

JOB DESCRIPTION FORM

Job Title: **Head of Operational Finance**

Job Holder:

Reports to: **Service Director, Adult Services**
(Name & Title)

1. Job Purpose:

Acting as operational lead for the delivery of Council services that includes, but is not limited to:

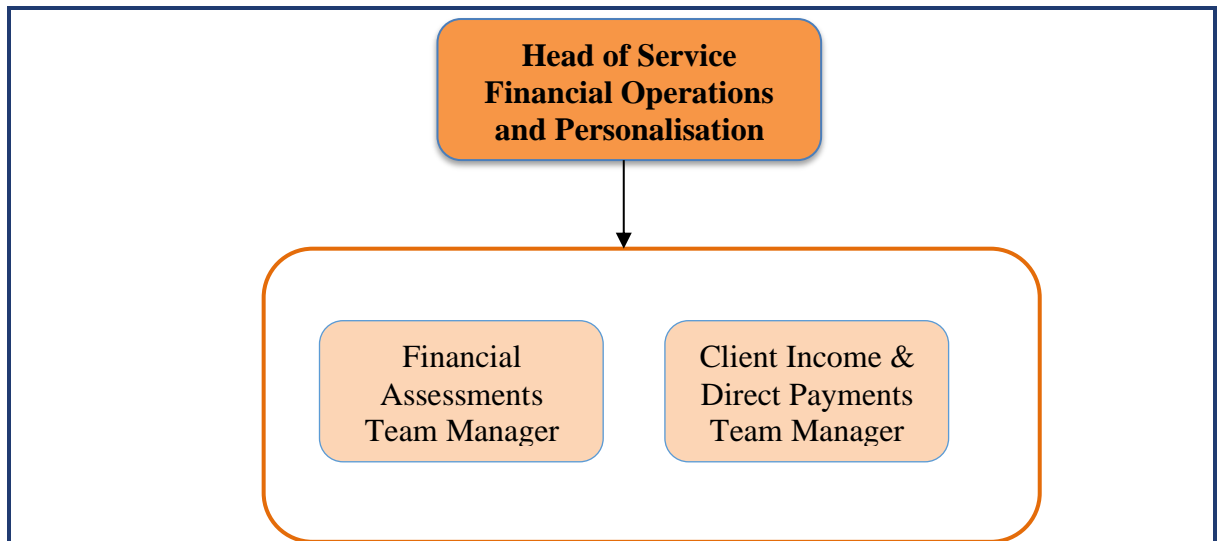
- To lead and performance manage a multi-professional workforce against evolving structural change, ensuring adherence to the Care and Support Statutory Guidance (Care Act) and that local and national performance indicators within statute and the relevant guidance are met.
- To provide strategic leadership and direction on the interpretation of Care Act legislation, and translation to local policies and working procedures to ensure compliance with statutory and regulatory obligations (e.g., Care Act reform)
- To provide strategic leadership and direction to ensure effective operational management of Adult Social Care financial services across Peterborough ensuring adults with care and support needs (whether the local authority is providing care and support services to that individual) who may be in vulnerable circumstances are kept safe from financial abuse and/or neglect.
- To provide strategic leadership to design, evaluate and critique strategies and plans developed within the service. Relate to the implications of events and trends in the external environment to the service's own strategic plan, considering how policies and methods may be affected by legislation and future development trends.
- To provide strategic leadership, direction, and management for the operational strategy for the ASC Finance Operations, through developing a supporting framework of Policies, Procedures and Working Practices.
- To provide strategic leadership through designing and implementing programmes of Operational Excellence/improvement projects within the core operational areas (e.g., Online Financial Assessments, Provider Returns Portal)
- To provide strategic leadership through designing and implementing appropriate Operating Models that foster continuous development and improvement to services that maintain successful operation and delivery, ensuring high standards of quality, productivity, legal

compliance, practice, customer service and performance in line with agreed expectations thus promoting individual well-being.

- To provide strategic leadership in respect of Adult Social Care finance operations for impact and delivery of wider health and social care changes, through Integrated Care Systems/Strategic Health Authority et al, for relocation of functions such as Personal Health Budgets (insourcing and outsourcing roles, functions, and services)
- To actively contribute to Council wide and directorate initiatives for Peterborough City Council.
- To report directly to the Service Director, Adults and Safeguarding, contributing to the overall management of Adult Social Care Operations and the People and Communities Department more widely through active participation and membership of the Senior Leadership Team and to contribute and be an active member of the Adult and Communities Senior Leadership Team.
- The post is intended to deliver improved outcomes for people, through the development of financial strategies, policies and procedures across Peterborough City Council covering a wide range of services and functions and ensuring political support from both Cabinet and scrutiny committees.
- To ensure that a strong ethos of value for money and revenue maximisation is present and maintained throughout the service portfolio across Peterborough City Council – underpinned by strong and effective financial systems and controls.
- The post holder will work autonomously and make critical service level judgements to satisfy the expectations and demands of the role and report to any relevant committee or board and represent the council at specified meetings as agreed including CMT, DMT and Full Council.
- To line manage two direct reports at Team Manager level (or as and when required across the service).
- To provide professional support and leadership and be responsible for all aspects of service operation, human resource management and fiscal management.
- To deputise for the Director and Assistant Director, as and when required, at any service or agency meeting, board and /or committee.
- To deliver peer support and training as and when required.

Takes collective and shared responsibility for the effective leadership and management of the Council's services and delivery of improved outcomes and the achievement of value for money.

2. Organisation:



3. Leadership and collaboration:

Demonstrates compassionate and inclusive leadership through the line management of services for whom the post is accountable and provides strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents.

Actively understand the challenges faced by colleagues across the organisation to be able to support the delivery of corporate objectives.

Actively promote and role model the council's priorities and ways of working, values and behaviours to ensure they are delivered throughout the service.

Develop and implement effective communication and engagement arrangements with all stakeholders to facilitate effective relationships that drive improvements in service delivery.

4. Governance:

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.

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

Champion effective management of risk and the active response to audit findings in relation to service delivery. Be jointly accountable with others in the Directorate for the local risk register and any aspects of the corporate risk register and corporate risk framework of the Council relevant to services areas that the postholder is accountable for.

Ensure that teams under the postholders sphere of influence fulfil their duties in relation to standards, complaints and scrutiny, maintaining an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

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.

5. 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.

6 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.

7. Finance:

The post holder is directly responsible for a gross budget for this directorate of £506,619

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

8 Staff:

The postholder will be responsible for a workforce of approximately 2 direct reports and 13 indirect reports. The postholder has responsibility to supporting the development of the whole internal workforce.

9. Principle areas of accountability:

1) Addressing letters from the Court asking for the LA's position on a representation made by "professional deputyship services" to raise their commercial fees, and for LAs to accept these fees as part of Disability Related Expenditure. To address this requires developing solutions based on experience, risk and impact assessment through seeking information to determine the extent of the problem, gaining data etc, and using creative thinking to develop conceptual solutions and associated implications.

2) Providing responses to Local Government Ombudsman challenges and detailed written responses.

10. Areas of responsibility:

The post holder will be responsible for the following service areas:

- To provide strategic leadership and direction on the interpretation of Care Act legislation, translation and implementation to local policies and working procedures to ensure compliance with statutory and regulatory obligations (e.g., Care Act reform) including consulting with DMT, Adult Social Care portfolio holder/s and Full Council.
- To provide strategic leadership to evaluate and critique strategies and plans developed within the service. Relate to the implications of events and trends in the external environment to the service's own strategic plan, considering how policies and methods may be affected by legislation and future development trends.
- To provide strategic leadership, direction, and management for the operational strategy for the ASC Finance Operations, developing a supporting framework of Policies, Procedures and Working Practices.
- To provide strategic leadership through designing and implementing appropriate Operating Models that foster continuous development and improvement to services that maintain successful operation and delivery, ensuring high standards of quality, productivity, legal compliance, practice, customer service and performance in line with agreed expectations thus promoting individual well-being.
- Operational and Strategic leadership and management responsibility for the overall effectiveness of a range of adult services and functions including Adult Social Care Financial systems, and any migration/conversion/upgrade in Peterborough of the financial functions.

- Operational and strategic leadership for the Financial Assessment and Care Charging practice and Policy in Peterborough.
- To ensure that the services and functions operate and are managed and delivered in a coherent and corporate manner to deliver quality, performance, productivity, and improved outcomes – promoting and fostering a culture of continuous improvement.
- To ensure effective stewardship of council services across Peterborough, ensuring services and initiatives are effectively prioritised, resourced and planned for to ensure they deliver against a background of constant change and challenging income and savings targets.
- To manage the budget for those service areas directly and contribute to the overall budget setting and achieving financial balance for Peterborough.
- To be the client-side lead on Adult Social Care financial systems, revenue, and payments for Peterborough City Council.
- To function as Peterborough City Council's corporate appointee (Department for Work and Pensions) and corporate Deputy (Office of Public Guardian and Court of Protection). Taking overall responsibility for the discharge of this function in Peterborough.
- To be the client-side lead and management responsibility on Adult Social care financial systems, revenue and payments, client funds and debt collection and recovery for Peterborough City Council.
- To write reports detailing work of the service areas to all management meetings and committee as and when necessary.
- To performance manage the service in all specified areas.
- To lead and direct the agenda for the Team Managers meeting and any other meeting and committee as and when required.
- Report to elected councillors and committee as and when required
- Ensure that safeguarding is actively promoted, understood and procedures followed to ensure vulnerable adults are protected.
- To carry out all responsibilities regarding the Council's Equalities Policy and Procedures and Customer Care Policy.
- To comply with all Health & Safety at work requirements as laid down by the employer.
- To ensure that all Performance Development Reviews and appraisals are completed within timescale.

11. Key relationships:

Manager:

- 1:1 meeting monthly with Assistant Director, Adults and Safeguarding
- Directorate Management Team meetings
- Annual performance conversation and mid-year review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

- 1:1 meetings monthly.
- Regular e-mail, telephone, personal contact and ad hoc meetings as required.

Other contacts

- Serco Revenue & Payments Team

12. Decision Making Authority:

The post holder will:

- Make decisions based on a solution based on their past experience
- Seek more information to determine the extent of the problem
- Use creative thinking to develop new concepts

13. Person Specification:

Experience:

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- 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.
- Delivering complex projects on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- 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
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.

Role specific:

- Substantial leadership and management experience within a relevant service context and extensive understanding of Adult Social Care.
- A history of achievement within the relevant specialist area in a complex organisation – including where services are in a shared-service arrangement, including effective decision-making and policy development.

- A demonstrable history in working effectively across both organisations and establishing and maintaining successful liaison and partnerships with a range of Council colleagues across both Authorities, partners, and external organisations.
- Proven history of performance management and evidence of partnership working to secure good performance.
- Evidence of successfully developing and delivering outcomes in a complex stakeholder environment.
- Experience of leading change within an organisation, with evidence of establishing a positive culture within teams and a personal commitment to diversity in the shaping of service outcomes.

Skills and Knowledge:

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- 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.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

Role specific:

- Expert knowledge in relation to the service areas or functions identified.
- Detailed specialist knowledge and understanding of the legislative and regulatory framework relating to the Adult Social Care sector including the Care Act, specifically the care funding and charging regime and its wider financial and political context.
- Expert knowledge of the principles of effective fiscal management, budgetary processes, and controls.

- Substantial understanding of local government and the framework within which local authorities operate.
- Excellent people skills with an ability to relate to a wide range of audiences in a manner that inspires respect, trust, and confidence with evidence of strong negotiating, networking, advocacy, oral, written and presentation skills.
- High motivation, energy, and personal drive, resilient and demonstrating advanced emotional intelligence and self-awareness.
- The ability to think conceptually and systemically to develop strategic responses and solve problems, focusing on delivering outcomes.
- The ability to act decisively and authoritatively within the context of an ability to accurately analyse risk and benefits in different courses of action.
- Demonstrate personal conduct, integrity and credibility that inspires confidence in staff, customers, partners, senior managers, and elected members.
- Ability to plan, organise staffing, other resources and manage conflicting priorities in a constantly changing environment across both Authorities.

Personal Effectiveness

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- 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.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- 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.
- 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.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

Role specific:

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- To provide strategic leadership to evaluate and critique strategies and plans

developed within the service. Relate to the implications of events and trends in the external environment to the service's own strategic plan, considering how policies and methods may be affected by legislation and future development trends.

- To provide strategic leadership, direction, and management for the operational strategy for the ASC Finance Operations, developing a supporting framework of Policies, Procedures and Working Practices.
- Expert knowledge in relation to the service areas or functions identified.
- Detailed specialist knowledge and understanding of the legislative and regulatory framework relating to the Adult Social Care sector including the Care Act, specifically the care funding and charging regime and its wider financial and political context.
- Expert knowledge of the principles of effective fiscal management, budgetary processes, and controls.
- Substantial understanding of local government and the framework within which local authorities operate.

Qualifications

- A relevant graduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.
- Evidence of continuous professional and leadership skill development.

14. Additional Information:

Political Restriction

Context to Role:

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____ **DATE:** _____

LINE MANAGER: _____ **DATE:** _____