

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.