

Role Title	Strategic Director of Resources
Pay Scale	SD 1
Purpose	
<ul style="list-style-type: none"> • As a member of the Council's Senior Leadership Team, to work with Members and Officer colleagues to develop the vision and values for the London Borough of Waltham Forest and to contribute to the delivery of that vision through sound strategic financial guidance to the authority. • To be responsible for the provision of high quality strategic and business leadership to ensure delivery of the strategic and operational objectives, meeting statutory targets in a "value for money" manner, having due regard to financial management, governance and stewardship. The post holder will be responsible for the development and delivery of financial services to the highest professional standards. • To be the Council's statutory Chief Finance Officer, developing, implementing and monitoring financial strategy and policies to comply with the provisions of sS151 of the Local Government Act 1972, The Local Government Finance Act 1988, The Local Government Act 2003 and other relevant legislation; maintaining strong financial management underpinned by effective financial controls. The postholder will also be the Chief Finance Officer for the London Borough of Waltham Forests Local Government Pension Fund. 	
<i>Generic Accountabilities</i>	<i>End Results / Outcomes</i>
Direct, develop and control the service. Responsible for all operational decision making and management of the service.	<p>To be the Council's strategic advisor on all resource and financial matters.</p> <p>To develop and implement the appropriate strategies and delivery plans to meet the Council's targets and objectives.</p> <p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</p> <p>To lead on the development of a customer focused approach - Service quality, customer satisfaction, efficiency and continuity are maximised.</p>

<p>Service strategy and policy formulation and implementation are aligned to the Council's overall corporate strategy and objectives.</p> <p>Actively contribute to the corporate management and strategic direction of the council as part of the Senior Leadership Team.</p>	<p>To develop and implement policies, strategies and plans to deliver the Council's vision, strategic objectives and service goals.</p> <p>Changing priorities and external requirements are anticipated and assessed.</p> <p>Innovative approaches and responses are developed and delivered.</p> <p>To work with the Leadership Team to develop and maintain a corporate and integrated approach to performance management, quality standards and service delivery.</p> <p>To assess and advise on all new major service initiative across the Council to ensure the appropriate funding mechanisms are in place.</p>
<p>Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.</p>	<p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p> <p>Compliance is monitored and ensured.</p> <p>Action is taken to resolve any issues identified.</p>
<p>Accountable for the strategic and operational planning and delivery of the service targets and objectives.</p> <p>Ensure the service's plan and performance (either directly or through commissioned / managed services) result in the implementation of agreed Council strategies, policies and outcomes.</p> <p>Input to the strategic planning of the wider organisation</p>	<p>Policy direction is translated into service outcomes.</p> <p>Service and business plans and targets are developed, communicated, cascaded and monitored.</p> <p>Robust performance and quality management systems and procedures are in place and meet all requirements.</p> <p>Performance, quality, procurement and contractual compliance are managed effectively.</p> <p>To advocate for effective corporate management and inter-service working wherever possible.</p> <p>To ensure the production of Annual Accounts, Medium Term Financial Strategy and all other statutory returns.</p> <p>To ensure that key functions including financial management and reporting, value for money, risk management, ICT, procurement and audit comply with all</p>

	<p>statutory requirements, are fit for purpose and demonstrate best practice.</p>
<p>Advise Strategic Leadership Team and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.</p>	<p>Act as lead professional adviser in area of responsibility.</p> <p>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.</p>
<p>Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.</p>	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional and national Forums.</p>
<p>Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.</p>	<p>Where appropriate, delivery of the service is achieved / supported through partnerships an innovative delivery.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared and promoted.</p>
<p>Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.</p>	<p>The service is led by a professional, motivated and effective management team.</p> <p>To provide leadership on all financial services to ensure the highest professional standards.</p> <p>To be professionally accountable for financial performance, including delivery of all statutory financial duties and ensuring compliance with the authority's statutory guidance.</p> <p>To develop appropriate financial and ICT systems.</p> <p>To lead, inspire and develop the management team and ensure the effective management and motivation of all staff in the Directorate.</p> <p>To ensure continuous improvement through effective performance management and quality assurance arrangements within the Directorate.</p> <p>Recruitment, induction development, performance review, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p>

	<p>Effective team meetings take place.</p>
<p>Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives</p>	<p>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</p> <p>Resources are effectively and efficiently deployed to achieve Council objectives.</p> <p>To ensure the Directorate is appropriately organised and structured to meet the Council's requirements and to keep the structure under review.</p>
<p>Direct and control the financial expenditure and integrity of the service</p>	<p>Budgets, financial and cyber risk are monitored and managed in compliance with organisational requirements.</p> <p>The service is delivered within agreed budget.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Value for money is maximised.</p> <p>To ensure all services are managed within allocated budgets.</p> <p>To identify and evaluate opportunities for service transformation to secure better outcomes for the citizens of Waltham Forest.</p>
<p>Direct and implement a comprehensive risk management programme for the service</p>	<p>Operational, financial, regulatory and political risk are identified and managed effectively and in accordance with Local Government and national working practices</p>
<p>Ensure that the capacity to respond positively to change is enhanced, "traditional thinking" is challenged, and innovative solutions are pursued throughout the area of responsibility.</p>	<p>Necessary changes to culture and practice are implemented and sustained.</p> <p>Ensure that the People Strategy is embedded.</p> <p>Conditions for others to perform and to innovate are created.</p> <p>Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.</p>

<p>Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.</p>	<p>Major change /complex multi-disciplinary programmes are monitored, and directional control provided.</p> <p>Resources required to deliver the project / programme are secured.</p> <p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p>
<p>Promote equality and inclusion across all service provision</p>	<p>Communities are involved in service decisions that directly impact them.</p> <p>Remove barriers to access and participation facing the Borough's communities.</p>
<p>Role Specific Accountabilities</p>	<p>End Results/Outcomes</p>
<p>Undertake the formal responsibilities required for assigned regulated designations on behalf of the service</p>	<p>All statutory duties as outlined in the relevant legislation are met.</p> <p>Constraints and opportunities posed by regulatory changes are identified and incorporated into strategic decision making.</p> <p>Response to service-related Scrutiny Committee enquiries are led effectively</p> <p>To be lead financial advisor for the pension committee and ensuring compliance with other relevant legislation and regulations.</p> <p>To establish and develop effective partnerships in support of the Council's objectives with other statutory agencies and with the private and voluntary sector.</p>
<p>To lead, manage, develop services and overall policy, for the Council's priorities</p>	<p>That coherent and visionary policies are developed for key Financial Services priorities within Waltham Forest, taking wider political and economic considerations into account.</p> <p>Deliver culture change activities that support an increase in staff ownership and performance accountability.</p>
<p>Manage external relationships, formally represent the Council, negotiate, partnership working and liaison with London wide and sub-regional agencies</p>	<p>Manage external relationships, formally represent the Council, negotiate, partnership working and liaison with London wide and sub-regional agencies</p>
<p>Nature of Contacts</p> <p>Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, the private sector and partner organisations to advise, discuss, challenge</p>	

and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.

Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.

Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.

Direct line management of a Senior Management Team

Procedural Context

Reports to: Chief Executive

Lead and control a council service. Member of the Strategic Leadership Team.

Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.

Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

To be the Council's strategic advisor on all Resource and Financial matters.

Post-holder is required to attend significant out of hours meetings

Key Facts and Figures

Monitor and control the budget of a council service

Decisions will impact across own service, the wider Council and its partnerships.

Employees directly managed will be senior management teams, each responsible for significant resources and operational service delivery.

Resourcing

Gross council-wide Budget Responsibilities: £1.026bn including schools funding.

Net council-wide Budget Responsibilities: circa £350m excluding schools funding.

Capital Programme: £733m over 10 years

Pension fund under management £1bn+

Resources Department revenue budget: £7.6m

Resources Department staffing: circa 350 FTE

Supervisory Responsibilities:

- Corporate Director of Financial Services & Procurement (Deputy S151)
- Corporate Director of Financial Sustainability
- Corporate Director of Governance and Law (Monitoring Officer)
- Corporate Director of Revenues and Benefits, Internal Audit & Anti-Fraud
- Assistant Director of Treasury and Pensions

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.

PERSON SPECIFICATION

Strategic Director of Resources

		ESSENTIAL	DESIRABLE
Education/ Professional Qualification	Educated to degree level or equivalent	√	
	Relevant professional qualification	√	
	Management qualification, e.g., MBA/DMS or equivalent		√
	Evidence of relevant recent and continuing managerial and professional training and development	√	
Experience	An impressive track record of developing services and translating local, regional and national requirements into practical outcomes	√	
	Extensive experience of leading a wide- ranging portfolio of services and contributing to corporate, strategic and operational management in either the public or private sector or both.	√	
	Track record of challenging existing standards and costs of services through effective performance management and best value principals	√	
	Practical experience of planning and managing large and complex financial budgets and other resources	√	
	Experience of maximising opportunities created by the innovative use of technology, modern working practices, and alternative service delivery methods	√	
	Ability to think strategically and apply analytical reasoning to complex problems	√	
	Experience of managing Revenues and Benefits and/or a pension fund		√
Skills and Abilities	Ability to work co-operatively as part of the Strategic Leadership Team and with other colleagues	√	
	Ability to lead by example and to provide direction and motivation for individuals, teams and partners	√	
	Excellent presentational and communication skills, both written and oral	√	
	Effective advocacy and negotiation skills	√	
	Political judgement and sensitivity inspiring the confidence of Council and Board Members, colleagues and partners	√	
	Ability to ensure delivery of the Council's Core Values through the Management Standards		

Personal attributes	Personal commitment to and understanding of equalities issues in aspects of service delivery and employment issue	√	
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