

JOB DESCRIPTION

Job Title: Director of Resources

Directorate & Section/Unit: Worcestershire Children First

Reporting to: Chief Executive / Director of Children's Services

Responsible for: Resources Directorate Budget £12m and 91 FTE's

Our People Values:

Our Vision, Mission, and Values define our reason for being. They are indicators of our direction of travel, to guide services and colleagues. This is particularly important for Worcestershire Children First as our Company represents positive change and new opportunities for colleagues and children, young people and families:

- **Children at our Heart** - We will keep children and young people at the heart of everything we do
- **Value Family Life** - We will support and empower parents to care for their own children well
- **Good Education for All** - We will value education as the best start in life for all children and young people
- **Protection from Harm** - We will act in a professional and timely way to protect children from harm

Purpose of job:

- Worcestershire Children First (WCF) is a wholly owned company of Worcestershire County Council. This is a high profile and demanding leadership and management role. The organisational scale is substantial and the job is highly visible. While clearly rewarding, the work can be challenging and pressurised at times, with conflicting priorities. It therefore requires candidates of the very highest quality who can clearly demonstrate how their experience, knowledge, skills and personal qualities match the following requirements. The role is for the Director of Resources of the company and Company Secretary.
- Worcestershire Children First's Director of Resources is the officer responsible for the sound financial management and business planning of the Company, ensuring that expenditure and income is effectively managed and monitored. They are also key member of Worcestershire Children First's Executive Leadership Team and will be an Executive Director on the Company's Board of Directors.
- The Director of Resources will be responsible for a wide ranging portfolio of critical services, ranging from HR, L&D, Performance, MI as well as associated Programme Management and Leading the Schools Forum. They will also be responsible for the Company's corporate governance, ensuring the Company is adhering to Council obligations.
- The Director of Resources is the Company's most senior executive role accountable for directing financial and business transformation strategy and leading the Company's support service operations. This is an influential senior management role acting as the principal advisor to the Chief Executive, Executive Board and the Non-Executive Directors in relation to the financial management and business planning of the Company The post-holder will need to develop and lead a dynamic and creative Resources Division that supports improvement and transformation activity and the effective operation of Worcestershire Children First.
- The post holder will be expected to lead the delivery of a robust financial plan that balances the needs of the Company within the funding envelope available to it. The post holder is responsible for overseeing £148 million revenue budget (2023/24) and the closure and reporting of the Company's accounts. The role requires the highest standards of integrity and judgement.

Main Activities & Responsibilities:

Corporate Accountabilities:

As a member of the Executive Leadership Team (ELT) in the council you will contribute to:

- To have an input to the strategic leadership and management of the Company and the Council to ensure that there is coherence and effective prioritisation in delivering the ambition of the Company and the Council.
- Shared collective ownership of all outcomes.
- Lead the development and implementation of corporate policies, procedures, and strategies to support efficiency savings, flexibility, change and continuous improvement.
- Deliver identified outcomes within available resources executing plans effectively and efficiently. To be underpinned by a strong financial, commercial and risk management culture, with plans in place to maximise income for the organisation in line with statutory, regulatory and constitution requirements.
- Provide effective, timely and well-judged advice and guidance to Elected Members acting as an expert adviser to the Company, Chief Executive and Board on Children's Services related issues.
- Create a culture of accountability and delivery. Challenging the status quo, having a relentless approach to implementing solutions, leading through complexity, and constructively and appropriately challenging peers, staff, members and partners to deliver agreed results and objectives.
- Ensure the translation of the WCF Business Plan / Council's Corporate Plan and its Medium-Term Financial Plan (MTFP) into effective delivery to achieve the desired outcomes including effectiveness of all its services through service reviews, plans for continuous monitoring and implementation of efficiency savings
- Ensure a commercial and outcome-focused approach to managing providers (internal and external) and developing new markets, which deliver best value for citizens, in terms of achievement of outcomes, financial performance, quality and statutory compliance.
- Co-create and act as a role model for a Member and officer leadership culture that inspires and recognises innovation, customer-focus, personal responsibility, effective delivery at pace and passionate commitment to citizens and their needs across Worcestershire.
- Provide visionary leadership to staff within the service area to create a strong performance culture and ensure the delivery of excellent services.
- Building and developing a high performing directorate leadership team, who gain leadership credibility by modelling the behaviours and performance standards expected of others. Identifying, developing and exploiting talent and ensuring a strong succession plan is in place for key roles within the Directorate.
- Demonstrate an active commitment to health and safety and encourage the development of a positive health and safety culture which ensures, as a minimum, that the Council fulfils its legal obligations in relation to health, safety and welfare of employees.
- Act as an ambassador for the Company / Council, on a local and regional basis.
- To undertake other such duties, training and/or hours of work as may be reasonably required and are consistent with the general level of responsibility of this post.

Specific Role Accountabilities:

As the Director of the company, you will be responsible for:

Leadership & Collaboration

- Demonstrate cohesive, inspiring and visible leadership across the Worcestershire Children First, ensuring our staff experience the high-impact engagement we seek to achieve with our communities, and they are enabled to work across organisational boundaries and are supported to achieve outstanding results
- Take responsibility and be accountable for allocated services.
- Sustain and develop the various integrated arrangements with system partners
- Embrace collective accountability across the WCF for high-quality outcomes, results and behaviours. Ensure all team members are clear on performance expectations, how they are progressing and provides appropriate and constructive support and actions as needed
- In conjunction with Executive Directors, drive transformational change using innovation and creativity to future-proof the organisation going forward
- As a strategic leader, champion personalisation, strength-based practice and integrated services to best meet the needs and outcomes of the people of Worcestershire
- As a member of the WCF Executive Leadership Team, fully participate in the corporate planning and management of the Directorate. Ensure full compliance with corporate policies and processes by management and staff within Children's Social Care and actively promote and encourage the adoption of company policies and initiatives.
- Establishing effective management and communication systems and processes within Children's Social Care in conjunction with senior colleagues across the company, ensure that employees at all levels are fully aware of their respective roles, functions and responsibilities and changes to legislation or Company / Council policies.
- Deputise for the Chief Executive as and when required.

Strategy Development

- Contribute to the shaping of strategic plans to deliver the WCF priorities, demonstrating and evidencing continuous improvement in Social Care practices
- Develop and translate strategic priorities into operational plans to ensure we create a resilient system that delivers the health and social care needs now and in the future.
- Demonstrate clear understanding of business choices available to WCF in the delivery of services, taking a risk-based approach to options analysis to inform decision-making, including managing and delivering sensitive or confidential communications
- Lead or facilitate effective, open and transparent engagement in accordance with Company / Council governance requirements, maintaining a robust audit trail of decision-making processes for future reference that will stand up to the rigours of good governance and scrutiny.

Relationship Management & Networking

- Reach across community segments to understand, and embrace their experiences, aspirations and perspectives to inform planning and decision-making.
- Proactively seek and incorporate data, insight trends and impacts whilst developing plans for service provision to reflect a responsive approach to meeting the changing needs of our communities within the constraints of resources available.
- Provide expert professional advice in the field of Children's Social Care to the Chief Executive / Director of Children's Services and member portfolio holder(s), demonstrating a high level of political awareness and sensitivity.
- Proactively network and engage across directorates and with partners and external agencies to identify learning opportunities and examples of best practice based on the experiences of others that can be built upon for the benefit of Worcestershire residents.

Financial & Resource Management

- Develop, implement and monitor measurable and realistic performance indicators and ensure that targets are appropriately researched in order to demonstrate quantifiable added value and positive impacts of Children's Social Care services provided by WCF.
- The provision of performance reports as required to Senior Leadership Teams, Cabinet and Scrutiny Panels, including exception reports on underperformance as required. Development of Action Plans for underperformance are implemented and monitored with clear outcomes.
- Determine most cost-effective use and deployment of resources to achieve functional objectives, ensuring compliance with statutory and financial obligations, and minimising waste
- Ensure that measurable objectives that deliver a return on investment (ROI) are cascaded and understood by relevant stakeholders, and that lessons learned are captured, identified, shared and incorporated into future business planning processes
- Maintain detailed budgets for Children's Social Care, managing revenue and expenditure in accordance with financial requirements and audit recording as appropriate

Culture

- Create and role model a positive and supportive culture within Children's Social Care, encouraging flexible and modern ways of working.
- Utilise relevant policies and procedures to maintain a safe and secure work environment for your teams.
- Encourage collective and individual accountability for equalities, health and safety and staff wellbeing, challenging any inappropriate behaviours as necessary.
- Work inclusively with a diverse range of stakeholders and provide leadership on equality issues to proactively promote equality of opportunity and remove barriers to accessing services, in line with duties set out in the Equality Act 2010.

Annual Budget Accountability WCF:

Directorate	FTE		Gross Exp (£000's)	Income (£000's)	Net Budget (£000's)
Resources Directorate	86		12,144	69	12,075
Social Care Directorate	651		81,867	387	81,480
Education and Early Help Directorate	216		14,735	1,539	13,196
Home to School Transport	0		18,190	0	18,190
Youth Offending Services	0		507	0	507
Total	953		127,443	1,995	125,448

Generic Accountabilities:

- To maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff in their development and training
- To undertake other such duties, training and/or hours of work as may be reasonably required and which are consistent with the general level of responsibility of this job
- To undertake health and safety duties commensurate with the job and/or as detailed in the Directorate's Health and Safety Policy
- The duties described in this job description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all employees and service users and is consistent with the Council's Equality and Diversity Policy
- The Code of Practice on the English Language Requirement for Public Sector Workers (the fluency duty) applies to this post. Therefore, an ability to fulfil all spoken aspects of the role with confidence through the medium of English is essential for the post.

Contacts:

In all contacts the post holder will be required to present a good image of the Directorate and the County Council as well as maintaining constructive relationships.

Internal: The Board, Cabinet, Strategic Leadership Team, County Councillors and elected members, Management Teams, Managers & Staff across the company and the council.

External: Clinical Commissioning Groups, other NHS organisations, health and social care professionals, District/Boroughs, Government Agencies & Departments, Police, Fire, Probation Service, Educational Settings, Suppliers, Contractors, Service providers, Statutory and Voluntary Organisations, customers, members of the public, volunteers.

Additional Information:

- This post is politically restricted under the terms of the Local Government and Housing Act 1989. Therefore, the post holder is constrained from engaging in political activities specified by the LGHA and any regulations made thereunder.
- The ability to travel throughout the county, including areas where there is limited public transport and be able to reach, including but not limited to, families, young people, internal and external clients and within a timely manner
- The Council reserves the right to alter the content of this job description, after consultation to reflect changes to the job or services provided, without altering the general character or level of responsibility
- Reasonable adjustments will be considered as required by the Equality Act.

Author: Phil Rook

Date: 12.08.2021

Date of grading confirmation:



PERSON SPECIFICATION

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EXPERIENCE, KNOWLEDGE AND SKILLS

It is **essential** that the post holder has:

- Able to demonstrate substantial successful leadership experience at a senior strategic level within an organisation of appreciable scale and complexity. In view of the size of the role this experience must include substantial experience at first or second tier level (i.e. Director, Head of Service or equivalent level within a main function or division).
- Experience can be either gained in public (including voluntary sector) or private sector roles, but candidates must be able to demonstrate both that their experience is relevant and that they have a good understanding of the challenges of operating at this level in a large democratically led organisation.
- Degree or equivalent level qualification or experience.
- Recognised professional qualification, for example CIMA, CIPFA or ACCA etc.
- Proven track record of running large/complex functions including operating within a commercial and corporate governance framework.
- A successful track record of delivery where achievement is measured by implementation of effective outcomes in a cost-effective manner.
- Leadership experience of implementing organisational goals and objectives in a complex environment
- High level of financial/commercial acumen.
- A thorough understanding of the current challenges facing local government generally, coupled with financial and commercial awareness.

PERSONAL QUALITIES AND OUTLOOK:

It is **essential** that the post holder has:

- An effective and 'visible' leader, with the personal presence to inspire and empower the County Council to improve and achieve its key objectives.
- A 'moderniser' – committed to improvement, clear customer focus and strongly supportive of the Council's commissioning approach.
- A modern approach to people management, demonstrating an effective balance between direction, empowerment and assertiveness.
- Able to work effectively in a political environment, building productive relationships with elected members
- and demonstrating political sensitivity and diplomacy.
- Resilient and calm when under pressure, able to balance conflicting priorities and manage their time well.

- Demonstrates the highest standards of personal integrity at all times, leading by example.
- Demonstrates respect for others at all times and is a supporter of the equalities agenda.
- Strong leader and corporate player who is also resilient, robust and is committed to the highest professional standards.

MANAGEMENT LEADERSHIP COMPETENCES

As a Director of WCF you will be accountable for shaping Company and Council strategy and embedding the values and culture in the organisation needed to ensure effective delivery and performance at all levels. You will play a key role in managing and developing Level 2 and Level 3 Managers. They are responsible for dealing with Council wide relationships and reputation.

Generic Competences

Communicating with Impact

- Communicate using natural presence and authentic charisma
- Utilise feedback on how your communication influences others
- Identify how and when to apply different methods of communication
- Build rapport and gain trust
- Apply the most effective approach to inspiring and motivating in different contexts
- Successfully influence and negotiate with a wide range of stakeholders, peers and staff

Facilitating Development

- Use goal orientated coaching with your staff that is focused on the achievement of measurable results
- Empower staff to solve WCC challenges through seizing responsibility and engaging their own innovation
- Enhance your own personal performance by seeking out constructive feedback, gaining insight and awareness of your own strengths and challenges
- Create a climate of continuous learning and self-development
- Utilise effective questioning and listening skills to enhance others' personal and professional development
- Act as an inspiring role model and mentor for others

Leading from Within

- Act with authenticity and courage
- Be aware of the impact that your behaviours have on yourself and others
- Ensure that your actions are congruent with who you are and what you stand for
- Reflect on your core identity and purpose as a leader
- Promote leadership development and self-awareness, creating an environment of openness and trust where opinions are expressed and heard
- Develop and execute strategies to gain personal resilience by re-energising yourself and others
- Take a stand in the face of adversity
- Take risks and let go of fears that hold you back
- Be willing to remain open and tuned in to feedback from both internal and external sources

Fostering Teamwork

- Develop and implement strategies to enhance the performance of your teams
- Maximise the performance of individuals for the benefit of the team
- Understand team dynamics and know how to intervene to improve them
- Collaborate with and appreciate others, adapting to different work styles and preferences
- Build cohesive teams around a common purpose and inspire allegiance
- Build mutually beneficial relationships, seek opportunities to promote a culture of collaboration and partnership

- Ensure accountability through defining clear roles and responsibilities

Specific Competences for this level of Management

Agile Thinking

- Think strategically (up to 5 years and beyond) and with business acumen
- Consciously choose different thinking and processing styles to heighten your effectiveness
- Use a suitable balance of rational analysis, personal intuition and consultation with others in your decision-making
- Facilitate member and officer thinking, helping them to look at issues from different perspectives
- Suspend judgements and engage in dialogue before coming to conclusions
- Help Senior Leadership Team to share their thinking and facilitate learning

Creating a Compelling Vision

- Establish direction by thinking strategically and making discriminating choices
- Expand current boundaries of thinking and present possibilities that can take the organisation beyond perceived limitations
- Translate the vision into clear quantifiable goals
- Determine and convey the underlying purpose and intent behind the vision
- Be pro-active in creating and communicating inspiring personal and collective visions
- Engage and inspire the organisation in building commitment to growth
- Is in tune with, reads and predicts social, political, economic and cultural trends

Delivering Results

- Set clear and meaningful targets in alignment with the WCC's vision and values
- Ensure a delivery mind-set is embedded within WCC
- Create results through a disciplined approach to business planning, goal setting and setting meaningful targets, aligned with the organisation's strategic aims
- Take personal responsibility for WCC performance and results
- Be confident in your ability to consistently deliver high performance
- Use clear targets and metrics to provide feedback on performance

Leading Change

- Be adaptable in dealing with change, personally and professionally
- Deal effectively with ambiguity and uncertainty
- Forecast changes in the market or environment
- Provide the necessary direction and impetus in leading others to change; being sensitive to the impact of change on others
- Understand, deal with and overcome resistance to change
- Agree and design change initiatives
- Apply creativity in the change process