



Essex County Council

Essex Police, Fire and Crime Panel

14:00	Thursday, 10 December 2020	Online Meeting
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The meeting will be open to the public via telephone or online. Details about this are on the next page. Please do not attend County Hall as no one connected with this meeting will be present.

For information about the meeting please ask for:

Victoria Freeman, Senior Democratic Services Officer

Telephone: 03330 321512

Email: democratic.services@essex.gov.uk

Essex County Council and Committees Information

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972.

In accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, this meeting will be held via online video conferencing.

Members of the public will be able to view and listen to any items on the agenda unless the Committee has resolved to exclude the press and public from the meeting as a result of the likely disclosure of exempt information as defined by Schedule 12A to the Local Government Act 1972.

How to take part in/watch the meeting:

Participants: (Officers and Members) will have received a personal email with their login details for the meeting. Contact the Democratic Services Officer if you have not received your login.

Members of the public:

Online:

You will need to visit the ECC Democracy YouTube Channel <https://tinyurl.com/yynr2tpd> where you will be able to watch live or view the meeting at a later date. If you want to ask a question at the meeting, please email democratic.services@essex.gov.uk by noon on the day before the meeting. Please note that your question must relate to an item on the agenda for the meeting.

Accessing Documents

If you have a need for documents in, large print, Braille, on disk or in alternative languages and easy read please contact the Democratic Services Officer before the meeting takes place. For further information about how you can access this meeting, contact the Democratic Services Officer.

The agenda is also available on the Essex County Council website, www.essex.gov.uk. From the Home Page, click on 'Running the council', then on 'How decisions are made', then 'council meetings calendar'. Finally, select the relevant committee from the calendar of meetings.

Please note that an audio recording may be made of the meeting – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded.

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Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the press and public should be excluded during the consideration of these items. If so it will be necessary for the meeting to pass a formal resolution:

That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.

4

**Confirmation Hearing for the Appointment of the
PFCC's Head of Finance**

The Panel will discuss the outcome of the hearing and agree the content of its report to the Commissioner, which must include a recommendation as to whether the proposed candidate should be appointed. The Panel's decision, and the reasons for it, will be released into the public domain in due course.

Agenda item 1

Committee: Essex Police, Fire and Crime Panel

Enquiries to: Victoria Freeman, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Membership

(Quorum: 5)

Councillor A McGurran
Councillor W Schmitt
Councillor C Hossack
Councillor G Isaacs
Councillor J Lager
Councillor M Lilley
Councillor H Whitbread
Councillor M Maddocks
Councillor F Mason
Councillor S Heard
Councillor M Webb
Councillor I Shead
Councillor L McWilliams
Councillor J Redsell
Councillor C Day
John Gili-Ross
Sheila Murphy

Representing

Basildon Borough Council
Braintree District Council (Chairman)
Brentwood Borough Council
Castle Point Borough Council
Chelmsford City Council
Colchester Borough Council
Epping Forest District Council
Essex County Council (Vice-Chairman)
Harlow District Council
Maldon District Council
Rochford District Council
Southend Borough Council
Tendring District Council
Thurrock Council
Uttlesford District Council
Independent Member
Independent Member

Report title: Proposed Appointment of the PFCC's Head of Finance	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Essex Police, Fire and Crime Commissioner)	
Date: 10 December 2020	For: Recommendation by the Panel
Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) 01245 291613 pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 Through a rigorous recruitment process, the Police, Fire and Crime Commissioner (PFCC) has identified a duly qualified candidate to propose to the Police, Fire and Crime Panel as the PFCC's permanent Head of Finance. As part of the selection process, the PFCC must notify the Panel of the proposed appointment, along with the information set out under the sub-headings in section 3 below. The Panel is required to review the proposed appointment via a confirmation hearing and to make a report to the PFCC in this regard, including a recommendation as to whether or not the candidate should be appointed. The purpose of this report is to assist the Panel in this process. The proposed candidate will also be attending the confirmation hearing to answer any questions posed of them by the Panel.
- 1.2 The PFCC may either accept or reject the Panel's recommendation and must notify the Panel of their decision.

2. Recommendations

That the Panel:

- Reviews the proposed appointment of Julia Berry ("the candidate") as the Police, Fire and Crime Commissioner's (PFCC's) permanent Head of Finance, and
- Makes a report to the PFCC in this regard, including a recommendation as to whether or not the candidate should be appointed.

3. Context/Summary

- 3.1 The PFCC is required always to have in place a person to be responsible for the proper administration of their financial affairs, who must be a member of an accountancy body specified in section 113 of the Local Government Act 1998. Such person will fulfil the duties outlined in section 151 of the Local Government Act 1972 on behalf of the PFCC, so is often referred to as "the Section 151 Officer".

Proposed Appointment of the PFCC's Head of Finance

- 3.2 The PFCC's late Treasurer, Charles Garbett, was the Section 151 Officer to the PFCC both in their capacity as the Police and Crime Commissioner and in their capacity as the Police, Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA). During his illness and immediately following his passing, the then Financial Scrutiny Officer to the PFCC stepped up into the role of Acting Section 151 Officer to the PFCC, whilst an officer within the Fire and Rescue Service stepped up to fulfil the role of Acting Section 151 Officer to the PFCCFRA. As part of the PFCC's staffing review carried out in 2019, the financial management arrangements with the Fire and Rescue Service were revisited and it was agreed that there should continue to be separate Section 151 Officers for the two legal entities, but with a senior post within the PFCC's establishment overseeing the development and implementation of the Commissioner's overall strategic financial vision across their office, Essex Police and the Essex County Fire and Rescue Service.
- 3.3 Recruitment commenced to the role of Chief Financial Officer to the PFCCFRA, and the Police, Fire and Crime Panel recommended an appointment to the Commissioner in December 2019, who took up post in January 2020. Meanwhile, within the PFCC's office, consultation was undertaken with staff to remove both the Treasurer and Financial Scrutiny Officer roles and to create two new posts of Strategic Head of Performance and Resources (responsible for strategic financial oversight, performance and scrutiny, compliments and complaints, and commissioning) and a Head of Finance. The Head of Finance will be the PFCC's professional advisor on financial matters and will assume responsibility for the administration of the PFCC's financial affairs under section 151 of the Local Government Act 1972, section 73 of the Local Government Act 1985 and section 112 of the Local Government Finance Act 1998. They will have a personal fiduciary duty to local taxpayers as they have responsibility for securing the efficient use of public funds, including revenue derived from the police precept. This includes requirements and formal powers to safeguard lawfulness and propriety in expenditure under section 114 of the Local Government Finance Act 1998, as amended by paragraph 188 of Schedule 16 to the Police Reform and Social Responsibility Act 2011. The Accounts and Audit Regulations 2015 impose further responsibilities. Taken together, and considered in the context of the Policing Protocol 2011, this means that the PFCC's Head of Finance will have several duties and accountabilities, including:
- Responsibility for the strategic direction and scrutiny of the PFCC's budget, including advising the PFCC on the robustness of the budget and the adequacy of financial reserves.
 - Ensuring that the financial affairs of the PFCC are properly administered and that financial regulations are observed and kept up to date.
 - Ensuring regularity, propriety, feasibility and value for money in the use of public funds.
 - Advising on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and the budget, and supporting and advising the PFCC and their staff in their respective roles.
 - Advising the PFCC on the application of value for money principles by the police force to support the PFCC in holding the Chief Constable to account for efficient and effective financial management.

Proposed Appointment of the PFCC's Head of Finance

- Ensuring that the funding required to finance agreed programmes is available from central Government, precept, other contributions and recharges.
 - Reporting to the PFCC, the Police, Fire and Crime Panel and the PFCC's external auditor if it appears that expenditure is likely to exceed the resources available to meet that expenditure.
 - Ensuring the production of the statement of accounts of the PFCC and confirming that they present a true and fair view of the financial position of the PFCC at the end of the financial year to which it relates and of the PFCC's income and expenditure for that financial year.
 - Ensuring receipt and scrutiny of the statement of accounts of the Chief Constable and ensuring production of the group accounts.
 - Liaising with the external auditor.
 - Ensuring the maintenance of an efficient and effective internal audit function.
 - Advising, in consultation with the Chief Executive and Monitoring Officer, on the safeguarding of assets, including risk management and insurance.
 - After consulting with the Chief Executive and Monitoring Officer, to report to the PFCC, the Police, Fire and Crime Panel and the PFCC's external auditor any unlawful, or potentially unlawful, expenditure by the PFCC or their officers.
 - Contributing to the corporate management of the PFCC's office, particularly through the provision of professional financial advice.
 - Providing financial information to the media, members of the public and the community.
- 3.4 Whilst staff consultation, assimilation and ring fencing were completed and external recruitment to the post of Strategic Head of Performance and Resources took place, the Section 151 Officer role been covered through various interim arrangements which have been reported previously to the Panel. The PFCC is now pleased to recommend a permanent appointment to the Panel.
- 3.5 The candidate
- The PFCC proposes to appoint Julia Berry, an ACCA qualified accountant, as their Head of Finance.
- 3.6 The criteria used to assess the suitability of the candidate for the appointment
- The criteria used to assess the suitability of the candidate is set out in the job profile attached at Appendix 1.
- 3.7 Due to the seniority and strategic importance of the post, the PFCC worked with a specialist agency to attract and select a suitable candidate for the role. Three specialist recruitment agencies responded to an invitation for expressions of interest in running a recruitment campaign for the PFCC's new Head of Finance and Hays Senior Finance was assessed as offering the best value for money and to have the best credentials to complete the task, having previously placed senior finance leads in a number of local authorities in Essex, Southend, Cambridgeshire and London as well as recruiting the Operational Director of Finance for the City of London police force and the Chief Executive to the Devon and Cornwall PCC.

Proposed Appointment of the PFCC's Head of Finance

- 3.8 The post was advertised from 10 October to 3 November 2020. The advert text is attached for the Panel's information at Appendix 2.
- 3.9 The attraction approach included a targeted search (conducted through networking / headhunting and engaging with Hays' existing database), online advertising and a social media campaign. The role was advertised on external job boards, including PFJobs and The Telegraph, as well as on Hays' own website. A branded microsite was built and publicised by both Hays and the PFCC.
- 3.10 Why the candidate satisfies the criteria
- Potentially suitable candidates were initially screened by Hays Senior Finance. Following this initial stage, Hays proposed a long list of five candidates to the PFCC, of whom three were shortlisted for interview. One withdrew from the process shortly before the interview, having accepted another position elsewhere. Two candidates therefore went through to the final stage prior to the Panel's confirmation hearing.
- 3.11 The formal selection process was held on 17 November 2020 and included a presentation exercise and assessment panel interview. For the presentation, candidates were asked to respond to the question "What do you consider to be the main risks and challenges faced by the PFCC over the next two to three years and, if appointed, how would you utilise your role to help the PFCC in dealing with those risks and challenges?" The interview questions tested the candidate's behaviours against those from the College of Policing's Competency and Values Framework (CVF) set out in the job profile, within the context of a financial leadership role.
- 3.12 The assessment panel consisted of Roger Hirst (Police Fire and Crime Commissioner), Pippa Brent-Isherwood (Chief Executive and Monitoring Officer), Janet Perry (Strategic Head of Performance and Resources) and Jonathan Swan (Independent Chair of the PFCC's and Chief Constable's Joint Audit Committee). The appointment process was conducted with the support of professional advice from an HR Partner within the Human Resources service provided to both Essex and Kent Police. The HR Partner participated in the shortlisting process and observed the presentation and interview processes in order to ensure the Panel's compliance with agreed policies and procedures.
- 3.13 Following completion of the formal selection process, each of the candidates also had an informal discussion with Jane Gardner (the Deputy Police, Fire and Crime Commissioner). Though this part of the process was not formally scored, feedback was provided by the DPFCC which informed the assessment panel's overall deliberations.
- 3.14 The proposed candidate performed to a high standard in all elements of the process, demonstrating strong technical and communication skills. She was very well prepared for the process and had clearly undertaken extensive research of key strategic documents beforehand. Her responses were well structured, and she demonstrated a high degree of emotional intelligence as well as technical

competence.

- 3.15 As well as performing well during the selection process, Ms. Berry has extensive financial leadership experience in both the private and public sectors, including more than 10 years at Price Waterhouse Coopers (PWC). She has previously fulfilled a Head of Finance role for the Dementia Adventure Trust and is currently the Interim Head of Finance for the Essex Wildlife Trust. She also has wider influence in the financial sector, including as a member of the Bank of England's Decision Maker Panel (DMP). Ms. Berry's full curriculum vitae is attached for the Panel's information at Appendix 3.
- 3.16 Taking all of the above into account, the PFCC has determined that the proposed candidate has met or exceeded the required criteria and proposes to appoint Julia Berry as their Head of Finance.
- 3.17 The terms and conditions on which the candidate is to be appointed

This is a full-time, permanent role attracting a salary ranging from £52,788 to £59,688. If appointed, the candidate will be contracted on the same terms and conditions as other PFCC staff and will be required to adhere to all applicable policies and procedures.

The post is designated as politically restricted in accordance with the provisions of the Local Government (Political Restrictions) Regulations 1990 and as set out in Schedule 16 of the Police Reform and Social Responsibility Act 2011.

Vetting clearance is a prerequisite of employment and, if appointed, the candidate will be subject to a vetting assessment every 12 months. National security vetting clearances are reviewed every five years.

4. Appendices

Appendix 1 – Head of Finance Job Profile
Appendix 2 – Head of Finance advert text
Appendix 3 – Julia Berry's Curriculum Vitae

Job title: Head of Finance

Grade: SPS2

Role code: EOPCC0114

Status: Police Staff

Main purpose of the role:

- To lead the operational delivery of the key financial activities relating to the Police, Fire and Crime Commissioner (PFCC), particularly with regard to the development and delivery of the Police and Crime Plan, the Fire and Rescue Plan and the Local Business Case for Joint Governance of Police and Fire & Rescue Services in Essex.
- To act as the Section 151 Officer for the PFCC within the meaning of section 151 of the Local Government Act 1972 and section 114 of the Local Government Act 1988, ensuring the proper financial administration, budgetary control and financial planning of the PFCC's affairs. Ensure that timely, accurate and impartial financial advice and information is provided to assist in decision making and to ensure that the PFCC meets their policy and service objectives; provides effective stewardship of public money and secures value for money in its use.
- To provide sound advice to the PFCC and their SMT on all aspects of financial management. Provide clear, authoritative, impartial and objective financial management information and advice to the PFCC that assists them in holding the Chief Constable and Chief Fire Officer to account for the efficient delivery of operational policing and fire and rescue services.
- To work with the PFCC's Senior Management Team (SMT), Essex Police's Chief Officer Team and Essex Police's Chief Finance Officer to develop and secure approval of the annual budget proposals relating to the PFCC, Essex Police and the consolidated group accounts, ensuring that budget calculations are robust and reserves adequate, as required by section 25 of the Local Government Act 2003 and in line with CIPFA guidance.
- To ensure the effective management of cash flows, borrowing and investments of funds, ensuring the effective management of associated risks and pursuing optimum performance or return consistent with those risks.
- To work effectively with Essex Police's Chief Finance Officer to ensure the rigorous financial appraisal and oversight of change programmes, income generation proposals and investment projects. Be proactive in ensuring that change and risk issues are appropriately managed and focused on outcomes.
- To ensure the effective engagement of the PFCC's SMT in financial matters through effective financial planning, processes and reporting. Play a leading role in advising and supporting the SMT to turn policy aspirations into reality by aligning financial planning with the visions and strategic objectives of the organisation.
- To lead the promotion and delivery of good financial management so that public money is safeguarded at all time and used appropriately, economically, efficiently and effectively.

The Head of Finance has a personal fiduciary duty by virtue of their appointment as the person responsible for proper financial administration under the Police Reform and Social Responsibility Act 2011. This includes requirements and formal powers to safeguard lawfulness and propriety in expenditure (as set out in Section 114 of the Local Government Finance Act 1988, as amended by paragraph 188 of Schedule 16 to the Police Reform and Social Responsibility Act 2011).

Main responsibilities:

- To act as the Chief Financial Officer and a key financial adviser to the PFCC.
- To develop and maintain a sound framework for the management and administration of the PFCC's affairs, so that resources are efficiently and effectively managed in accordance with the Financial Management Code of Practice for the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004, along with any other legislative requirements and good practice.
- To provide effective leadership and advice to the PFCC in developing financial policies and plans and in relation to other financial matters. Ensure, where necessary, that external expertise is called upon to provide any specialist advice not available internally.
- To work in close consultation with the Chief Constable, the PFCC's Chief Executive and Essex Police's Chief Finance Officer to develop and keep up to date a robust scheme of consent / delegation and

financial regulations. Ensure that these are observed and that appropriate controls exist to protect the financial integrity of the PFCC.

- To lead on the budget setting process and delivery of a balanced budget for the PFCC and Essex Police, in conjunction with other chief officers. Work closely with Essex Police's Chief Finance Officer to oversee the development of the annual revenue budget, capital programme and Council Tax precepting proposals in respect of Essex Police for the PFCC to approve, including ensuring appropriate oversight and scrutiny by the Police, Fire and Crime Panel. Ensure that the funding required to finance agreed programmes is available from central Government, the policing precept, other contributions and recharges and that the budget position is subject to regular review to confirm the continuing relevance of assumptions used.
- To keep the PFCC's finances under review during the year and to take appropriate action if there is evidence that financial pressures will result in a budget overspend or if there is a shortfall in income.
- Ensure that advice is provided on the levels of reserves and balances in line with good practice guidance.
- Exercise day to day management of the PFCC's budget, committing expenditure within the PFCC's approved budget to meet the objectives agreed with the PFCC and reflected in the Police and Crime Plan, Fire and Rescue Plan and / or Local Business Case for Joint Governance of Police and Fire & Rescue Services in Essex.
- To assist in the promotion, development and oversight of sustainable partnerships, and engage effectively in collaboration. Ensure that commercial and collaborated opportunities are appraised and advise on financial targets and successful delivery. Ensure that partnership arrangements are underpinned by clear and well documented internal controls.
- On behalf of the PFCC, exercise oversight of the Essex Police and Seven Force Procurement functions and sign off contracts as required under the Financial and Procurement Regulations.
- Report to the PFCC, the Police, Fire and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the PFCC or their officers.
- Report to the PFCC, the Police, Fire and Crime Panel and to the external auditor if it appears that expenditure is likely to exceed the resources available to meet such commitments.
- To assess the need for any budget virements or other accounting treatments and make recommendations to the PFCC as appropriate.
- To review and monitor the use of the PFCC's commissioning budgets (currently totaling approx. £8m), interpreting financial returns and analysing the business impacts against the purposes for which the funding was allocated.
- To prepare bids for Home Office submission as well as clear, timely and accurate financial papers to the Police, Fire and Crime Panel, Government departments, regulators, internal and external auditors, Audit Committee members and any other group which legitimately exercises scrutiny over the PFCC's activities.
- Ensure that any funding awarded to the PFCC by external bodies is received and properly accounted for and that any audit requirements specified in funding agreement are met.
- To support the PFCC in the scrutiny of budget administration and expenditure undertaken by Essex Police and the Essex County Fire and Rescue Service.
- To work closely with Essex Police's Chief Finance Officer to ensure the production of the annual Statement of Accounts for the PFCC, Essex Police and the consolidated group in a timely manner for approval by the PFCC. This will include drafting the joint Annual Governance Statement for review and approval by the Monitoring Officer. Coordinate with the external auditors in their review of the annual accounts and confirm that they present a true and fair view of the financial position of the PFCC at the end of the financial year to which they relate and of the PFCC's income and expenditure for that financial year.
- To ensure that financial information presented to members of the public, the community and the media covering resources, financial strategy, targets and performance is accurate, clear, relevant, robust and objective.
- Responsible for overall management of the Internal Audit function in accordance with the Accounts and Audit Regulations 1996. Work with internal auditors to secure a high level of assurance around finance functions and activity, responding promptly to reports and recommendations.
- To develop and maintain, support and advise an effective Audit Committee.
- To ensure the effective management of the PFCC's cash and banking arrangements.
- To ensure that appropriate measures exist to prevent and detect fraud and corruption. To act as money laundering reporting officer under the Proceeds of Crime Act 2002 and Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payee) Regulations 2017 or other appropriate

legislation. Work with Essex Police's Chief Finance Officer to develop and maintain an Anti-Fraud and Bribery Policy.

- To ensure compliance with relevant CIPFA Codes including the Prudential Framework for Local Authority Capital Finance and CIPFA's Treasury Management Code.
- To act as a member of the PFCC's SMT, advising on all material business decisions to ensure that the immediate and longer-term financial implications, opportunities and risks are fully considered and aligned with the PFCC's financial strategy. Challenge and support decision makers as required, especially on matters of affordability and value for money, ensuring that they are provided with financial information that is fit for purpose, relevant, timely and gives clear explanations of financial issues and their implications. Contribute to effective corporate management, including strategy implementation, cross-organisational issues, integrated business and resource planning, risk management and performance management.
- Actively promote and encourage financial literacy, so that members of SMT and managers can discharge their financial management responsibilities alongside their wider responsibilities in relation to risk and performance management. Encourage discussion amongst colleagues on current financial issues and their implications and lead on coordinating and facilitating a culture of efficiency and value for money within the PFCC's staff team.
- To develop strong and constructive working relationships with key decision and policy makers in partner organisations locally, regionally and nationally (including PACCTS, CIPFA and HMICFRS) and contribute actively to cross-organisational issues and corporate decision making in order to achieve an agreed balance between the available resources and the PFCC's objectives.
- To undertake other reasonable duties as may be required from time to time, consistent with the purpose and grade of the post.
- Travel countywide and nationally on occasions will be required.

Vetting level:

Management vetting required.

Please also note that all posts within the PFCC's office are politically restricted (as set out in Schedule 16 of Police Reform and Social Responsibility Act 2011).

Knowledge and experience required:

- Educated to degree level or possessing equivalent relevant experience.
- Chartered membership of an accountancy body recognised by the Consultative Committee of Accountancy Bodies (CCAB) is essential.
- Up to date knowledge of all aspects of financial management including relevant legislation and statutory guidance. Sound understanding of, coupled with demonstrable experience of implementing, public sector financial practice.
- Experienced in operational resource accounting, including translating financial inputs into operational outcomes. Able to balance conflicting pressures and needs, including short and longer-term trade-offs.
- A persuasive and confident communicator with the status and credibility to challenge others and to influence material business decisions. Able to build robust relationships both internally and externally and to work effectively with other SMT members with political awareness and sensitivity.
- Able to present complex and complicated financial data in a manner that is accessible to non-financial audiences, in order to ensure that financial information is clearly understood, enabling appropriate management action to be taken.
- Strong analytical skills.
- Strong project planning and process management skills.
- Appreciation of community needs, expectations and preferences.
- IT literate. Proficient in management report writing and presentation, with advanced skills in the use of Word and Excel. Experience working with SAP or similar financial systems.
- Proven ability to lead and effect major financial policy development.
- Demonstrable ability to work accurately and to a consistently high standard under pressure.

Behaviours:

Analyse Critically (Level 3)

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.

Collaborative (Level 3)

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 (Level 2)

I give clear direction and expectations, helping others to understand how their work operates in the wider context. I identify barriers that inhibit performance in my teams and take steps to resolve these, enabling others to perform. I lead the public and / or colleagues, where appropriate, during incidents or through the provision of advice and support. I ensure the efficient use of resources to create the most value and the right impact within my areas. I keep track of changes in the external environment, anticipating both the short and long term potential implications for the Police Service. I motivate and inspire others to achieve their best.

Emotionally Aware (Level 2)

I consider the perspectives of people from a wide range of backgrounds before taking action. I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome. I promote a culture that values diversity and encourages challenge. I encourage reflective practice among others and take the time to support others to understand reactions and behaviours. I take responsibility for helping to ensuring the emotional wellbeing of those in my teams. I take the responsibility to deal with any inappropriate behaviours.

Innovative and Open-Minded (Level 2)

I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing. I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population. I am flexible in my approach, changing my plans to make sure that I have the best impact. I encourage others to be creative and take appropriate risks. I share my explorations and understanding of the wider internal and external environment.

Take Ownership (Level 3)

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.

Values:

Integrity

We will:

- Do the right thing for the people of Essex
- Value our relationships and build them on transparency, honesty and trust
- Respect, support and listen to our partners and the public

- Value and embrace all individuals for their diverse backgrounds, experiences and ideas
- Keep promises and commitments made to others

Accountability

We will:

- Involve others in decisions and actions that affect them
- Take responsibility for our own actions
- Promote communities in which everyone takes responsibility for improving their own environment
- Demonstrate strong leadership and live our values
- Offer support and challenge to each other and to our partners
- Celebrate success and learn from experience as a team

Commitment

We are:

- Proud of what we do and passionate about serving the people of Essex
- Committed to do it once and do it right
- Determined to find solutions and achieve results that make a positive difference
- Committed to working in partnership with the public and partner agencies
- Open to innovation and new ideas
- Committed to making our workplace a positive environment where people want to work

Technical Skills:

Budget Preparation (Level 6)

Able to effectively co-ordinate the overall PFCC budget. Possesses a detailed knowledge of and overview of financial planning, including balancing incoming and outgoing monies to the agreed funding level. Able to effectively report to the PFCC on projected and final out-turn. Able to effectively present future budget proposals for final PFCC approval.

Budget Management (Level 7)

Demonstrates comprehensive knowledge of financial management and related financial management information systems. Able to accurately forecast future expenditure and bid for additional finances on the basis of data trends and business need. Has a detailed appreciation of the possible impact of external factors. Able to link business planning and budget planning to meet objectives.

Payments (Level 5)

Able to regulate, monitor and control the operation of all exchequer systems (imprest, collection and deposit accounts, payment and salaries accounts) which enable the accurate processing of payments. Can quality assure and review payments made ensuring that all necessary control mechanisms are in place. Equipped to recommend changes and improvements in financial systems and oversee the review and interpretation of financial legislation, regulations, policies and guidelines. Able to provide expert advice and instruction on the proper use of systems and can plan and co-ordinate the training of staff involved in financial work. Able to review the operation and reconciliation of suspense accounts and provide advice to account holders.

Management Costing (Level 6)

Maintains an overview of the provision of financial management costing information. Produces comprehensive proposals for approval in respect of the financial implications of proposed policy changes.

Final Account Production (Level 6)

Possesses a detailed and comprehensive knowledge of revenue and capital statutory requirements for the final accounts. Able to give high quality and expert presentations of financial information to the Police & Crime Commissioner, including the presentation of agreed final accounts to Police & Crime Commissioner by 30 September each year.

Knowledge of Police Environment and Policy (Level 6)

Possesses a broad and wide ranging knowledge of the police service, legislation and policy which is consistent with the demand for strategic influence in respect of particular areas of activity. Will have formed a reliable network of contacts, nationally and locally, which can be used to support and enhance developmental initiatives.

Information Gathering and Analysis (Level 6)

Identifies the objectives of analysis and selects appropriate information needed to achieve these objectives. Uses effective methods, identifying any patterns or trends which emerge from the information and drawing conclusions which are supported by good evidence.

Information Management and Technology (Level 5)

Can retrieve information from computer searches across data source boundaries e.g. across a number of data sources, across county. Can analyse and compare data from such searches. Understands significance of findings and can provide guidance on the reliability of forecasts resulting from data analysis. Can monitor data quality in the work of others, and may manage the impact of data quality issues.

Business Planning (Level 4)

Gathers relevant information and statistics to support the business planning process at department level. Identifies key objectives in order to improve local performance and ensures these are aligned with the strategic aims. Effectively communicates agreed objectives and targets to the local workforce. Plans for and ensures the best use of resources and value for money.

Risk Management (Level 7)

Able to anticipate, accurately define and establish the relative level of risk arising from events likely to affect the PFCC and their relationship with the wider community. Responsible for addressing or accepting strategic vulnerabilities in the context of achieving strategic objectives; balancing multiple, potentially competing risks; and implement changes to policies, working practices and standard operating procedures as required. Identifies and challenges risks arising from collaborative/partnership, regional or national initiatives at the appropriate high level forum.

Project Management (Level 4)

Capable of demonstrating a practical knowledge of project management principles and techniques. Able to define, plan and manage projects within a Department or Division. Recommends and agrees project objectives, timescales and budget with the appropriate senior officer. Leads a small team from within the Department or Division. Able to identify resources required and their appropriate role and skills. Monitors costs and milestones and proactively reports exceptions to next tier management. Has some knowledge of risk management. Able to deliver small projects on time and within budget. Understands the principles of benefits management.

Head of Finance (S151 officer)
£51,498 - £58,230 + benefits
Based in Kelvedon, Essex

Hays Senior Finance is proud to be working in partnership with the Police, Fire and Crime Commissioner (PFCC) for Essex who is seeking to appoint an exceptional financial accountant to play a key role in delivering their financial policies and objectives. The Head of Finance – S151 officer role is an exciting opportunity to make a real difference to the communities of Essex.

The successful applicant will act as the Chief Financial Officer and Section 151 Officer for the PFCC and be expected to provide sound advice to them and their Senior Management Team on all aspects of financial management. Working in conjunction with senior management, you will lead on the setting and delivery of a balanced budget for the PFCC, as well as overseeing the management of cash flows, borrowing and investments of funds, and ensure the effective management of associated risks. Within this, you must ensure that any funding awarded to the PFCC is properly accounted for and that all audit requirements are met. You will also support the PFCC in the scrutiny of budget administration and expenditure undertaken by Essex Police and will be responsible for overall management of the Internal Audit function

This role offers a unique opportunity to work closely with the Association of Police and Crime Commissioners' Finance portfolio lead. The successful applicant will therefore need to demonstrate a strong track record of influencing key decision and policy makers locally, regionally and nationally, and of building and maintaining a reliable network of contacts which can be used to support and enhance developmental initiatives. You must be politically aware and understand formal and informal politics at both the local and national level and what this means for the PFCC and their partners.

The successful candidate will be an experienced finance professional and a fully qualified accountant (CCAB). This is an essential requirement for the role. You will possess strong technical skills in finance and the ability to communicate and influence at the highest level. Ideally you will have experience in police or local authority finance to ensure that you are able to understand the complexities of the technical demands of the role. Candidates should also be aware that the successful applicant will be subject to full security vetting and that all posts within the PFCC's office are politically restricted. Appointment will also be subject to a confirmation hearing by the Essex Police, Fire and Crime Panel.

This is an exciting time to join the Police, Fire and Crime Commissioner (PFCC) for Essex. If you are a dynamic individual with the technical skills and desire to play a key role in financing policing in Essex, we are keen to hear from you.

In return they are offering a highly competitive salary and an attractive benefits package.

For more information about the role and organisation please visit hays.co.uk/jobs/pfcc-essex or contact Lucy West, Senior Business Director at Hays Senior Finance who is the retained consultant working with the Police, Fire and Crime Commissioner (PFCC) for Essex.

Julia Berry

Background:

I am a qualified accountant with extensive finance experience. Following more than a decade of working at a major accountancy firm, my focus has shifted more recently to smaller organisations, handling the finances of a charity. That gives me a breadth of experience that can be applied in any organisation. In addition to my technical expertise I bring passion and drive to my work, allowing me to deliver results efficiently and proactively. I also pride myself on being able to see the big picture whilst maintaining attention to detail.

Areas of Expertise:

- IFRS, Charities SORP, Housing SORP
- Financial Reporting
- Budget Management
- VAT

Education:

- 1997 – 2001 – ACCA
FCCA, Accounting
- 1996 – 1997 – London School of Economics
Conversion course for ex-Soviet graduates in Accounting and Finance (Grant from Soros Foundation)
- 1990 – 1995 – St Petersburg University of Economics and Finance
Combined Bachelor and Masters Degree, Banking, Finance and Accounting

Work Experience (Summary):

- Essex Wildlife Trust (Colchester) – Interim Head of Finance
October 2020 - now
- Colne Housing Society Ltd (Colchester) – fixed-term contract
March – July 2020 – Project Accountant
- Dementia Adventure Trust (Chelmsford)
April 2018 – January 2020 – Head of Finance
September 2016 – April 2018 – Senior Management Accountant
- Neurotar Oy (Helsinki, Finland)
October 2012 – present – Advisory Board Member
- PricewaterhouseCoopers
October 1999 – September 2010 – Banking and Capital Markets (London UK), last position held – Technical Team Manager
July 1997 – October 1999 – Audit (St Petersburg, Russia) - Associate

Volunteer Experience (Summary):

- St Helena Hospice, March 2016 – July 2016 – Finance Team volunteer (15 hours a week)
- CRGSA (Secondary school PTA), July 2014 – June 2017 – Treasurer
- LOCOG, July 2012 – Aug 2012 – Boxing Team, Athletes Services, Games Maker

IT Skills

- XERO, Sage 200, Sage 50, Omni (Pyramid), Advanced Exchequer
- Microsoft Office: Word, Excel, PowerPoint, Outlook. Google suit

Languages

- Russian (native), English (fluent)

Julia Berry

Work Experience (Detail):

October 2020 – now – Essex Wildlife – Interim Head of Finance

- Leading a team of nine
- Innovating and delivering budgeting process 2021
- Delivering management reporting for SLT members, Finance subcommittee and Board of Trustees
- Part of strategic planning team – Goal lead for “Making our money work harder for nature”.

March – August 2020 - Colne Housing Society Ltd (Eastlight) – Project Accountant

- Preparation of accounts for annual audit. I was responsible for accounts reconciliation as at the year end, preparation of key notes such as Tangible Fixed Assets and Operating Income, liaison with the audit team.

Sep 2016 – Jan 2020 – Dementia Adventure Trust (DAT)

April 2018 – January 2020 – Head of Finance

Sep 2016 – March 2018 – Senior Management Accountant

- Annual statutory accounts: planning, providing all the necessary information to the charity’s accountants, reviewing the final report to ensure it accurately reflects the charity’s activities and presenting it to the Finance Sub-Committee ready for Board approval.
- Quarterly Financial Reporting for the Finance Sub Committee and Board of Trustees: preparing the financial summary, including progress to date and a comparison of outturns against budget.
- Monthly analytics for the Senior Management Team: compiling detailed income and expenditure statements that highlight monthly and year-to-date progress against budget and explanations of variances where relevant.
- Quarterly VAT reporting. DAT, although a small charity, has a relatively complex VAT structure: it has business and non-business activities and is TOMS registered. I am responsible for reconciling issues and calculating adjustments before filing with HMRC.
- Annual Budgeting. I lead on the annual budgeting process (and half-yearly review), working closely with heads of departments to produce realistic forecasts of income and expenditure for the coming year. I also present it to the Finance SC ahead of Board approval.
- Decision Maker Panel (DMP). In April 2018 I was invited to join the Bank of England’s DMP which collects information on how business conditions are changing. I complete monthly surveys.
- Change management. In my first year at DAT I handled the reporting implications of a major change in the structure of the organisation. Two charities and a Community Interest Company (CIC) became a group with an Incorporated Charitable Organisation (ICO) as a parent company. I have tailored DAT’s accounting platform (Xero) to fit the charity’s activities structure and implemented an approach to monitor expenditure related to various grants and projects more efficiently and in compliance with SORP (FRS 102).

Oct 2012 – present – Neurotar OY, Advisory Board Member

(regular video call meetings)

- Quarterly reporting to the Board of Trustees.

This is a young company that develops devices for neuroscience research in live animals. With my help, the company developed its accounting policies and shaped its financial statements. I helped with an application for a Tekkes grant (a government programme providing financial help to developing companies) and assisted with decisions on funding of new equipment. I have been a mentor, a sounding board and a financial expert when required.

Julia Berry

Jul 1997 – Sept 2010 – PwC

Jan 2006 – Sept 2010 – B&CM (Banking and Capital Markets) Technical Team, Manager
(3 days a week)

- Continued advising audit teams on FCA audits and consulting external clients on regulatory matters.
- Conducted CASS audit training for Banking and Capital Markets teams
- Part of PwC's Global Audit Transformation Programme (changing of audit platforms from Lotus Notes to a new tailored one).
 - Firstly, I was part of the B&CM London/NYC team designing and implementing audit programmes on a trial basis with a consequent global roll out
 - Secondly, I led a four month project creating programmes for FCA audits written in the application. It involved devising strategy, management of multiple stakeholders and contributing to the content.
- People Managing. I was a people manager for four PwC senior associates (and then assistant managers). The role included performance management: interim and annual review including moderations and promotions; coaching and caring about wellbeing. I was awarded People Manager of the year in 2009.
- Accredited to conduct hot reviews of financial statements of listed (outside FTSE 350) and unlisted companies.

During this period, I had a year-long career break looking after my second child.

Jan 2004 – Jan 2006 – B&CM Technical Team, Assistant Manager
(3 days a week)

- Advising audit teams on FSA (now FCA) CASS and capital adequacy audits; ranging from planning for and tailoring of audit programme to resolution of issues arising,
- Ad hoc training for the audit teams on calculation of capital adequacy and completing FSA returns
- Consultation of external clients (mainly securities and futures firms) on CASS issues.
- Monitoring utilisation rates of team members in B&CM Technical

After a two-year career break looking after my first child I returned to PwC. Joining Technical Team afforded me a flexibility of working hours, without compromising quality of my work.

Jul 2001 – Jul 2002 – B&CM, Assistant Manager

- Audit of financial statements prepared according to UK GAAP and IFRS
- Managing teams for smaller clients, including audit planning, budgeting, review of work done, invoicing, maintenance of CRM and reporting to the Partner
- Analytical review of client's management accounts
- Monitoring recoverability of the audits

Oct 1999 – Jul 2001 – B&CM London, Associate

- Audit of elements of financial statements prepared according to UK GAAP and IFRS
- Analytical review of client's management accounts
- Review of audit work

Jul 1997 – Oct 1999 – Audit, St Petersburg, Russia

- Preparation of financial statement under IAS (now IFRS)
- Audit of financial statements under International and Russian Standards

Feb 1996 – May 1996 – NatWest, London, Brand Communications Dep't

I came to UK on a programme sponsored by British Council to gain UK experience in the field of branding and advertising

Sep 1994 – July 1997 – Marketing Analyst - Baltijskij Bank (Russia)

- Comparative analysis of Bank's performance compared to its competitors
- Brand maintenance, advertising and sponsorship

Julia Berry

Volunteer Experience:

March 2016 – July 2016 St Helena Hospice, Finance Team volunteer
(15 hours a week)

- Sage 200 – nominal ledger, cash book, purchase and sales ledgers, VAT
- Budgeting. I helped to prepare annual budget for the whole of the hospice broken down by department.
- legacies review
- Mapping of the process flows for Retail Business, Lottery and HR, including identification of controls in place and its weaknesses

July 2014 – June 2017 – CRGSA (Secondary school PTA), Treasurer

- Day-to-day maintenance of accounts (annual income £30-£50k), including bank reconciliations and reimbursement of expenses
- Consolidation of accounts, preparation of accounts for independent examination and filing and updating necessary information with Charity Commission (main charity had two branches: a shop and a private society lottery)
- Monitoring annual budget and cash flow and presenting summary reports on a monthly basis to the CRGSA Committee.
- Identifying and applying for capital grants

July 2012 – Aug 2012 – LOCOG, Boxing Team, Athletes Services, Games Maker

- Creating welcoming and unobtrusive atmosphere for athletes from around the world. I represented the Boxing team at the meeting with the Prime Minister.