

NOTTINGHAMSHIRE POLICE AND CRIME PANEL Confirmation Hearing Chief Finance Officer Appointment

**Wednesday, 20 April 2022 at 10:30
Gedling Borough Council, Civic Centre, Arnot Hill Park,
Arnold, Nottingham, NG5 6LU**

AGENDA

- 1 Apologies for Absence**
- 2 Declarations of Interests by Members and Officers:- (see note below)**
 - (a) Disclosable Pecuniary Interests
 - (b) Private Interests (pecuniary and non-pecuniary)
- 3 Proposed appointment of a Chief Finance Officer** **3 - 26**

4 EXCLUSION OF THE PUBLIC

The Committee will be invited to resolve:-

“That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

Note

If this is agreed, the public will have to leave the meeting during consideration of the following items.

EXEMPT INFORMATION ITEMS

5 Proposed appointment of a Chief Finance Officer – Panel's Decision-making

Notes

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Jo Toomey (Tel. 0115 9774506) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

- (c) Members of the public wishing to inspect 'Background Papers' referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:

Customer Services Centre 0300 500 80 80

- (d) Membership:

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Andre Camilleri – Nottinghamshire County Council
Councillor Scott Carlton – Newark & Sherwood District Council
Lesley Dalby – Independent Co-optee
Councillor David Ellis – Gedling Borough Council (Vice-Chair)
Councillor Kevin Greaves – Bassetlaw District Council
Mrs Christine Goldstraw OBE – Independent Co-optee (Chair)
Mrs Suma Harding – Independent Co-optee
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Mike Intronis – Nottinghamshire County Council
Councillor Neghat Khan – Nottingham City Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Helen-Ann Smith – Ashfield District Council
Mr Bob Vaughan-Newton – Independent Co-optee
Councillor Linda Woodings – Nottingham City Council

PROPOSED APPOINTMENT OF A CHIEF FINANCE OFFICER

Purpose of the Report

1. To enable the Panel to review this proposed senior appointment by the Police and Crime Commissioner (PCC).

Information and Advice

Background

2. Schedule 1 of The Police Reform and Social Responsibility Act 2011 requires Police and Crime Panels to hold confirmation hearings for proposed appointments to the posts of Chief Executive, Chief Finance Officer and Deputy PCC.
3. Paragraph 6(4) of the Schedule states that the Chief Finance Officer of a Police and Crime Commissioner must meet the criteria set out in section 113 of the Local Government Finance Act 1988.
4. Under section 113, the person having responsibility for the administration of the financial affairs of a relevant authority shall fulfil the requirement in one (or the requirements in each) of the paragraphs in subsection (2)

(2) The requirements are that –

- (a) He is a member of one or more of the bodies mentioned in subsection (3) below;*
- (b) immediately before the commencement day he had responsibility for the administration of the financial affairs of any of the authorities mentioned in section 111(2)(a) to (k) above under section 151 of the 1972 Act or section 73 of the 1985 Act.*

(3) The bodies are –

- (a) the Institute of Chartered Accountants in England and Wales,*
- (b) the Institute of Chartered Accountants of Scotland,*
- (c) the Chartered Association of Certified Accountants,*
- (d) the Chartered Institute of Public Finance and Accountancy,*
- (e) the Institute of Chartered Accountants in Ireland*
- (f) the Chartered Institute of Management Accountants, and*
- (g) any other body of accountants established in the United Kingdom and for the time being approved by the Secretary of State for the purposes of this section*

The appointment

5. The PCC gave formal notice of the proposed appointment of Gillian Holder to the post of Chief Finance Officer to the Panel by way of a report submitted on 8 April 2022 (see **Appendix A**). As a result, the Panel must now review this proposed senior appointment via a confirmation hearing.
6. The report includes the PCC's reasons for the appointment and details of the candidate's suitability for the role, including how this was assessed, and the proposed terms and conditions on which the appointment will be made. Also included were the role profile and an overview of the recruitment process.
7. The curriculum vitae (CV) for the candidate was also included as an Appendix to the Commissioner's report.
8. When considering interim arrangements for filling the Chief Finance Officer role, the Commissioner proposed a shared arrangement with Nottinghamshire Police Force, appointing Mark Kimberley as joint Chief Finance Officer, which was supported by the Panel.
9. The interim arrangements were due to cease on 30 April 2022, when Mr Kimberley would return to his substantive position. As the estimated start date for Mrs Holder, subject to pre-employment checks, is June/July 2022, the Commissioner indicated her intention to extend the shared arrangement in the interim.

Process

10. The confirmation hearing should be held in public, with the proposed appointee requested to attend to answer questions.
11. At the start of the hearing the PCC will introduce her candidate and explain why she feels that the candidate is the most appropriate to undertake this role. This will be followed by questions from Panel Members to the candidate.
12. In line with guidance from the Local Government Association and Centre for Public Scrutiny, the focus of questioning from the Panel should be limited to issues of **professional competence** and **personal independence**.
13. This guidance also recommends that the Panel's decision-making should take place in closed session rather than in public.
14. Following the decision-making, the Panel must make a report, including a recommendation as to whether or not the appointment should be made. A recommendation that an appointment is not made is different to a veto and the Police and Crime Commissioner could choose to ignore any such recommendation (with regard to appointments, the Panel only has power of veto over the appointment of a Chief Constable).

15. In response to the Panel's report, the Police and Crime Commissioner must then notify the Panel whether they will accept or reject the Panel's recommendation. There is no duty for the PCC to give reasons for their decision.

Other Options Considered

16. None – the Panel is required to hold a confirmation hearing for any senior appointment made by the Police and Crime Commissioner.

Reasons for Recommendation/s

17. To enable the appointment of the Chief Finance Officer for the Office of the Police and Crime Commissioner to be considered by the Panel in line with the confirmation process.

RECOMMENDATION/S

1. That the Panel reviews the proposed appointment of Gillian Holder to the post of Chief Finance Officer for the Office of the Police and Crime Commissioner and make a report to the Police and Crime Commissioner.
2. That the Panel makes any comment and recommendations on the proposal to extend the interim arrangement until the substantive post is filled.

Background Papers and Published Documents

- 1) 'Police and Crime panels – Guidance on confirmation hearings' – Local Government Association and Centre for Public Scrutiny (published)
- 2) Briefing Note for Panel Members on Schedule 1 Appointments

For any enquiries about this report please contact:-

Jo Toomey, Advanced Democratic Services Officer, Nottinghamshire County Council
jo.toomey@nottscc.gov.uk
Tel: 0115 977 4506

Consideration	
Public	Public
Report to:	Nottinghamshire Police and Crime Panel
Date of Meeting:	20 April 2022
Report of:	Caroline Henry, Police and Crime Commissioner
Report Author:	Sharon Caddell
E-mail:	Carolinehenrypcc@nottinghamshire.pnn.police.uk
Other Contacts:	Katy.owen@nottinghamshire.pnn.police.uk
Agenda Item:	3, Appendix A

Formal Notification of proposed appointment of Chief Finance Officer in compliance with Schedule 1 6 (1)(b) and 7 (1)(a) Police Reform and Social Responsibility Act 2011

1. Purpose of the Report

1.1 I am required by Schedule 1 6 (1) (b) Police Reform & Social Responsibility Act 2011 (PRSRA 2011) to appoint a person to be responsible for the proper administration of my financial affairs (referred to as chief finance officer).

1.2 Schedule 1 7 (1) PRSRA 2011 requires me to appoint a person to act as Chief Finance Officer (CFO) if and for so long as the post is vacant or the holder of the post is unable to carry out the duties of the role. I am further required, in accordance with Schedule 1 9 (1) and (2) PRSRA 2011 to notify members of the Nottinghamshire Police and Crime Panel of a proposed senior appointment, as follows:

- the name of the person I am appointing;
- the criteria that were used to assess the suitability of the candidate;
- why the candidate satisfies those criteria; and,
- the terms and conditions upon which the candidate is to be appointed.

2. Recommendations

2.1 For the reasons set out in this report, and in accordance with Schedule 1 9 (1) PRSRA 2011, I invite the panel to:

- a) Review the proposed appointment of Gillian Holder as Chief Finance Officer (CFO) for my Office;
- b) Hold a confirmation hearing to inform a report on the proposed appointment; and,
- c) Review and make a recommendation to me as to whether Gillian Holder should be appointed in accordance with Schedule 1 10 (4) of the Act.

3. Reasons for Recommendations

3.1 My previous substantive CFO, Mrs Charlotte Radford, left her post on 31st January 2022. Prior to her departure, I made an approach to Chief Constable

(CC) Craig Guildford for assistance, under the provisions of the Policing Protocol Order (PPO), SI 2011/ 2744 17(g). The PPO requires that Police and Crime Commissioners (PCCs) maintain an efficient and effective police force for their area, and sets out the access to information, officers and staff that a PCC may reasonably require of the CC for that area, which should not be withheld or obstructed. I wish to extend my thanks to CC Guildford for providing this collegiate support to my Office, which has ensured the continued operational effectiveness of Nottinghamshire Police.

- 3.2 Following this, at Police and Crime Panel meeting on 24th January 2022, I formally proposed the appointment of Mark Kimberley, the CFO for Nottinghamshire Police, to become Chief Finance Officer for myself as well as Chief Constable Craig Guildford. The Police and Crime Panel subsequently advised me of their formal recommendation that Mr Kimberley be appointed.
- 3.3 Mr Kimberley's appointment had the effect of creating a joint CFO arrangement for myself and CC Guildford. To protecting the impartiality of the CFO's advice to the two corporate soles (PCC and CC), and to navigate any areas of conflict appropriately, my Chief Executive developed a Joint Chief Finance protocol, referencing the Policing Protocol Order 2011, to establish a control framework. This has worked well and has also since been formally presented to our Joint Independent Audit Committee.
- 3.4 I have previously confirmed my intention to conduct a formal process for the appointment of a substantive permanent CFO and enlisted the support of an independent consultant to assist with the redevelopment and evaluation of an updated job description and person specification, which is attached at Appendix 1.
- 3.5 The recruitment exercise has now been completed. A public sector recruitment team were appointed to assist with overseeing the recruitment process and were responsible for discharging all appropriate steps to ensure that an open and fair opportunity for the substantive role was advertised, with the aim of attracting the best and most appropriate candidate for the role.
- 3.6 The advert for the role was publicly advertised on Monday 14th February 2022 and closed at the end of Sunday 6th March 2022. Advertisements were placed on the website for my Office, Nottinghamshire Police, Indeed, the Association of Police and Crime Commissioners (APCC), the Association of Police and Crime Commissioner's Chief Executives (APACE), and Police and Crime Commissioners Treasurers' Society (PACCTS).
- 3.7 A link is included, in Appendix 2, to the advert that was used to promote the CFO role. The advert was circulated across social media platforms including LinkedIn, Facebook, and Twitter. Due to the highly specialised and technical nature of the CFO role, which requires that the role holder must be a qualified accountant with a recognised body, the recruitment team also conducted a search and made direct approaches to potential candidates to make them aware of the vacancy.

- 3.8 A total of nine applicants applied for the CFO role. A shortlisting process involved a panel which included: myself, CEO Sharon Caddell (OPCC), and Gary Ridley (Assistant Chief Officer (ACO) and Joint Chief finance, Durham Constabulary and OPCC). Five candidates were shortlisted for final interview, although one dropped out prior to interview.
- 3.9 The shortlisted candidates were invited for formal interview on Tuesday 22nd March 2022, and they were also asked to attend a Stakeholder Panel, comprising key stakeholders involved in or peripheral to emergency services financial services.
- 3.10 The final interview panel comprised myself, my CEO Sharon Caddell and Gary Ridley, ACO Durham Constabulary. Each candidate was asked, prior to interview, to prepare a verbal presentation outlining the key challenges and opportunities in the pursuit of most efficient and effective police and crime service within the given financial resources. This was followed by core interview questions relating to the role and essential criteria for the Chief Finance Officer post, and the questions covered financial management and governance, transformation, performance, experienced of audit committees, balancing the need for scrutiny and value for money with strong partner relationships, keeping victims at the centre of decision making, contributing to building trust and confidence and inclusive leadership.
- 3.11 It is my view that the process for assessing candidates for the role of CFO was proper and ensured impartial assessment of each candidate's suitability in consideration of the role requirements. I am also confident that the interview was fair, transparent, and consistent, and that as a panel, we conducted a thorough, objective, and rigorous process. We also consulted with our Stakeholder Panel and sought the opinion of our Joint CFO, Mark Kimberley. Mrs Holder was successful in interview and was subsequently offered and accepted the role of Chief Finance Officer.
- 3.12 Subject to successful pre-employment checks, Mrs Holder is expected to commence her role in my Office approximately June/July 2022. Therefore, the arrangement with Mr Kimberley, who was expected to return to his substantive role after 30th April 2022, will now continue as Joint CFO until Mrs Holder commences in post.
- 3.13 I wish to extend my thanks to Mr Kimberley for his exemplary service during an exceptionally busy and demanding period. Mr Kimberley has overseen and delivered budget setting for my Office as well as for Nottinghamshire Police, developing statutory financial strategies, and providing robust information to support me in the setting of my precept.
- 3.14 I also wish to record my thanks to the independent consultant who facilitated the process, the recruitment team who handled the marketing, application and search process, team members within my Office who assisted, members of the Stakeholder Panel who supported the selection process, and the members of the final interview Panel.

4. Summary of Key Points

- 4.1 Gillian Holder is the individual formally proposed for appointment as Chief Finance Officer. She has been substantively employed as Deputy Joint CFO for Lincolnshire Police and Police and Crime Commissioner, where she has worked for seven years.
- 4.2 Schedule 1 7 (1) PRSRA 2011 governs my responsibilities in terms of the appointment of a substantive and (as necessary) acting CFO. Members must review my proposal, undertake a confirmation hearing and report within three weeks of being notified of my proposal.
- 4.3 The statutory responsibilities for CFOs in policing are brought together by 'The Role of CFOs in Policing,' Chartered Institute of Public Finance and Accountancy (CIPFA) March 2021, which states the CFO:
- is a key member of the leadership team, helping it develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest;
 - must be actively involved in, and be able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and aligned with the organisation's financial strategy; and,
 - must 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.
- 4.4 Mrs Holder is a suitable candidate to be appointed as CFO for my Office; she has a demonstrable track record in public sector and police finance accountancy which includes:
- The necessary qualifications for the role, as set out within S113 Local Government Finance Act 1988;
 - Substantial experience and knowledge gained from working at principal and executive levels within public sector organisations;
 - Experience of providing statutory functions to a PCC and CC (Lincolnshire);
 - A comprehensive understanding of Police Service finance and governance arrangements and of operating within a corporate governance framework; and,
 - Comprehensive knowledge of PCCs, policing, decision-making arrangements, audit functions, and East Midlands collaboration.
- 4.5 Mrs Holder has significant experience in finance and resource management, having previously worked for Lincolnshire County Council between 2010 and 2014, her CV is attached at Appendix 3.
- 4.6 In view of Mrs Holder's track record, references that have been provided to my Office during the interview process, and having taken counsel from my CEO, I am confident that Mrs Holder has the necessary qualifications, skills, and experience to be appointed as a Chief Finance Officer to the OPCC.

5. Financial Implications and Budget Provision

5.1 The appointment of Mrs Holder as my substantive CFO will ensure exclusive financial management and advice is provided to me and my Office.

5.2 Mrs Holder has been appointed on a salary of £85,500, pro rata per annum, which was accounted for within the budget setting process for my Office.

6. Human Resources Implications

6.1 In accordance with Schedule 1 6 PRSRA 2011, I am required to appoint a CFO, who:

- acts as my principal advisor in respect of the financial affairs of my Office;
- manages the totality of the Finance Affairs of my Office in all its dealings;
- is a member of a specified accountancy body;
- reports to internal and external auditors, Joint Audit Committee, and Police and Crime Panel on budget and precept, adequacy of financial reserves, compliance with prudential capital regime, and adherence to financial regulations
- reports on any unlawful expenditure or an unbalanced budget; and,
- maintains effective audit, accounting, and control systems

6.2 The terms and conditions of service are set out within the attached job description and person specification (Appendix 1).

7. Equality Implications

7.1 The Equality Act 2010 introduced a duty on public authorities to, in the exercise of their functions, have due regard to the need to: eliminate conduct prohibited by the EA 2010, such as discrimination, harassment and victimisation related to an individual's protected characteristics; and, to advance equality of opportunity and foster good relationships between people in carrying out their activities.

7.2 The appointment of a CFO will ensure that the discharge of my Office's functions is lawful and fulfils my duties under EA 2010.

8. Risk Management

8.1 The law does not permit me to have a gap in Chief Finance Officer provision. This proposed appointment mitigates against any breach of the requirement at Schedule 1 7 (1) PRSRA 2011. The statutory appointment of a Chief Finance Officer creates provision for management of risk within my Office and in the discharge of its functions.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 The appointment of the Chief Finance Officer will ensure that the staff within my Office discharge its functions in accordance with the PRSRA 2011.
- 9.2 This appointment will also ensure that the delivery of the priorities within my Police and Crime Plan are appropriately costed and budgeted for.

10. Changes in Legislation or other Legal Considerations

- 10.1 As noted at paragraph 3.2, the law does not permit me to have a gap in Chief Finance Officer provision. The proposal of this temporary appointment will mitigate against any breach of the requirement at Schedule 17 (1) PRSRA 2011.

11. Details of outcome of consultation

- 11.1 None – for information only.

12. Appendices

- 12.1 Appendix 1: CFO Job Description and Person Specification
Appendix 2: Advert for Nottinghamshire OPCC CFO
Appendix 3: Gillian Holder CV

13. Background Papers (relevant for Police and Crime Panel Only)

For any enquiries about this report, please contact:

Katy Owen, Executive Support Officer
ExecutiveSupport@notts.police.uk
Tel: 0115 844 5998



NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER

Office of Police and Crime Commissioner for Nottinghamshire

Job Description/ Person Specification

Chief Finance Officer

Service Unit	Office of the Police & Crime Commissioner (OPCC)/ Violence Reduction Unit (VRU)
Team	OPCC/ VRU
Responsible to	Police and Crime Commissioner
Scale and Salary Range	£85,500
Vetting Status	Management Vetting
Politically Restricted	Yes
CVF Level	CVF Level 3

Job Context

The Police and Crime Commissioner (PCC) appoints statutory and non-statutory officers to the Office of the Police and Crime Commissioner (OPCC) to ensure that the powers and duties of the PCC are carried out efficiently and effectively. Alongside the PCC, the OPCC ensures that the Commissioner's strategic programme for policing and crime is carried into effect – providing, commissioning and overseeing services which meet the objectives, priorities and outcomes set out in the Police and Crime Plan.

In Nottinghamshire, the PCC is also responsible for a Violence Reduction Unit (VRU), which is overseen by a Strategic Partnership Board, chaired by the PCC. The VRU is a partnership that brings together specialists from Local Government, Health Education, Policing and Criminal Justice to work with communities and the third sector to reduce serious violence and tackle its underlying causes.

The OPCC ensures that the PCC has full executive and professional support in carrying out their duties and responsibilities comprehensively and lawfully. OPCC staff report are the responsibility of the Chief Executive as Head of Paid Service. In addition to providing and supporting the roles of Monitoring Officer and Chief Finance Officer, the OPCC undertakes a wide range of functions of the PCC via a scheme of delegated powers, supporting and as necessary representing the PCC in carrying out all aspects of his or her public, service provision, scrutiny and governance roles.

Job Purpose

To discharge the statutory duties of the Chief Finance Officer of the OPCC as defined by legislation, including being the Section 151 Officer.

The promotion and delivery by the Commissioner of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and ensures that the finance function is resourced to be fit for purpose.

Principal Duties and Responsibilities



1. Act as the professional lead officer to the PCC on all strategic financial matters; financial propriety; and the financial aspects of corporate governance. Ensure the financial affairs of the PCC are properly administered and that financial regulations are observed and updated.
2. Ensure that there are effective and appropriate internal financial controls covering codified guidance, budgetary systems, supervision, management review and monitoring, physical safeguards, segregation of duties, accounting procedures, information systems, authorisation and approval processes. Ensure these controls are an integral part of the underlying framework of corporate governance.
3. To be responsible for the totality of the OPCC and VRU budgets, working in conjunction with the Chief Executive Officer including overseeing and agreeing annual budgets, monitoring and ensuring best value and that audit recommendations relating to the PCC are implemented efficiently and effectively.
4. To hold statutory responsibility under Section 151 of the Local Government Act 1972, to ensure proper arrangements are in place for the proper conduct of the Police and Crime Commissioner's financial affairs and monitor their adequacy and effectiveness in practice.
5. Ensure the resources, expertise and systems for the Force's finance function are able to meet business needs and reviewing the performance of the finance function and ensuring that the services provided are in line with the expectations and needs of its stakeholders and the business
6. Work with the PCC and Nottinghamshire Police Chief Officer Team to develop an ambitious medium-term financial strategy and ensure that the requisite funding is available from the Government, precept, other contributions and recharges, to discharge the CFO's statutory responsibilities.
7. Ensure the production of the statements of accounts of the PCC; receipt and scrutiny of the statements of accounts of the Chief Constable and ensure production of the group accounts.
8. Working with the Deputy Chief Constable and CC CFO ensure the provision of efficient and effective audit services and liaise with both internal and external auditors in reporting to the Joint Audit and Scrutiny Committee.
9. Ensure effective strategic financial monitoring and that accurate, complete and timely financial management information is provided to the PCC, including regional collaboration budgets.
10. Promote, develop and sustain effective senior working relationships at a local, regional and national level, particularly the Association of Police and Crime Commissioners, PCC Chief Executives, the Chief Constable and senior officers of the force, Her Majesty's Treasury, the Home Office, HMICFRS, the National Audit Office and the Police and Crime Commissioners Treasurers' Society (PaCCTs).
11. To fulfil any additional duties within the scheme of delegation including the signing of contracts on behalf of the PCC.
12. Reporting to the PCC and to the external auditor (informing JASP, the Head of Internal Audit and the Police and Crime Panel) any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC or when it appears that expenditure is likely to exceed the resources available to meet that expenditure.
13. To deputise for the Chief Executive in their absence
14. To be responsible for personal and corporate development by identifying opportunities for continuous improvement, developing innovations and business case proposals to ensure you are supporting both your own career needs and the professional development and evolution of the OPCC/ VRU.



The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post.

With the exception of any Deputy appointed by a PCC, staff within an OPCC must not undertake political work but are required to operate in a way which is sensitive to and fully informed by the local, regional and national policy context in which the PCC's policing, community safety, public protection and criminal justice responsibilities operate. The post holder will be in a politically restricted post under the Local Government and Housing Act 1989.

The OPCC is required to undertake its role in a way which is agile and responsive to the public interest, to the direct accountability of the PCC to the public as well as to the supportive oversight and scrutiny of the Police & Crime Panel and independent audit committee arrangements. Alongside the PCC, the OPCC undertakes its roles by direct engagement with police and public, private and third sector partner agencies at all levels, with local and national government and with the public.

Due to the nature of the role the portfolio content may change in line with legislation, Home Office and Ministry of Justice policy, and OPCC priorities

The areas of work are determined by the priorities set by the Police and Crime Commissioner; as such the portfolio areas may be amended or refocused to align to these priorities

All employees are to comply with confidentiality laid down in the General Data Protection Regulation (GDPR), the Management of Police Information (MOPI), and the Official Secrets Act (which you will be bound for, for life).

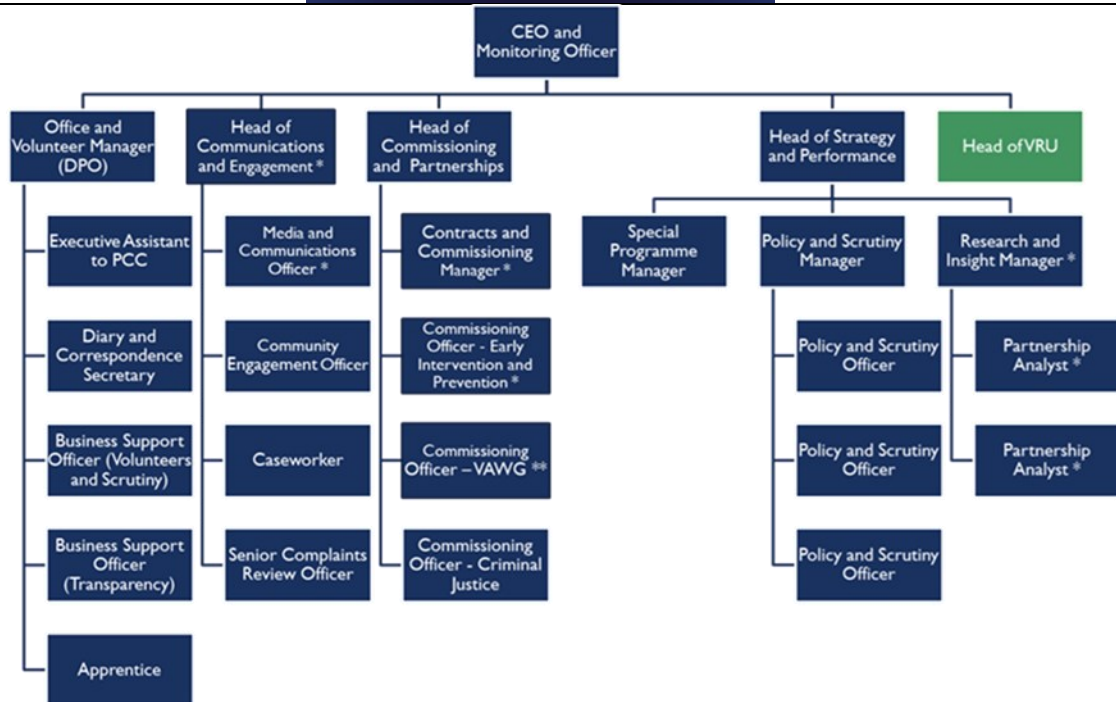
All employees are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all.

Hierarchy of responsibility

Financial: Accountable for c£235m (the Nottinghamshire Police Fund)
Responsible for c£11m (OPCC, VRU, commissioning / grants)

Staffing: No direct reports. Reporting directly to the Police and Crime Commissioner, the CFO will be a member of the Senior Leadership Team of the OPCC, led by the Chief Executive Officer and comprising 'Heads of' functions of the OPCC and VRU.

The post-holder will have influence that extends beyond the OPCC, into Nottingham Police and regional police forces. In addition, the role has national profile through the APCC and APACE, as well as working with MoJ and Home Office and HM Treasury officials.



Person Specification

Essential knowledge, skills, and experience (E)

Desirable knowledge, skills, and experience (D)

Knowledge and Qualifications

- Qualified accountant - must hold the CIPFA qualification or an equivalent professional accounting qualification.
- Strategic budget setting, monitoring and financial reporting including medium-term financial planning
- In depth knowledge of complex public sector structures, relationships and funding arrangements
- The role of a Section 151 Officer and the relevant statutory duties

Experience

- Significant experience of providing strategic financial oversight, monitoring and advice at a senior level for a complex, multimillion-pound public sector organisation
- A successful record of ensuring robust and proper financial management at a strategic level,



<p>governance and scrutiny, including the timely and accurate production of corporate accounts</p> <ul style="list-style-type: none">• Treasury management, capital and reserves strategies and performance• Strategic financial planning and budget setting, and the efficient and effective management of financial resources in a climate of constant change	
Skills and Abilities	
<ul style="list-style-type: none">• Ability to work effectively as a member of the PCC's Senior Leadership Team, helping to develop and implement strategy and associated resourcing• Excellent verbal and written communication skills, ability to interpret complex information and provide appropriate and timely briefings, often confidential in nature, in a politically sensitive environment• High level, effective negotiating and influencing skills, within a high-profile environment• Demonstrate a strong desire to think innovatively and to add value at a strategic level• Able to work independently in a dynamic environment and manage own workload effectively with little supervision• Possess a flexible approach to meet the demands of the workload	
Other	
<ul style="list-style-type: none">• Highest standards of integrity and probity.• Ability to manage multiple tasks, competing priorities and project conflict.• Service user/customer focused approach.• Ability to travel to different locations across the Force area.• Able to demonstrate a personal commitment to equality, diversity and inclusion and comply with and promote the organisation's Equal Opportunities Policy.	

All applicants who identify themselves on the equal opportunities section of the application form as having a disability under the Equality Act 2010 and who meet the essential criteria for the post will be guaranteed an interview.



NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER

Version Control	
Reason for Version Change	Version date
New structure role	December 21



Competency and Values Framework (CVF) for Policing: Level 3 – Senior Manager/ Executive

Competency	Level 3 – Senior Manager/ Executive
Emotionally aware	<ul style="list-style-type: none">• I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.• I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.• I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.• I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.• I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.
Taking ownership	<ul style="list-style-type: none">• I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.• I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.• I define and enforce the standards and processes that will help this to happen.• I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.• I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.• I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.
Collaborative	<ul style="list-style-type: none">• I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.• I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).• I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.• I create an environment where partnership working flourishes and creates tangible benefits for all.



Deliver, support and inspire	<ul style="list-style-type: none">• I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.• I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.• I ensure that everyone understands their role in helping the police service to achieve this vision.• I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.• I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.• I motivate and inspire others to deliver challenging goals.
Analyse critically	<ul style="list-style-type: none">• I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.• I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.• I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.• I use my knowledge of the wider external environment and long-term situations to inform effective decision making.• I acknowledge that some decisions may represent a significant change.• I think about the best way to introduce such decisions and win support.
Innovative and open-minded	<ul style="list-style-type: none">• I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.• I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.• I work to create an innovative learning culture, recognising and promoting innovative activities.• I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.• I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.



Values	All Levels
Integrity	<ul style="list-style-type: none">• I always act in line with the values of the police service and the Code of Ethics for the benefit of the public• I demonstrate courage in doing the right thing, even in challenging situations• I enhance the reputation of my organisation and the wider police service through my actions and behaviours• I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations• I am open and responsive to challenge about my actions and words• I declare any conflicts of interest at the earliest opportunity• I am respectful of the authority and influence my position gives me• I use resources effectively and efficiently and not for personal benefit
Impartiality	<ul style="list-style-type: none">• I take into account individual needs and requirements in all of my action.• I understand that treating everyone fairly does not mean everyone is treated the same• I always give people an equal opportunity to express their views• I communicate with everyone, making sure the most relevant message is provided to all• I value everyone's views and opinions by actively listening to understand their perspective• I make fair and objective decisions using the best available evidence• I enable everyone to have equal access to services and information, where appropriate
Public Service	<ul style="list-style-type: none">• I act in the interest of the public, first and foremost• I am motivated by serving the public, ensuring that I provide the best service possible at all times• I seek to understand the needs of others to act in their best interests• I adapt to address the needs and concerns of different communities• I tailor my communication to be appropriate and respectful to my audience• I take into consideration how others want to be treated when interacting with them• I treat people respectfully regardless of the circumstances• I share credit with everyone involved in delivering services
Transparency	<ul style="list-style-type: none">• I ensure that my decision-making rationale is clear and considered so that it is easily understood by others• I am clear and comprehensive when communicating with others• I am open and honest about my areas for development and I strive to improve.



NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER

- | | |
|--|--|
| | <ul style="list-style-type: none">• I give an accurate representation of my actions and records• I recognise the value of feedback and act on it• I give constructive and accurate feedback• I represent the opinions of others accurately and consistently• I am consistent and truthful in my communication• I maintain confidentiality appropriately |
|--|--|

Further detailed information on the CVF can be located by clicking on the following link:

<https://skillsforjustice-ppf.com/competency-values/>

Further detailed information on the CVF can be located by clicking on the following link:

<https://skillsforjustice-ppf.com/competency-values/>

Chief Finance Officer - Nottingham Police and Crime Commissioner

Salary: £85,500 per annum, pro rata

Hours: Open to applications on either a part-time (3-4 days) or full-time basis.

Location: Office of the Police and Crime Commissioner, based at Nottinghamshire Police HQ

‘Provide robust governance and scrutiny of Nottinghamshire Police’s budget’

It is an exciting time for the Office of the Police and Crime Commissioner in Nottinghamshire, with the election of Caroline Henry as Police and Crime Commissioner in May 2021, delivering a new ambitious [Make Notts Safe Plan](#).

The plan has a very clear vision in that, by the end of Commissioner Henry’s term there will be fewer victims, greater trust and confidence in the police and a stronger and more resilient network of services supporting victims to cope and recover from harm.

The plan centres on three simple objectives:

- preventing crime and protecting people from harm
- responding efficiently and effectively to community needs
- supporting victims, survivors and communities

In meeting these objectives, the plan focuses on the issues that we know are causing the greatest harm and concern to our communities - particularly serious violence, domestic and sexual abuse and local neighbourhood priorities such as anti-social behaviour, speeding and rural crime.

Through this plan, there will be clear direction for policing, victim services and crime reduction to tackle the issues impacting upon or are likely to impact upon Nottinghamshire. Underpinned by evidence drawn from local and national threat assessments, feedback from professionals and practitioners and of course, the views and concerns of residents and victims, we are confident that this plan will help make Nottinghamshire safer. It is an ambitious plan that is unapologetically tough on crime and has the needs of victims and communities at its heart.

To achieve these ambitions, we need an astute, influential and skilled Chief Finance Officer; that is where you come in.

The purpose of the role is to provide strategic financial leadership and direction to the Office of the Police and Crime Commissioner and to support the Police and Crime Commissioner in her statutory duty to secure an efficient and effective police service for the Nottinghamshire Police area.

The Chief Finance Officer is a statutory role, helping set the strategic financial plan for policing in Nottinghamshire and provides robust governance and scrutiny of Nottinghamshire Police’s budget, ensuring the residents of Nottinghamshire receive the most efficient and effective police and crime service within the given financial resources.

We are looking for a technically strong strategic and astute finance leader; with the ability to drive efficiency, business transformation and achieve sound financial and business governance, including strategic risk management. Someone who can bring real insight to the role and who will build collaborative relationships to meet the needs of our communities here in Nottinghamshire. You will be curious, and forensic in your approach, alert to all opportunities available to maximise financial and business resources.

Your approach will be evidence-based, designed to constructively challenge and drive change, ensuring that we maximise efficiencies and continue to improve our services, notwithstanding financial and resourcing challenges. Our communities deserve nothing less than effective service, delivered with integrity and with the needs of victims and communities at the heart of everything we do, everything we strive for.

Through building positive, collaborative relationships internally and with senior policing leaders, you will drive transformation and provide robust challenge with scrutiny having a relentless pursuit of delivering well-respected services safeguarding public money.

As an inclusive leader you will ensure that our approach meets the needs of our diverse and unique residents, and that our workforce represents the communities we serve, creating a culture where everyone feels safe and is welcomed.

To be recognised as a trusted and credible advisor with the ability to support and challenge to good effect, you will draw upon your significant experience in an equivalent role and in sector that has enable you to understand the complexity, nuances, rigor and transparency of public sector finances. An astute and influential leader, you will have the ability to form robust, strategic and collaborative relationships beyond the Office of the Police and Crime Commissioner, into Nottingham Police, regional police forces and nationally.

As the Chief Financial Officer your integrity enables you to lead us to do the right thing - not just legally, but through your innate ability to drive efficiency and transformation to deliver improved, tangible outcomes. It is important that you have in depth knowledge of complex public sector structures, relationships and funding arrangements.

You will discharge the statutory duties of the Chief Finance Officer of the Office of the Police and Crime Commissioner as defined by legislation, including being the Section 151 Officer. Also ensuring the promotion and delivery by the Commissioner of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and ensures that the finance function is resourced to be fit for purpose.

You will have the highest standards of integrity and probity. This role must provide assurance that the Office of the Police and Crime Commissioner and Nottinghamshire Police deliver an excellent service to the communities of Nottinghamshire and Nottingham City. Through your ability to drive transparent and accountable governance, the office positively delivers improved community safety, reduction in crime and support of victims.

Your strategic understanding of public sector finances, risk management, public sector structures and culture will enable you to develop successful approaches and enable strong collaborative relationships with policing colleagues. In this role you will also be responsible for enhancing the reputation of the Office of the Police and Crime Commissioner, supporting the Police and Crime Commissioner to engage and influence whilst build their profile locally, regional and nationally.

In return, the role offers professional satisfaction as well as the opportunity to make a real difference to the lives of other people. It will provide stimulating professional interest and challenge – the police and crime plan is designed to deliver across a wide range of culturally diverse towns, cities and rural communities, tailored to maximise local impact and to help ensure that everyone feels safe wherever they are based. Against this complex backdrop you will work with integrity, leading and working strategically with others, on behalf of all our communities.

You will be welcomed by talented colleagues who share our ambitions - let's all work together to **Make Notts Safe**.

If you are interested in joining our team and are inspired to lead the next phase of our journey, we look forward to your application. We encourage you to explore your interest with our recruitment partners at The Resourcing Solution to learn a little more.

Apply now: <https://www.nyresourcing.co.uk/opcc-nottinghamshire-cfo/>

Gillian Holder Deputy Chief Finance Officer

Profile / Summary

CIMA qualified Accountant with 20 years not for profit sector experience. Proven record at a senior level for Lincolnshire County Council and Lincolnshire Police & Crime Commissioner/Police. The last 7 years at the Police & Crime Commissioner (PCC) for Lincolnshire as a member of the senior management team, I have extensive board/committee experience. My career aspirations are to become a Chief Finance Officer or equivalent and a CIMA Fellow.

Key Skills

- Team Leadership
- Risk Management/Internal Control
- Collaboration & Partnering
- Negotiation & Decision Making

- Project Management
- Change Management
- System implementation
- Driving Performance

Career Highlights

- Financial lead on £23m collaboration programme between Police, Fire (County Council) and Ambulance services. Devised governance arrangements to ensure control across the partners regardless of which organisation was incurring the expenditure. Reported financial monitoring to the Steering Group allowing decisions on budget reallocation and prioritisation, as well accurate grant claims and reporting to the Home Office. Resulted in a combined Fire/Police HQ and control room, and a tri-service operational station in the centre of Lincoln.
- Successfully recruited to audit committee vacancies, notoriously difficult to attract applicants in Lincolnshire. I have carried out multiple recruitments over the last 7 years, being innovative with advertising and using my network. Audit committee would be unable to function if quorate of 5 was not maintained.
- Recent member of Exit Board to formally agree principles and procedures as the 10-year contract with the Strategic Partner G4S came to an end on 31 March 2022. Member of Service Migration Group to ensure a smooth transition of the finance function from G4S. This is a significant change for Lincolnshire Police and the success of the transition was dependent on the actions of these groups.
- Successfully brought Financial Statements production forward ahead of statutory change, included working with external auditors, audit committee, LGPS and strategic partner staff to facilitate the change.

Career History / Work Experience

PCC for Lincolnshire, Deputy Chief Finance Officer

May 2015 to date

Deputy CFO to both PCC and Chief Constable's (CC) CFOs, annual revenue budget £151m, capital £6m.

- Acted up to CC's CFO for 3 months, led the 2017/18 budget setting work. Key member of the CC's Chief Officer Group. Nominated for 'Serving with PRIDE' award for this period.
- Support the PCC CFO and CC CFO fulfil their statutory obligations and duties and, in their absence, fulfil those duties. To safeguard public funds and ensure best value for taxpayers.
- Completed procurement process for new contracts, involved in re-negotiation of existing contracts.
- Led on the closure of accounts and budget setting work within statutory timescales.
- Ensure that accurate, complete and timely management reporting and advice is provided monthly/annually and as required to the PCC, CC and their staff, plus partners as appropriate.
- Liaison officer for the Independent Audit Committee, member recruitment and training.
- Member of the PCC and CC SMTs. Provide strategic financial support to both corporations.

- Financial lead on multi million pound Blue Light Collaboration Programme, attracting £7m of Police Innovation Fund Grant, and £15m contribution from multiple partners.
- Work with strategic partner who provided back office/operational services. Key relationship with the strategic partner Head of Finance to ensure financial services are of the required standard with an appropriate control environment.
- Assess the implications of Government grant settlements and capital expenditure regime.
- Commission external and internal auditors for both the PCC and the Chief Constable, being the principal point of contact for the external and internal auditors.
- Drafted the annual business plan for finance, produce strategies and policies for the two organisations.
- Management of staff including direct reports and indirect commissioning of the outsourced finance team.

Lincolnshire County Council, Financial Advisor

Jan2010 to Dec2014

A Senior Manager responsible for finance in Resources (£16m p.a.), Community Safety (£40m p.a.) and Performance & Governance (£23m p.a.) Directorates.

- Ensuring effective strategic financial planning and management of revenue and capital budgets with budget holders to enable the Council's finances to be robust.
- Contribute to and validate business cases and options appraisal for key projects.
- Management of staff, 1 direct report and others on specific pieces of work.
- Oversee my areas of accountancy services provided via Mouchel Business Services.
- Bank signatory for the County Council, as part of the Council's financial control mechanisms.
- Preparing and presenting reports to Directors, project boards and councillor committees.
- Compiling monthly budget monitoring reports, comparing performance against budget and forecasting the year end position to enable sound business decisions to be taken.
- Liaise with budget holders to review budget projections and lead them through the annual budget setting and closedown processes to comply with financial regulations.

Previous roles at Lincolnshire County Council:

Assistant Financial Advisor Apr2007 to Dec2009

Technical Officer Apr2004 to Mar2007

Earlier career

University of Lincoln	Assistant Management Accountant	Jul2002 to Mar2004
Southernprint	Trainee Accountant	Jan2000 to Jul2002
	Factory Administrator	Nov1997 to Dec1999
Crown Management	Systems Installer	Jan1997 to Nov1997
Pall Mall Catering Services	Café Supervisor	Jun1995 to Jan1997

Education & Qualifications

Completed the CIPFA AFEP Future Leaders Academy 2019/20

CIMA member since 2008

NEBOSH, National General Certificate in Occupational Safety & Health.

BA (Hons) Leisure Marketing Degree 2ii. (Bournemouth Uni 1992-1995)

BTEC National Diploma in Hotel & Catering 9 Distinctions. (North Lindsey College, Scunthorpe 1990-1992)

GCSEs 1 Grade A, 5 Grade B, 3 Grade C. (Thomas Sumpter Comprehensive 1985-1990)

IT Proficiency

- Oracle, SAP, Agresso, Word, Excel, Outlook, PowerPoint. Teams/Zoom.

Other

I enjoy the great outdoors including getting away in a campervan, golfing and skiing. I have a clean driving licence and am vetted to MV level at Lincolnshire until March 2029.