

I am writing to give formal notification and confirmation of the proposed appointment of Jason Kenny as Chief Executive of the Office of the Police & Crime Commissioner, for Hampshire and the Isle of Wight.

The proposed salary is £92,000.

The candidate will be appointed on the Office of the Police & Crime Commissioner's terms and conditions which can be found here: <https://extra.hants.gov.uk/employee/policy-guidance>

Please find attached the criteria used to assess the suitability of the candidate for the appointment and how the candidate satisfies these criteria:

- Significant experience of operating in a senior leadership position

The nominee has been a policeman for thirty years, with experience in many areas of Hampshire Constabulary. In more recent years, he has held a variety of senior roles, including being responsible for districts (Fareham and Gosport, Portsmouth) within the two counties, for capabilities across the force in his role as Organisational Performance and Review Manager and acting as a police liaison to the Office of Police and Crime Commissioner..

- Evidence of developing and agreeing strategy, setting direction and creating a culture of accountability

As a district commander, the nominee has demonstrated his capacity to lead a team and to hold people accountable for their performance. A particular example was his response to a high profile violent assault in the Fareham and Gosport area, which had implications for how the police prioritise resources and respond to the intelligence picture they have.

- Leading and delivering performance at an organisational level, including through partnerships and collaborations

The nominee has been responsible for the force's performance strategy. This included during the peak of the COVID 19 period, when collaborative working with partners in the NHS, local authorities and others was essential in order to achieve results.

Managing organisational performance is inherently collaborative. While the constabulary is a single organisation, it has many components and management lines and to effect change requires partnership working.

- Evidence of successfully leading, developing and looking after people

As a district commander, the nominee was responsible for the day-to-day management of large numbers of officers. This included managing capabilities and performance and in managing the professional development and the competencies of a large number of officers.

- Challenging, innovating and leading change

The nominee cited his work redesigning custody arrangements to improve safety and performance. This was during the three years in which he worked in Criminal Justice and Custody.

- Leading and managing the activities of senior management teams

As a senior officer, the nominee had to lead a team of officers at various levels. He has taken on Gold responsibilities within the force, being responsible for managing whatever issues arise across the two counties. In his performance role, he has had to challenge senior officers, including through leading organisations inspections.

- An understanding of the policing and justice environment

The nominee has been a police officer for over 30 years. On the criminal justice side, he has had a significant role in the development and rollout of out-of-court disposals, which are providing fast track interventions for new entrants to the system.

- Managing relationships with key stakeholders in order to maximise influence

The nominee's role as the Organisational Performance and Review Manager for the constabulary is dependent on building influence to be able to effect change. As the District Commander with Portsmouth, he reached out to me and was very willing to work collaboratively to achieve the best possible outcomes for local communities.

- Strong financial management and planning skills, including producing effective business cases and proposals. Able to assess and evaluate business risk and take effective action in project delivery

Financial delegation within the constabulary is limited and this constrains the opportunities for officers to manage non-wage budgets. Nevertheless, the nominee was able to offer the example of his work on the establishment of a part of the Joint Operations Unit with Thames Valley that resulted in savings of £250,000.

Assessing and managing risk is at the centre of operational policing.

- Successfully managed large projects, programmes and budgets

With budget-driven projects being mostly lead by civilian staff, the opportunities to manage projects within the constabulary are limited. Nevertheless, the nominee has lead projects on behalf of the force, including in custody and the JOU.

- Commercial awareness and acumen and evidence of application

The nominee has a good awareness of the principles of finance and budgeting and is aware of the challenges in maximising the usage of estate and of managing the relationship with Thames Valley. He is excited by the opportunities that could arise if the government extends the Power of General Competence to PCCs.

Beyond the JOU example previously cited, the nominee has experience through chairing the Business Development and Fundraising committee of Gosport Citizens' Advice and through his Master of Public Administration study.

- Politically astute with a significant understanding of the political environment in which the PCC, partners, and other stakeholders where relevant operate

The nominee has acted as the Senior Police Liaison Officer to the Office of Police and Crime Commissioner, which is inherently a political environment. He has also been the District Commander for Portsmouth, during which time he worked with me on the then rapidly

growing rough sleeping issues that had become a major matter of public concern and that had not been seriously addressed previously. This involved challenge and at times disagreement, but ultimately resulted in a plan agreed between the constabulary and the local authority that resulted in an improved situation.

- Strong analytical thinking and problem solving skills. Able to analyse and present complex issues to individuals, small and large groups internally and externally

To some extent, this goes with the territory with any senior operational policing role. Beyond the example cited in respect of the previous capability, the nominee has had a major role in the equality and inclusion agenda, including through challenging the force over its use of Stop and Search and in the creation of the Men's Network.

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## Jason Kenny

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### Profile

Dedicated to public service, I have thirty years' experience in policing, criminal justice, local government, partnerships and politics. I have held senior leadership positions for over sixteen years, most recently within the executive cohort. Politically astute and highly skilled at building the relationships that enhance quality of service and deliver shared outcomes, I apply business analytics to understand and make a difference in complex operating environments. I thrive on making a difference to organisational performance and am passionate about coaching and developing future leaders. Energised by continuing professional development and values-based leadership, I am seeking the challenge of an executive leadership position where I have the opportunity to innovate, lead change and deliver organisational successes in support of local communities.

### Professional experience & achievements

#### **Senior Police Liaison Officer, Office of the Police & Crime Commissioner** Jan 2021 – Sep 2021

Supporting the Police & Crime Commissioner's legal obligations, I was responsible for developing effective organisational relationships, providing operational scrutiny and ensuring value for money was at the forefront of policing. Key achievements included:

- Developing trust and improving communication between strategic partners
- Supporting the transition, induction and integration of a new Police & Crime Commissioner
- Developing elements of the *Police & Crime Plan 2021-2024* to support and challenge the Chief Constable.

#### **Organisational Performance & Review Manager, Hampshire Constabulary** Jan 2019 – Dec 2020

Responsible for the development of strategy and translating the service mission into organisational objectives, I captured operational delivery within a performance framework that called senior leaders to account, created public trust and developed stakeholder confidence. Key achievements included:

- Developing a bespoke performance strategy, plan and framework to capture organisational service delivery and impact during the global health pandemic
- Leading equality and inclusion challenges in controversial areas of service provision (for example stop & search and creation of the Men's Network)
- Leading organisational inspections to ensure effective service delivery, drive continuous improvement and quality assure ethical performance.

#### **District Commander, City of Portsmouth, Hampshire Constabulary** Aug 2017 – Dec 2018

Leading a large team, I was responsible for crime and public safety within a challenging and diverse urban environment. I developed collaborative strategies, focused partnership resource and created crime reduction plans to enhance community security and wellbeing. Key achievements included:

- Setting strategic direction, aligning structure and developing local violence reduction plans ahead of politicised national debate
- Role modelling effective risk-based decision making to change culture, deliver performance and improve staff wellbeing
- Leading a collaborative approach to public safety that increased community confidence.

#### **Board of Trustees: Gosport Citizens Advice** Apr 2020 – Jul 2021

Working within the charitable sector, I mainstreamed strategic planning and business management processes to create a challenging *Business Development Plan 2020-2023*. Also chairing the *Business Development & Fundraising Sub-Committee*, key achievements included:

- Introducing strategic scrutiny to improve operational performance and increase staff accountability
- Promoting sustainability by improving collaborative and networked service provision
- Increasing capacity by encouraging new ways of working, modernising the volunteer service delivery model and extending outreach client support.

### **Other senior leadership roles**

- Specialist Operations (Sep 2015 - Aug 2017); Criminal Justice & Custody (Dec 2012 - Sep 2015); Fareham & Gosport District Commander (Dec 2009 - Dec 2012); and Operations Planning & Policy (Sep 2005 - Dec 2009).

### **Key skills**

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- Organisational leadership, assimilating the operating environment, agreeing strategy and setting direction
- Developing good governance structures and holding people to account
- Identifying organisational opportunities and managing risk
- Leading senior teams, enhancing operational performance and inspiring continuous improvement
- Leading people, including coaching, mentoring, developing personal resilience & preparing future leaders
- Developing plans and coordinating operational activities to achieve organisational priorities
- Communicating, networking and building relationships within collaborative and political environments
- Negotiating and influencing to achieve shared objectives and outcomes
- Challenging, innovating, leading change and adapting cultures
- Undertaking critical analysis and managing projects
- Working under pressure, problem solving and critical decision making
- Planning, organising, time management, flexibility and reliability
- Written, verbal and presentation skills.

### **Awards, qualifications & continuing professional development**

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- Numerous commendations and certificates from political leaders and senior police commanders
- Member, PhD Professional Verification Panel (*viva voce*), University of Portsmouth
- Student, Professional Doctorate in Criminal Justice, University of Portsmouth
- MPA Master of Public Administration (with Distinction), University of Portsmouth
- MSc Master of Science Security & Risk Management, University of Leicester
- Level 8 Post-Graduate Certificate, Professional Research Methods, University of Portsmouth
- Level 7 Post-Graduate Certificate, Coaching & Mentoring, Sussex Business School
- Level 7 Post-Graduate Certificate, Strategic Management & Leadership, Chartered Management Institute
- Level 7 Post-Graduate Certificate, Management, Nottingham Trent University
- Level 3 Award in Education & Training (also known as PTLLS)
- Police accreditations, including: Strategic Emergency & Crisis Manager; Counter Terrorism Security Co-ordinator (CT SecCo); Public Order & Public Safety (POPS) Silver Commander, plus Major Sporting Events; Post Incident Manager (PIM); Joint Emergency Services Interoperability Programme (JESIP) Tactical Commander; Grievance & Conflict Resolution Manager; and Misconduct Panel Manager
- Enhanced Security Check (eSC) vetting level.

### **Hobbies & interests**

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- Maintaining and developing personal health, wellbeing and resilience
- Continuing professional development and higher education
- Sports and outdoor recreation, including cycling, kayaking, kung fu, walking and yoga
- Travelling with family and making new friendships.

# **Chief Executive Officer (CEO)**

## **Office of the Police and Crime Commissioner - Hampshire**

### **Job description**

Working with the Police & Crime Commissioner, the CEO has responsibility for leading the Office of the Police & Crime Commissioner (OPCC), developing and delivering a Police & Crime Plan, creating a vision and setting direction, and embedding a performance culture that builds public trust and confidence.

The CEO has direct accountability for operational delivery by the OPCC and leadership of all members of staff therein, and will ensure the delivery of professional, effective and efficient services.

The CEO is also responsible for influencing the development of policy and standards and for ensuring all relevant statutory responsibilities are discharged.

### **Key responsibilities**

- Developing and delivering a Police & Crime Plan in-line with the PCC's manifesto
- Ensuring the operational culture, structure and performance aligns with that strategic purpose, as well as communicating clear direction and promoting values, ethics and high standards of professional conduct
- Leading, inspiring and engaging the Senior Management Team to role model a leadership culture that promotes wellbeing, facilitates impactful professional development, enhances productivity and provides value for money
- Developing a productive strategic relationship with Hampshire Constabulary in-line with the requirements of the Policing Protocol and fulfilling the statutory and legal obligations of Monitoring Officer
- Developing and maintaining governance arrangements and processes within the OPCC to promote effective decision making and appropriate action at all levels of the organisation
- Developing and implementing bespoke strategy for Communication & Community Engagement, Commissioning, Criminal Justice & Victims, and Estates & Facilities Management
- Leading scrutiny of force, partnership and commissioned services' performance
- Innovating and leading continuous improvement through research and development
- Marketing successes to build reputation, instil confidence and to grow investment
- Identifying and mitigating organisational risk
- Overseeing financial management and budgets to ensure the effective use of public funds and maximising value for money
- Developing and maintaining strategic relationships with local, regional & national partners and commissioned service providers, as well as undertaking active stakeholder management with the Police & Crime Panel
- Representing the OPCC at local, regional and national levels to promote visibility, connect with the public, and to build confidence
- Managing political and senior relationships, including with the Home Office and the Ministry of Justice

- Leading the development of policy and guidance within a recognised area of specialism to enable the continuous improvement of professional practice.

### **Essential experience, knowledge, skills**

- Significant experience of operating in a senior leadership position
- Evidence of developing and agreeing strategy, setting direction and creating a culture of accountability
- Leading and delivering performance at an organisational level, including through partnerships and collaborations
- Evidence of successfully leading, developing and looking after people
- Challenging, innovating and leading change
- Leading and managing the activities of senior management teams
- An understanding of the policing and justice environment
- Managing relationships with key stakeholders in order to maximise influence
- Strong financial management and planning skills, including producing effective business cases and proposals. Able to assess and evaluate business risk and take effective action in project delivery.
- Successfully managed large projects, programmes and budgets.
- Commercial awareness and acumen and evidence of application
- Politically astute with a significant understanding of the political environment in which the PCC, partners, and other stakeholders where relevant, operate.
- Strong analytical thinking and problem solving skills. Able to analyse and present complex issues to individuals, small and large groups internally and externally.