

# Executive Director of Finance and Resources

**Reports to:** Chief Executive

**Grade:**

**Location:** Cambridgeshire

## Job Purpose

An Executive Director of the Council and core member of the Corporate Leadership Team (CLT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services and delivery of improved outcomes and the achievement of value for money.

Acting as lead advisor to the Chief Executive and all Elected Members on all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

- Financial strategy and planning
- Corporate Finance and Treasury Management
- Service Finance and Business Partnering
- Property Services
- Commercial and Procurement
- Finance Operations
- Insurance
- Customer Contact
- Digital Services (IT)

## Leadership and Collaboration

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Ensure a leading contribution to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to effectively support all CLT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Personally role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Lead the development and maintenance of strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.

To perform the role of 'on-call' Executive Director as part of the rota for local resilience and business continuity arrangements.

To deputise for the Chief Executive as and when required.

## Governance

To fulfil the role of statutory Chief Financial Officer of the Council, in accordance with Section 151 of the Local Government Act 1972 and all subsequent guidance and professional standards, ensuring robust arrangements for the proper administration of the Council's financial affairs are in operation and comply with all relevant legal, professional, and regulatory standards.

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters as well as the internal business of the Council.

Champion and lead risk effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in the CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints and scrutiny, to maintains an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

To fulfil the role of non-executive director and/or shareholder for relevant company boards as required by the Council, complying with all necessary standards of governance and probity.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

### **Innovation**

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

### **Equality, Diversity and Inclusion**

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

## **Role Specific Accountabilities**

### **Financial Strategy and Planning**

Develop and lead the Council's future financial and budgetary strategies in an integrated manner, aligned to the Council's Corporate Strategy and Plans, ensuring the short-term achievability, affordability and cost effectiveness of the Council's overall revenue budget and capital programme as well as its medium and longer-term stability and sustainability. Develop a pro-active and clear medium-term financial strategy for the Council that reflects the changing approaches to public service funding, identifying future opportunities to develop new and improved revenue streams, planning for greater self-financing to secure a financially viable future for services to the residents of Cambridgeshire.

To be the Council's lead financial adviser and ensure provision of timely and pragmatic financial advice which is solutions driven, and incorporates a thorough understanding and assessment of risk, particularly on a range of high profile, high risk, "cutting edge" projects.

Provide clear professional advice, support and critical challenge to enable the strategic development of a more commercial focus across the Council, ensuring that appropriate right sourcing decisions are made and that appropriate delivery vehicles are used that maximise the Council's interests. Ensuring that companies

over which the Council has a controlling or shareholding interest maximise the commercial and operational interests of the Council through appropriate corporate governance arrangements.

Provide expert advice to the Pensions Committee and ensure the delivery of an effective fund management service/function to the Pensions Fund, ensuring that the fiduciary responsibilities of the Fund are achieved and that a sustainable and prudent investment strategy is in operation.

Ensure that the Council's overall approach to Capital Programme management design, delivery and phasing is aligned to a clear medium-term strategy and supports the Council's priorities. In addition, leading a cross organisational approach to ensure that capital investment is well planned and delivered effectively.

In line with operational best practice and risk management, provide financial planning, monitoring and management services across and to the Council and its federated vehicles/companies to ensure that service delivery planning and decision making is made in the context of robust resource management. Be responsible for the strategic leadership of the Council's interests in its companies, acting as shareholder representative and providing management information to the shareholder committees.

### **Property and Asset Management**

Lead the delivery of an efficient and effective Property and Asset Management Strategy for the Council, including strategic leadership and management of the Council's Property and Asset Portfolio, including the Council's Rural Estate.

Ensure that the Council has a robust approach to repair and maintenance and life safety issues across the property portfolio, ensuring that asbestos, legionella, water and fire safety issues are proactively managed and addressed in partnership with Health and Safety and regulators, as necessary.

Ensure that the Council develops an effective approach to the planned preventative management of its property portfolio and that Facilities Management arrangements are well managed, commissioned and delivered, whether through internal or external service providers.

Provide leadership to ensure that the Council's assets achieve improvements and the best standards achievable, within affordability constraints, to meet the Council's ambitions and targets in respect of climate change and sustainability, including the effective use of green and alternative energy sources.

### **Digital Services**

Lead the development and delivery of the shared IT & Digital Service for Cambridgeshire and Peterborough that supports the delivery of its services, facilitates new ways of working, enables identified business savings targets, and ensures delivery of key programmes and projects through the use of fit for purpose technology.

Provide proactive leadership to ensure that each Council delivers against its ambition to improve its focus on its customers through their web and digital services and their contact centres by exploiting technology that makes a direct contribution to the management of increasing demand on public services whilst continuing to reduce costs and improve access to Council and partners' services.

Ensure that Digital Services are delivered and developed in a manner that supports cybersecurity, data transparency and an evidence and insight led approach to service innovation and change.

Ensure that the Council maximises the opportunities inherent in the exploitation of Lean and Automation approaches to reduce duplication, cost and improve outcomes.

### **Customer Services**

Provide strategic leadership to ensure that web, voice and other customer Channels are developed, and performance managed to improve customer outcomes and experience, customer journeys and interaction with the Council and other partners and, particularly, work in close partnership with the Executive Director of Strategy and Partnerships to ensure alignment with the Council's approach to localism, decentralisation and the face-to-face provision of services and advice to residents.

Ensuring the Council delivers against its ambition to improve its focus on its customers through their web and digital services and their contact centres by exploiting technology that makes a direct contribution to the management of increasing demand on public services whilst continuing to reduce costs and improve access to Council and partners' services.

Ensure that the Council maintains a clear and well managed approach to Customer Complaints and Compliments, including the regularly review and updating of relevant policies and ensuring that the Council develops a customer centric and responsive culture, working in partnership with the Executive Director of Strategy and Partnerships to ensure that responses to the Local Government and Social Care Ombudsman and other regulators are well managed.

### **Commercial and Procurement**

Provide strategic leadership to ensure the development, design, delivery and evaluation of a robust commercial and procurement strategy for the authority, ensuring that this enables the achievement of the Council's priorities supported by internal and external partners, robust commissioning and contract management arrangements and performs its duties and functions in fulfilment of its statutory obligations.

To lead on creating a commercial culture across the organisation. Establish a strategic approach and framework within which the Council will consider commercial opportunities including the identification of commercial opportunities, new markets, and investment acquisitions which will support the longer-term stability and financial sustainability of the Council.

Ensure that commercial and procurement activities are focussed upon driving a stronger commitment to social value, stimulating the local and green economy and enabling an increase in apprenticeships across Cambridgeshire and using the Council's 'buying power' and role as an anchor institution to contributed to community wealth building and a circular economy to a greater extent.

Ensure that the Council has a capable, confident and effective Commercial and Procurement Function which provides professional advice, support and challenge to services and which is professionally well led and ensures value for money, quality of outcomes and social value is embedded across the Council, along with embedding an effective approach to contract management across all services.

### **Lead Authority Services - Insurance and Finance Operations**

Provide strategic leadership on the provision of shared services to the Council's partners in the Lead Authority model and be lead the commissioning of shared services for CCC. Take a pro-active role in transforming shared services to meet the changing needs and expectations for customers.

## Person Specification (essential criteria)

<b>Experience</b>	<p>Significant and successful experience of:</p> <ul style="list-style-type: none"> <li>• working at a strategic senior leadership level within a large and complex organisation in the public sector with comparable scope, responsibilities, budget, and resources.</li> <li>• Providing balanced strategic advice and guidance in a political setting.</li> <li>• Leading the delivery of public services with competing priorities and demands often outside of the Council’s direct control.</li> <li>• Operating within a multi-agency delivery model with multiple partners and stakeholders.</li> <li>• Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.</li> <li>• Delivering complex projects that have a high degree of external facing challenge and ensuring delivery on time and within budget and outcomes.</li> <li>• Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.</li> <li>• Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.</li> <li>• Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council’s objectives</li> <li>• Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.</li> <li>• Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.</li> </ul> <p><b>Role specific:</b></p> <ul style="list-style-type: none"> <li>• Strong experience of developing and setting financial strategy and plans over a short, medium and long-term basis, with the ability to manage finance and resources within a strong performance management culture.</li> <li>• Experience of developing or delivering financial advice and services and implementing financial management frameworks in a complex and changing environment.</li> <li>• Extensive experience of strategic financial planning and financial service delivery with a demonstrable and proven record of achievement. This will include experience of developing and implementing planning, commissioning and performance frameworks in a multi-disciplinary and partnership environment.</li> <li>• Successful track record of managing large and complex portfolios successfully in a challenging financial environment.</li> </ul>
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<b>Skills and knowledge</b>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.</li> <li>• Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.</li> <li>• Proven business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.</li> <li>• Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.</li> <li>• Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.</li> <li>• Ability to establish and sustain positive relationships that generate confidence, ability and trust.</li> <li>• Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.</li> <li>• Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.</li> </ul> <p><b>Role specific:</b></p> <ul style="list-style-type: none"> <li>• Thorough knowledge and understanding of the role of a Chief Financial Officer in Local Government, in particular the responsibilities of a Section 151 Officer, the statutory and governance frameworks.</li> <li>• Understanding of the operation of services through wholly and partly owned Council vehicles, including tax and governance arrangements, and preferably commercial experience of setting up and supporting and/ or running such vehicles, including sourcing and securing of capital and funding, as appropriate.</li> <li>• Knowledge of implementing performance management systems to meet Council objectives and performance targets, whilst handling a diverse and complex workload.</li> </ul>
<b>Personal Effectiveness</b>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> <li>• A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.</li> <li>• Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.</li> <li>• Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.</li> <li>• Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external</li> </ul>

	<p>stakeholders.</p> <ul style="list-style-type: none"> <li>• Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.</li> <li>• A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.</li> <li>• Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.</li> </ul>
<p><b>Qualifications</b></p>	<ul style="list-style-type: none"> <li>• Qualified accountant including membership of relevant CCAB bodies (as set out in Local Government Finance Act).</li> <li>• A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.</li> <li>• Evidence of continuous professional and leadership skill development.</li> </ul>