



CAMBRIDGESHIRE POLICE AND CRIME PANEL

MONDAY 6 NOVEMBER 2023, 10.30AM

BOURGES ROOM, TOWN HALL, BRIDGE STREET, PETERBOROUGH.
PE1 1GF

Contact – Rachel.edwards@peterborough.gov.uk, 01733 452277

AGENDA

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Membership

Councillors: A Bradnam, S Barkham, M Beuttell, S Ferguson, L Foice-Beard, J Gowling, D Jones (Vicechair), H Lemming, B Tyler, A Sharp, S Wallwork, B Varkey

Independent Co-opted Members

Edward Leigh
Claire George (Chair)

Substitutes

Councillors: A Gilderdale, M Goldsack, C Hogg, J Huffer, M Jamil, C Lowe, T Sanderson, P Sandford, S Warren, G Wilson

Officer Support

Rachel Edwards, Peterborough City Council



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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 3
6 November 2023	Public Report

Report of: Rachel Edwards, Peterborough City Council

Contact Officer(s) – Rachel Edwards

Contact Details – rachel.edwards@peterborough.gov.uk

Proposed Appointment of the Police and Crime Commissioner’s Chief Finance Officer

1. PURPOSE

- 1.1 This report is submitted to the Panel following a notification from the Police and Crime Commissioner of their proposed appointment to the post of Chief Finance Officer on 19 October 2023.

2. RECOMMENDATIONS

- 2.1 That the Panel notes the process to be followed to undertake the Confirmation hearing for the post of Chief Finance Officer as identified below.
- 2.2 That the Panel considers the Police and Crime Commissioner’s CFO Appointment report (and Appendices A, B, C) and reviews the proposed appointment of Philip Trussell as the Chief Finance Officer for the Cambridgeshire Police and Crime Commissioner.
- 2.3 That the Panel considers the information provided by the Police and Crime Commissioner and, following questioning of the candidate at the hearing, agrees a recommendation to the Commissioner on whether or not to appoint Philip Trussell to the post of Chief Finance Officer in accordance with the Police Reform and Social Responsibility Act 2011.

3. TERMS OF REFERENCE

- 3.1 This report is for the Panel to consider under its Terms of Reference No 3 - To hold a confirmation hearing and review, make a report, and recommendation in respect of proposed senior appointments made by the Police and Crime Commissioner.

4. BACKGROUND

- 4.1 Paragraph 6, Schedule 1 of the Police Reform and Social Responsibility Act 2011 requires every Police and Crime Commissioner outside London to appoint a person to be responsible for the proper administration of the Commissioner’s financial affairs, referred to as the Chief Finance Officer.
- 4.2 The Cambridgeshire Police and Crime Commissioner formally notified the Chair of the Police and Crime Panel of their proposed appointment to the post of Chief Finance Officer on 19 October 2023.
- 4.3 Under the terms of the Act, this Panel is required to:
 - Review the proposed senior appointment

- Make a report to the Police and Crime Commissioner on the proposed senior appointment
- Include within the report recommendations to the Police and Crime Commissioner as to whether or not the candidate should be appointed. It should be noted that for Schedule 1 appointments, the Panel has no power to veto the appointment.

4.4 The Police and Crime Commissioner has submitted a report to the Panel detailing the selection process and the Commissioner's proposed appointment of Philip Trussell to discharge the duties of his Chief Finance Officer within the Office of the Police and Crime Commissioner. **Appendix A** is the job description and person specification **Appendix B** is a copy of the job advert. **Appendix C** is an abbreviated CV for Phil Trussell.

4.5 The Panel is therefore required to question the candidate in order to confirm she has the necessary professional competence to carry out the role. Following the hearing, the Panel will arrive at a conclusion on the proposed candidate during a closed session.

4.6 The Panel will then publish a report within five working days on the proposed appointment to the Police and Crime Commissioner, with a recommendation as to whether or not the candidate should be appointed. The Act allows the Police & Crime Commissioner the right to accept or reject the Panel's recommendations; however, he must inform the Panel of his decision

5. **KEY ISSUES**

5.1 To assess whether the proposed candidate is suitable for the post and make a recommendation to the Commissioner.

6. **Consultation**

None

7. **Implications**

None

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 3a
6 November 2023	Public Report

Report of the Cambridgeshire Police and Crime Commissioner

Contact Officer – Jim Haylett

Contact Details – cambs-pcc@cambs.pnn.police.uk 0300 333 3456

APPOINTMENT OF THE CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER'S CHIEF FINANCE OFFICER

1. PURPOSE

1.1 The purpose of this report is to notify the Cambridgeshire Police and Crime Panel (the "Panel") under Schedule 1 to the Police Reform and Social Responsibility Act 2011 (the "Act") that the Police and Crime Commissioner (the "Commissioner") is proposing to appoint Philip Trussell to discharge the duties of his Chief Finance Officer within the Office of the Police and Crime Commissioner (OPCC).

1.2 In accordance with the Act this report provides the Panel with:

- the name of the person whom the Commissioner is proposing to appoint.
- the criteria used to assess the suitability of the candidate for appointment.
- why the candidate satisfies those criteria; and
- the terms and conditions on which the candidate is to be appointed.

2. RECOMMENDATION

2.1 The Panel endorses the appointment of Philip Trussell to discharge the duties of OPCC Chief Finance Officer. This process falls under paragraph 9 of Schedule 1 to the Act and therefore the Panel has no power of veto over the appointment.

3. BACKGROUND

3.1 Under Paragraph 6 of Schedule 1 to the Act a Police and Crime Commissioner must appoint a person to be responsible for the proper administration of their financial affairs (referred to as the Commissioner's Chief Finance Officer). This is the same arrangement as a s151 Officer¹ under the Local Government Act 1972.

3.2 Section 113 of the Local Government Finance Act 1988 'Qualifications of responsible officer' applies to the Commissioner's Chief Finance Officer. These are that the post holder is a member of one or more of the following bodies: the Institute of Chartered Accountants in England and Wales (ICAEW); the Association of Chartered Certified Accountants (ACCA); the Chartered Institute of Public Finance and Accountancy (CIPFA); or the Chartered Institute of Management Accountants (CIMA). Therefore, to perform this role the post holder must be a professionally qualified accountant and be suitably experienced.

4. THE CHIEF FINANCE OFFICER ROLE

4.1 The Chief Finance Officer works in close liaison with the OPCC's Chief Executive, Cambridgeshire Constabulary's (the "Constabulary") Director of Finance and Resources and a range of collaborative partners. The role of the Chief Finance Officer is to provide strategic advice to the Commissioner on all aspects of financial strategy, financial management and risk mitigation. The post holder acts as the OPCC's professional expert on finance and provides support to the Commissioner in respect of the effective, efficient and economic use of resources, delivering the required financial targets and duties, and on the best possible stewardship of over £180m of public money. The post holder works collaboratively with policing partners across both Bedfordshire and Hertfordshire, regionally across the Seven Force collaboration (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk, and Suffolk) and nationally, and with other public sector bodies in Cambridgeshire and Peterborough. They hold a fiduciary responsibility to local taxpayers. The post is politically restricted.

¹ The term S151 Officer has been used as a short hand expression to refer to the role and duties of the 'Responsible Financial Officer' as defined by CIPFA i.e the function of the most senior finance officer employed by an organisation.

4.2 The job description and person specification for the role is attached at Appendix A.

As a key member of the Commissioner's Senior Leadership Team the Chief Finance Officer will:

- be the Commissioner's Section 151 Officer under the Local Government Act 1972;
- help to develop and implement strategies and to enable resourcing and delivery of strategic objectives sustainably as given in the Commissioner's Police and Crime Plan and which are in the public interest;
- be actively involved in, and able to bring influence to bear on, all material business decisions (subject to the Commissioner's statutory responsibilities) to ensure immediate and longer-term implications, opportunities and risks are fully considered and mitigated (where necessary), and aligned with the financial strategy; and
- lead the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

5. COMMISSIONER'S EXISTING FINANCE TEAM ARRANGEMENTS

5.1 Matthew Warren, the Deputy Chief Executive of the Fire and Rescue Service, and Treasurer to the Fire Authority, has been acting as the Commissioner's Chief Finance Officer (and consequently the Acting Section 151 Officer). It was agreed that this would be for an initial period to 31 December 2017 (Commissioner's Decision Notice CPCC 2017-001 refers).

5.2 On the 12 September 2018 the Police and Crime Panel held a confirmation hearing to confirm the continued appointment of Matthew Warren as Chief Finance Officer, which has been the case to date.

5.3 The Chief Executive of the OPCC and the current OPCC Chief Finance Officer have discussed the longer-term sustainability of the current operating model, whereby the CFO is also the full time Deputy Chief Executive of Cambridgeshire Fire and Rescue Service. Research across OPCCs shows various alternative arrangements are in place across the country. Options range from a shared CFO between the Constabulary and OPCC, shared CFO between OPCC and Fire and a mix of full time and part-time arrangements.

5.4 Following that discussion the Chief Executive proposed to the Commissioner that a recruitment process should be undertaken for a permanent part-time Chief Finance Officer for the OPCC.

6. THE NAME OF THE PERSON WHOM THE COMMISSIONER IS PROPOSING TO APPOINT

6.1 The Commissioner is proposing to appoint Philip Trussell to discharge the duties of the Commissioner's Chief Finance Officer.

7. Selection Process

7.1 On 1 August 2023 a vacancy was placed on the Cambridgeshire Constabulary Police website. This was advertised on the OPCC Website and social media channels. In addition, it was advertised on the Public Finance Jobs website, which is the official recruitment website for CIPFA, the accountancy institute that specialises in public sector. This national advertisement ran from 7 August to 7 September 2023. The CFO advert is attached at Appendix B. The closing date for applicants was 11 September 2023. Three applications were received from a variety of sectors and professional backgrounds.

7.2 Submitted applications were shortlisted in accordance with normal practise, with the shortlisting panel consisting of the Commissioner, the Chief Executive, the current OPCC Chief Finance Officer and the Constabulary's Director of Finance and Resources. Philip Trussell was the only candidate who had the appropriate experience and qualifications for the role and was invited for interview.

The interview panel consisted of the OPCC Chief Executive, the OPCC current Chief Finance Officer and the Constabulary's Director of Finance and Resources. The interview panel determined that Philip Trussell met the selection criteria and was suitable for appointment into the role.

- 7.3 The preferred candidate then had a final confirmation interview with the Police and Crime Commissioner who supported the interview panel's assessment.

8. CRITERIA USED TO ASSESS THE SUITABILITY OF THE CANDIDATE

- 8.1 Applications and interview were assessed against the criteria set out in the job description and person specification.
- 8.2 In addition, the job advert specified experience of shared service cost modelling, large capital programmes and provision of advice on investment opportunities as important areas for the Commissioner.

These areas were specifically identified given the degree of services Cambridgeshire Constabulary has in collaboration with other forces, and the scale of the future capital programme that the Commissioner has.

9. WHY THE CANDIDATE SATISFIES THOSE CRITERIA

- 9.1 Under Section 113 of the Local Government Finance Act 1988, the OPCC CFO must be a member of one of the accountancy bodies specified in the Act. Philip Trussell is a qualified accountant for 30 years and is a member of the Association of Chartered Certified Accountants (ACCA).
- 9.2 The role requirements are very broad and as such the postholder needs to have experience in a wide range of financial and leadership matters. Throughout the selection process Philip demonstrated his depth of experience and suitability for the role including financial management and monitoring, forecasting, budgeting and modelling for both revenue and capital.

- 9.3 Around 30% of the Constabulary budget is dedicated to collaborated functions, during selection Philip demonstrated his understanding and experience of the complexities of cost modelling and what is required to achieve desired outcomes. This is an important area of work for the OPCC.
- 9.4 The Constabulary have a significant capital programme in place. Philip demonstrated through the selection process his knowledge and experience of capital programme management and its relationship to Treasury Management and the revenue budget, gained from his time as head of finance for a large water company.
- 9.5 It is clear that during the course of the medium-term financial plan (MTFP) that there is a savings requirement, this needs to be achieved whilst ensuring value for money is delivered for the whole of the budget. Throughout selection Philip demonstrated his strong competence in understanding this and will provide support and challenge to the Constabulary in oversight of the MTFP and the challenges within it.
- 9.6 There are a number of key relationships that the postholder needs to have, particularly with the Constabulary Director of Finance and Resources but equally the CFOs of our collaborative partners in particular. Philip demonstrated the ability to work collaboratively and a communication style conducive to achieving desirable outcomes without necessarily relying upon statutory powers, but through trust and credibility so his voice is listened to.
- 9.7 With a small team within the OPCC it is critical that all members work together and have a style that promotes a “whole office” approach, this is important generally but specifically with the precept setting process. Philip demonstrated a management style that is conducive to that team dynamic.

9.8 Philip Trussell has proved himself to be well qualified and experienced. Philip stood out as being an excellent candidate, whose skills, experience and drive will be key to meeting the challenges the future brings for policing.

9.9 Philip Trussell's CV is attached at Appendix C.

10. TERMS AND CONDITIONS OF APPOINTMENT

10.1 The Chief Finance Officer will be employed by the Cambridgeshire OPCC under standard terms and conditions, including a six-month probationary period. The post will be 0.6fte and the full-time post salary is £101,650 to be paid pro rata. There are no additional financial remuneration such as bonus or car allowance being payable under the terms of the appointment.

LIST OF APPENDICES

Appendix A – Job Description for Chief Finance Officer

Appendix B – CFO Advert

Appendix C – Philip Trussell CV

BACKGROUND PAPERS

Police Reform and Social Responsibility Act 2011

[Police Reform and Social Responsibility Act 2011 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

Chartered Institute of Public Finance and Accountancy statement on the role of the Chief Finance Officer in Policing

[The Role of Chief Financial Officers in Policing | CIPFA](#)

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Appendix A - ROLE PROFILE

Role Title:	Chief Finance Officer to Police and Crime Commissioner (PCC)
Department/Unit:	Office of the Police and Crime Commissioner
Rank/Grade:	SPOT
Reporting to:	Chief Executive
Main purpose of the role:	<p>To fulfil the responsibilities of the Section 151 statutory Chief Finance Officer on behalf of the Police and Crime Commissioner (PCC) for Cambridgeshire and Peterborough ensuring arrangements are in place for proper financial administration and good governance.</p> <p>To ensure the proper administration of the PCC's financial affairs, as required by Schedule 1, paragraph 6 of the Police Reform and Social Responsibility Act 2011 and section 114 of the Local Government Finance Act 1988.</p> <p>To provide advice and guidance to the Chief Executive and PCC on the running of the Corporation Sole.</p>

Key Responsibilities

OPCC

- Act as section 151 officer for the OPCC.
- Strategic financial advice to the Commissioner & Chief Executive especially on a collaborated LLP for Estates and Capital Programme.
- Undertake to engage on a national level e.g., PACCTS network, to ensure that Cambridgeshire OPCC is able to respond to national requirements in a timely manner.
- Oversight of the precept process.
- Oversight of the budget preparation, monitoring & control of the OPCC budget & grants.
- Procurement advice as required.

OPCC/Constabulary Group

- Oversight of the Medium-Term financial planning process and budget preparation.

ROLE PROFILE

<ul style="list-style-type: none"> • Treasury Management – including ensuring any investments will not cause reputational damage. • Strategic oversight of the ongoing VFM of the collaboration between Bedfordshire, Cambridgeshire and Hertfordshire and their respective Police & Crime Commissioners. • Work with the Chief Constable’s Chief Finance Officer in a mutually supportive way to facilitate the execution of their duties. • Ensure that the capital programme and investment decisions within the budget plans are fully evaluated, affordable and deliver value for money. To ensure capital plans are supported by robust asset management plans and strategies. • Oversight of the production of the Group Statement of Accounts and Annual Governance Statements.
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Financial e.g., Limits/Mandates	Non-Financial e.g., Staff Responsibility
<ul style="list-style-type: none"> • The post holder will work closely with the CFO for Cambridgeshire Constabulary. 	<ul style="list-style-type: none"> • Line management responsibility for staff

Psychological Assessment	Not required
Homeworking / Agile Working	Agile Working
Vetting Level	Management Vetting NPPV3

Entry Requirements
<ul style="list-style-type: none"> • CCAB qualified and current member with an up to date CPD • Knowledge of public sector finance, accounting codes of practice and legislation • Experience of working with and advising Chief Officers • Experience of working at a strategic level • Political awareness and sensitivity • Knowledge of services as described above and have a proven track record in motivating internal/external stakeholders.

ROLE PROFILE

- Have strong communication and presentation skills, both written and verbal
- Demonstrate an ability to analyse complex financial data accurately whilst under pressure.

Any other General Requirements/Scope

- This role requires the post holder to have a valid UK driving licence as they may be required to travel to meetings at different locations.
- If using a private vehicle, then business insurance needs to be organised by the individual.
- The post holder will occasionally be required to work additional hours, including evenings and weekends.
- Vetting is required, as advised by the Vetting Unit.
- The post holder will be expected to undertake training as and when required.
- The post holder will be expected to comply with health and safety requirements.

Obligatory Requirements

- Before commencement of this appointment, this role is subject to medical assessment. For some roles health screening or surveillance may be required on a regular basis, as identified by line manager risk assessments.
- This appointment is subject to a confirmation hearing of the Police and Crime Panel.
- There is a requirement for the role holder to meet the probationary objectives set.

Assessment of Performance in Role

- Personal Development Review (PDR)

Personal Qualities (Behavioural Competencies)

We are emotionally aware

I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance. I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. I ensure that all perspectives

ROLE PROFILE

<p>inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.</p>
We take ownership
<p>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.</p>
We are collaborative
<p>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.</p>
We deliver, support and inspire
<p>I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. I ensure that everyone understands their role in helping the police service to achieve this vision. I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. I motivate and inspire others to deliver challenging goals.</p>

ROLE PROFILE

We analyse critically

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.

We are innovative and open-minded

I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. 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. I work to create an innovative learning culture, recognising and promoting innovative activities. 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. I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

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Appendix B



We are looking for an exceptional individual with strong communication skills and experience of giving advice on strategic financial management at Board level and a proven record of accomplishment within a senior financial environment.

You will work with the OPCC's Chief Executive and fulfil the responsibilities of the Section 151 statutory Chief Finance Officer for the Police and Crime Commissioner (PCC) for Cambridgeshire and Peterborough.

You will also work closely with the Chief Constable's Chief Finance Officer to provide assurance to the PCC about the financial sustainability of the Constabulary.

Experience of shared service cost modelling is desirable.

We are in an exciting position of building a new Cambridgeshire Southern Police Station and a collaborated specialist training centre and need a person with experience of oversight of large capital build programmes and providing advice on investment opportunities.

Job details:

Police and Crime Commissioners are elected to represent the people and ensure an effective and efficient police service. In Cambridgeshire and Peterborough Darryl Preston is responsible for setting police and crime objectives, allocating the police budget and for holding the Chief Constable to account for delivery.

Your role is key to help Darryl hold the Chief Constable to account for the delivery of policing priorities and an effective and efficient police service. You will work closely with the Chief Constable's CFO who has responsibility for the Chief Constable's budget.

Appendix B

You will be part of a small supportive team, agile working between home and the Office of Police and Crime Commissioner based in Police Headquarters in Huntingdon. You must be able to travel to the office, around the county and elsewhere, as required to meet business needs.

The role is up to 3 days a week (0.6fte).

Salary pro-rata £95,000.

The deadline for applications is **Monday 11 September 2023**. Please provide your CV along with a covering letter, of no more than 2 pages, explaining how you meet the entry requirements and why you and why you are ready for this role now.

Shortlisting will take place on Monday 18 September 2023.

Interviews will be held face to face at Police Headquarters in Huntingdon week commencing **2 October 2023**.

Further information on the post can be obtained from Recruiting Manager, Jim Haylett, Chief Executive. If you would like a chat about the opportunity, please contact by email to arrange a time: james.haylett@cambs.police.uk

Cambridgeshire OPCC celebrates diversity and is committed to creating an inclusive environment where everyone is valued and respected. We actively encourage applications from underrepresented or minority groups.

Appendix C

Phil Trussell

Profile

A successful and experienced finance professional with a diverse and strong background in financial management. Extensive experience in partnering senior leadership teams with full profit and loss and balance sheet responsibility. Inquisitive and challenging with the ability to communicate financial issues with non-financial colleagues and work collaboratively across business areas whilst leading and developing high performing teams.

Key Skills

- Business partnering and counsel.
- Budgetary control and analysis
- Capital scheme evaluation, control and accounting.
- Business case development and submission
- Excellent communication and presentation skills
- Business controls, governance and compliance.
- Non-financial performance management
- Understanding a highly regulated business
- Commercial project evaluation
- Team leadership, mentoring and development.
- Strategic and long-term financial planning

Professional Experience

Water Company

2000 to 2022

Head of Finance and Performance 2019 – 2022

- Full profit and loss responsibility for Customer and Wholesale operating division (1,200 employees and operating costs c.£80m p.a.)
- Member of and business partner to senior management team providing advice and guidance on all financial matters.
- Delivered development and reporting of non-financial KPIs for internal and external measures to enable corrective action and financial rewards.
- Led on annual budgeting including Treasury Management, Capital Expenditure and revenue costs.
- Managed capital accounting for service improvement schemes c.£10m

Appendix C

Trustee Director Pension Scheme (part time) 2016 to July 2022

- Part of six-member Board with responsibility for 6,000 member defined benefit (DB) scheme managing assets of £1.5bn and a 5,000 member defined contributions (DC) scheme.

Head of Business Performance 2007 to 2019

- Led the central finance function, providing business partnering service to support units (3,000 employees and operating costs of c.£200m)
- Implemented company annual planning process, liaising with business unit heads and finance teams (5,000 employees, c.£550m)
- Business partner to Management Board providing support to deliver financial and non-financial targets.
- Managed annual regulatory reporting and compliance requiring liaison with multiple stakeholders.

Divisional Finance Director 2004 – 2007

- Responsible for financial management across the region (£150m operating costs and £40m capital investment annually)
- Led business planning for the region (1,000 employees and operating costs of £160m)

Business Re-organisation and special projects team 2002 – 2004

- Part of a small team selected to provide support in organisational re-design.
- Modelling and presentation of business design and structure options making recommendations to Board.

Industrial Equipment Supplier

1998 -2000

- **Financial Controller**

Fiber Optic Technology Company

1994 – 1998

- **Finance Director**

Appendix C

Education and Qualifications

Member of the Association of Chartered Certified Accountants (FCCA) 1998

Two-year senior leaders' development programme 2016 – 2018

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