



**Date: Tuesday 26th April 2022**

**Time: 10.30 am**

**Venue: The John Meikle Room, The Deane House, Belvedere Road,  
TA1 1HE**

This meeting will be conducted as a hybrid meeting, giving the public opportunity to attend the meeting in person or to dial in remotely. Please contact [ptriffitt@somerset.gov.uk](mailto:ptriffitt@somerset.gov.uk) for further information or click on the following link for details on how to join the meeting <https://www.somerset.gov.uk/how-the-council-works/joining-an-online-meeting/>

**Membership:-**

Bath & North East Somerset	Alastair Singleton
Bath & North East Somerset	Andy Wait
Bristol City Council	Asher Craig
Bristol City Council	Jonathan Hucker
Bristol City Council	Lisa Stone
Independent Member	Richard Brown
Independent Member	Gary Davies
Independent Member	Julie Knight
Mendip District Council	Heather Shearer (Chair)
North Somerset Council	Peter Crew
North Somerset Council	Richard Westwood (Vice-Chair)
Sedgemoor District Council	Janet Keen
Somerset County Council	Neil Bloomfield
South Gloucestershire Council	Franklin Owusu-Antwi
South Gloucestershire Council	Pat Trull
South Somerset District Council	Nicola Clark
Somerset West and Taunton Council	Chris Booth

**Contact: Patricia Jones**

Governance Specialist  
07855 284506  
[pljones@somerset.gov.uk](mailto:pljones@somerset.gov.uk)

Agenda published: 13<sup>th</sup> April 2022  
Somerset County Council  
County Hall, Taunton  
TA1 4DY

**Are you considering how your conversation today and the actions you propose to take contribute towards making Somerset Carbon Neutral by 2030?**



**RNID typetalk**

## Agenda Public Information Sheet

Guidance about procedures at the meeting follows the agenda. This meeting will be open to the public and press, subject to the passing of any resolution under Section 100A (4) of the Local Government Act 1972. This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on [www.somerset.gov.uk/agendasandpapers](http://www.somerset.gov.uk/agendasandpapers)

**\*\* Public Guidance notes contained in agenda annexe \*\***

### 1 **Apologies for Absence**

### 2 **Public Question Time**

**Members of the public who reside or work in the Avon and Somerset Force area may submit a statement or petition or ask a maximum of two questions at a Panel meeting**

Statements or questions should be e-mailed to [PLJones@somerset.gov.uk](mailto:PLJones@somerset.gov.uk), or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on Monday 25<sup>th</sup> April 2022. Questions must be received no later than 3 clear working days before the meeting on 20<sup>th</sup> April 2022.

Please note that all statements and questions must relate to matters that fall within the Panel's functions and responsibilities.

### 3 **Declarations of Interest**

The Statutory Register of Member's Interests can be inspected by contacting Patricia Jones in the Democratic Services Team on Tel: 07855 284506 or [PLjones@somerset.gov.uk](mailto:PLjones@somerset.gov.uk).

### 4 **Chair's Business**

### 5 **Confirmatory Hearing - Chief Finance Officer** (Pages 7 - 30)

- (a) Lead Officer Report - Confirmatory Hearing process
- (b) Report of the Police and Crime Commissioner
- (b) Advert
- (c) Role Profile
- (d) Terms of Appointment
- (e) Independent Consultant Report

### 6 **Exclusion of the Press and Public**

Recommended – that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the consideration of Item 7 on the grounds that it involves the likely disclosure of Exempt information as defined in Part 1 of Schedule 12A to the Act.

Reason: Exempt Paragraph 1 Information relating to any individual.

7 **Panel Consideration of Recommendation**

8 **Panel Decision**

9 **Date of Next Meeting**

10.30am Tuesday 28<sup>th</sup> June 2022 (AGM) – The Deane House, Somerset West and Taunton Council Offices.

# Avon & Somerset Police and Crime Panel

## Public Information Sheet

### Inspection of Papers/Register of Member Interests

You can find papers for all our meetings on our website at [www.somerset.gov.uk](http://www.somerset.gov.uk)

Please contact Patricia Jones, Governance Specialist on telephone: 07855 284506 if you wish to inspect the papers or the Statutory Register of Member's Interests.

### Public Question Time

Members of the public may make a written statement to most meetings, provided that the statement is received by the Democratic Services Team no later than 12.00 noon on the working day before the meeting and the statement is about a matter the Panel has responsibility for.

Questions must be received no later than 3 clear working days before the meeting and must also relate to Panel business. Questions will be limited to 2 per person/organisation.

Statements or questions should be e-mailed to [democraticservices@somerset.gov.uk](mailto:democraticservices@somerset.gov.uk) or [PLJones@somerset.gov.uk](mailto:PLJones@somerset.gov.uk)

Alternatively, you can post your statements or questions to Somerset County Council, Democratic Services Team, County Hall, Taunton, TA1 4DY.

Any statement submitted should be no longer than one side of A4 paper. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

**By participating in Public Question Time business, we will assume that you have consented to your name and the details of your submission being circulated to the Panel and recorded in the minutes.**

**We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Statements will not be posted on the council's website.**

### **Process during the meeting:**

Public Question Time is normally one of the first items on the agenda. If a statement concerns a specific item on the agenda, it may be taken just before the Item concerned.

- Statements or questions will not be taken if they are defamatory, frivolous, vexatious or offensive.
- You will be allowed a maximum of 2 minutes.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- You may direct any questions or comments through the Chair. You may not take direct part in the debate.
- Your time allocation may have to be strictly limited if there are a lot of submissions.
- You do not have to speak or even attend the meeting at which your submission is being taken. However, if you do not present it, it will not be read out. It will nevertheless be considered by Members.

### Emergency Evacuation Procedure

In the event of a fire alarm sounding, you are requested to leave the building via the nearest available signposted emergency exit and make your way to one of the assembly points around the building. Officers and councillors will be on hand to assist.

### Excluding the Press and Public

Occasionally, there will be items on the agenda that cannot be debated in public for legal reasons and these will be highlighted on the agenda as appropriate. In these circumstances, the public and press will be asked to leave the room and the Panel will go into Private Session.

### Recording of Meetings

Somerset County Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public providing it is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone who wishing to film part or all of the proceedings. No filming or recording will take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the clerk so that the Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public are not filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

**AVON AND SOMERSET POLICE AND CRIME PANEL  
26<sup>TH</sup> April 2022**

**Confirmation Hearing Process for the role of Chief Finance Officer**

**Recommendation:-**

The Panel is invited to:-

1. Consider the information which has been submitted by the Lead Officer and Office of the Police and Crime Commissioner (OPCC) in accordance with statutory responsibilities.
2. Conduct a confirmatory hearing as a means of confirming the candidate's suitability for the role.
3. Agree a report incorporating the Panel's recommendation on the appointment to be submitted to the Commissioner as soon as possible thereafter.

**1. Executive Summary**

This report explains the process to be followed by the Avon and Somerset Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of the preferred candidate to the role of Chief Finance Officer.

The Panel has functions conferred by Schedule 1 Part 10 of the Police Reform and Social Responsibility Act 2011 (Scrutiny of Senior Appointments). This requires the Panel to:-

- (i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. This is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
- (ii) Make a report to the Police and Crime Commissioner ((hereafter referred to as 'the Commissioner') on the proposed senior appointment;
- (iii) Include a recommendation to the Commissioner as to whether or not the candidate should be appointed;
- (iv) Publish the report that is made under (ii) above.

## **2. Confirmation Hearing for the role of Chief Financial Officer**

### *Prior to the Hearing*

- 2.1 The Commissioner invited 2 members of the Panel to observe the appointment process for Chief Finance Officer. This provided helpful transparency and an extra layer of assurance in ensuring that the process adhered to the Nolan Principles and recommendations published by the Home Affairs Parliamentary Committee on Standards in Public Life. Councillor Jonathan Hucker and Independent Panel Member Julie Knight, attended the process and a detailed report is attached as Appendix 1 to this report.
- 2.2 The Panel received notification from the Commissioner of the proposed appointment to the role of Chief Financial Officer on 25<sup>th</sup> March 2022. This appointment is a permanent appointment, and therefore it is subject to the public scrutiny that is required as part of a proposed senior appointment within the meaning of Schedule 1 of the Police Reform and Social Responsibility Act 2011<sup>1</sup>.
- 2.3 In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner has provided the following documentation:
- Name of the preferred candidate
  - A Report from the Commissioner providing an overview of the appointment process that was undertaken between January and March 2022
  - The criteria used to assess the suitability of the candidate for the appointment
  - Independent Member report
  - Role Profile
  - Terms and conditions of appointment

### At the Hearing

- 2.4 The first part of the meeting will be conducted in public and structured as follows:
- a. The candidate will be welcomed to the meeting.
  - b. The Commissioner will have the opportunity to make any comments on the candidate and the proposed appointment.
  - c. The candidate will have an opportunity to present to the Panel his understanding of the role.
  - d. The Panel will have the opportunity to ask questions of the candidate.
  - e. The candidate will be given opportunity to clarify any answers given during the hearing and ask questions of the Panel about the next stage of the process.

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<sup>1</sup> <http://www.legislation.gov.uk/ukpga/2011/13/schedule/1/enacted>



2.5 The Panel will ask questions of the candidate which relate to his professional competence and personal independence, the answers to which will enable the Members to evaluate their suitability for the role.

#### On the Close of the Hearing

2.6 The Panel will hold a closed session in order to decide on its recommendations to the Commissioner regarding the appointment of the preferred candidate to the role of Chief Financial Officer.

2.7 The Panel will discuss the following:

- Whether the candidate has the professional competence to exercise the role as set out in the role profile.
- Whether the Panel feels that the candidate has the personal independence to exercise the role.

2.8 Where a candidate meets the standards but there is still cause for concern about his suitability, it may be appropriate to outline those concerns in the Panel's response to the Commissioner.

2.9 Where a candidate does not meet the minimum standards in the areas set out in paragraph 2.7, this would suggest a significant failure in the appointments process undertaken. If the Panel believes that there has been a significant failure in the appointments process, the Panel may choose to not recommend the candidate to the role of Chief Financial Officer.

### **3. Panel Recommendation**

3.1 The Panel's recommendation will be communicated to the Commissioner in writing as soon as possible thereafter. The report will be published on the Panel's webpages following its submission to the Commissioner and with due regard to the joint Communications Protocol.

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## Chief Finance Officer – Panel Observer Report

### Purpose

The Police and Crime Panel (PCP) were invited to observe the appointment process for the Chief Finance Officer (CFO) for the Office of the Police and Crime Commissioner (OPCC). This is to ensure that the process adheres to the standards of the Seven Principles of Public Life (Nolan Principles). Councillor Jonathan Hucker and Independent member Julie Knight volunteered and this report updates the PCP of its outcome.

### Application and Shortlisting

The role was advertised externally. Applicants were required to evidence their qualities, qualifications and experience in respect of the 10 elements set out in the Role Profile. The closing date for applications was 12pm on the 28 February 2022 and 3 people applied.

A Shortlisting Panel was convened. These were:

- Avon and Somerset PCC and Panel Chair - Mark Shelford
- OPCC Chief of Staff - Alice Ripley
- Devon & Cornwall CFO and South West regional lead - Nicola Allen

We understand that the Shortlisting Panel received anonymised soft copies of the application forms along with the role profile and shortlisting guidance.

The competencies were to be scored from 0-3, with 3 being highest with a maximum of 33 marks available. Panel members made their assessments individually, ahead of the Shortlisting Panel meeting that was held virtually via Microsoft Teams on Friday 4<sup>th</sup> March.

PCP panel members received the Role Profile and Terms of Appointment but not the application forms.

### Shortlisting Meeting

In addition to the Shortlisting Panel, Kate Watson (OPCC Office and HR Manager), Jonathan and I were present online. Supported by Kate, the PCC briefed the Panel on their roles and the process. Panel members confirmed that they knew one or more of the applicants given the detail in their application forms. It was confirmed that formal declarations of interest would be recorded at the interview stage.

A benchmark was set at 20 with clarification that candidate's would not be invited to interview if they received a score of one or zero in any competency.

The panel disclosed their scores for each applicant in turn. Where scores differed, the rationale was discussed and a panel score was collectively agreed and noted by Kate.

We were invited to raise matters or points during the process. The only query was in respect of what constitutes experience of undertaking the role of section 151 officer for clarification.

All three candidates exceeded the benchmark and the Panel unanimously agreed to invite them all to the final stage, being a presentation and interview on the 25<sup>th</sup> March. The presentation and interview questions was discussed and agreed.

### **Presentation and Interview**

The interviews were held in-person on Friday 25<sup>th</sup> March at Avon and Somerset Police and Fire Headquarters, Portishead. The Panel remained the same with the PCC as Chair. Jonathan and I observed. Although all three applicants were offered an interview. One candidate withdrew for personal reasons so two interviews took place.

The Chair briefed the Panel and checked to ensure that everyone had understood the process and what was required of them. He confirmed that candidates were being assessed using the 1 – 7 Bramshill Rating Scale, with 7 being the highest. A maximum of 49 marks were available and 28 or more would be required from a candidate to be eligible for the appointment. Formal declarations of interest were then recorded.

Candidates were interviewed for up to an hour, starting with their presentation. They were given 10 minutes to present their response to a pre-disclosed question that led to the Panel following up with questions. Panel members then asked six questions and probed the responses as time allowed. Candidates were informed that they would be advised of the outcome that evening.

Panel members individually completed their scores for each candidate at the end of their interview. After both had been interviewed, the Panel disclosed, discussed and agreed the scores. The interim Chief Finance Officer Paul Butler was the strongest candidate and the Panel unanimously agreed that he should be offered the position.

We considered that the appointment process was fair and transparent and thank the PCC for the opportunity to observe.

Julie Knight (Independent Member)

Councillor Jonathan Hucker

25<sup>th</sup> March 2022

**Avon and Somerset Police and Crime Panel  
26<sup>th</sup> April 2022**

**Proposed Appointment of a permanent Chief of Finance Officer**

**Summary**

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCCs) proposed appointment of a permanent Chief Finance Officer (CFO) and to report back to the Commissioner.

The report provides an overview of the appointment process that was undertaken in January to March 2022 by the Commissioner to select a preferred candidate.

**Background**

The current Interim CFO, Paul Butler, is in post until the end of June 2022.

Schedule 1, paragraph 6, of the Police Reform and Social Responsibility Act 2011 (PR&SRA) states that "the Police & Crime Commissioner (PCC) must appoint a person to be responsible for the proper administration of the commissioner's financial affairs (referred to in this Part as the commissioner's chief finance officer).

The appointment term will be permanent.

**The Appointment process**

The post was advertised as follows:

- PCC website, Linked-in and social media;
- Via PCCs network of contacts;
- Via Local Authority Leaders;
- Via the Police & Crime Panel;
- Via Stepping Up and other diverse community contacts;
- Via ASC BME and Staff Support – external links including BPA and DPA;
- Via SIAG Chair;
- Guardian on-line platform;
- LA CEO's;
- Other OPCC CEOs;
- APCC and APACE;
- Via PACCTS members

The advert is included as part of the document bundle. The advertising campaign went live week commencing 31 January and closed at 12 noon on 28 February.

Candidates were required to submit applications via a Self-Assessment application form. Candidates were also asked to complete an Equality Monitoring form (in compliance with the Equality Act 2010).

### **Role Profile**

The role profile defined what personal qualities, experience, qualifications, skills and competencies are required to meet the demands of the role and for effective performance. The role profile reflects the PCC's priorities and local requirements.

The seven Principles of Standards in Public life were included in the role profile as were the OPCC's Mission, Vision and Values.

### **Appointment Panel**

The Appointment Panel was convened by the PCC before any stage of the selection process took place. The panel members were as detailed:

- Mark Shelford, Police & Crime Commissioner;
- Alice Ripley, OPCC Chief of Staff;
- Nicola Allen, Devon & Cornwall CFO and SW regional lead.

### **Independent Member**

Public appointments must be made on **merit, fairness and openness** in addition to the eligibility and legal requirements of the posts. An independent member was appointed by the PCC to ensure the selection and appointment process was conducted fairly. The independent member was asked to produce an endorsement of the appointment process. The statement is attached as part of the document bundle.

### **Applicants**

The campaign attracted three candidates and all candidates were male.

### **Shortlisting**

The applicants were assessed against an agreed appointment criteria and scored against a rating scale. The Avon and Somerset OPCC have a policy to interview all applicants declaring a disability who meet the minimum essential criteria and consider them on their abilities (in compliance with the Equality Act 2010).

The panel undertook a blind paper-sift of all candidates and a short list was agreed. The shortlisting was conducted virtually via Teams.

Two members of the PCP observed the shortlisting process.

### **Selection**

Each element of the selection process was related to evaluating the role profile and core competencies. The Bramshill rating scale was used to score the selection

process. This is a 1-7 (+3 to -3) rating scale developed by the Police College to assess candidates for the Senior Police Staff Assessment Process for Strategic Command where a score of zero represents, “ a sound and acceptable performance. Candidates are required to score 0 or above in all areas to progress at selection stage. There were two elements to the selection day:

1. Presentation. The brief was issued to the candidates in advance with the application pack. The candidates were asked to give a 10 minute presentation to the Appointment Panel.
2. Interview. A 45-minute interview where candidates were asked questions related to the essential experience and competencies identified for the role and their responses were evaluated against the relevant core competencies.

The interviews were held in person at police HQ, Portishead. Two candidates were interviewed as one candidate withdrew prior to interview for personal reasons.

The Appointment Panel were asked to declare prior knowledge of any of the candidates.

Two members of the PCP observed the shortlisting process.

### **Proposed Candidate**

The Appointment Panel agreed that Paul Butler displayed the appropriate levels of knowledge and skills and demonstrated strongest suitability against the selection criteria to make him an appointable candidate.

My recommendation to the Police & Crime Panel is that **Paul Butler** be appointed as Chief Finance Officer, subject to a confirmation hearing.

### **Confirmation Hearing**

Under Schedule 1, paragraph 9, of the Act, the Police and Crime Commissioner must notify the Police and Crime Panel (“the Panel”) of his/her proposed appointment to the post of ‘Chief Finance Officer’.

The Commissioner must also notify the Panel of the following information:

- The name of the person whom the commissioner is proposing to appoint.
- The criteria used to assess the suitability of the candidate for the appointment.
- Why the candidate satisfies those criteria.
- The terms and conditions on which the candidate is to be appointed.

Under paragraph 10 of Schedule 1, the Panel must review the proposed appointment and make a report to the Commissioner on the proposed appointment, including a recommendation to the Commissioner as to whether the candidate should be appointed, within a period of three weeks beginning with the day on which the Panel receives notification from the Commissioner of the proposed appointment. The confirmation hearing is scheduled for 26 April 2022.

This information is set out in this report, to assist the PCP in considering the proposed appointment.

Fare Thee Well

A handwritten signature in black ink, appearing to read 'Mark', with a long, sweeping horizontal line underneath it.

**Mark Shelford**

Police and Crime Commissioner for Avon and Somerset





# Chief Finance Officer

Permanent, full-time 5 days per week

£98,088.00 pa

This is a time of change in Avon and Somerset – a new PCC, a new Chief of Staff and a new Chief Constable. A new Chief Finance Officer completes this opportunity to make a real difference for the diverse communities we serve.

I am looking to appoint an experienced Chief Finance and Statutory Section 151 Officer on a permanent basis to ensure that the Office of the Police and Crime Commissioner is effective in carrying out its duties and to be instrumental in the delivery of my Police and Crime Plan.

The Chief Finance and Statutory Section 151 Officer is a senior role and will work closely with me and my Chief of Staff to manage complex budgets, oversee treasury functions, plan capital expenditure, as well as oversee audit and annual accounts. The successful applicant will also work closely with the Constabulary to scrutinise their management of funds delegated to them.

I am seeking someone who has experience of consistent achievement at senior management level, ideally within a public sector organisation. You will be a strategic leader with proven experience of building effective relationships with partners and stakeholders. You will be a strong communicator, a financial planner and problem solver with strong relevant experience.

If you feel that you meet the essential criteria for the role and can support me in delivering my vision to keep Avon and Somerset safe and I would very much like to hear from you.

Finally, Avon and Somerset is a very diverse area. I am setting the Police the challenge of being more representative of the community that they serve, and I intend to set myself that challenge. I therefore encourage all applications from as wide a range and background as possible.

Due to the nature of the role, the applicant will be required to be flexible in terms of the total number of hours worked each week and their availability. There may be a requirement for occasional evening and weekend working to fulfil the requirements of the role.

For details of how to apply for this post please visit our website [add link](#)

You can also e-mail [PCCRecruitment@avonandsomerset.police.uk](mailto:PCCRecruitment@avonandsomerset.police.uk) to request an application form.

The closing date for applications is 12 noon 28 February 2022.

The selection day will be held on 25 March 2022.

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## **AVON & SOMERSET OFFICE OF POLICE & CRIME COMMISSIONER**

### **Role Profile**

<b>JOB TITLE:</b>	Chief Finance Officer (CFO)
<b>REPORTS TO:</b>	Chief of Staff and additionally to Police & Crime Commissioner (PCC) as CFO
<b>SUPERVISORY RESPONSIBILITY:</b>	1 FTE
<b>LOCATION:</b>	Office of the Police & Crime Commissioner (OPCC)
<b>SALARY:</b>	£98,088.00 pa
<b>TERM:</b>	Permanent
<b>HOURS:</b>	Full-time.

Due to the nature of the role, the applicants will be required to be flexible in terms of the total number of hours worked each week and their availability. It is expected that a small proportion of duties will take place during evenings and weekends, for which no additional recompense is provided.

### **JOB DESCRIPTION**

#### **Main Purpose of the role:**

The key purpose of the role is three-fold:

- To fulfil the statutory responsibilities of the chief financial officer to the PCC for the purpose of section 151 of the Local Government Act 1972, sections 112 & 114 of the Local Government Finance Act 1988 and Accounts and Audit Regulations, ensuring arrangements are in place for proper financial administration and good governance.
- To ensure the proper administration of the PCC's financial affairs, as required by Schedule 1, paragraph 6 of the Police Reform and Social Responsibility Act 2011 and section 114 of the Local Government Finance Act 1988.
- To work with the PCC and Chief of Staff to formulate and implement a sound, sustainable business and financial strategy, as well as supporting the delivery of the PCC's Police and Crime Plan and advising on the financial implications of policy options and allocation of resources.

As a member of the PCC's senior leadership team ("SLT"), you will contribute directly to the leadership of the Office of the PCC ("OPCC"). You will:

- Develop, implement, manage and maintain corporate financial and treasury strategies, budgets and governance arrangements in consultation with the Constabulary's CFO. To work closely but independently of the Constabulary CFO to ensure sound financial governance for the PCC and Constabulary in



accordance with CIPFA guidance and best practice. (Note: the Constabulary budget, the financial systems and the leadership of the wider finance team are delegated to the Constabulary CFO).

- Maintain and build upon Avon & Somerset's excellent financial standing and reputation and to advise PCC and the PCC's Chief of Staff on all relevant aspects of finance including council tax, budgets, savings, investments, capital finance, treasury management, project finance, financial risk, financial compliance and medium term financial planning.
- Advise the PCC on the financial risks, budgetary approval and control, outcomes and funding opportunities of major projects including estates construction, property disposals, national police programmes and major ICT projects.
- Oversee resources issues including HR within the Constabulary.
- Manage the business services area including governance, risk management, office support management, data quality, Information management and IT support.
- Oversee the proper stewardship of budgets delegated to the Constabulary.
- Play a full role in preparation for any inspections or audits affecting the PCC.

The above is intended as an outline of the principal responsibilities of this post.

The post holder is required to exemplify personal and professional flexibility in responding to the changing circumstances and needs of the PCC, local or National determined change or central policy directives; and to promote diversity and racial equality, ensuring that all financial processes and policies have proper regard for equality and diversity issues.

This role profile will be subject to regular review in discussion between the post holder, the PCC and the Chief of Staff of the OPCC.

### **MAIN RESPONSIBILITIES:**

The CFO is the PCC's professional adviser on financial matters, and has certain statutory obligations which cannot be delegated. These relate to: ensuring that proper financial arrangements, systems and controls are in place; reporting any potentially unlawful decisions by the PCC regarding use of public funds; and to producing an annual Statement of Accounts.

Key aspects of the role include:

#### **Financial Planning and Management**

- Managing the totality of the financial affairs of the PCC in all its dealings.
- Establishing and maintaining strong financial management, underpinned by effective financial controls, so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.



- Ensuring that the financial affairs of the PCC are properly administered and that the financial regulations drawn up by the PCC are observed and kept up to date.
- Prepare an annual and medium-term financial plan and budget in consultation with the Constabulary CFO, for the approval of the PCC.
- Manage the OPCC office and commissioning budgets.

### **Financial Advice to the PCC**

- Advising the PCC on value for money in relation to all aspects of the PCC's expenditure
- Play an active role in all strategic business decisions of the PCC to ensure immediate and longer term implications, opportunities and risks are fully considered, and aligned with the PCC's financial strategy.
- Attending meetings of the OPCC and Constabulary as appropriate to ensure financial considerations and value for money are properly considered and briefing the PCC accordingly.
- Briefing the PCC on any emerging and material financial issues.
- Advising the PCC on the financial implications of: their plan and policies; proposed business cases; investment plans; national programmes; regional collaboration, other Constabulary or OPCC initiatives.
- Advising the PCC of the financial implications of matters brought before them by the Chief Constable or by the Chiefs team.

### **Financial Propriety - in consultation with the Constabulary CFO**

- Keeping under review the operation and effectiveness of the Financial Regulations and Standing Orders.
- Oversee and implement appropriate treasury management strategies and advise and report on key prudential indicators
- Advise on levels of reserves against commitments and risks.
- Bringing to the notice of the PCC any cases of financial impropriety disclosed by audit or otherwise brought to the attention of the CFO.
- Supporting the work of the Independent Joint Audit Committee.
- Implement recommendation from agreed audit reports.
- Oversee and facilitate the external auditors programme of work.

### **Efficiency and Effectiveness - in consultation with the Constabulary CFO**

- Attending at board and planning meetings and providing financial scrutiny and advice.
- Ensure investment business cases are prepared and are financially robust.
- Ensure clear and concise financial management information enables value for money decision making and enables clear financial assessment of any options presented.
- Advising on and scrutinise the financial matters related to capital programmes and ensure that suitable and costed provision of capital funding is available. Ensure value for money outcomes from capital projects.
- Ensuring financial systems and controls are effective, manage identified risks and support efficient working.

### **Financial Information - in consultation with the Constabulary CFO**

- Ensuring that adequate, timely and relevant financial information is made available to the PCC and PCC's Chief of Staff.



- Advising the PCC on the appropriate level of financial information required to exercise their statutory duties and powers.
- Ensure financial data quality is of the highest standard and all relevant data related rules re followed

### **Preparation of Accounts - in consultation with the Constabulary CFO**

- Ensuring that suitable accounting systems are in operation.
- Advising on the Accounting Standards and Codes of Practice to be adopted by the PCC.
- Consulting the audit contractor as necessary on the form and content of the Annual Statement of Accounts and resolving any matters which the contractor raises on the accounts.
- Liaising with the external auditors to ensure compliance with Accounting Standards and statutory requirements.
- Prepare a foreword to the annual accounts, ensure a complaint and helpful annual governance statement is prepared and approve the financial accounts for publication.

### **Safeguarding of Assets - in consultation with the Constabulary CFO**

- Ensuring the PCC has suitable financial and asset risk management and insurance programmes.
- Overseeing the insurance procured by the Constabulary.

### **Support the Precept process (Council Tax) - in consultation with the Constabulary CFO**

- Interpreting the various Grant Orders to ensure that the implications of the annual grant settlements are correctly understood.
- Advising the PCC on the relationship between the planned budget and the government's expenditure limitations (including any "capping")
- Preparing the annual budget recommendations for approval by the PCC to ensure that the precept complies with statutory requirements.
- Obtaining from the billing authorities the required information to calculate the PCC's expected council tax precept income including the tax base, any surplus or deficits.
- Present and support the PCC in presenting precept and budget proposals to the Police & Crime Panel as required.
- Agreeing schedule of payment dates with the billing authorities and the Constabulary finance team and the treasury team.

### **Representing the PCC and his Office**

- Engaging effectively with PCC CFO networks locally, regionally and nationally
- Attending and contributing to local, regional and national meetings, including representing the PCC as required.

## **PERSON SPECIFICATION**

We are looking for an experienced finance professional who can evidence that they have the following qualities, qualifications and experience:



1	CIPFA (or equivalent) qualified accountant with full professional membership	Essential
2	Significant experience at a senior officer level as a finance professional in a public sector organisation, with an ability to implement robust and proportionate accountability frameworks for the use of funding and assets, securing value for money and safeguarding public funds.	Essential
3	Experience of undertaking the role of section 151 officer.	Essential
4	Extensive knowledge and experience of developing financial strategy, policy and frameworks for financial governance and contributing to corporate strategy and corporate governance.	Essential
5	Ability to act with integrity in line with values, standards and codes of corporate governance.	Essential
6	Ability to identify, assess and manage financial risk effectively.	Essential
7	Experience of providing clear, authoritative and impartial financial advice based on objective financial analysis and interpretation of complex situations.	Essential
8	Extensive experience of developing and setting revenue and capital budgets, balance sheet management, treasury management and funding and reserves and ensuring the production of compliant statement of accounts.	Essential
9	Experience of assessing and advising on the value for money impact of key decisions.	Essential
10	Ability to provide independent financial advice, scrutiny, challenge and assurance in respect of corporate/business decisions and their implications for resources and risk.	Essential

**Our vision:**

Excellent victim support, better policing and fairer criminal justice services for all.

**Our mission:**

- We improve
- We listen
- We innovate
- We lead
- We challenge



### Our values:

**Openness** – We will always be transparent and open about the work we do, our services and how we support our communities.

**Partnership** – We will work with the police and key partners to provide better services to local people.

**Compassion** - We will continue to take a compassionate approach to commission the most effective support services for victims and survivors.

**Courage** – We are the voice of local people in policing and we will always share concerns, issues and feedback to the police and partners.

### Staff Code of Conduct

You will comply with the Staff Code of Conduct as varied from time to time, it is expected that the OPCC as a public authority supports the Principles of Standards in Public Life. As such, the seven principles of conduct underpin the work of the OPCC and are used as the basis for working practices.

### The Principles of Standards in Public Life are:

**Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

**Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership:** Holders of public office should promote and support these principles by leadership and example.





### **Political restriction**

Please note this is a “politically restricted post” in accordance with Local Government & Housing Act 1989.

The purpose of a politically restricted post is to prevent that individual from having any active political role either in or outside of the workplace. Politically restricted employees will automatically be disqualified from standing for or holding elected office.

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# Avon & Somerset Police & Crime Commissioner

## Chief Finance Officer

### Terms of Appointment

#### **Appointment**

The appointment will be subject to satisfactory references and medical clearance.

The appointment will also be subject to security vetting clearance.

The appointment is subject to a confirmation hearing with the Police & Crime Panel.

#### **Term**

The role is full time and a permanent appointment.

#### **Base salary**

The salary will be £98,088.00 per annum.

#### **The Post**

The post holder will be required to travel regularly across the Avon and Somerset region.

The post holder should have access to a vehicle or be able to make alternative arrangements to meet the requirements of the post.

The post holder must recognise the importance of managing information according to legal requirements and quality standards.

It is expected that the post holder support the Principles of Standards in Public Life. As such, the seven principles of conduct underpin the work of the PCC and are used as the basis for working practices.

#### **Place of Work**

The workplace will be the Office of the Police & Crime Commissioner, Valley Road, Portishead, Bristol or at such other place of employment in the service of Avon & Somerset Police & Crime Commissioner.

#### **Reporting Lines**

The post holder will report to the Chief of Staff and Police & Crime Commissioner.

#### **Hours of work**

Full-time, 5 days per week. Due to the nature of the role, the applicant will be required to be flexible in terms of the total number of hours worked each week and their availability. There may be a requirement for occasional evening and weekend working to fulfil the requirements of the role

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**Avon & Somerset Chief Finance Officer  
Appointment Process**

**Independent Member Statement**

Nicola Allen  
Treasurer for Devon & Cornwall OPCC and

**25 March 2022**

I have reviewed the report to the Police and Crime Panel, by the Police and Crime Commissioner (PCC) Mark Shelford, on the proposed appointment of the Avon & Somerset Chief Finance Officer.

The report is a true account of the various stages of the appointment process.

My role as independent member of the Appointment Panel was to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit.

I can confirm that:

- the process met the principles of merit, fairness and openness; and
- the Appointment Panel were able to fulfil their purpose, to challenge and test the candidate against the stated criteria.

The Appointment Panel unanimously supported Mark Shelford (PCC) in his recommendation to the Police and Crime Panel (PCP) that Paul Butler be appointed.



Nicola Allen  
**Treasurer for Devon & Cornwall OPCC  
Independent Member**

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