

## HUMBERSIDE POLICE AND CRIME PANEL

<b>DATE</b>	28 November 2019
<b>REPORT OF</b>	The Police and Crime Commissioner
<b>SUBJECT</b>	Confirmation hearing for the appointment of the Chief Finance Officer for the Office of the Police and Crime Commissioner for Humberside.
<b>STATUS</b>	Open

### 1. Introduction

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires Police and Crime Panels to scrutinise senior appointments proposed by the Police and Crime Commissioner (PCC).
- 1.2 Schedule 1, paragraph 9 (1) of the Act defines senior appointments as the PCC's Chief Executive & Monitoring Officer, Chief Finance Officer and the Deputy Police and Crime Commissioner (if appointed). These are referred to as Schedule 1 appointments.
- 1.3 The PCC must notify the Panel of the following information:
  1. The name of the person he is proposing to appoint.
  2. The criteria used to assess the suitability of the candidate for the appointment.
  3. Why the candidate satisfies the criteria.
  4. The terms and conditions on which the candidate is to be appointed.
- 1.4 Schedule 1 paragraph 10 of the Act requires the Panel to review the proposed appointment and make a report to the PCC which must include a recommendation as to whether or not the candidate should be appointed. This must be done within a period of three weeks beginning with the day on which the Panel receives the notification from the PCC of the proposed senior appointment(s).
- 1.5 Schedule 1 paragraph 11 of the Act requires the Panel to hold a confirmation hearing before making a report and recommendation under paragraph 10 to the PCC in relation to a proposed senior appointment.
- 1.6 Schedule 1 paragraph 12 of the Act allows the PCC the right to accept or reject the Panel's recommendation and he must notify the Panel of his decision.

## **2. Proposed Appointment**

- 2.1 The OPCC has been notified of a planned retirement to the role of Deputy Chief Executive and Treasurer. The role is a statutory appointment bearing the responsibility of being the Section 151 Officer for the PCC.
- 2.2 Recruiting to a role of this nature brings with it some risk in that the pool of candidates available with the right mix of skills and experience is limited. As such the Chief Executive provided the PCC with a paper which included the option to collaborate through the secondment of Mr Wilson from Humberside Fire and Rescue to fulfill the role. This supports the PCC's 'Duty to Collaborate' with Blue Light organisations.
- 2.3 The PCC indicated a preference to support the secondment on the basis that this would minimise risk, build resilience and provided value for money. The Panel is asked to review the proposed appointment on a secondment basis and make a report to the PCC, including a recommendation as to whether Mr Wilson should be appointed. The PCC will consider the report and decide whether to accept or reject the Panel's recommendation on the proposed appointment. Until the conclusion of this process, Mr Wilson remains the preferred candidate for the appointment.
- 2.4 A copy of the role profile is included for the panels consideration alongside a copy of the CV for Mr Wilson.

## **3. Background to the appointment**

- 3.1 Every PCC must have a Chief Finance Officer, who will also act as the Section 151 Officer.
- 3.2 The purpose of the post is to:
  1. Undertake all duties associated with the Section 151 officer to support the Police and Crime Commissioner
  2. Co-ordinate the joint independent audit committee with the force to ensure it operates efficiently and effectively
  3. Ensure effective monitoring of the Force and OPCC Budgets
  4. Ensure appropriate preparation and publishing of PCC and Group end of year accounts
  5. Formulate and monitor borrowing and investment strategies in connection with debt and investment
  6. Have statutory responsibility to report directly to the Commissioner and to external auditors
- 3.3 The role of Chief Finance Officer includes the Statutory Function of Section 151 Officer which requires the PCC to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. Alongside the various functions required of the post the main duties of the Section 151 Officer are;
  - To act as treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies.
  - To hold a duty to report any unlawful financial activity involving the PCC (past, present or proposed) or failure to set or keep to a balanced budget.

- To hold a number of statutory powers in order to allow this role to be carried out, such as the right to insist that the local authority makes sufficient financial provision for the cost of internal audit.

#### 4. The criteria used to assess the suitability of the candidate for the appointment

- 4.1 The candidate is known to the OPCC and joint working arrangements have been in place for other collaborative working between the OPCC and Fire and Rescue service.

The specific criteria considered for the role of Chief Finance Officer are as follows:

1. **Skills and Experience.**

Kevin has over 27 years of experience working within the finance sector. He has a strong public sector range of experience within local authority and blue light setting. He is a Fellow within the Chartered Institute of Public Finance and Accountability as well as CCAB qualified. He has successfully undertaken the role of Chief Finance Officer within Humberside Fire and Rescue with the role of Section 151 Officer for the last 13 years.

2. **Financial Management.**

Kevin has delivered financial strength and resilience against a background of challenging funding constraints as Chief Financial Officer (20% reduction in funding over 5 years). He has helped the service achieve efficiencies of £11M over 5 years of recurring savings equal to 20% of 2010/11 total spend. He has been responsible for successfully managing an investment portfolio (£25M) and debt portfolio (£16M) through a challenging macroeconomic environment and achieved consistently clean audit opinion on the annual accounts including external audit opinion sign-off before 31 July in 2015/16, 2016/17, 2017/18 and 2018/19.

3. **Partnership Working.**

Kevin has a broad range of experience engaging and working collaboratively with partners. He is a member of the Health focused Hull2020 Finance Director Board that has cross-sector representation from the Health (CCG and Providers), Ambulance, Police, Local Authority, Fire & Rescue and University Sectors. Kevin also led the project which developed an innovative Joint Venture Company (Emergency Services Fleet Management (Humberside) Limited and continues to be a Company Director) collaboration between Humberside Fire and Rescue Service and Humberside Police for the delivery of fleet management and maintenance services. Kevin is also a member of the ARK Sponsor Board developing the National Flood Resilience Centre in partnership with the University of Hull.

- 4.2 Kevin Wilson's career includes the following:

**Executive Director of Corporate Services/S151 Officer**

*Humberside Fire and Rescue Service (March 2019 to present)*

- Member of the Senior Leadership Team reporting directly to the Chief Executive and the Fire Authority (Board).

- Section 151 Officer (Statutory Chief Finance Officer) responsible for revenue expenditure £42M, pensions expenditure £15M, capital programme £4M, investment portfolio of £25M, loan portfolio of £16M.
- Responsible for: financial management, procurement, legal, service improvement and assurance, HMICFRS and committee administration.
- Chair of the Service's Senior Management '9AM Daily Briefing' on a rota basis every third day via Microsoft Teams videoconferencing.
- Ensuring an effective relationship with both External and Internal Audit.

### **Executive Director of Service Support/S151 Officer**

*Humberside Fire and Rescue Service (March 2007 to March 2019)*

- Member of the Senior Leadership Team reporting directly to the Chief Executive and the Fire Authority (Board).
- Section 151 Officer (Statutory Chief Finance Officer) responsible for revenue expenditure £42M, pensions expenditure £15M, capital programme £4M, investment portfolio of £25M, loan portfolio of £16M.
- Responsible for: financial management, procurement, legal, human resources, training, organisational development, information technology, premises/facilities management, fleet management, committee administration and environmental management.
- Chair of the Service's Senior Management '9AM Daily Briefing' on a rota basis every third day via Microsoft Teams videoconferencing.
- Ensuring an effective relationship with both External and Internal Audit.

### **Financial Planning and Policy Manager**

*Hull City Council (January 2006 to February 2007)*

- Managed the revenue budget (£200M a year) including council tax setting and the capital programme (£300M over 5 years).
- Designed and implemented a Council-wide budget monitoring system.

### **Service Finance Manager**

*Hull City Council (May 2004 to December 2005)*

- Lead financial advisor for all aspects of finance to a cluster of corporate service departments: human resources, property services, legal services, finance, revenues and benefits and public protection.
- Engaged Service Departmental Heads to transform the culture of financial accountability and ownership.

### **Group Technical Accountant**

*Hull City Council (January 1999 to April 2004)*

- Revenue budget planning and council tax setting (£200M a year) and interpretation of government funding settlements.
- Benchmarking of Corporate Services and coordination of several teams within Finance to develop a common approach to budget-setting.

### **Group Auditor**

*Newport City Council (April 1996 to December 1998)*

- Internal audit lead for Education, Schools (70 schools) and Social Services.

### **Trainee Accountant**

*Gwent County Council (September 1992 to March 1996)*

- Employed on a Graduate Training Programme working in all areas of Finance whilst undertaking the CIPFA qualification. Achieved first time passes on all papers, at all levels.
- Experience in Payroll, Creditors, Debtors, Service Accounting, Technical Accounting, Treasury Management, Insurance and Internal Audit.

## **5. The terms and Conditions on which the Candidate is to be appointed**

- 5.1 The appointment will be offered on a secondment basis equating to 0.4 fte (2 days a week) the appointment will be covered through a legal collaboration agreement between Humberside Office of the Police and Crime Commissioner and Humberside Fire and Rescue.
- 5.2 The agreement covers a term of twenty years indicating that this is seen to be a collaboration that can be maintained.
- 5.3 The agreement also covers the secondment of an additional resource Martyn Ransom on 0.4 fte to provide additional resilience and operational expertise to support in holding the force to account.
- 5.4 Both secondees will continue to receive their current terms and conditions from Humberside Fire and Rescue as their employer.
- 5.5 Humberside OPCC will be responsible for paying 0.4 of the employee costs to Humberside Fire and Rescue. These costs are as follows;

	<b>Post</b>	<b>Salary</b>	<b>Total</b>	<b>40%</b>
<i>Kevin Wilson</i>	<i>Executive Director of Corporate Services/S151 Officer</i>	£102,631	£130,934	£52,373
<i>Martyn Ransom</i>	<i>Head of Finance/Deputy S151 Officer</i>	£63,048	£80,435	£32,174
<b>Total</b>				<b>£84,547</b>


5.6 Savings for the OPCC can be generated in adopting the collaboration approach as per the table below;

<i>Humberside employed option</i>	£115,227
<i>Fire and Rescue Collaboration</i>	£84,547
<b>Recurring savings</b>	<b>£30,680</b>

## Recommendations

6.1 In accordance with the Police Reform and Social Responsibility Act 2011 the Panel is invited to review the proposed appointment of Mr Wilson as the Chief Finance Officer for the Office of the Police and Crime Commissioner for Humberside and subsequently make a recommendation to the PCC with regards the appointment.

**Keith Hunter**  
**Police and Crime Commissioner for Humberside**

	<b>Office of the Police and Crime Commissioner Humberside</b> Role Requirement	Objective Analysis: Post No:
Position title: Chief Finance Officer s151	Grade:	Vetting Level:
<p><b>OPCC Purpose:</b> The purpose of the Office of the Police and Crime Commissioner is to support and enable the Police and Crime Commissioner in order to deliver the outcomes of the Police and Crime Plan and fulfil all statutory requirements.</p> <p><b>Team Purpose:</b> The purpose of the Finance function is to ensure that the Commissioner has access to relevant specialised knowledge to ensure effective and value for money decision making and holding to account of the force.</p> <p><b>Role Purpose:</b> Leads the finance function ensuring duties of the Section 151 officer are undertaken on behalf of the Commissioner, oversees the operations of the joint independent audit committee, effective budget monitoring, oversees treasury management and contributes to effective governance arrangements of the OPCC and force.</p>		
<b>Specific Roles/Tasks</b>		
<ul style="list-style-type: none"> <li>• Undertakes all duties associated with the Section 151 officer to support the Police and Crime Commissioner</li> <li>• Co-ordinates the joint independent audit committee with the force to ensure it operates efficiently and effectively</li> <li>• Ensuring effective monitoring of the Force and OPCC Budgets</li> <li>• Formulating and monitoring borrowing and investment strategies in connection with debt and investment</li> <li>• Statutory responsibility to report directly to the Commissioner and to external auditors</li> </ul>		
<b>Responsibility</b>	<b>Decision Making</b>	
<ul style="list-style-type: none"> <li>• To secure the efficient and effective administration of the financial affairs of the Office of the Police and Crime Commissioner for Humberside</li> <li>• To develop arrangements with the Chief Constable's CFO for the delivery of financial services</li> <li>• Oversee the financial systems to support the commissioning and administration functions of the OPCC</li> <li>• Ensure strategic financial and risk management strategies and policies are in place that ensure the Commissioner fulfils statutory responsibilities that ensure regularity, propriety and value for money in the use of public funds</li> <li>• Develop the Commissioner's medium and long term financial strategy advising on its annual budget setting adding robustness of the budgets and adequacy of reserves in order to maintain financial stability</li> <li>• Formulate an effective treasury policy and strategy and monitor treasury management performance to minimise external interest costs, maximise investment returns and guard against financial loss</li> </ul>	<p>The post holder will be required to make day to day decisions, demonstrate initiative, leadership and discretion; whilst seeking direction from the CEO &amp; PCC for strategic direction</p> <hr/> <p style="text-align: center;"><b>Additional Information</b></p> <p>Key Working Relationships:</p> <ul style="list-style-type: none"> <li>• Police and Crime Commissioner</li> <li>• Chief Executive</li> <li>• CFO for Force</li> <li>• Local Partners</li> <li>• Staff within OPCC</li> <li>• PACCTS</li> </ul>	

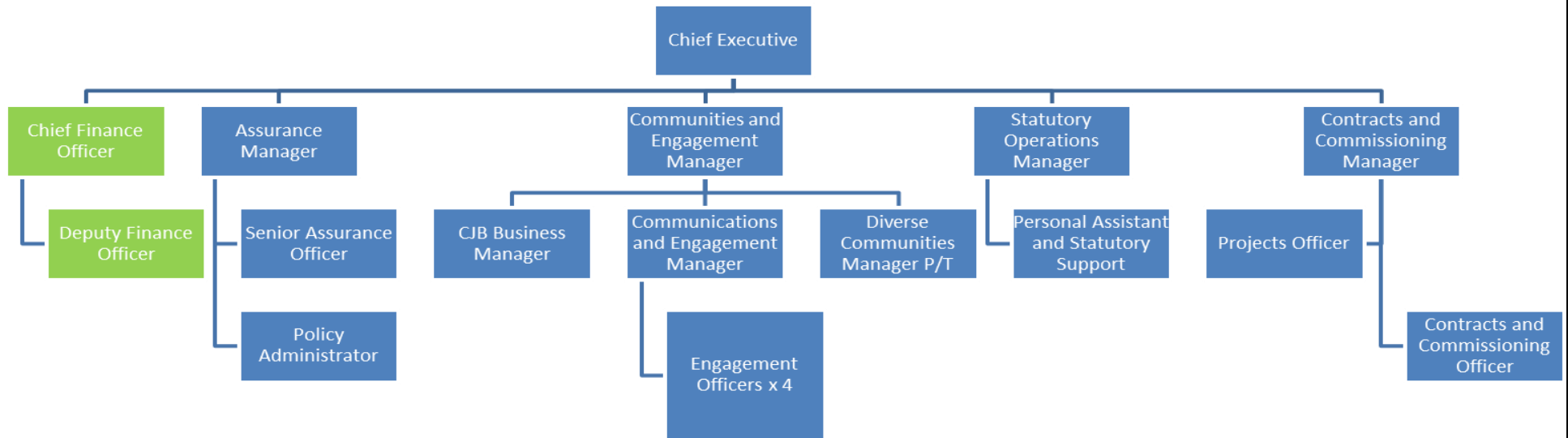
NOT PROTECTIVELY MARKED

- Working with Force finance leads ensure that an annual statement of accounts for the Office of Police and Crime Commissioner and group accounts are produced providing professional guidance in respect of the preparation, inspection and publication of the financial statements including statements on governance and internal control, so as to ensure compliance with all statutory requirements
- Support and coordinate the work of the joint independent audit committee and ensure the delivery of an effective internal audit function which supports financial governance requirements and controls within the Force and Office of Police and Crime Commissioner
- Ensure that accurate, complete and timely financial management monitoring information is provided for the Commissioner
- To advise on the application of Value for Money principles and assist the Commissioner in holding the Chief Constable to account for the efficient and effective financial management
- Ensure any areas of concern relating to the outcomes in the Police and Crime Plan are escalated to the Chief Executive for addition to the OPCC Risk Register
- Contribute to the development of the OPCC Delivery Plan and ensure assigned actions delivered as required
- Seek opportunities for the OPCC to work in partnership with wider stakeholders to support achievement of outcomes of the Police and Crime Plan
- Represent OPCC at external events and ensure recommendations and actions are communicated
- Perform such other duties as reasonably correspond to the general character of the post in line with the values of the OPCC and are commensurate with its level of responsibility
- Ensuring that relevant business area operates efficiently and effectively working closely with OPCC colleagues as appropriate

- Joint Independent Audit Committee
- Internal Audit
- External Audit
- Home Office
- Ministry of Justice
- HMICFRS



Organisation Structure – green denotes secondments on 0.4 basis



Reports to		Direct Reports
Chief Executive		Deputy Finance Officer
Prepared by: Rachel Cook Date: November 2019	Confirmed by: Date:	Received by: Date:

**Additional Essential and Desirable Requirements**

<b>Essential</b>	<b>Desirable</b>
Relevant Accountancy / Finance qualification such as CIPFA / CCAB denoting Fully Qualified Accountant status	Experience of working in public sector finance
Experience of working with statutory operating frameworks	Knowledge of community safety operating environment
Overseen end of year accounts and audit arrangements for large organisation	Knowledge of Criminal Justice Partners and Humber network
Live within Humber area or daily commuting distance or willing to commit to doing so within agreed timeframe if successful	
Experience of working at Strategic level and of negotiating successful outcomes	
Experience of strategic and operational planning	
Experience of successfully managing and developing multi-functional teams	
Experience of developing and managing excellent operational and strategic partnerships with the public, private and third sector	
Able to demonstrate the values of the OPCC	
Knowledge of policy and strategies that would effect the work of the OPCC	

# Kevin Wilson, BSc Econ (Hons), FCPFA

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## PROFILE

A confident, approachable leader with a strong focus on delivery and over 27 years of financial management experience. I lead by example, bringing integrity, fresh thinking and an emphasis on results, using an open, friendly style to mentor staff to take ownership of their goals. I apply highly developed analytical skills to identify potential challenges and create solutions. My reputation for sound and fair judgement has been crucial in influencing board members to approve innovative options and make difficult choices against a backdrop of austerity.

## ACHIEVEMENTS

### Financial Management

- Delivered financial strength and resilience against a background of challenging funding constraints as Chief Financial Officer (20% reduction in funding over 5 years).
- Held the Section 151 Officer role (statutory finance officer) for more than 13 years.
- Created a financial environment focused on efficiencies (£11M over 5 years of recurring savings equal to 20% of 2010/11 total spend) whilst maintaining service performance and diverting resources into medium/long-term improvement projects.
- Successfully managed an investment portfolio (£25M) and debt portfolio (£16M) through a challenging macroeconomic environment.
- Consistently clean audit opinion on the annual accounts including external audit opinion sign-off before 31 July in 2015/16, 2016/17, 2017/18 and 2018/19.

### Collaboration

- Member of the Health focused Hull2020 Finance Director Board that has cross-sector representation from the Health (CCG and Providers), Ambulance, Police, Local Authority, Fire & Rescue and University Sectors.
- Led the project to develop an innovative Joint Venture Company (Emergency Services Fleet Management (Humberside) Limited of which I am now a Director) collaboration between Humberside Fire and Rescue Service and Humberside Police for the delivery of fleet management and maintenance services.

### Commercial

- Commercial experience achieved overseeing the financial and commercial aspects of the set-up of HFR Solutions Community Interest Company (CIC) with a £1.5M+ annual turnover.
- Member of the ARK Sponsor Board developing the National Flood Resilience Centre in partnership with the University of Hull.

### Innovation

- Implementation of a Wide Area Network as a step-change for Information Technology operations.
- Overseen three construction projects from concept to completion with values of £4M, £2.5M and £2M.
- Undertaken a complete service support restructure which has yielded efficiencies of 15%, increased accountability, resilience and customer focus and as part of this implemented a service-wide Early Voluntary Release (EVR) scheme.

## **CAREER BACKGROUND**

### **Executive Director of Corporate Services/S151 Officer** *Humberside Fire and Rescue Service (March 2019 to present)*

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- Internal audit lead for Education, Schools (70 schools) and Social Services.

**Trainee Accountant** *Gwent County Council (September 1992 to March 1996)*

- Employed on a Graduate Training Programme working in all areas of Finance whilst undertaking the CIPFA qualification. Achieved first time passes on all papers, at all levels.
- Experience in Payroll, Creditors, Debtors, Service Accounting, Technical Accounting, Treasury Management, Insurance and Internal Audit.

**Logistics Officer** *Cambridge Assessment, Cambridge (June 1991 to August 1992)*

- Team leader with responsibility for the safe despatch, receipt and storage of examination scripts.

**PROFESSIONAL DEVELOPMENT**

- Undertaking ongoing Continuing Professional Development (CPD) as part of CIPFA's programme.
- CIPFA Associate - Associate Examiner (August 2017 to present).
- CIPFA Associate - Work-Based Learning Coach for two CIPFA Apprentices (August 2018 to present).
- Governor at Beverley High School for Girls (October 2016 to March 2019).
- IOSH Safety for Senior Executives (May 2016).
- Vanguard Method - Systems Thinking in Service Organisations: Hull University Business School (January to April 2015).
- Introduction to Charity Finance and Taxation: Saffery Champness/Charity Finance Group (Nov 2014).

**EDUCATION**

- University of South Wales 1992 to 1995 - Chartered Institute of Public Finance and Accountancy (CIPFA) CCAB qualified. Now designated with Fellow status as FCPFA.
- University of Cardiff 1988 to 1991 - BSc Econ (Hons) 2:1 Economics Degree.
- Hornsea Secondary School, East Yorkshire 1981 to 1988 – 4 A Levels and 7 O Levels including English and Mathematics.

**REFERENCES**

Available on request.