

Consideration	
Public	Public
Report to:	Nottinghamshire Police and Crime Panel
Date of Meeting:	20 April 2022
Report of:	Caroline Henry, Police and Crime Commissioner
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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 1 7 (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:

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