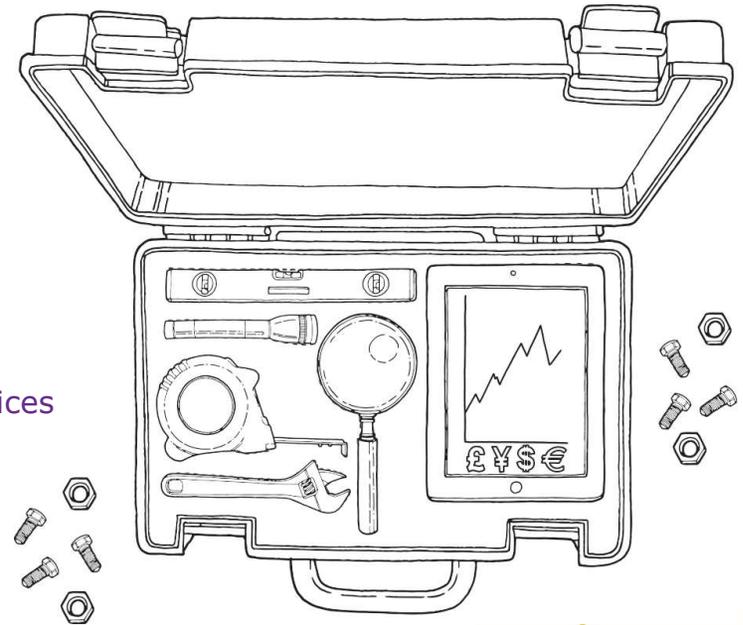


Achieving Finance Excellence in Policing

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CIPFA – Chartered Institute of Public Finance and Accountancy

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Surrey & Sussex Police



Programme aim

- To provide a central pillar for police finance
- Drive reform
- Enable collaboration
- Compare and benchmark practises
- Drive finance and efficiency





The Chartered Institute of
Public Finance & Accountancy

Vision: set for police finance, by police finance

Achieving finance excellence in policing

Policing in England and Wales is a £13billion 'business' and must strive to achieve the highest standards of financial excellence. This is particularly critical at a time of financial challenge, with the associated levels of scrutiny and challenge being experienced at both local and national levels.

Financial management can be defined as "the system by which the financial aspects of a public body's business are directed and controlled to support the delivery of the organisation's goals". In other words, it is as much about delivering an organisation's strategic objectives, as managing its money. It is the basis of accountability to stakeholders for the stewardship and use of resources. Aspiring to excellence is to agree a course of action that would ultimately allow us to compare favourably with other organisations, predominantly within the wider public sector. Partnering with CIPFA will allow us to both compare and learn from others, as part of our continuous improvement.

Developing the "Financial Excellence in Policing" agenda has been primarily driven from within the Finance and Coordinating Committee of NPCC but is equally owned by the Police and Crime Commissioners Treasurers' Society (PACCTS). **It is aimed equally at the Chief Finance Officers (CFOs) supporting Chief Constables and those supporting Police and Crime Commissioners; but with the recognition that some 95% plus of the spend falls to the accountability of the CFO under the Home Office codes. Targeting investment here will clearly give the best return.**

This agenda will be delivered through a comprehensive and continually developing programme that supports Forces – both individually and collectively – to deliver the best possible financial management within the public sector. It is based upon approaches already working within the wider public sector and aims to bring together many of the disparate offers already available through CIPFA, albeit with a sharper focus on Policing as a significant sector with specific needs. In effect, Policing would expect to see CIPFA to develop and shape its offer to specifically support the sector, rather than expecting individual CFOs to navigate an offer more focused on other sectors, such as Local Government and Health.

It is also intended to develop the financial excellence agenda in support of the Fire Sector and in particular, stand-alone CFAs and CFAs reporting to PCCs. However at this stage this high level proposal is purely focused on policing.

Agreed by Finance and Co-ordinating Committee of the NPCC, November 2017



BUILDING NATIONAL CAPABILITY

PROVIDING LOCAL SUPPORT

This programme has been driven from within the Finance and Coordinating Committee of NPCC and is supported by the Police and Crime Commissioners Treasurers' Society (PACCTS).

1. build the programme management office (PMO) to drive the programme forward within appropriate governance
2. expand the existing CIPFA Police and Fire Network to become an extensive Resource Hub for the police finance family
3. consult on standard financial management and reporting templates to support financial information for decision making
4. improve current comparative data and develop broader analytical and diagnostic capacity to help the sector deliver and demonstrate value for money
5. create a dedicated 'Police CFOs leadership Academy' to enhance the personal effectiveness of existing and prospective CFOs
6. provide a Local Financial Management effectiveness diagnostic tool
7. improving accounts closedown processes, efficiencies and outputs
8. supporting and managing key Apprenticeship opportunities provide a structured approach to CFO peer support
9. provide a structured approach to CFO peer support
10. provide tailored Finance Business Partnering training for those financial professionals undertaking or hoping to undertake these roles
11. specialist finance training at all levels of the organisation

Agreed by Finance and Co-ordinating Committee of the NPCC, Nov 2017





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Achieving Finance Excellence in Policing
video <https://youtu.be/kospdSNDaCM>



Financial Management Capability Review Experience in Surrey and Sussex

- What is it?
- Why did we do it?
- Objective independent view
- Our Experience
- So what next – how are we using it?



Financial Management

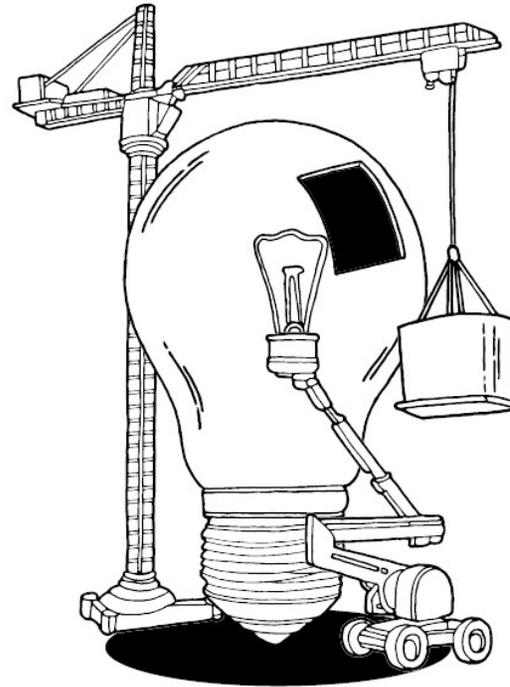
Progression to World Class



Financial Management Capability Review (FMCR) What is it?



- Way of gauging whether you are Adequate Good or Excellent
- Ability to identify local improvements an national themes
- Triangulates
- Documentation
- Interviews
- Surveys and Analysis
- Recommendations
- Action Plan/Roadmap



Rating	Assessment
*****	The organisation has in place leading edge financial management capability that allows it to anticipate both challenges and key opportunities, driving transformational change in order to optimize its performance and deliver optimal outcomes. Financial strategy is robust and covers medium to longer term and the organisation is fully agile in adapting to unforeseen events without impacting key outcomes. Investment programme management including commercial capabilities are fully integrated with operational requirements and highly effective with significant returns being achieved on improved service delivery. Financial management capability meets global best practice standards.
****	The organisation has in place strong financial management capability which enables it to deliver effective outcomes in challenging times, provides stability through to the medium term, is agile in adapting to unforeseen events, continually identifies opportunities to improve its performance and contributes to organisational transformational change. Most investment programmes are delivered to time and cost. The organisation has strong insight into cost drivers and commercial capabilities are highly evident with strategic and operational planning.
***	The organisation has sound financial management capability and has arrangements in place that are adequate in supporting the organisation under stable conditions and enables it to incrementally develop but is not sufficient for challenging times or driving transformational change. There is a medium term financial strategy and competent investment programme management that ensures that most programmes are implemented although invariably not all projects will come within budget and timescales. Commercial capabilities exist but are only partially developed.
**	The organisation has basic financial management capability. Financial management arrangements are in place that allows the organisation to meet the minimum of practice standards and provides functional capability in the short term, a minimum level of support in the delivery organisational outcomes but does not support organisational transformational change. Financial management style is predominantly stewardship in nature rather than supporting effective decision support. Investment Programme management is rudimentary and there is a disconnect between operational and financial strategies.
*	The organisation has some financial management arrangement in place but they are inadequate and provide only minimal financial management capability with reactive short term solutions. Basic accountability obligations are minimally covered and financial management does not meaningfully support effective organisational outcomes of transformational change. Basic stewardship responsibilities are a challenge and financial management capability is not fully embedded within basic decision support.



Financial Management

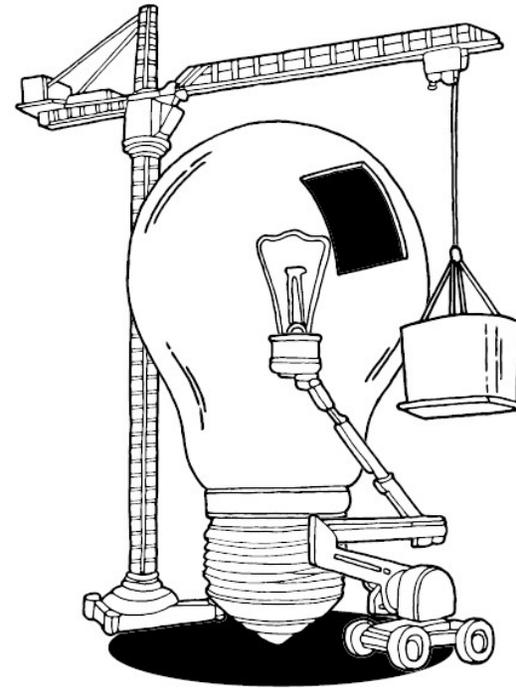
Rating	Qualifying Scoring	
*****	4.0	World Class
	3.75	Totally evidenced
	3.50	Strong
****	3.25	Highly evident
	3.0	Highly evident
***	2.75	Evident
	2.50	Mostly
**	2.25	Competent
	2.0	Basic
*	1.75	Lower than basic
	1.5	Minimal
	1.25	Weak
	1.0	Weak
	0.75	Inadequate
	0.5	Inadequate
	0	Not at all



Financial Management Capability Review (FMCR)



- Force Level = measure current status
- National level = insight and identification of themes

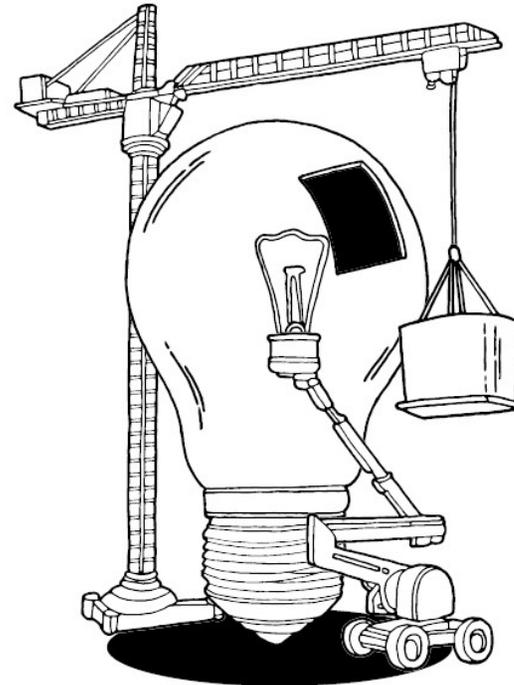


Financial Management Capability Review (FMCR)



Why did we do it?

- Keen to get a 3rd party review on our financial approach, strategies and improvement plans
- Just about to restructure across Surrey and Sussex – opportunity to Learn from best practice elsewhere
- National level = insight and identification of themes
- Potential validation to support the existing finance change programme and develop it further.



Our Experience



- Very Thorough Process
- Needed the Support to get it Done
- External View, independent, objective perspective meant no "rose tinted glasses"



So what do we do now – how are we going to use it?



- Detailed plan we need to work through and everyone is behind it
- Access to support
- Revaluation from a solid base



Benefits, learning, review



Supporting Growth and Demand Management

- The recent announcement of the additional 20,000 officers requires the same level of importance in strategic finance in dealing with growth as dealing with savings. Excellent financial management is still required
- Maintaining/protecting investment
- Ensuring investment delivers returns/outcomes/benefits planned
- Continued focus on efficiencies
- Understanding cost drivers
- Enablers



Data

- POA analysis
- Cost drivers
- Benchmarking
- Comparisons
- Links to operations performance and changing demand
- Role of HMICFRS



People

Leadership Academies

CIPFA's leadership offerings are designed to cover the career journey that Finance professionals take post-qualification.

As careers progress, duties, objectives and responsibilities increase in complexity; as does decision making and the need to support others in their decision making. At each stage of this progression, it is necessary to make changes to how tasks are approached and other working methods, to ensure that team members are ready and equipped for more senior roles.

The two principle leadership offerings that support the journey are:

- Future Leaders academy (FLA)
- CFO Leadership Academy



People

Leadership Academies

Future Leaders academy (FLA) - supports the 'next-generation' of leaders in Police finance for those moving into more senior positions within the next 1-5 years. The FLA provides structured support on essential skills including:

reflective leadership | governance and risk | project management |
business case development | the essentials of Finance Business Partnering | change management
in a six 1 day Modules - this a 3 day in-depth conference over a 24 month period.

CFO Leadership Academy - aimed at serving CFOs, this is CIPFA's flagship programme that has been running for over 10 years. This is for CFOs operating in a complex environment and focusses on improving the individual personal influencing skills of CFOs, when interacting with senior colleagues.

Over a period of 7 months, we provide 7 interactive workshops, covering ideas on personal impact, managing complexity and continual development, decision-making and five high-impact 'Action Learning Set' meetings over a 12 month period.

Additional places can be purchased for the FLA and CFO academies:
Future Leaders Academy- discounted additional spaces @£4500 +VAT
CFO Academy- discounted additional spaces @£1500 + VAT



People

CFO Peer Support

The purpose of this stream is to help improve CFO's strategies for influencing significant decisions in their working environments. Police CFOs operate in fast-paced, complex political environments, where they need to use their personal influencing skills to ensure that the team are involved in and positively influence, decision-makers and the decision-making process. As progress is made, those involved develop a great deal of 'implicit' knowledge and 'taken-for-granted' behaviours that enable them to operate effectively.

An effective method of identifying effective knowledge and skills is to work with police CFO peer colleagues in facilitated off-site sessions known as a CFO Retreat. CFO Retreat - The format of the CIPFA Police CFO retreat is to have groups of CFOs focus on a specific set of personal influencing problems without easy answers. In the facilitated discussions, colleagues will explore the topic areas and reflect on effective strategies for managing any situation that arises.

83% of Supts and Chief Supts agreed their role had an excessive depth of responsibility

74% expected to be contacted on their rest days

27% were experiencing signs of depression

The Association's Personal Resilience Survey 2016-17 Involved Superintendents and Chief Superintendents 47 forces



People

Finance Business Partner Development

- In addition to the AFEP core offer, also developing FBPs with CIPFA support – we are putting all of the Surrey and the Sussex Finance Business Partners through the development programme. It enables finance practitioners to use their expertise to advise and guide decision makers – giving them a better understanding of the financial implications of their operational and strategic policy decisions.
- Focuses on the skills, knowledge and expertise required to operate effectively as a FBP. Blending online and classroom based training and using a range of methodologies and current best practice, it will enable you to
 - Module 1 – Finance Business Partnering
 - Module 2 – Commercial acumen
 - Module 3 – Communication and presentation skills
 - Module 4 – Behavioural skills and emotional intelligence
 - Module 5 – Influencing skills: impact and presence
 - Module 6 – Transformational change

The course is completed over approximately 10 months. This includes four days of classroom learning plus approximately 100 hours of additional work to complete course reading and assessment requirements. ILM level 7.



People

Apprenticeships

- Use of Apprenticeship Levy accounts to fund the training costs of finance trainees.
- Level 7 Professional Accountant apprenticeship funding band has been approved at £21,000 to pay for the training of each apprentice. The course is completed over approximately 10 months. This includes four days of classroom learning plus approximately 100 hours of additional work to complete course reading and assessment requirements
- 2x Trainees initially – 1 in Surrey Police, 1 in Sussex Police

Financial skills for non-financial managers

- Budget holders FFNFM
- Leaders (Business Skills element)
- Linking with the National College of Policing

Wellbeing

- AFEP people work stream to develop links with CIPFA's wellbeing working group for CIPFA members, led by Margaret Pratt



CIPFA

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Thank you

