

[INTERNAL MEMO]

Youth Commissioner- outline plan

Meeting with [REDACTED]

8.1.13

- To be described as an internship
- Person will be an employee with a contract
- Will be paid based on what job is evaluated at, but the minimum salary offered by the Police is £15k (up to £17k), so we can offer that.

- Key issue is role requirement which links to advert. HR will suggest wording for both, based on our requirements, which will meet our legal requirements and also attract the people that we want to.
- Role requirement will be agreed with Force Wednesday-Friday
- Will be sent a copy of Kent Police's application form, so we can review ours to ensure it's legally compliant (can't have any request for age)
- Application pack needs
 - Letter from Ann
 - Application form (this will need to include the 'early vetting' questions)
 - Role requirement

So on-line app will just need the role requirement on same page as on-line application form.

- Shortlisting will need to refer back to the issues specified in the advert.
- Invite for interview- will require financial info, ID and other vetting.
- Force will carry out all of the post appointment issues, such as contract, vetting, etc.

[INTERNAL MEMO]

Briefing note: 24.01.13

- Need to agree where to save application forms.
- Ali, Howard, Peter, etc to launch YC w/c 4th February.

THEN

Who is going to shortlist, and on what criteria?

- Need to write to successful and unsuccessful candidates.
- Interviews
- Where will they be held- Gail House?
- Laura, Howard, Peter, Ann to be involved.
- Need to agree:
 - List of Qs for interview, with associated scoring matrix
 - Formula of interview: have Howard and Peter conduct mock media interview?
 - Involvement of partners: get young people to come in to talk to the candidates?

- Partners
- Start contact about arranging work for YC.
- On day of launch, contact them and ask them to publicise it through their networks
- Contact them to ask if they could provide some experienced young people to be involved.

[INTERNAL MEMO]

29.01.13

Youth Commissioner meeting

- Timetable revised
- Long & Shortlisting: Laura has contacted HR to request a scoring matrix for L&S listing and for interviews; need to re-contact when YC is launched.
- Write up questions for interview.

- Interviews:
 - Ann, Ch.Insp Russell, Laura on Panel- Ann to ask Chief for Ch.Insp R to attend.
 - Peter to conduct mock interview.
 - Two young people, one from Medway and one from KCC, to have a 'peer conversation' with person. Laura to arrange (contact already made with KCC/Medway). Issue that if it's held on a weekday, can't get the young person out of school....

05.02.13

- Interviews on 21st March: two proposals
 1. Have young person on interview panel
 2. Have a panel of young people interview the candidates.

Ref (2) they will be 15-18 years old; service users; trained/experienced in interviewing (as KCC use them to interview for their own Youth Services staff). Can use the Youth Centre in the grounds of Gail House. Specified that if possible, we would want young people who have personal experience of the justice system, or being in care, etc.

Can have it in advance, or in the morning/on the day.

Preparations

Would need to meet with the young people in advance to agree questions, and how the day would be run. ██████████ is making preliminary arrangements. Will need to let Medway know that we're doing this, and see if they want to be involved.

- Work for the Youth Commissioner

The Youth Service engages with people at:

- Youth Centres
- In Schools
- On the streets, using mobile units where people can sit, have a drink and discuss issues. These are especially important for reaching rural areas.
- Outdoor Education Centres
- DoE
- 'Youth Participation'

Youth Services and Youth Offending now combined. Split into four areas across Kent. Each area has work in each of the above areas, and commissioned services.

Youth Offending teams work in prevention, but also managing the cases of young people who have been brought into the justice system.

Other areas:

- Kent Integrated Adolescent Service (KIAS)
- Troubled Families
- NEETS (and also the Connexions work)
- Looked after children

[INTERNAL MEMO]

Youth Commissioner

21.02.13

1. Shortlisting

- Review the matrix sent by HR.
- Get copies of all the applications on the 26th; divide between LS, MR and HC.
- Finalise on 1st March to pass long list to Ann (with matrix for her to note)

2. Responding to applications

- Send out 'no thanks' to all unsuccessful.
- Send out yes pleases with times and dates. Include vetting papers and instructions to contact [REDACTED] on certain days to run through the vetting paperwork. Include what they will be doing ref the three stage interview. Request confirmation by X date.

3. Interviews: prep

- BBC woman interviewing- has Peter chased? LS to chase? Peter to do the interviews?
- Waiting for first contact with [REDACTED] ref Infozone Youth centre. Book room officially.
- **Agree date with Ann for run through with Lee Russell and young people's panel- 14th pm; 15th at any time; 19th am. Contact parties and let them know.**
- Send the shortlisted applicants to Lee to review.
- Create questions for panel w/c 4th March; also send these to Lee.
- Contact Youth Panel (Kent and Medway) 7th March and suggest the areas we want them to test for them to develop their own questions, and include JD. Discuss and agree on run-through day.

Other areas

- HR are creating two JDs for the unsuccessful candidates to have work experience as admin or social media officer.
- Need to meet with Sean to discuss role, reporting, etc.
- Need to arrange meeting with partners to discuss work of Youth Commissioner

[INTERNAL MEMO]

06.03.13

Interviews

1. Interviews: prep

- BBC woman interviewing- has Peter chased? LS to chase? Peter to do the interviews?
- Waiting for first contact with [REDACTED] ref Infozone Youth centre. Book room officially. DONE
- Agree date with Ann for run through with Lee Russell and young people's panel- 14th pm; 15th at any time; 19th am. Contact parties and let them know.
- Send the shortlisted applicants to Lee to review **and tell re possible date change**
- Create questions for panel w/c 4th March; also send these to Lee.
- Contact Youth Panel (Kent and Medway) 7th March and suggest the areas we want them to test for them to develop their own questions, and include JD. Discuss and agree on run-through day.
- Waiting for [REDACTED] to let me know about the dates she can do
- Need to ask for people's references!
- Waiting for Ali to respond.
- Agree letters for Ann to sign and send Tuesday 12th: **need to confirm the Friday interview date.**
- Call successful people on 12th
- Send out the letters to all unsuccessful candidates- get admin team to help.

Other areas

- Need to meet with Sean to discuss role, reporting, etc.
- Need to arrange meeting with partners to discuss work of Youth Commissioner

[INTERNAL MEMO]

07.03.13

Interviews

1. Interviews: prep

- [REDACTED] coming Wednesday 13th at 10am for pre meet. **Give names and timings. Agree mock interview topic, and how to record her views/interview.****
- Met [REDACTED] ref Infozone Youth centre. Two rooms booked for Thursday 21st. Have agreed will give donation in thanks.
- Ch.Insp Lee Russell coming Friday 15th at 11am for run through. Have informed re. date change. Have sent CVs and draft questions. **Agree final questions and timings**
- **Need Ann to agree which questions she wants and apportion the rest.****
- Meeting Peer Panel for pre-meet on 19th at 5.30pm. Have sent areas for questions. **Discuss and agree on run-through day, including how it will be recorded. Natalie to put together paperwork on Wednesday 20th. Also agree arrangements for Thursday.**

2. Other paperwork prep

- Need to ask for people's references asap from Wednesday onwards- **Natalie doing.**
- Speak to candidates.

3. Other prep

- Friday interviews to be held at Gail House? **
- Parking, refreshments, etc to be ordered for Thursday and Friday? **
- How to thank officers, peer panel, [REDACTED] ref their involvement.

Other areas

- Need to meet with Sean to discuss role, reporting, etc.
- Need to arrange meeting with partners to discuss work of Youth Commissioner
- Need to send info to Ann's Police colleague.
- Officers to be in uniform? **

Discuss with Ann on Thursday **

[INTERNAL MEMO]

Youth Commissioner : Involvement with partners

04.04.13

Attendees:

Ch. Insp Lee Russell, Kent Police

██████████ Dartford CSP

██████████, Medway Council

██████████, KCC

Aim: for the Youth Commissioner to gain an understanding of the work of the relevant organisations, but most importantly to encounter young people from all walks of life in order to understand what the key issues are facing them, and to report to the Commissioner.

Areas to discuss:

- What work/events/teams that your organisations run that it would be suitable for the Youth Commissioner to be engaged in;
- Any other areas where we feel that value could be added to any of your services;
- Other work and partnerships where you feel the Youth Commissioner should be making contact, and to get an understanding of, and suggested contacts for, these areas through people today.
- Joint approaches (e.g. YOTs) to avoid duplications
- Inductions with organisations
- Any significant events coming up for the YC to be involved
- Survey- carried out with help of orgs and will share data.

From: [REDACTED]
To: "Laura STEWARD PSE 58010" <laura.steward@pcc.kent.pnn.police.uk>, "Alison HAMMOND PSE 55916" <alison.hammond@pcc.kent.pnn.police.uk>
CC: [REDACTED] "Sean NOLAN PSE 58335" <sean.nolan@pcc.kent.pnn.police.uk>, "Tim THOMPSON PSE 58365" <tim.thompson@pcc.kent.pnn.police.uk>, "Ann BARNES PSE 58360" [REDACTED]
Date: 08/01/2013 20:51
Subject: Youth Commissioner Application Form on-line

Hi top team

To see the application form for Youth Commissioner on line please go to www.youthcommissioner.annbarneskentpcc.co.uk or <http://bit.ly/kentyouthcommissioner>

Please have ago at completing the form to test it is working. Your application will eventually be forwarded to an agreed email address created by Ali. [REDACTED]
[REDACTED]

The page still needs the following content:

- . Closing date for applications
- . Conditions of work
- . Salary level
- . Work time
- . Vacation conditions
- . Legal HR Stuff
- . As this is a 12 months contract are conditions different to permanent staffing conditions?
- . Other suggestions welcome, but we need to keep it simple.

The qualifications and experiences are deliberately open ended as it is the following aspects that are more relevant to the job.

1. Knowledge, experience and understanding of how social issues affect Kent youngsters today
2. A genuine grasp of how young people perceive and feel about the Police

3. Ability to interact directly at peer level with the young people of Kent
4. Expertise & proficiency in the current communication techniques of young individuals and groups
5. Capacity to articulate and communicate ideas and recommendations regarding young people issues with the Police in a clear, well thought out and concise way
6. Be able to work harmoniously in a dynamic team focussed on supporting the delivery of the Police Commissioner's Manifesto

Cheers

H

From: Laura STEWARD PSE 58010
To: [REDACTED]
Date: 08/02/2013 10:20
Subject: Youth Commissioner

Good morning everyone

Firstly, may I say thank you in relation to the promotion of the Youth Commissioner; I went on the website this morning and I was delighted to see it on the front page. Also thanks to [REDACTED] for the very useful conversation and for her e-mail about the interviews and future work.

I just wanted to keep you updated following my meeting with [REDACTED] of KCC earlier this week. [REDACTED] has proposed that he provides some young people for a Youth Interview Panel; I know this was something that [REDACTED] and I had discussed, and wanted to ensure that if Medway wanted to have any young people on that panel that the offer was there.

We will be holding the interviews at Gail House in Maidstone, and very usefully we have a Youth Centre in the grounds, so can hold the panel in that building. They will be on 21st March.

Please do get in contact if you'd like to go ahead; otherwise I will obviously be in contact over the next month or two to discuss future work on this project.

Kind regards
Laura

Laura Steward (58010)
Policy and Research Officer

The Office of the Kent Police and Crime Commissioner
Gail House, First Floor
Lower Stone Street
Maidstone, Kent
ME15 6NB

From: Laura STEWARD PSE 58010
To: [REDACTED]
Date: 18/02/2013 11:07
Subject: Re: FW: Youth Commissioner

Hello [REDACTED]

Thanks for getting in contact about this, your and [REDACTED] support is very much appreciated.

Medway have been in contact and have two young people ready to go, so I can tie this in with your plans- if you can select two or three young people in total, entirely your choice, that would be great.

I completely agree about getting together in advance; what I'm considering is that I'll be circulating a the JD/job spec/some suggested issues that we'd like the young people to focus on, and then get together to finalise everything. I'll look into dates and see what's best; it may be that the Friday the 15th would work better, just because it's a quieter day, but I'll check as the Commissioner may well want to meet the panel and therefore we'll fit in with her.

As I said to [REDACTED] at Medway, please do assure your young people that we'll cover any travel/food expenses.

In terms of practical measures, I agreed with [REDACTED] that we'd hold these interviews in the Youth Centre that's next door to Gail House- can you confirm we're still OK to do so, and if there's anything we need to do in terms of booking, or payment?

I'm really grateful for all your assistance with this, and hope to hear from you soon.

Kind regards
Laura

Laura Steward (58010)
Policy and Research Officer

The Office of the Kent Police and Crime Commissioner
Gail House, First Floor
Lower Stone Street
Maidstone, Kent
ME15 6NB

>>> <[REDACTED]> 14/02/2013 15:05 >>>

Hi Laura,

[REDACTED] has forwarded me you email below in regards to organising a young people's panel for the recruitment and selection of the Youth Commissioner.

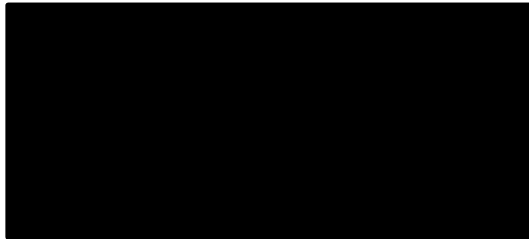
I will be delivering recruitment and selection training to a group of ISS young people on 5th March, at New House Youth Centre, Sittingbourne, which will also hopefully include some young people from Medway and hopefully get some young people from this group to be involved in the interviews. I was also hoping to recruit 1 or 2 young people from Kent Youth County Council and Medway Youth Parliament, who have been involved in the Kent & Medway Young People's safety forum and working with Kent Police.

Ideally we would then meet with all the young people who have agreed to be on the panel a few days before to go through the job description & person specification for them to design their questions. I was thinking the 19th March, so it is fresh in the young people's minds. Would this date

suit you?

Let me know what you think and if these dates are ok with your timescales.

Thanks,



For more information on Kent Youth County Council please go to www.kent.gov.uk/kycc

From: Laura STEWARD PSE 58010 [mailto:laura.steward@pcc.kent.pnn.police.uk]

Sent: Friday, February 08, 2013 10:25 AM

To: [REDACTED]

Subject: RE: Youth Commissioner

Hello [REDACTED]

Just following up on our meeting earlier this week; it was really helpful to have an overview of the work at KCC, and to discuss the interviews.

On that latter subject, Mrs Barnes is very excited about the proposal for the Youth Panel, and we'd like to go ahead on having a small number of young people at the Youth Centre behind Gail House interviewing our candidates. I have made the offer to Medway that if they want to have some young people involved, they are welcome, but we will be holding it here on the Thursday 21st March.

If you're happy to go ahead on that, I'd be really grateful; happy to meet whenever about it, and to provide whatever's needed to make it happen. We'd need to have a pre meet with your selected young people sometime in March to discuss the questions and so on.

Thanks once again, and hope to hear from you soon.

Best regards

Laura

Laura Steward (58010)
Policy and Research Officer

The Office of the Kent Police and Crime Commissioner
Gail House, First Floor

>>> <[REDACTED]> 29/01/2013 10:44 >>>

Hi [REDACTED]

I could meet you anytime on Tuesday 5th during the morning - say 09:30?

I'm happy to come down to you at Gail House.

From: Laura STEWARD PSE 58010 [mailto:laura.steward@pcc.kent.pnn.police.uk]

Sent: 29 January 2013 10:37

To: [REDACTED]

Subject: RE: Youth Commissioner

Hello [REDACTED] how about next Monday or Tuesday (4/5th)? I'm pretty free, so let me know when is good for you.

Kind regards

Laura

Laura Steward (58010)
Policy and Research Officer

>>> <[REDACTED]> 24/01/2013 17:32 >>>

Thanks Laura

Very happy to talk in more detail when you're ready. If you have a rough time window, we could perhaps get something in the diary.

From: Laura STEWARD PSE 58010 [mailto:laura.steward@pcc.kent.pnn.police.uk]

Sent: 24 January 2013 17:18

To: [REDACTED]

Subject: Re: Youth Commissioner

Hello [REDACTED]

It's still in draft form at the moment, but we should be launching on the 4th Feb, and so I'll e-mail it directly to you then.

I'll be in contact soon about promoting it through your links, but just wanted to let you know that I raised your idea of involving some of your more experienced young people in the interview process, and people here are really keen.

So, if you're still able to do that, I'd welcome a discussion about how we could involve them.

Many thanks again

Laura

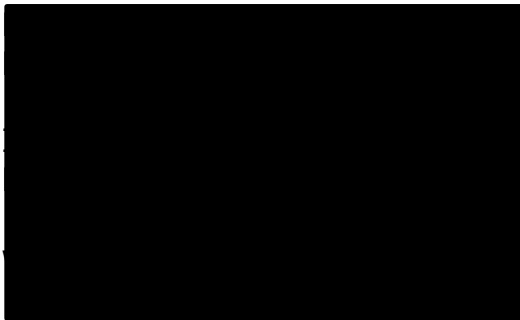
Laura Steward (58010)
Policy and Research Officer

>>> <[REDACTED]> 22/01/2013 09:07 >>>

Hi Laura

One thing I meant to ask you last week when we spoke .. Is there a job description available yet please?

Thanks



From: [REDACTED]
To: STEWARD PSE 58010, Laura
Date: 20/02/2013 12:30
Subject: CVU

Dear Laura

I have been asked to link in with you in respect of being available to assist with the Youth Commissioner post from a vetting perspective.

I am available currently on the following dates: March 1,4,6,7,8,11,12,13,14,15 2013

If you need to get hold of me my number is below.

regards

[REDACTED]

[REDACTED]

From: <[REDACTED]>
To: <laura.steward@pcc.kent.pnn.police.uk>
Date: 25/02/2013 12:04
Subject: RE: Booking at infozone

Laura,

It will be good to meet up. I am free this afternoon from 2.30pm or any time on Wednesday, let me know which is best for you.

You can always call me on the number below to make any arrangements.

Best wishes



From: Laura STEWARD PSE 58010 [mailto:laura.steward@pcc.kent.pnn.police.uk]
Sent: 22 February 2013 13:04
To: [REDACTED]
Subject: Booking at infozone

Hello [REDACTED]

May I introduce myself- I'm Laura and I work for the Commissioner, Ann Barnes. I understand [REDACTED] has booked a room at Infozone for the Youth Commissioner interviews on the 21st March.

Would we be OK to meet up and just agree room set up, locking up, supervision, issues like that, and also any payment that's required? As we're literally next door to you we can do this whenever suits you.

Thank you for your help with this, and hope to hear from you soon.

Kind regards
Laura

Laura Steward (58010)
Policy and Research Officer

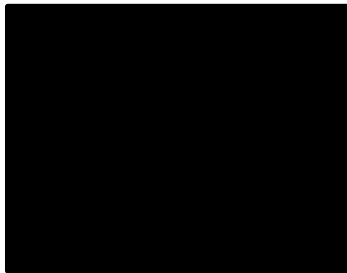
The Office of the Kent Police and Crime Commissioner
Gail House, First Floor
Lower Stone Street
Maidstone, Kent
ME15 6NB

From: [REDACTED]
To: STEWARD PSE 58010, Laura
CC: [REDACTED]
Date: 27/02/2013 16:28
Subject: Short-listing
Attachments: ESSENTIAL SHORT.docx

Good Afternoon

Please find attached the shorlisting for the Youth Commissioner

Thank you



[LETTER TO PEER PANEL MEMBER]

Mr P West

Miss Natalie Lockwood
PA to the Kent Police and Crime Commissioner
Gail House, First Floor
Lower Stone Street
Maidstone
Kent ME15 6NB

Date: Friday 15th March 2013

Dear

Please find enclosed a pack including all of the CV's and job applications for those being interviewed for the Youth Commissioner post next Friday. The questions are also enclosed with a marking sheet for each person.

I am in the process of arranging transport for you from Mrs Barnes' home next Friday morning and am waiting for confirmation from the Chief Constable's office on Monday.

I look forward to meeting you and should you need any further information please contact me at pccpa@pcc.kent.pnn.police.uk or 01622 677055.

Yours sincerely

Natalie Lockwood

[APPRAISAL LETTER TO PEER PANEL MEMBER]

From Ann Barnes

Kent Police & Crime Commissioner

Gail House, First Floor
Lower Stone Street
Maidstone
Kent ME15 6NB

Correspondence Reference: Youth Commissioner

Date: 26th March 2013

I am writing to you personally, following your involvement as a member of the Peer Panel during the Youth Commissioner interview process, to thank you for undertaking this work for me.

My officer, Laura, was full of praise for your work and your professional attitude, and found your insight absolutely invaluable. The briefing on your views and opinions helped me and the other panel members be clear about what was one of the most important elements of this process, the ability of the candidates to relate to other young people. I will certainly request the assistance of young people in the interview process in subsequent years.

I do hope that you enjoyed being a part of the interview for the first ever Youth Commissioner was an interesting experience for you, and I look forward to announcing the successful candidate.

Thank you once again for taking part.

Ann Barnes
Kent Police & Crime Commissioner

[UNSUCCESSFUL APPLICANT LETTER]

**From Ann Barnes
Kent Police & Crime Commissioner**

Gail House, First Floor
Lower Stone Street
Maidstone
Kent ME15 6NB

Correspondence Reference: Youth Commissioner

Date: 26th March 2013

I wanted to write to you, following last week's interviews for the position of Youth Commissioner, to thank you for attending. I know that having two panel interviews and a media interview over two days is extremely demanding, and you should feel proud of having successfully completed them.

You should also feel very proud to have made it as far as the shortlist: there were 164 applicants for this post, and so to make it to the final seven is a real achievement. Although you were not successful in being appointed, I wanted to assure you that you interviewed extremely well, and came across in a very positive and assured manner.

Given the above, I would also like to offer you the opportunity of two weeks' work experience with my office, subject to you successfully clearing vetting. This would be with either the administration and policy team, or the media team. Should you be interested in this offer, please contact Laura Steward in my office (laura.steward@pcc.kent.pnn.police.uk) to discuss this further.

I would like to thank you for your interest in the position with the Office of the Kent Police and Crime Commissioner and wish you every success for the future.

**Ann Barnes
Kent Police & Crime Commissioner**

[REFERENCE LETTER]

Miss Natalie Lockwood
PA to the Kent Police and Crime Commissioner
Gail House, First Floor
Lower Stone Street
Maidstone
Kent ME15 6NB

Friday 15th March 2013

Dear

PRIVATE AND CONFIDENTIAL: URGENT REFERENCE REQUEST

Re: [Candidate Name] Date of Birth:

This individual has applied to the office of the Kent Police and Crime Commissioner as a Youth Commissioner. It would assist me greatly when considering the application if I could have your views on her performance and character whilst in your establishment. This information will be treated in the strictest confidence and added to that gained from other sources in order to inform any decision to appoint.

I am sure that you will appreciate that the accuracy of the information supplied will directly affect the important final decision on whether or not to offer this candidate a position.

A pro forma is enclosed for you to complete, which should assist you in supplying the reference.

Many thanks for your co-operation.

Yours sincerely,

Natalie Lockwood
PA to Kent PCC

[ACKNOWLEDGEMENT OF APPLICATION EMAIL]

Dear

Thank you for your application form for the position of Youth Commissioner for the Kent Police and Crime Commissioner.

We will inform you of the results of the paper-sift in due course.

Please be advised that continuation in the recruitment process is subject to the receipt of security checks and references, which are satisfactory to the office of the Kent Police and Crime Commissioner. Please be aware that the Commissioner reserves the right to reject any application at any stage of the process.

In the meantime should you have any questions regarding your application please do not hesitate to contact us.

Yours sincerely

[UNSUCCESSFUL FOR SHORTLISTING EMAIL]

Dear

Thank you for your application for the post of Youth Commissioner. I regret to inform you that on this occasion you have not been successful at the short – listing stage.

I appreciate that this may be a disappointment to you, but I would like to thank you for your interest in the position with the Office of the Kent Police and Crime Commissioner and wish you every success for the future.

Yours sincerely

[INVITATION FOR INTERVIEW LETTER]

Dear

With reference to your application for the position of Youth Commissioner. I would like to invite you to attend an assessment at **[Location]** on **[Date]** at **[Time]**.

The assessment will consist of:

- [assessment 1]
- [assessment 2]
- [assessment 3 – if applicable]

Please report to [location] at least [minutes] prior to the time stated above. A map of our location has been provided for your assistance.

Would you please confirm whether or not you are able to attend the assessment. A telephone call to the above number will suffice.

You are reminded that continuation with the recruitment process and any subsequent offer of appointment is subject to the receipt of security checks and references which are satisfactory to the officer of the Kent Police and Crime Commissioner. I would therefore be grateful if you could ensure that you complete the security and medical clearance documentation that has been provided to you and ensure that you bring them with you to the assessment.

It is essential that you read any guidance notes provided and answer all questions inserting 'not applicable' or 'unknown' where relevant.

Your interview is subject to the return of this documentation on the day of your assessment.

You will be required to provide for identification purposes at interview your full ten year current British passport or a combination of at least two of the following:

- ☐ Current British Driving Licence.
- ☐ P45.
- ☐ A birth certificate, which bears an issue date within 6 weeks of birth. The short version of this certificate (an abbreviated certificate) is acceptable, provided that the other documentation offered is satisfactory.
- ☐ A chequebook and bankcard accompanied by 2 statements and proof of signature.
- ☐ A credit card accompanied by 3 statements and proof of signature.
- ☐ A credit card, which includes your photograph.
- ☐ Proof of residence at a given address, such as an invoice from one of the utilities

Please also bring any relevant original certificates of education/qualifications that relate to the position that you have applied for.

Should you be unsuccessful in your application for the position applied for these forms will be retained for a period of six months and thereafter confidentially destroyed.

I must advise you that as you have been invited to attend for assessment, I intend to take up your references within 4 days from the date of this letter. Seeking your references at this stage also expedites the security clearance process. If you do not wish me to do so at this time would you please contact the above number as a matter of urgency. Current employer reference will be sought only if you are offered the position.

Should you have any special requirements, which need to be catered for, please do not hesitate to contact the recruitment team on the above number.

Yours Sincerely

[UNSUCCESSFUL ASSESSMENT EMAIL]

Dear

Thank you for attending the assessment process for the position of Youth Commissioner.

I regret to inform you that on this occasion you have not been successful but would like to thank you for taking the time to apply for this position.

In accordance with our recruitment policy your application will be retained for one year. If any suitable vacancies arise within 6 months of your application we may contact you. After one year your application will be confidentially destroyed.

Thank you for your interest in this opportunity and I wish you every success in the future.

Yours sincerely

[SUCCESSFUL AT INTERVIEW EMAIL]

Dear

Further to your recent assessment, we are pleased to offer you the position of Youth Commissioner.

Your proposed start date to your new role is to be agreed.

Your commencing salary will be £15,100.

This offer is made subject to the receipt of satisfactory security and reference.

A formal contract of employment will be forwarded to you as soon as possible.

If for any reason you do not wish to accept the position, please inform us as soon as possible.

If you have any concerns or queries, please do not hesitate to contact the Business Centre on the above number.

Yours sincerely

[SHORTLISTING APPLICATION ASSESSMENT MATRIX]

Youth Commissioner Shortlisting

Name:	
ESSENTIAL SHORT-LISTING CRITERIA	1: No knowledge demonstrated; 5: Excellent knowledge
1. Knowledge, Experience and understanding of how social issues affect Kent youth	
2. Genuine grasp of how young people perceive the Police	
3. Excellent written and verbal communication and interpersonal skills	
4. Ability to work within a dynamic team	
5. Ability to manage and prioritise own workload to meet deadlines	
6. Working knowledge of a range of computer software packages and social media communications technology.	
Valid driving license Y/N	