

## Director of Finance and Resources

### Role and Person Specification

Salary: £110,868 - £121,753 per annum

---

#### Background

Bradford Metropolitan District Council have been working with an appointed Children's Commissioner since September 2021 to focus on improving services for Children and Young People in Bradford.

Whilst improvements have been made, the pace of change must be improved. A decision was taken earlier this year to establish a Children's Trust to support the progress of change with a dedicated focus on Children's Social Care.

Our past failings have been well publicised and have been difficult to hear, added to the findings from the National Panel Review, has strengthened our determination to learn from these findings and take the focused actions needed to improve and create quality Children's Services.

Bradford Children's Trust will be owned by the Council and operate at arm's length, having strategic and operational responsibility for the delivery of Children Social Care Services. There will be focused, clear business and improvement plans agreed with the Council and Department for Education in order to achieve good, safe, sustainable support services for children needing social care or early help intervention.

#### Main Purpose:

Provide the strategic leadership, management, planning and direction for the finances and resources of the Trust, for a wide range of support functions (to include organisational performance, commissioning and contracting, legal services, information technology, property, business support and customer relations) and for the effective delivery of Service Level Agreements to provide support services to the Trust, in accordance with the decisions of the Board and the relevant legislation and statutory guidance.

Be responsible and accountable for ensuring that the resources are in place to deliver positive outcomes for children and young people and that the required improvements in services are in line with the Trust's business plan and key performance indicators, as agreed with the Council and the Department for Education.

Collaborate with the Chief Executive, the Chair and the Board, to develop and implement the vision, values, aims and objectives of the Trust and to lead in shaping the detail of the business plan.

Ensure that the Trust effectively delivers services on behalf of the Council and the statutory Director of Children's Services, enabling them to meet their respective statutory responsibilities for those services delivered by the Trust.

Ensure that the Trust achieves strong and effective performance in all its activities but particularly in the financial performance of its services, whilst safeguarding financial and organisational viability and ensuring that all relevant legal, governance and good practice standards are met.

To lead and inspire staff via a culture of engagement, collaboration, continuous improvement, and empowerment to foster innovative change for successful outcomes.

## Key Responsibilities

### **1. Working with the Board of Directors**

The Director of Resources will support the Chief Executive of the Trust in engaging with and reporting to the Board of the Children's Trust. Key aspects of this accountability will include:

- Ensuring that the Trust Board receives appropriate advice and information on all relevant matters to enable it to carry out its governance responsibilities
- Providing Board members with appropriate, timely and relevant financial reports, information and advice on all matters under the leadership of this role enabling the Board to exercise its responsibilities and ensure decisions are well informed, clear and implemented effectively
- Ensuring that the Trust meets all its statutory, legal and governance responsibilities
- Developing policy proposals which deliver improvements and effective solutions to meet the challenges facing the Trust, for discussion and decision at Board level
- Providing regular monitoring reports on financial and business performance for submission to the Trust Board, Improvement Board, and the Council

### **2. Strategic leadership**

The Director of Resources will work as a member of the Trust's Senior Leadership Team to provide visible leadership to the organisation, playing a key role in creating, establishing and implementing the organisation's strategy and ensuring a high performance and supportive culture. Key aspects of this accountability will include:

- Supporting the Chief Executive to ensure that a long-term vision and strategy is in place for the Trust with responsibility for the Trust's long-term Business Plan
- Ensuring the Trust has the resources required to deliver the strategy and operate as effectively as possible
- Having strategic responsibility for the management and control of budgets and financial resources, ensuring excellent value for money

- Providing leadership to engage the organisation's workforce, developing, and embedding a culture of high performance, child centred practice, and develop the conditions that enable us to be seen as an employer of choice
- Articulating the Trust's corporate vision, its values and behaviours; and lead approaches to embed into everyday practice across the organisation
- Taking responsibility for the strategic and operational planning to deliver the Trust's aims and objectives
- Ensuring a robust performance management culture is embedded within the Trust with clear measures to continually drive improvement
- Actively working with the Board in developing effective relationships with external stakeholders to help secure the aims of the Trust, exercising appropriate influence beyond the scope of the contract and maximising the resources available to undertake its work

### **3. Service Delivery**

The Director of Resources will lead the organisation to ensure that a high quality forward thinking service is delivered, monitored and reported on. Key aspects of this accountability will include:

- Providing leadership, management, and development of all core functions within the remit of this role, and coaching direct reports to effectively lead and manage their teams in the most efficient manner to deliver agreed organisational priorities
- Leading the formulation and delivery of strategic financial advice including annual budget setting, accounting, and reporting to ensure strong governance and controls are in place and fully met
- Leading on relationships with both internal and external auditors, developing the annual plans and monitoring to ensure delivery
- Overseeing the digital strategy to ensure that it supports operational delivery across the Trust
- Develop and oversee the Company's Risk Register and Board Assurance Framework, working across the business to ensure these are used appropriately and reported accurately
- Overseeing the development, review, and assessment of funding proposals and business cases to drive forward opportunities to generate revenues and sustainable income streams which support the Trusts business plan and objectives
- Assuming accountability as the SRO for corporate resilience, including business continuity and emergency planning
- Overseeing the effective management of all related SLAs.
- Overseeing the Trusts property portfolio. Monitoring and reviewing the cost and management of leases, facilities management SLA, and oversight of all related health and safety and other compliance matters
- Overseeing the overall effectiveness of commissioning, Contracts & Procurement processes, and improving relationships with suppliers
- Leading on all matters relating to Trust governance, ensuring all matters are robustly scrutinised and reported upon to the Board

- Overseeing the provision and compliance of all necessary returns to Companies House, VAT, HMRC and other regulatory returns as required
- Holding responsibility for ensuring organisational compliance in all aspects of Health & Safety and employee wellbeing
- Contributing to effective safeguarding and promoting the wider welfare of children and young people across Bradford through the local safeguarding board and with other key stakeholders

#### **4. People management**

The Director of Resources will role model the values and behaviours of the organisation, setting the culture; and provide effective leadership and management across the wider workforce. Key aspects of this accountability will include:

- Providing visible leadership, direction, and communication throughout the Trust
- Actively role model and champion corporate values and purpose
- Modelling collaborative leadership, transparency in communication, encouraging engagement across the Trust
- Overseeing the provision of an effective children's workforce development strategy, capable of delivering a skilled and competent and inclusive workforce.
- Maintaining effective management and supervision of staff to ensure performance is optimised and any performance concerns are addressed appropriately and effectively
- Championing the promotion of diversity and inclusion in the development and delivery of children's services and in all aspects of people management.
- Supporting the engagement and promotion of effective networking at local, regional, and national levels to ensure that children's services are responsive to national developments and leading practice

#### **5. Financial Planning and management**

The Director of Resources will be responsible for the organisation's sound financial management. Key aspects of this accountability will include:

- Supporting the Chief Executive in the development of an annual plan and budget for the Board of Director's approval
- Managing an effective financial control framework and scheme of delegations to ensure that the Trust always has a 'grip' of its finance and resources
- Effectively managing assets and liabilities under the Trust's control.
- Managing cashflow effectively to maintain solvency and manage grants in accordance with grant conditions
- Providing the Board with comprehensive, regular reports on the revenues and expenditure of the Trust
- Ensuring that the organisation complies with all legislation covering taxation and payments

## **6. Risk management**

The Director of Resources will be responsible for ensuring the Trust has a robust and effective risk management strategy in place. Key aspects of this accountability will include:

- Ensuring that the organisation identifies, evaluates, and mitigates the risks in providing children's social care services to children and young people within its remit
- Overseeing the processes to identify, evaluate and mitigate all aspects of internal and external risk and implementing measures to control and mitigate as appropriate
- Ensuring that the Board of Directors and the organisation carries appropriate and adequate insurance coverage
- Promoting a culture that takes the management and mitigation of risk seriously.

## **7. The engagement and representation of the Trust**

The Director of Resources will actively promote the work of the trust, representing the organisation to a range of different people. Key aspects of this accountability will include:

- Establishing, maintaining, and promoting effective networks with all principal stakeholders
- Promoting good external relations by representing the Trust at national, regional, and local levels, at public meetings, and by dealing directly with press and media
- Working to review, build and extend existing partnerships within the local community
- Ensuring that the Trust is presented in an appropriate and professional manner to its stakeholders, directly and through the media
- Representing the Trust in dealing with regulatory bodies and departments of central government
- Understanding the diverse nature of communities and needs within the local area

This job description reflects the key responsibilities to be carried by the Director of Resources and will be reviewed as required to reflect changing need and circumstances in consultation with the post holder; it is not a definitive or fixed statement of responsibilities at any given time.

## Person Specification

Applicants for the position of Director of Resources for Bradford Children's Trust will be asked to provide evidence of examples of their experience and/or achievements in each of the following selection criteria listed in the Person Specification. These responses will be further developed and discussed with those candidates invited for interview.

## Experience, Knowledge, and Skills

### Experience

It is essential that applicants demonstrate the following experience:

- A values led leader, having worked at a senior level in a multi stakeholder and political environment, with broad experience of developing people and high performing teams
- A strong corporate player, able to develop shared approaches with colleagues across the company and beyond, enabling joined-up planning, shared values and objectives
- Demonstrable track record of successful senior leadership and management of finance and resources delivering improvement in Children's Services in a Trust, service, local authority, or comparable complex organisation
- Political sensitivity and an ability to establish positive relationships, which engender confidence and respect
- Strategic financial control and budgetary management in a public sector setting, including establishing value for money and reducing costs
- Providing effective and professional advice and guidance to Board Members, Members, and key stakeholders in a public sector environment
- Significant commercial or commissioning experience or knowledge to enable clear direction in the significant areas of spending
- Strategy and policy development and implementation for larger organisations
- Leading transformational change and service development leading to improved outcomes
- Able to demonstrate a strong track record of identifying, developing and delivering opportunities for service development with strong negotiation skills

### Essential Knowledge/Skills

Applicants will have demonstrated the following knowledge and skills:

- A recognised Accountancy qualification
- Proven leadership and people management skills at a strategic level
- Ability to work effectively with the Chief Executive, Chair of the Board, with the wider Board members and across the Council and partnership arena
- Significant evidence of shaping and developing transformative corporate resources functions and ways of working to support and enable service delivery aims and ambitions of external and internal customers

- Strategic formulation of policy, plans and strategy, analysis, advice and implementation to senior stakeholders and partners in a climate of legislative and organisational change
- Evidence of delivering added value in financial strategy, innovative business models, management of non-financial resources, cost reduction and translating corporate strategy into business plans, budgets, and policies
- Effective analytical skills and the ability to set and achieve demanding objectives
- Highly effective skills to performance manage and facilitate the development of staff to ensure continuing service improvement
- Experienced in leading significant change at a senior level within a complex organisation, including delivery of change programmes and culture change
- Effective commercial and business management knowledge
- Outstanding communication skills with people at all levels and an ability to influence
- Understands how to work effectively within a complex stakeholder environment, providing clear, balanced advice and guidance on strategic issues that achieve corporate and service objectives
- Experience, commitment and understanding of promoting and improving equality, diversity and inclusion
- Ideally, but not essential, an understanding of the demands of a Board Director and the differences of Board responsibilities under Companies Act 2006, versus the demands of reporting to Members and other Local Government governance requirements

## **Values and Behaviours**

Applicants will be able to demonstrate the following:

- Ability to promote a culture that emphasises high performance and continuous improvement
- High expectations for themselves and others in achieving and delivering high quality public services
- Strong, persuasive communication skills that can be adapted to meet specific audiences and differing situations
- Team player able to work effectively at all levels of an organisation with the ability to influence