

**Role Profile:** Director of resources (Section 151 officer)  
**Reports To:** Director for economy, communities and corporate  
**Direct Reports:** Head of corporate finance (deputy S151 officer), Head of management accounting, Finance business partner, Head of human resources and organisation development, Strategic human resources business partner (interim) Head of corporate asset management and property services manager. There are additional line management responsibilities for heads of service (Technology, Finance and HR) within the arm's length support service company Hoople Ltd

**Role purpose:** To lead the delivery of a broad range of services to meet customer and community needs and the overall Herefordshire Council strategy. The role will raise service quality and achieve value-for-money by managing resources in the most effective and efficient way.

### Accountabilities specific to the role

#### Section 151 Officer

- Take overall responsibility for the proper administration of Herefordshire Council's financial affairs
- Lead the development of the authority budget process against a background of needing to make further significant savings,
- Working with Cabinet, members, and Management Board lead the development of the medium term financial plan ensuring the allocation of resources to deliver the councils priorities, and maintaining adequate levels of reserves and ensuring demonstration of value for money when compared with statistical neighbours
- Give assurance to Council on the deliverability of proposed budgets and that the council can operate legally within its overall financial resources.
- Working with the Monitoring Officer, support the effective governance of the authority through the development of corporate governance arrangements, risk management and reporting frameworks and decision making arrangements
- Ensure the delivery of effective audit and assurance arrangements including an effective audit and governance committee

#### Financial Services

- Hold directors and senior managers to account for delivery against financial plans
- Produce recommendations on cost savings and efficiencies through critically analysing the budget, current and historical spend. Undertake benchmarking and modeling demand/cost trajectories to inform the plan which must integrate within the overall corporate planning cycle and evidence base.
- Ensure the provision of high and quality of financial support to the organisation; giving strategic, professional financial advice.
- Develop, implement and review Herefordshire's capital and property investment strategies; treasury management strategies, policies and procedures; and, financial management policies, procedures and practices
- Ensure the effective discharge of Herefordshire's financial obligations as accountable body in externally funded programmes.
- Develop, implement and review final accounts procedures so the annual statement of accounts is produced accurately and on time. This will include compliance with the International Financial Reporting Standards.
- Ensure maintenance of key corporate financial databases and systems.
- Lead on the development, implementation and review of financial and performance monitoring arrangements to ensure accurate information is available when needed for Herefordshire's formal performance monitoring reports.

#### Property Services

- Take overall responsibility for the effective use of the council's property and land portfolio
- Develop and maintain a dynamic corporate asset management plan, aligned to the objectives of the council, and in particular securing increased income generation, supporting the transition of services to local communities, maximising capital receipts, and stimulating growth and investment in the county
- Lead a review of the delivery model for property services and implement any changes identified by the review
- Ensure effective programme and project management arrangements are in place to support delivery of the capital programme
- Ensure the council's statutory landlord functions are fulfilled effectively

#### Information Technology

- Maintain efficient and effective management information systems for the organisation, working with the assistant director governance to ensure alignment with information governance requirements
- Develop an Information Technology Strategy to meet the needs of the organisation and ensure effective implementation arrangements are in place
- Ensure robust arrangements are in place for maintaining and storing data
- Deliver and monitor the effectiveness of the Digital Strategy
- Ensure robust investment and option appraisal of business solutions and ICT infrastructure.

#### Human Resources and Organisational Development

- Develop and implement the people strategy and delivery plan, including terms and conditions
- Deliver an organisational development programme within available resources to address gaps in organisational capability, eg performance management, leadership, project management and cost reduction
- Support development of partnership working with Trade Unions
- Overall responsibility for payments to staff, complying with HMRC and Pension scheme requirements
- Implement and monitor innovative, flexible and effective HR policies to ensure compliance with the law and best practice

- Commissions workforce planning, training and development and to ensure the council’s staff have the right skills.

**Overall arrangements for Support Services**

- Overseeing the work provided by Hoople Ltd for the council as client and shareholder, including line management responsibilities as required.

**Responsibilities and behaviours**

1. As a management board member, lead the creation and implementation of the overall business strategy and operating model to achieve the vision for Herefordshire Council
2. Design and deliver value for money integrated public services and ensure attention to improving efficiency and robust cost management.
3. Ensure services are customer focused through effective community and user engagement in the commissioning of services.
4. Develop relationships with partner organisations to meet the needs of Herefordshire’s communities collaborating with all sectors to continuously improve the quality of life in the county.
5. Assume accountability for directly managing integrated service delivery, managing conflicting priorities and driving the achievement of continuously improved locality-based customer outcomes.
6. Develop services managed with appropriate partners, spotting and taking advantage of external changes so resource utilisation is maximised in the long term.
7. Act as a figurehead for the service areas managed, liaising with Members, non-executive directors and senior individuals in external agencies, regionally and nationally, to influence agendas and increase inward investment
8. Promote Herefordshire to all key stakeholders to ensure the county is positioned successfully for increased inward investment and policy consideration. Manage the investment in relationships made by Herefordshire Council to deliver the best possible return.
9. Support Members by providing the highest quality advice and guidance on areas of policy and strategy, ensuring that Members are appraised about issues to enable informed decision making in line with the Herefordshire Council vision and priorities.
10. Safeguarding and promoting the welfare of children, young people and vulnerable adults. Ensuring that that staff are aware of the Herefordshire Safeguarding procedures for sharing information about the welfare of any person for whom they have safeguarding concerns. Ensuring that staff attend training to enable them to recognise the indicators for concerning behaviour and receive safeguarding supervision as appropriate.
11. Drive appropriate organisational improvement and transformation; and lead cultural and policy change in line with the council’s vision and values.
12. Provide exemplary leadership ensuring behaviours meet organisational values and creates a working environment where employees are empowered and can deliver their best; holding others accountable for their decisions.
13. Set and manage ambitious performance expectations, recognising success and taking timely remedial action; keeping stakeholders informed of progress against targets.
14. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations.
15. Ensure the provision of expert technical advice by service areas to senior leaders and partner organisations.
16. Create an environment where learning, innovation and the application of new ideas flourish resulting in significant improvements to service delivery.
17. Take responsibility for managing risks and resolving issues that may have a significant impact on the council.
18. Understand and meet all required legislation and governance to deliver the required service standards.

**Skills, knowledge and experience**

- Member of a recognised accountancy body, qualified through examination, and subject to oversight by a professional body that upholds professional standards and exercises disciplinary powers.
- Substantial post qualification experience of working at a strategic level in a large complex organisation with a turnover of £100m +
- An experienced senior manager with a track record of delivering top quality public services and continuous improvement.
- A background of successfully leading multiple business units and meeting the needs of customers across diverse localities.
- The ability to translate corporate strategy into service delivery by generating clarity for others through exceptional leadership, organisational development and change management expertise.
- Demonstrable achievement of value for money for customers with a strong focus on maximising a return from available resources
- A leader who engages and enables others to deliver their best.
- Knowledge of commissioning-based service models and their application in a public service context.
- Ability to build partnership relationships and influence government policy.
- Literate in information and communications and digital technologies.
- A comprehensive professional/developmental track record, including relevant advanced theoretical and practical knowledge.

**Employees and culture**

- Employee engagement
- Working climate and employee motivation
- New ideas implemented
- Behaviour

**Relationships**

- Team feedback
- Policy influence to all stakeholders
- Senior management feedback
- Partner feedback

**PERFORMANCE MEASURES**

**Customer Service**

- Customer satisfaction/ service quality
- Quality of life in County
- Positioning resources for future success

**Value for Money**

- Resource utilisation (inc benchmarking)
- Cost reduction
- Service improvement

**Council values:** I aim to put **PEOPLE** at the heart of everything we do

**People** – treating people fairly, with compassion, respect and dignity

**Excellence** – striving for excellence and the appropriate quality of service, care and life in Herefordshire

**Openness** – being open, transparent and accountable

**Partnership** – working in partnership, and with all our diverse communities

**Listening** – actively listening to, understanding and taking into account people’s views and needs

**Environment** – protecting and promoting our outstanding natural environment and heritage for the benefit of all.