



**PROPOSED APPOINTMENT OF THE POLICE AND CRIME COMMISSIONER'S 'CHIEF FINANCE OFFICER AND DEPUTY CHIEF OF STAFF'**

**Executive Summary**

The Police Reform and Social Responsibility Act 2011 ('the Act') requires, under Schedule 1, paragraph 6(1)(b), that the Police and Crime Commissioner (PCC) "*must appoint ... a person to be responsible for the proper administration of the commissioner's financial affairs (referred to ... as the commissioner's chief finance officer)*".

The post, and post-holder, of 'Chief Finance Officer and Deputy Chief of Staff' within the Office of the PCC will discharge the above statutory duty.

Under Schedule 1, paragraph 9, of the Act, the PCC must notify the Police and Crime Panel ('the Panel') of his proposed appointment to the post of the commissioner's chief finance officer.

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

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

Under paragraph 10 of Schedule 1, the Panel must review the proposed appointment and make a report to the PCC on the proposed appointment, including a recommendation to the PCC as to whether or not the candidate should be appointed. The Panel must hold a confirmation hearing before making a report and recommendation to the PCC. The Panel must comply with these requirements within a period of three weeks beginning with the day on which the Panel receives notification from the PCC of the proposed appointment.

The PCC may accept or reject the Panel's recommendation as to whether the candidate should be appointed but the PCC must notify the Panel of his decision whether to accept or reject the recommendation.

**Proposal**

That Mr. Martin Andrew Thornley CIMA be appointed to the position of the PCC's 'Chief Finance Officer and Deputy Chief of Staff'.

**Police and Crime Commissioner**



**Signature**

**Date** 6 May 2022

## **PART 1 – NON-CONFIDENTIAL**

### **1. Introduction and background**

- 1.1 The Police Reform and Social Responsibility Act 2011 ('the Act') requires, under Schedule 1, paragraph 6(1)(b), that the Police and Crime Commissioner (PCC) "*must appoint ... a person to be responsible for the proper administration of the commissioner's financial affairs (referred to ... as the commissioner's chief finance officer)*".
- 1.2. In accordance with the above duty, I propose to appoint Mr. Martin Thornley CIMA to the post of my 'Chief Finance Officer and Deputy Chief of Staff'.
- 1.3. The post of Chief Finance Officer and Deputy Chief of Staff is located within the Office of the PCC (OPCC) and, for the avoidance of doubt, is employed by the PCC for Thames Valley and is a member of the PCC's own office staff.
- 1.4. Under the Act, the Panel is required to review the proposed appointment and make a report to me on the proposal, including a recommendation as to whether or not the candidate should be appointed. I will consider the report when issued and decide whether to accept or reject the Panel's recommendation on Mr. Thornley's proposed appointment. Until the conclusion of this process, Mr. Thornley remains the proposed candidate for the appointment.

### **2. Issues for consideration**

#### **2.1 Name of the Candidate**

The name of the person the PCC is proposing to appoint to the post of the PCC's Chief Finance Officer and Deputy Chief of Staff is Mr. Martin Andrew Thornley.

#### **2.2 Criteria used to assess the suitability of the candidate proposed for the appointment**

The key criteria I used to assess the suitability of my proposed candidate for appointment are as follows:

Skills, knowledge and experience of:

- Full CCAB accountancy qualification (or equivalent).
- Relevant and proven knowledge of public sector accounting and financial management practices and legislative requirements.
- Proven experience of working at senior management level with direct practical experience of staff management and making best use of resources.
- Proven experience of advising board-level decision-making.
- Proven experience of communicating complex technical and financial information to a non-technical audience.
- Practical knowledge and experience of legislation and best practice concerning public sector governance and accountability requirements.

[For information, the above key criteria, setting out the key knowledge and skills required of the post-holder, are incorporated in the Job Description for this post (attached at Annex A), together with the detailed 'key accountability areas' for which the post-holder will be responsible for results or outcomes.]

### 2.3 Why the proposed candidate satisfies those criteria

Mr Thornley has the following qualifications, skills, knowledge and experience:

- a) Qualified accountant:
  - Mr Thornley became a full member of the Chartered Institute of Management Accountants (CIMA) in 2013.
- b) Knowledge of public sector accounting and financial management practices and legislative requirements:
  - Mr Thornley is currently the Divisional Financial Controller of the Medical Sciences Division of the University of Oxford, leading and directing financial governance of an organisation with an annual turnover of £600m and 6,000 employees. Mr Thornley leads on budgeting, forecasting and strategic financial planning.
  - Prior to that, Mr Thornley was a Finance Analyst for Great Western Railway (turnover of £1bn and 6,000 employees), responsible for financial reporting; capital accounting; management accounts; forecasting; annual budgets and medium-term plans, and liaison with the external auditors.
- c) Proven experience of working at senior management level:
  - In his current role as Divisional Financial Controller, Mr Thornley reports jointly to the University Medical Sciences Division Chief Operating Officer and the University Head of Financial Planning & Analysis, and provides leadership for approximately 200 finance staff across the Division.
  - In his previous role with Great Western Railway (GWR), Mr Thornley reported to the Financial Planning Manager (equivalent to a deputy finance director) and provided ad hoc financial reporting for GWR's parent company (GWR Executive and First Group).
- d) Proven experience of advising board-level decision-making:
  - In his current role, Mr Thornley provides, for example, financial (budget and forecast) board presentations facilitating a more rigorous review of spending, as well as non-financial presentations (e.g. in his recent separate role as Operations Director of the University's Covid-19 testing service).
  - At GWR, Mr Thornley presented performance results and issues for decision to the monthly Performance Executive Committee, chaired by the Managing Director.
- e) Proven experience of communicating complex technical and financial information to a non-technical audience:
  - At the University Medical Sciences Division, Mr Thornley instituted regular budget and forecasting online briefings for finance staff across the Division to increase confidence and understanding of financial processes, and developed presentations on the essentials of financial management for non-finance colleagues (e.g. academics) to help align the Division's scientific and financial objectives.
  - In managing the Covid-19 testing service, Mr Thornley was required to engage with a wide range of stakeholders with different professional interests in order to understand their respective needs and perspectives.
- f) Practical knowledge and experience of legislation and best practice concerning public sector governance and accountability requirements:

- The University of Oxford has a mix of public and charitable sector features and is substantially self-governing. Furthermore, the governance arrangements are complex and can be ambiguous, with decisions often being made by consent. However, the University has significant external accountability, including to regulators, Government and charitable funders.
- Mr Thornley is the Chair of Governors of The Cherwell School in Oxford, with responsibility for ensuring the Board sets the vision and objectives of the school, holds the school – and the Head Teacher – to account for performance, and delivers good governance.
- Accordingly, I am confident that Mr Thornley's essential strong negotiating and leadership skills, and his evident adaptability, will enable him to adapt to the particular governance requirements required of police and crime commissioners and police forces.

I hope the above summary, in terms of the depth and breadth of Mr Thornley's relevant skills and experience, will clearly demonstrate to the Panel his suitability to undertake and successfully discharge the role of Chief Finance Officer and Deputy Chief of Staff.

#### **2.4 The terms and conditions on which the candidate is to be appointed**

A summary of the draft outline terms and conditions relating to the proposed appointment to the post of Chief Finance Officer and Deputy Chief of Staff is attached at Annex B. In brief, this proposal is for a permanent, full-time, appointment at a starting salary of £85,979 per annum.

### **3. Financial comments**

- 3.1 The salary and employer on-costs of this post are allowed for within the existing approved OPCC annual budget.

### **4. Legal comments**

- 4.1. The duty and power under which the PCC must appoint a chief finance officer, and the appointment process he must follow, are provided by the Police Reform and Social Responsibility Act 2011 (Schedule 1, paragraphs 6, and 9 and 12, respectively).
- 4.2. Under the provisions of the Local Government and Housing Act 1989 and Local Government (Political Restrictions) Regulations 1990, this post is 'politically restricted' and post-holders are prohibited from being members of local authorities and taking an active part in politics.

### **5. Equality comments**

- 5.1 Any appointment to the post of the PCC's Chief Finance Officer and Deputy Chief of Staff is subject to Section 7 of the Local Government and Housing Act 1989, i.e. that all staff appointments should be made on merit.

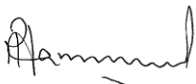
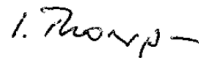
## 6. Background papers

The Police Reform and Social Responsibility Act 2011.

<p><b>Public Access to Information</b> Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation.</p> <p>Part 1 of this form will be made available on the website within 1 working day of approval. Any facts and advice that should not be automatically available on request should not be included in Part 1 but instead on a separate Part 2 form.</p> <p>Deferment of publication is only applicable where release before that date would compromise the implementation of the decision being approved.</p>
<p><b>Is the publication of this form to be deferred? No</b></p> <p><b>If yes, for what reason? n/a</b></p> <p><b>Until what date? n/a</b></p>
<p><b>Is there a Part 2 form? No</b></p>

Name & Role	Officer
<p><b>Head of Unit</b> I have reviewed this document and am satisfied that it has been produced in accordance with published guidance</p>	PCC Chief Executive
<p><b>Legal Advice</b> The proposals in this document are in accordance with the relevant legislative requirements</p>	PCC Chief Executive (Monitoring Officer)
<p><b>Financial Advice</b> This appointment can be accommodated within existing budgetary provisions</p>	PCC Chief Finance Officer & Deputy Chief Executive
<p><b>Equalities &amp; Diversity</b> No specific implications arising</p>	PCC Chief Executive

### PCC STATUTORY CHIEF OFFICERS' APPROVAL

<p>I can confirm that financial and legal advice has been taken into account in the preparation of this report.</p>	
<p>I am satisfied that this proposal represents an appropriate decision to be taken by the Police and Crime Commissioner for submission to the Police and Crime Panel for consideration.</p>	
<p> <b>Paul Hammond</b> Chief Executive</p>	<p>Date 6<sup>th</sup> May 2022</p>
<p> <b>Ian Thompson</b> Chief Finance Officer &amp; Deputy Chief Executive</p>	<p>Date 6 May 2022</p>

## Annex A

**JOB DESCRIPTION: CHIEF FINANCE OFFICER & DEPUTY CHIEF OF STAFF**

<b>Job Title:</b> Chief Finance Officer and Deputy Chief of Staff	<b>Location:</b> HQ South
<b>Job Family:</b> Business Support	<b>Role Profile Title:</b> Senior Manager
<b>Reports To:</b> Chief of Staff	<b>Band level:</b> SMG
<b>Staff Responsibilities (direct line management of):</b> 1 direct, although the post-holder will have joint managerial responsibility for the Internal Audit Unit and will be the 'determining officer' for the Principal Auditor.	

- a. **OVERALL PURPOSE OF THE ROLE:** Defines the role, put simply, why it exists

***The overall purpose of the role is to:*** act as the PCC's Statutory Section 151 (LG Act 1972) chief finance officer and lead advisor to the PCC/Deputy PCC on strategic financial planning, management, policy matters and all financial aspects of corporate governance, and to be the person responsible (under Schedule 1 of the Police Reform and Social Responsibility Act 2011) for the proper administration of the PCC's financial affairs.

The post-holder is a member of the PCC's Strategic Management Group (SMG).

- b. **KEY ACCOUNTABILITY AREAS:** Define the important aspects of the role for which the job holder is responsible for results or outcomes.

***The key result areas in the role are as follows:***

1. Provide in depth expertise and strategic advice to the PCC on financial planning, management, policy and all financial aspects of corporate governance. To develop and maintain appropriate financial management and administration systems and controls that support the service commissioning intentions of the PCC and help ensure regularity, propriety and value for money (VFM) in the use of public funds and in the delivery of the Police and Criminal Justice Plan.

2. Work closely with the Chief of Staff and SMG colleagues to develop and implement the Office of the PCC (OPCC) 'Strategic Delivery Plan' to resource and deliver the PCC's strategic objectives, as set out in his Police and Criminal Justice Plan, and to provide a clear sense of purpose to the office of the PCC. Act as the Chief of Staff in his absence (excluding the statutory 'Monitoring Officer' role and responsibilities) and supplement the role of the Chief of Staff by providing strategic advice on delivering policy objectives.

3. Develop, jointly with the Force Director of Finance, a robust and realistic integrated revenue and capital medium term financial strategy that will ensure that requisite funding is available from the Government, council tax precept and other contributions

and recharges to support the PCC's effective discharge of their statutory responsibility for the police fund.

4. Ensure that accurate, complete and timely financial management information is provided to the PCC. Scrutinise and oversee the Chief Constable's draft budget proposals. Arrange for the determination, issue and transfer of the (council tax) precept. Report to the PCC, Chief Constable and External Auditor any unlawful or potentially unlawful expenditure by or on behalf of the PCC.

5. Ensure the effective delivery and provision of internal and external audit services, respectively, to the PCC. In particular:

- Ensure, jointly with the Force Director of Finance, the delivery of an effective internal audit function which provides assurance upon the internal control and governance arrangements within the Force and the Office of the PCC;
- Advise and support the Joint Independent Audit Committee to deliver its agreed terms of reference, including production of its annual assurance report;
- Liaise with the External Auditor to facilitate an effective external audit of the PCC and Chief Constable's financial affairs;
- Maintain an effective anti-fraud, bribery and corruption policy and operational practices;
- Work closely with the Force Director of Finance to procure adequate and appropriate insurance cover for both the Force and PCC;
- Develop, implement and maintain an effective Risk Management Action Plan and Business Continuity Plan for the OPCC.

6. Ensure the PCC is provided with appropriate financial support and advice to enable them to discharge their local, regional and national functions and duties, e.g.

- The preparation and production of the PCC's 'Police and Crime Plan' and 'Annual Report';
- Oversight and scrutiny of TVP and partners' financial performance;
- Monitoring and reporting of OPCC financial performance;
- Identifying and analysing the financial and service implications of new government legislation and policy initiatives;
- Bilateral, regional and national collaboration Boards, attendance at national Home Office and APCCs boards and working groups, etc.

7. Lead responsibility on behalf of the PCC for oversight and scrutiny of the TVP resources-related plans (e.g. estates and asset management strategy and plan; Procurement Strategy; HR Strategy; ICT Strategy, etc).

8. Formulate an effective treasury policy and strategy and to monitor treasury management performance so as to minimise external interest costs, maximise investment returns and guard against financial loss.

9. To oversee the monitoring and administration of all PCC controlled expenditure (i.e. OPCC, victim services, community safety, capital financing and treasury management)

10. In accordance with the Joint Corporate Governance Framework, to consider and approve, as appropriate, all PCC decision reports, including those contract decisions that are signed-off jointly with the Force Director of Finance

11. To approve and sign all significant Government grant agreements and financial monitoring reports

- c. **DIMENSIONS:** Include matters such as key result areas that make the greatest demands on the role holder, seasonal pressures, items processed, the number of customers and/or level of authority to make financial decisions or commit other resources.

**Further Comments:**

The key roles and responsibilities for this post are prescribed in the Home Office Financial Management Code of Practice for Police Forces in England and Wales and the CIPFA Statement on the Role of the Chief Finance Officer of the PCC and the Chief Finance Officer of the Chief Constable. This includes a fiduciary duty to the local council taxpayer to secure the effective stewardship of public funds.

**Financial:** Strategic advisor to the PCC concerning the use and oversight of £476m annual revenue budget (2021/22 net) and Capital Programme planned spend of £94m (over the 2021/22-2024/25 planning period).

Direct managerial responsibility for treasury management, involving average investments of £100m and annual investment interest income of 0.7m per annum. Responsible for the PCC directly controlled budgets of expenditure in 2021/22 of ££7.7m

**Staff:** Direct reports: 1 post, but joint managerial responsibility with the Director of Finance for the Internal Audit function (NB 4 posts when deputising for the Chief of Staff), indirect line management for Principal Auditor who is managed by the external contractor.

**Statutory advisor to PCC:** Awareness and anticipation of potential stakeholder/political response to PCC's decisions and actions is a critical element of the post-holder's judgement in discharging the responsibilities of this post.

In discharging the above key result areas the post-holder will be required to:

(1) Attend events and meetings with the PCC / Deputy PCC (where appointed) as necessary in an advisory capacity, including attendance at meetings and events held outside of normal office hours

(2) Engage with and represent the PCC and/or national professional associations in decision-making forums involving representatives of bodies such as:

- TVP Chief Constable's Management Team (CCMT)
- Association of Police and Crime Commissioners (APCC)
- TV Police and Crime Panel
- TV local authorities and other partners (statutory or otherwise)
- Regional PCC/Force Collaboration Boards
- Home Office (and other Government agencies, inc Her Majesty's Inspector of



<p>Constabulary and Fire and Rescue Services ( HMICFRS))</p> <ul style="list-style-type: none"> <li>• National Police Chiefs' Council (NPCC)</li> <li>• Chartered Institute of Public Finance and Accountancy (CIPFA)</li> <li>• PCC Treasurer's Society (PACCTS)</li> </ul>
<p>Member of:</p> <ul style="list-style-type: none"> <li>• the OPCC Senior Officer Group (SOG), with shared responsibility for the direction, performance and development of OPCC staff, and</li> <li>• the PCC's Strategic Management Group (SMG), advising the PCC / Deputy PCC (where appointed)</li> </ul>

#### d. CHARACTERISTICS OF THE ROLE

Expertise: Concerned with the level of administrative, professional and/or technical expertise (knowledge and skills) needed to perform the role effectively; may be acquired through experience, specialised training, and/or professional or specialist education and training.

<b><i>The knowledge or skills required in the role are as follows (essential or desirable):</i></b>	<b><i>E/D</i></b>
1. CCAB accountancy qualification (or equivalent).	E
2. Relevant and proven knowledge of public sector accounting and financial management practices and legislative requirements.	E
3. Proven experience of working at senior manager level with direct practical experience of staff management and making the best use of resources.	E
4. Proven experience of advising board-level decision-making	E
5. Proven experience of communicating complex technical and financial information to a non-technical audience	E
6. Practical knowledge and experience of legislation and best practice concerning public sector governance and accountability requirements.	E
7. Proven experience of being the public face of an organisation	E
8. Must have capability to travel to different locations across the Force and undertake all assignments in a timely manner. Due to the requirement to work flexibly, unsocial hours and personal safety for lone working; public transport may not be available or suitable at these times. For this reason a full UK driving licence is considered essential *.	E
9. Knowledge of public sector procurement, commissioning and contract management	D

**Annex B****CHIEF FINANCE OFFICER AND DEPUTY CHIEF OF STAFF****Summary of Terms and Conditions of Appointment**

Under Schedule 1, paragraph 6(1)(b), of the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (PCC) must appoint a person to be responsible for the proper administration of the PCC's financial affairs. This person is referred to as the PCC's chief finance officer and is a member of the PCC's staff. The post, and post-holder, of 'Chief Finance Officer and Deputy Chief of Staff' will discharge this statutory duty.

The Chief Finance Officer and Deputy Chief of Staff is employed by the PCC and will be subject to a contract of employment. This post is a 'politically restricted' post within the terms of the Local Government and Housing Act 1989 and Local Government (Political Restrictions) Regulations 1990.

The main terms and conditions of appointment are:-

1. Job Title – 'Chief Finance Officer and Deputy Chief of Staff'.
2. Responsibilities – the purpose and role of the Chief Finance Officer and Deputy Chief of Staff is to act as the PCC's statutory chief finance officer (per the Police Reform and Social Responsibility Act 2011, Schedule 1, paragraph 6); be lead advisor to the PCC/Deputy PCC (where appointed) on strategic financial planning, management, policy matters and all financial aspects of corporate governance, and to be the person responsible for the proper administration of the PCC's financial affairs. The post-holder is a member of the PCC's Strategic Management Group and is also the designated Deputy Chief of Staff.

(A copy of the Job Description for this post is provided at Annex A)

3. Eligibility - the Chief Finance Officer and Deputy Chief of Staff will be required as a condition of employment to hold a full CCAB accountancy qualification (or equivalent).
4. Date of Commencement of Employment and Length of contract - this is a permanent, full-time, post. The commencement date of the appointment will be subject to the Police and Crime Panel confirmation hearing process (details to be agreed with the PCC subject to his receipt of the report and recommendations of the Police and Crime Panel).
5. Hours of Work and Salary – the Chief Finance Officer and Deputy Chief of Staff contractual hours and normal working week are 37 hours per week (i.e. 1.0 full-time equivalent post). The nature of the post and role will require that these hours of working by the Chief Finance Officer and Deputy Chief of Staff will be flexible, with provision for attendance on days and at times reasonably required by the PCC which will involve work outside of normal office hours.

6. Remuneration – the Chief Finance Officer and Deputy Chief of Staff will be paid at the ‘SMG’ salary band rate, and will be at a starting rate of £85,979 per annum, effective from the date of appointment. The salary rate will be reviewed annually.
7. Allowances – travelling and subsistence allowance will be paid at the rates applicable to the PCC’s staff.
8. Holiday entitlement – All holiday leave is calculated in hours. The Chief Finance Officer and Deputy Chief of Staff will be entitled to 222 hours per annum (30 days per annum equivalent) annual leave.
9. Pension – the post-holder is entitled to join the Local Government Pension Scheme (LGPS).
10. Termination of Contract of Employment by Employer – the appointment as Chief Finance Officer and Deputy Chief of Staff may be terminated at any time by the PCC. The post-holder is entitled to a minimum period of 12 weeks’ notice of termination of your contract of employment. These notice rights do not affect the PCC’s right to terminate employment summarily without pay in lieu of notice in cases of gross misconduct.
11. Termination of Contract of Employment by Employee – the post-holder may terminate their employment by giving the PCC 12 weeks’ notice.
12. Performance Review and Appraisal – the PCC’s Chief of Staff will conduct the performance review and appraisal of the Chief Finance Officer and Deputy Chief of Staff (in a form and frequency as appropriate to be determined by the PCC).
13. Vetting – appointment to the post of Chief Finance Officer and Deputy Chief of Staff will be subject to formal police vetting procedures and requirements.