

Success profile



Role Title	Service Director – Resources and Performance		
Directorate	Customer & Support Services	Service	Resources and Performance
Grade	8	Reports to	Chief Operating Officer (COO)
JE Code	9401	Pension Scheme	Local Government Pension Scheme
DBS Required	BASIC	Politically Restricted	Specified
Approving Manager	Chief Operating Officer	Date	December 2024

Information about the role

Role Purpose	• This is a senior leadership role, providing effective cross organisational strategic thinking aimed at linking Service, Directorate and Corporate priorities and outcomes. • The Service Director for Resources and Performance has the overall strategic leadership responsibility for the Council's resources, including Treasury management, Accounts, Assessments, Billing and collection, Business planning and performance management framework and reporting. • The role holder will lead the strategic development of a sustainable business plan underpinned by a four-year financial plan which articulates the Council's strategic commissioning priorities. • Working with the Chief Operating Officer/Section 151 Officer the role holder will be responsible for demonstrating and driving improved value for money and providing members, staff and residents with transparent performance information through which they can assess how well the council is performing. • To lead on the development of a clear strategy to develop commercial capability across organisation to ensure value for money is at the heart of delivery. • To develop and lead a modern Service that provides long term strategic solutions for the Council balanced with maintaining sound financial control and performance management. • To lead on the creation of effective Performance management frameworks ensuring these reflect and are aligned to the Council's strategic outcomes. • To role model appropriate leadership behaviours, driving and communicating clearly and consistently Council wide priorities and supporting the delivery through effective collaboration with CLT colleagues. • Effective delegation to colleagues to ensure efficiency of decision making and removing barriers to progress. • To proactively lead and support the development and delivery of corporate vision and goals as a key member of DLT and CLT, providing strategic challenge and solutions where appropriate
Financial accountability	Accountable for a service budget of c.£10m.

Leadership capabilities	Service Director
Systems leader and navigator	• Responsible for the development of outcome delivery plans for service areas that consider new ways of working with communities and partners. • Responsible for embedding an agnostic commissioning mindset across service areas to focus on delivering outcomes to communities.
Political leadership and financial control	• Responsible for ensuring the service delivers the political ambitions and desired outcomes set by cabinet and relevant portfolio holders. • Responsible for ensuring appropriate financial controls and value for money delivery within the Service area. • Responsible for providing service contributions to the business plan for Cornwall and embedding a commercial mindset in service practices.
Co-production and community experience	• Responsible for ensuring that Service outcomes and how they're delivered are truly co-produced and owned by the people of Cornwall. • Responsible for ensuring that the service drives to continually improve satisfaction and outstanding experience for the people and communities of Cornwall and places a focus on outstanding delivery.
Developing the future workforce	• Responsible for the skills development of staff across the Service, identifying key areas where increased training and development is required. • Responsible for identifying and supporting the development of talent across Heads of Service and Service Managers. • Responsible for building leadership capabilities in Service Managers and Heads of Service.
Leading change, learning and innovation	• Responsible for providing the service application and delivery of the strategic vision for change. • Responsible for working across the service to embed cultural change and the transition towards the 'team Cornwall' approach. • Responsible for supporting the service to reflect honestly on practice and innovate methods and approaches in safe forums.
Place-based leadership	• Responsible for empowering service leadership to build strong networks and ways of working within localities. • Responsible for delivering the service model that sets out how services work in new ways in localities and communities.
Inclusion and diversity	• Responsible for ensuring that unlawful discrimination, harassment and victimisation is challenged within the service and that inappropriate behaviour is challenged. • Responsible for setting the vision for an inclusive working environment within the service where everyone is able to be themselves.
Performance, quality and standards	• Responsible for service performance and working with Heads of Service to address areas of underperformance. • Responsible for ensuring service compliance to regulatory guidance. • Responsible for ensuring that service teams follow Council policies and standards in relation to safeguarding and those at risk. • Responsible for ensuring service compliance to health and safety standards.

	• Responsible for considering service opportunities to reduce the carbon footprint of staff and suppliers.
Role-specific accountabilities	• To lead and embed a new Resources and Performance service with line management for Heads of Service covering the functions of Financial Insight and Technical, Financial Management and Advice, Pensions and Treasury, Head of Assessment, Billing and Collection and Head of Business Planning & Performance ensuring that there is a single view of the level of resources coming into the authority to inform our MTFS. • Providing strategic leadership in creating an integrated Business Planning and Performance Management function, ensuring alignment with the Council's strategic plan. • Developing strategic relationships across CLT to ensure a collaborative approach in developing effective and relevant planning and performance frameworks • Ensuring that the financial administration of the Council is sound to enable the Chief Operating Officer to fulfil their S.151 duties in accordance with the Local Government Act 1972. • To work alongside the Chief Operating Officer (S.151 Officer) and Chief Executive to develop a Medium Term Financial Strategy for the Council working closely with the Cabinet and wider membership to ensure their political priorities are recognised and are aligned to the Strategy and Business Plan. • Oversee the setting financial strategies and standards and for the production of the financial plans, policies and strategies for the authority e.g. the Medium Term Financial Strategy, Capital Strategy, Treasury Management Strategy, Corporate Debt Policy, including the promotion of value for money in all decisions under the Direction of the Chief Operating Officer (S.151 Officer). • Responsible for ensuring effective monitoring arrangements are in place so that value for money is achieved and that spending is allocated in accordance with agreed priorities, and that action plans are developed where budget overspends are being incurred. • To provide strategic leadership and oversight of the Council's, Assessment, Billing and Collection Service (Revenues & Benefits), ensuring compliance with legislation and high standards of service delivery and that collection rates align with the assumptions set in the medium term financial strategy. • To drive the traded services agenda ensuring effective marketing and operation of these services across the Council and where appropriate direct management of these services. • To contribute, in liaison with the Chief Executive, Chief Operating Officer (S.151 Officer) and Board Members to the development of Cornwall Council's overarching strategy for its trading companies. • In conjunction with colleagues working in assurance to provide reports to the Chief Operating Officer (S.151 Officer) for shareholder meetings on behalf of Cornwall Council, highlighting key areas of concern. • To maintain oversight and detailed understanding of the trading companies' business plans, finance plans, budgets, investment portfolios, capital gearing ratios and risk management, and reporting to the Chief Operating Officer (S.151 Officer) on these issues regularly, and immediately in the case of any concerns as to any unacceptable levels of risk. • To contribute strategically at an organisational wide level, through being a member of the Directorate Leadership Team and the Council Leadership Team.