



## Chief Finance Officer (CFO)

<b>Service Unit</b>	Executive
<b>Team</b>	Executive Team
<b>Responsible to</b>	Deputy Chief Constable
<b>Scale and Salary Range</b>	MG Grade 1 - £97,377 - £107,625pa
<b>Vetting Status</b>	SC (Security Clearance) with MV (Management Vetting) status as a minimum
<b>Politically Restricted</b>	Yes
<b>CVF Level</b>	Level 3

### Job Purpose

The Chief Finance Officer is a key member of the Chief Constable's Executive Team, helping it to develop and implement corporate strategy and to deliver strategic objectives sustainably, in order to achieve the Chief Constable's vision of delivering outstanding policing for our communities.

The role also has responsibility for ensuring that the Chief Constable makes arrangements for the proper administration of their financial affairs as per Section 151 of the Local Government Act 1972.

### Role Scope

The Chief Finance Officer has direct responsibility for the leadership and management of the Finance, ICT, Procurement & Fleet, Estates and Facilities, and Business Continuity and Risk functions accountable to the Chief Constable of Cleveland Police. Collectively these functions have an annual operational budget in the order of £145m, and approximately 75 staff.

The Chief Finance Officer is required to work flexibly across other areas of the Force undertaking management and leadership responsibility as required.

### Principal Duties and Responsibilities

#### Chief Finance Officer

To undertake the statutory role of the Chief Financial Officer to the Chief Constable for the purpose of section 151 of the Local Government Act 1972, sections 112 & 114 of the Local Government Finance Act 1988 and the Accounts and Audit Regulations 2003. This means:

- Ensuring that proper financial arrangements are in place including reporting any potentially unlawful decisions by the Chief Constable on expenditure to the appropriate body(s);
- Producing an annual Statement of Accounts;
- Reporting to the Chief Constable and their respective external auditors if he/she considers that any proposal, decision or course of action will involve the incurring of unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Chief Constable is about to enter an item of account unlawfully. (S151 Local Govt. Act 1972 and S112/114/Local Govt. Act 1989);
- Engaging with the organisation to provide business focussed strategic financial advice to inform the efficient and effective use of resources to achieve Force priorities;



## Chief Finance Officer (CFO)

- Overseeing financial reporting to ensure that it is timely, accurate, fit for purpose and to appropriate professional and legal standards;
- Maintaining and developing the Long Term Financial Plan for the Chief Constable;
- Provide leadership and management to the Finance functions within Cleveland Police: Payroll, Accounts Management and Accounts Payable, Treasury, the Finance Business Partnering Model, Business risk and continuity plus any other functions deemed finance by the Chief Constable of Cleveland Police.

### **ICT**

- The CFO will have leadership and management responsibility for direction of all ICT technical, hardware, software and support service solutions within Cleveland Police. Directing the ICT Management Team to deliver services in line with the Chief Constable's vision for ICT.

### **Procurement and Fleet**

- The CFO will have leadership and management responsibility for the direction of procurement and fleet services within Cleveland Police. Directing the procurement and fleet teams to deliver services in line with the Chief Constable's vision for procurement services.

### **Estates and Facilities**

- The CFO will manage the estate provided by the Police and Crime Commissioner (PCC) for Cleveland through the leadership and management of the Chief Constable's facilities team. This will include ensuring the estate remains fit for purpose and adds value to the Commissioner portfolio.

### **Other CFO Duties and Responsibilities:**

The following are duties and responsibilities considered commensurate with the grade and general nature of the post.

- Working collaboratively with other Force leaders on the wider business transformation agenda;
- A collaborative working approach with the Chief Finance Officer to the Police and Crime Commissioner for Cleveland;
- Provide professional and strategic leadership for significant areas of the organisation with accountability for the development and delivery of business plans and outputs;
- Have a substantial impact on departmental direction, strategy and objectives;
- Contribute to strategic planning and influence the development of departmental goals;
- Lead, direct and manage the interrelationship of a team of managers and / or highly qualified professionals across the area of responsibility;
- Review and address departmental performance and make a significant impact upon longer-term improvements as part of the Senior Leadership Team;
- Lead through appropriate consultation or negotiations, organisational changes to tackle major new issues and situations;
- Utilise problem-solving skills to implement robust solutions to department / service issues;
- Lead or contribute to internal and external business meetings, working groups and committees at departmental or functional service level to influence governance, policy and standards for the service;



## Chief Finance Officer (CFO)

- Influence and shape the available resources as appropriate to meet the current and future needs of the Force;
- Be a leading advocate for the Cleveland Police Values and Behaviours which link directly to the Code of Ethics;
- Deputise for a member of the Executive Team where required.

### Note

**The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post.**

**All employees are to comply with confidentiality laid down in the General Data Protection Regulation (GDPR), the Management of Police Information (MOPI), and the Official Secrets Act (which you will be bound for, for life).**

**All staff are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Cleveland Police.**



## Chief Finance Officer (CFO)

<b>Person Specification</b>	
<b>Essential knowledge, skills, and experience (E)</b>	<b>Desirable knowledge, skills, and experience (D)</b>
<b>Knowledge and Qualifications</b>	
CCAB, CIMA or overseas equivalent qualified with 3-5 years post qualification experience.	Knowledge of Lean or similar service review approaches.
Advanced theoretical & practical knowledge of financial planning and budget management.	Knowledge of procurement processes and legislation.
	Knowledge of the principles of corporate governance.
	Knowledge of Estate management.
	Knowledge of ICT service provision and delivery.
<b>Experience</b>	
A demonstrable track record of developing financial plans and forecasts to monitor income and expenditure.	Extensive senior financial leadership experience in a complex environment, within the public sector.
A demonstrable track record in leading significant investment appraisal and risk management processes.	Experience of working with public and private Sector partners.
Senior financial leadership experience in a complex environment.	Management of staff within a matrix management environment.
A demonstrable track record of being an influential leader that can work collaboratively with key stakeholders to translate financial requirements across the organisation.	Involvement in organisational change management.
Statutory Accounts preparation process.	
<b>Skills and Abilities</b>	
Manages performance effectively.	
Works effectively across organisational boundaries.	
Provides proactive and expert advice.	
Serves the public.	
Embraces the organisations Values and Behaviours.	



## Chief Finance Officer (CFO)

Acts with professionalism and integrity.	
Fully embodies the organisational approach to Equality, Diversity and Inclusion (EDI).	
Other	
Committed to Continual Professional Development (CPD) to remain competent in role.	Ability to meet the travel requirements of the role.
You are expected to know, understand and act within the ethics and values of the Police Service.	
A willingness, being part of a small team, to work flexibly, across other areas of the Force, taking leadership and management responsibility as and when required.	

Version Control	
Reason for Version Change	Version date
JD placed in revised Cleveland formatting style	16.06.21



## Chief Finance Officer (CFO)

### Competency and Values Framework (CVF) for Policing: Level 3 – Senior Manager / Executive

Competency	Level 3 – Senior Manager / Executive
<b>Emotionally aware</b>	<ul style="list-style-type: none"> <li>• I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.</li> <li>• I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.</li> <li>• I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.</li> <li>• I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.</li> <li>• I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.</li> </ul>
<b>Taking ownership</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.</li> <li>• I define and enforce the standards and processes that will help this to happen.</li> <li>• 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.</li> <li>• I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.</li> <li>• I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.</li> </ul>
<b>Collaborative</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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).</li> <li>• 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.</li> <li>• I create an environment where partnership working flourishes and creates tangible benefits for all.</li> </ul>
<b>Deliver, support and inspire</b>	<ul style="list-style-type: none"> <li>• I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.</li> <li>• I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.</li> <li>• I ensure that everyone understands their role in helping the police service to achieve this vision.</li> <li>• I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.</li> <li>• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.</li> </ul>



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	<ul style="list-style-type: none"> <li>• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.</li> <li>• I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.</li> <li>• I motivate and inspire others to deliver challenging goals.</li> </ul>
<b>Analyse critically</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.</li> <li>• I use my knowledge of the wider external environment and long-term situations to inform effective decision making.</li> <li>• I acknowledge that some decisions may represent a significant change.</li> <li>• I think about the best way to introduce such decisions and win support.</li> </ul>
<b>Innovative and open-minded</b>	<ul style="list-style-type: none"> <li>• I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.</li> <li>• I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.</li> <li>• I work to create an innovative learning culture, recognising and promoting innovative activities.</li> <li>• I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.</li> <li>• I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.</li> </ul>

<b>Values</b>	<b>All Levels</b>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• I always act in line with the values of the police service and the Code of Ethics for the benefit of the public</li> <li>• I demonstrate courage in doing the right thing, even in challenging situations</li> <li>• I enhance the reputation of my organisation and the wider police service through my actions and behaviours</li> <li>• I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations</li> <li>• I am open and responsive to challenge about my actions and words</li> <li>• I declare any conflicts of interest at the earliest opportunity</li> <li>• I am respectful of the authority and influence my position gives me</li> <li>• I use resources effectively and efficiently and not for personal benefit</li> </ul>
<b>Impartiality</b>	<ul style="list-style-type: none"> <li>• I take into account individual needs and requirements in all of my action.</li> <li>• I understand that treating everyone fairly does not mean everyone is treated the same</li> </ul>



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	<ul style="list-style-type: none"> <li>• I always give people an equal opportunity to express their views</li> <li>• I communicate with everyone, making sure the most relevant message is provided to all</li> <li>• I value everyone's views and opinions by actively listening to understand their perspective</li> <li>• I make fair and objective decisions using the best available evidence</li> <li>• I enable everyone to have equal access to services and information, where appropriate</li> </ul>
<b>Public Service</b>	<ul style="list-style-type: none"> <li>• I act in the interest of the public, first and foremost</li> <li>• I am motivated by serving the public, ensuring that I provide the best service possible at all times</li> <li>• I seek to understand the needs of others to act in their best interests</li> <li>• I adapt to address the needs and concerns of different communities</li> <li>• I tailor my communication to be appropriate and respectful to my audience</li> <li>• I take into consideration how others want to be treated when interacting with them</li> <li>• I treat people respectfully regardless of the circumstances</li> <li>• I share credit with everyone involved in delivering services</li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>• I ensure that my decision-making rationale is clear and considered so that it is easily understood by others</li> <li>• I am clear and comprehensive when communicating with others</li> <li>• I am open and honest about my areas for development and I strive to improve.</li> <li>• I give an accurate representation of my actions and records</li> <li>• I recognise the value of feedback and act on it</li> <li>• I give constructive and accurate feedback</li> <li>• I represent the opinions of others accurately and consistently</li> <li>• I am consistent and truthful in my communication</li> <li>• I maintain confidentiality appropriately</li> </ul>

Further detailed information on the CVF can be located by clicking on the following link:

<https://www.college.police.uk/career-learning/career-development/competency-and-values-framework-cvf>