

JOB TITLE:	Director of Resources
DIRECTORATE:	Chief Executive
DATE PREPARED:	Created May 2010 (Reviewed in Nov 2016)

REPORTS TO:	Chief Executive
--------------------	-----------------

JOB PURPOSE:

- As a member of the Corporate Management Team, to support the Chief Executive in the overall leadership of Central Bedfordshire Council, and to provide effective leadership and direction for the Finance team to ensure the delivery of the Council's Medium Term Plan and other relevant objectives.
- Contribute to the formation of corporate vision and strategy to support the Chief Executive in delivering high quality, cost effective solutions to the outcomes that the Council is seeking to achieve based on its aspirations for Central Bedfordshire as a place and the customer experience it is seeking to deliver to residents.
- Clearly communicate vision and strategy to staff, to secure effective engagement with and commitment to the outcomes the Council is seeking to deliver.
- Deliver a framework which ensures that policy formation, the determination of service outcomes and decision making is informed by accurate and timely information, including effective option appraisal, financial and where appropriate commercial analysis, together with an understanding of the customer perspective.
- To be responsible for the overall financial governance of the Authority and to discharge the functions of the statutory Section 151 Officer role, providing appropriate assurance that the internal control and governance arrangements are in place across the Council and promoting good financial management, safeguarding public money and ensuring Value for Money in the Council's activities.
- To lead the four functional areas that comprise Finance:-
 1. Financial Control which produces the statutory financial accounts, maintains financial controls and advises on governance issues, manages the authority's treasury function and ensures the organisation has the necessary insurance cover. This area is also responsible for income management and payment of all invoices across the Council, as well as capital budget monitoring.
 2. Financial Performance and Support which consults on and delivers the Medium Term Financial Plan, provides financial support, advice and information to the rest of the organisation and ensures that its resources are used effectively.

3. Revenues and Benefits which processes and manages benefit claims (Housing and Council Tax Support Scheme) and bills, administers and collects Council Tax and non domestic rates and takes all appropriate recovery action against debtors.
4. Internal Audit and Risk which provides independent and objective assessment of performance against key governance criteria, identifying risks and makes recommendations for improvement. This also includes the lead role on Risk Management for the Council and maintenance of the Council's Strategic Risk Register.

MAIN ACCOUNTABILITIES::

Generic Accountabilities

1. To work alongside the Chief Executive in providing effective and visible leadership and innovatively managing services provided by the Finance team, to secure and sustain the necessary changes in culture and practice, to ensure that services perform well in line with corporate aims, goals and objectives.
2. To be a specialist/expert adviser on all aspects of the service areas for which responsibility is held, ensuring that appropriate professional advice is given to elected Members, Chief Executive, Directors and senior managers.
3. To contribute to all corporate aspects of Council business, including Organisational Development and Service Improvement Boards.
4. To ensure that services are delivered in a way that is responsive to the needs of customers, be they other colleagues across the Council or residents and businesses and that Finance staff possess the skills, aptitude and knowledge to provide high standards of customer service and are focussed on delivering the Council's objectives and programmes of change.
5. To determine the most cost effective use and deployment of resources in order to achieve corporate and departmental objectives. To take overall responsibility for the budgets in the assigned service areas for which responsible; to ensure that expenditure and income is managed effectively and monitored and that budgets are transparent and fully accounted for.
6. To lead and manage the performance and development of Heads of Service, ensuring that in their planning and performance, the services they provide meet agreed Council policies and desired outcomes including through effective service and budget plans.
7. To work in partnership with other senior managers to ensure that services operate co-operatively across organisational boundaries to achieve Council objectives.
8. To support positive, constructive and productive relationships between the Council Members, strategic partners, stakeholders and local communities.
9. To put in place and maintain effective practices and processes to monitor and improve performance against agreed outcomes.
10. To establish and maintain effective means of communication and engagement with all staff and maintain good relationships to promote a climate of positive

industrial relations through regular consultation and the timely resolution of issues.

11. To ensure that corporate policies and processes are known and acted upon by all employees.
12. To promote equality and inclusion across all service provision and in employment practices, through best practice, personal example and appropriate policy initiatives.
13. To ensure that the Council is able to demonstrate compliance with its statutory financial obligations.
14. To exemplify through personal behaviour the Council's values and appropriately challenge behaviour in others that does not reflect those values.

Role Specific Accountabilities

15. Oversee the Finance functions, to support service areas in managing financial planning, budgeting, monitoring and revenue generation activities, and ensuring all regulatory requirements are met.
16. To discharge the role of Section 151 Officer, developing, maintaining and monitoring the Council's budgetary and financial planning arrangements to ensure robust medium term financial plans are developed to support the delivery of the Council's priorities, strategies and policies.
17. To provide expertise and strategic advice to all Council Members and the Executive regarding the Council's financial position and financial implications of the organisational strategy – providing a sound basis for strategic decision making.
18. Establish and maintain good working relationships with elected Members of all parties, especially Opposition Group Leaders, to provide independent financial advice on all relevant matters.
19. To oversee the operation of all Finance functions and processes including Financial Control, Financial Performance and Support, Revenues and Benefits and Internal Audit and Risk, providing support and advice to business units and ensuring an efficient and effective, proactive delivery of all financial services.
20. To prepare the Council's four-year financial plan, anticipating and accounting for the impact of forecasted demographic, economic, legislative and political changes on the Council's financial position in order to ensure a long term stable financial position, improve service delivery and identify ongoing efficiency savings.
21. To lead the budget setting process and be accountable for closing the end of year statement of accounts.
22. To develop and maintain a proactive, enabling and risk based approach to Internal and External Audit to help service areas identify opportunities for improvement and provide help and support in planning the implementation of new developments.
23. To ensure provision of efficient, customer focused front line services and that revenues and benefits are collected and distributed equitably, in accordance with the appropriate statutory frameworks.
24. To ensure the Housing Benefit subsidy grant (c.£57m pa) is administered appropriately to the desired quality standards and in a timely fashion to minimise

DWP financial clawback claims against the Authority.

25. To assess and create developments necessary to meet the needs of accounting codes and financial best practice, government standards, value for money and inspection regimes.
26. To scrutinise proposals for major capital spend, assessing the risks and opportunities of the proposal including assessment of the business cases, and advising on the implications.
27. To ensure the Council is able to maximise its investment opportunities within an acceptable level of risk, and manage the debt portfolio so as to minimize the cost of debt within the approved Treasury Management Strategy.

KEY DECISIONS MADE:

- Determine the Financial Control framework including setting appropriate accounting policies;
- Determine the structure of the Council's £320M debt and ensure that the most favourable rates are obtained;
- Make spending decisions within the scheme of delegation;
- Exercise powers under S114 of the 1988 Local Government Finance Act.
- Contribute to setting the strategic direction of the Council
- Deployment of resources, within Council policies

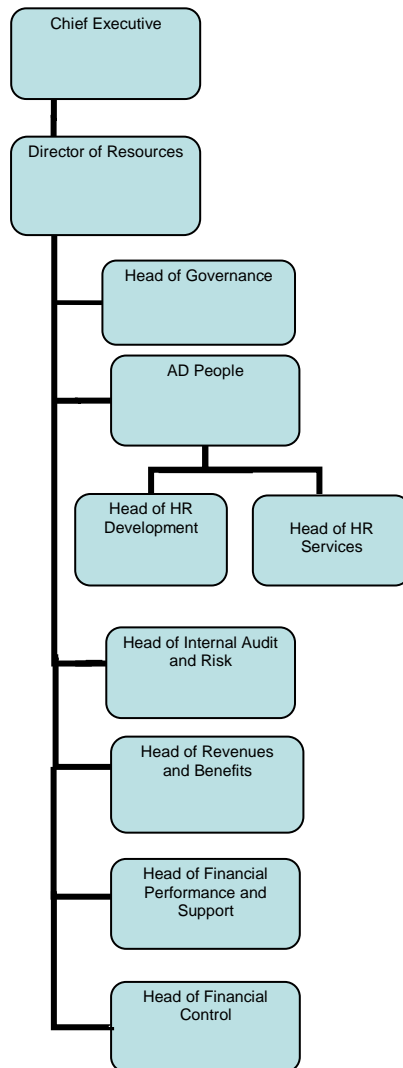
CONTACTS::

- Corporate Management Team
- Chief Executive and senior managers from all Directorates in the Council
- Elected Members
- Members of Overview and Scrutiny Committees
- Partners from the Public, Private, Independent and Voluntary and Community Sectors

RESOURCE CONTROLLED:

- 6 Direct Reports and approximately 258 Indirect Reports
- Budgets (excluding benefits):
 - £16,898,000 (£5,188,000 Finance departmental budget plus £11,710,000 Debt Management budget)
 - Benefit payments of £57,086,000 excluded from the figure above.
 - Council Tax billing and collection of £150m and NNDR billing and collection £79m
- Councils overall gross expenditure budget for 2014/15 is £371m (excluding Schools and HRA)
- Schools Expenditure Budget is £182m
- HRA Expenditure Budget is £29m

ORGANISATION CHART:



PERSON SPECIFICATION

	Essential Criteria	Desirable Criteria
1. Qualifications	<ul style="list-style-type: none"> Chartered accountancy qualification Continuing professional and management development 	<ul style="list-style-type: none"> Project Management – Prince2 Foundation and/or Practitioner
2. Relevant Experience	<ul style="list-style-type: none"> Significant experience in a relevant leadership position Substantial experience of developing strategy in a period of rapid change, working within challenging resource constraints to enable the achievement of agreed outcomes Successful track record in managing a Finance function of comparable size, scope and complexity that has demonstrated excellent customer services Significant experience of strategic financial management including managing complex budgets. Experience of working with stakeholders and partners in a way that has built long term relationships of trust and strength and has met the organisations aims and objectives. A detailed knowledge of public sector SORP regulations and propriety standards. Experience of several annual cycles of financial processes sufficient to give exposure to the range of elements involved in financial planning and accounting and experience of resolving a wide range of issues. Experience leading, managing and coaching effective and productive teams of staff, appropriately developing and nurturing those staff as well as tackling any underperformance Experience of delivering high standard, customer focused financial services through others Exposure to an ERP system (e.g. SAP) with experience of improving the management of financial data and refining an ERP system to make it fit for purpose 	<ul style="list-style-type: none"> Experience of working for a large public sector organisation and of working within a political environment
3. Knowledge, Skills and Abilities	<ul style="list-style-type: none"> Knowledge of the challenges facing local government and an understanding of the political and corporate environment in which it operates. Ability to propose, develop and implement strategies, making clear, informed, appropriate and timely decisions, enabling the achievement of agreed outcomes Ability to think strategically and apply 	

	Essential Criteria	Desirable Criteria
	<p>analytical reasoning to complex problems</p> <ul style="list-style-type: none"> • Political judgement and sensitivity inspiring the confidence of Members, colleagues and partners • Prepared to lead and defend difficult decisions impacting on service direction and the Council as a whole • Ability to lead by example and to provide direction and motivation for individuals, teams and partners. • Ability to deliver ambitious objectives through effective prioritisation, project management and the efficient use of resources • A thorough understanding of customer care principles, systems and methods • Ability to recognise where change is needed, to embrace and create an enthusiasm for change and to work effectively with others to deliver outcomes • Highly developed oral, written and presentational skills, • Strong negotiation and influencing skills • Unquestionable honesty, integrity, credibility and probity • Resilience whilst under pressure 	
<p>4. Style and Behaviour</p>	<p>Fully subscribes to the Core Values of the Council</p> <ul style="list-style-type: none"> • Respect and Empowerment Stewardship and Efficiency Results Focused. • Collaboration <p>And models the associated behaviour</p> <p>A leader of people with clear vision (and ability to effectively communicate that vision)</p> <p>Highly motivated and driven to achieve challenging objectives</p> <p>Ability to work as part of a team, and to encourage, support and provide challenge to others as appropriate</p> <p>Sound organisational awareness, and an understanding of how to deliver outcomes through a complex organisation</p> <p>Works in way which promotes joined up working and continuous improvement</p> <p>Promote equality and inclusion through own</p>	

	Essential Criteria	Desirable Criteria
	behaviour, employment practices and policy initiatives	

Key Attributes

- Ability to develop one's self to one's full potential, applying technical and / or professional knowledge and expertise, to deliver organisational aim and objectives and to possess the personal capacity to "grow" as the role requires.
- Understanding the needs of the other service functions within the Directorate, and working with the Corporate Management Team in finding ways of supporting the delivery of programmes and objectives each is leading on for the Council to achieve the desired outcomes. This entails contributing to ensuring support services come to be seen as an integral and dependable part of the team required to support those objectives and programmes. Relationship management skills will be critical here, as will a manifest commitment to working in partnership to deliver agreed outcomes and promoting a "one council" approach.
- A willingness to work co-operatively and successfully in partnership with both:-
 - colleague ADs to ensure a "joined up" set of support services is delivered ie: the advice and support from Finance, HR, ICT, Legal etc is blended together as a complete package, rather than presented to colleagues in isolation of each other, and
 - other senior management colleagues across the Council to ensure services operate co-operatively to achieve the Council's objectives.
- Develop and deliver a convincing strategy for moving the Finance function from a focus on transactions to a position where transactions are delivered effectively "in the background" so there is an increasing emphasis on strategic planning and advice to help enable the organisation to achieve its objectives.
- Effective change management and programme management skills.
- Demonstrable commitment to customer service excellence, ensuring that services are delivered in a way that is responsive to the needs of customers be they other colleagues across the council or residents and businesses, are convenient and as accessible as possible, are efficient and adopt a "right first time" approach.
- Creating the capability to understand why customers contact the Council and identify and secure support for strategies for meeting their needs
- Cultivate working relationships with other organisations, including in the public and voluntary sector which enables services to be "joined up" to avoid people having to go to different offices or agencies for the help they need. Effective relationship management and partnership skills will again be crucial.
- To be committed to the Council's vision, values and objectives and actively communicate and promote these to staff, partners and the public; demonstrating the values in action and ensuring they are embedded within your services.

To successfully embed a strong culture of performance management and continuous improvement that drives consistent delivery of high quality, efficient and value for money services