

**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 Corporate Asset Management

**Role purpose:** To lead the delivery of a broad range of corporate 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 including an effective audit function
- 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 & 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 (including facilities management) 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

**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.

**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.

<p>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</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>11. Drive appropriate organisational improvement and transformation; and lead cultural and policy change in line with the council's vision and values.</p> <p>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.</p> <p>13. Set and manage ambitious performance expectations, recognising success and taking timely remedial action; keeping stakeholders informed of progress against targets.</p> <p>14. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations.</p> <p>15. Ensure the provision of expert technical advice by service areas to senior leaders and partner organisations.</p> <p>16. Create an environment where learning, innovation and the application of new ideas flourish resulting in significant improvements to service delivery.</p> <p>17. Take responsibility for managing risks and resolving issues that may have a significant impact on the council.</p> <p>18. Understand and meet all required legislation and governance to deliver the required service standards.</p>	<ul style="list-style-type: none"> <li>• Demonstrable achievement of value for money for customers with a strong focus on maximising a return from available resources</li> <li>• A leader who engages and enables others to deliver their best.</li> <li>• Knowledge of commissioning-based service models and their application in a public service context.</li> <li>• Ability to build partnership relationships and influence government policy.</li> <li>• Literate in information and communications and digital technologies.</li> <li>• A comprehensive professional/developmental track record, including relevant advanced theoretical and practical knowledge.</li> </ul>				
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<p><b>Council values:</b> I aim to put <b>PEOPLE</b> at the heart of everything we do</p> <p><b>People</b> – treating people fairly, with compassion, respect and dignity  <b>Excellence</b> – striving for excellence and the appropriate quality of service, care and life in Herefordshire  <b>Openness</b> – being open, transparent and accountable  <b>Partnership</b> – working in partnership, and with all our diverse communities  <b>Listening</b> – actively listening to, understanding and taking into account people's views and needs  <b>Environment</b> – protecting and promoting our outstanding natural environment and heritage for the benefit of all.</p>					

**Organisation competencies for this role**

<p><b>Customer and community focus</b></p> <ul style="list-style-type: none"> <li>• Ensures that the organisation's vision, strategy, values, processes and systems are driven by customer needs</li> <li>• Advocates customer or service user interests throughout the organisation</li> <li>• Focuses resources to deliver value to customers or service users</li> <li>• Empowers communities to participate in decision making about key local public services</li> <li>• Leads the development of strategies that respond to the diverse needs of city, market town and rural localities</li> <li>• Ensures that the organisation's vision, strategy, values, processes and systems are driven by customer needs</li> <li>• Advocates customer or service user interests throughout the organisation</li> </ul>	<p><b>Delivering results</b></p> <ul style="list-style-type: none"> <li>• Addresses multiple demands without losing focus or energy</li> <li>• Directs efficient and effective use of the resources available</li> <li>• Drives operational and service improvements across the organisation</li> <li>• Realistically estimates the resources required to deliver projects or programmes</li> <li>• Sets challenging objectives to achieve high quality outcomes</li> <li>• Effectively co-ordinates the activities of the whole organisation/business unit</li> <li>• Ensures that service or directorate risks are recognised and dealt with promptly</li> <li>• Reviews assurance framework on a timely basis</li> <li>• Works to develop a risk aware culture across the organisation</li> <li>• Reviews service and directorate risk registers on a timely basis</li> <li>• Works to develop a risk aware culture across the organisation</li> <li>• Conducts workforce planning to meet both current and future objectives</li> <li>• Resolves any organisational issues that are barriers to performance</li> <li>• Focuses both own and others' energy and time on priorities</li> </ul>	<p><b>Personal impact</b></p> <ul style="list-style-type: none"> <li>• Creates a climate in which people feel confident to exercise their own judgement</li> <li>• Leads on implementing environmental policy through all work areas</li> <li>• Creates a sense of self belief, energy and pride in the organisation</li> <li>• Establishes a positive health &amp; safety culture which actively encourages ownership and accountability at all levels</li> <li>• Creates a culture of inclusivity, regardless of social identity, background, preferences, beliefs, or values</li> <li>• Promotes an appropriate work-life balance across the organisation</li> <li>• Creates an atmosphere of trust and shared commitment</li> <li>• Shapes organisational values and sets a personal example by aligning own behaviour with these</li> <li>• Inspires others to achieve the organisation's vision</li> <li>• Successfully and confidently handles complex personnel issues</li> <li>• Behaves with integrity, demonstrating clear and appropriate personal values</li> <li>• Demonstrates a clear drive and passion for leading others</li> </ul>
<p><b>Driving change and innovation</b></p> <ul style="list-style-type: none"> <li>• Identifies and recommends alternative service delivery models</li> <li>• Creates a climate where innovation and change can flourish</li> <li>• Anticipates future changes to the wider business environment</li> <li>• Seeks and promotes innovation to take the organisation forward</li> <li>• Produces creative solutions to broad issues</li> <li>• Initiates, drives and supports organisational change</li> <li>• Provides support to employees during periods of change and uncertainty</li> <li>• Encourages open discussion and debate across all levels of the organisation about changes ahead</li> </ul>	<p><b>Making decisions</b></p> <ul style="list-style-type: none"> <li>• Consults with representative groups when formulating strategy</li> <li>• Involves other agencies in order to make effective decisions</li> <li>• Ensures effective decision making processes are in place throughout the organisation</li> </ul>	<p><b>Team, matrix and partnership working</b></p> <ul style="list-style-type: none"> <li>• Establishes effective working relationships with people across different levels and functions of the organisation</li> <li>• Celebrates organisational successes</li> <li>• Forms strategic partnerships for the benefit of both the organisation and the community</li> <li>• Acknowledges other people's contributions by encouraging them to take credit for their own work</li> <li>• Is approachable and supportive in their dealings with others</li> <li>• Resolves conflict and friction where it occurs</li> <li>• Supports the activities of cross-functional and multi-organisational teams</li> <li>• Builds an effective management team with complementary strengths</li> </ul>
<p><b>Communicating and engaging effectively</b></p> <ul style="list-style-type: none"> <li>• Promotes the role of the organisation within the wider community</li> <li>• Ensures that relevant and reliable information about the organisation's customers is openly shared with the appropriate stakeholders</li> <li>• Shapes communication strategies to take into account city, market town and rural localities</li> <li>• Expresses complex issues and information clearly, using appropriate language</li> <li>• Develops policies, strategy and a culture which support open communication</li> <li>• Communicates appropriately with the media</li> <li>• Successfully uses negotiation skills and tactics to move the agenda forwards</li> </ul>	<p><b>Building capability</b></p> <ul style="list-style-type: none"> <li>• Creates a culture of continuous learning and development</li> <li>• Responds positively to constructive feedback on themselves or the organisation</li> <li>• Creates opportunities for the organisation to develop new capabilities</li> <li>• Proactively identifies and encourages talented individuals</li> <li>• Assesses the organisation's capabilities and development needs</li> </ul>	<p><b>Organisational, commercial and political awareness</b></p> <ul style="list-style-type: none"> <li>• Actively scans the external environment to spot future opportunities and threats to the organisation</li> <li>• Relates to national and local political drivers to inform strategic corporate thinking</li> <li>• Monitors compliance with legislation and professional and organisational codes of conduct</li> <li>• Forges strong working relationships with high level stakeholders (e.g., Elected Members, Non-Executives and representative bodies)</li> <li>• Works with elected members to ensure strong and visible leadership and direction</li> <li>• Leads the development of workable strategies to deliver the political objectives set by the councillors.</li> <li>• Demonstrates a sound understanding of political drivers and central government procedures and their relationship to public services</li> <li>• Contributes significantly to the strategic financial planning process</li> <li>• Proactively reviews the strategy and direction of the organisation or department</li> </ul>