modelling;

- Has led procurement and bid exercises;
- Has developed risk management processes and monitoring controls;
- Has developed and managed robust internal controls and working with Audit Committees;
- Is a qualified auditor;
- Has commercial and public sector experience; and
- Has been responsible for governance and compliance.

## **8. TERMS AND CONDITIONS OF APPOINTMENT**

- 8.1 The Director of Finance post is on a 'Chief Officer' equivalent grade with a basic starting salary of £79,662 per annum with no additional financial remuneration such as bonus or incentives being payable under the terms of the appointment. The post is full time and permanent as opposed to fixed term or interim. The post holder will be entitled to contribute to the Local Government Pension Scheme and is entitled to 28 days annual leave a year. Terms are based on the Constabulary terms and conditions, as adopted by the Commissioner for his office, the Office of the Police and Crime Commissioner. This post does not benefit from a provided car and as such any business travel costs by personal car will be reimbursed at the prevailing casual user rate. The period of notice to be given by the post holder in event of resignation is three months and there will be a six month probationary period to confirm the post holder in post.

## **9. CONCLUSION**

- 9.1 Josie Gowler has proved herself to be well qualified and experienced. Josie stood out as being an excellent candidate, whose skills, experience and drive will be key to meeting the challenges the future brings for policing.

## **10. LIST OF APPENDICES**

Appendix B - Job description and person specification

Appendix C - Chartered Institute of Public Finance and Accountancy statement on the role of the Chief Finance Officer

## **11. BACKGROUND PAPERS**

Police Reform and Social Responsibility Act 2011