



## ROLE PROFILE

<b>POST TITLE:</b>	Head of Service Centre
<b>DIRECTORATE:</b>	Resources
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Chief Finance Officer & Section 151 Officer
<b>SALARY BAND &amp; SALARY:</b>	Head of Service Band 3
<b>POST NO:</b>	
<b>DATE:</b>	June 2020

### PURPOSE

1. To lead and manage the whole service centre functions on a day to day basis on behalf of the CFO supporting change and transformation across the Council and the region where applicable.
2. To provide strategic advice to the CFO, CMT and Cabinet on all financial matters relating to service centre matters.
3. To support the CFO on delivering the Council's long term Financial Strategy
4. To lead and support practical delivery of the financial service plan, the budget, budgetary control framework and statutory returns.
5. To input and advise on financial aspects of key corporate strategies, plans, strategic programmes and projects for the Council.
6. To assist the CFO in providing direction, leadership and guidance to staff in the service centre functions and ensure the improvement and implementation of Finance standards across the Council and partner organisations.
7. Assist the CFO in discharging corporate responsibility for the management and administration of the Council's finances and the continuous improvement of the efficient use of financial resources across the Council to ensure the effective control of the Council's revenue budget and its employee and pensioner contractual relations including tax and national insurance collection arrangements with HMRC, benefits matters with DWP and Teachers Pensions in order to enhance the overall value for money to customers, citizens and taxpayers.
8. To influence regional and national public sector services agenda in respect of key employment operational and financial matters on behalf of the CFO as directed.

## KEY RESPONSIBILITIES

1. Act as the lead professional officer on all service centre matters on behalf of the Council and support the CFO as Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations where appropriate.
2. Responsible for developing and producing the service's strategy and plans, Ensuring activity and process comply with Government regulations and legislation at all times.
3. Provide expert advice on all service centre matters to and ensure the delivery of an effective shared service centre.
4. Shared services which includes:
  - a. Workforce (Analytics, Recruitment, Learning & Development & Terms & Conditions Changes)
  - b. Payroll (Employees and Pensioners, Schools & 3<sup>rd</sup> Party Orgs);
  - c. Accounts Receivable & Purchasing
  - d. Accounts Payable;
  - e. Cash Management;
  - f. Provision of shared services to the Swansea Bay Port Health Authority.
5. Responsible for all operations within all of Service Centre functions.
6. Supporting and attending Council, Cabinet and Committees (e.g. Audit Committee, Pension Fund Committee and Scrutiny) where necessary
7. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Swansea as a place as well as Swansea Council.
8. The post is responsible for assisting the CFO in ensuring the Council has practical and effective arrangements for its internal financial controls and a coherent plan for the management and mitigation of risk within the service centre functions .
9. Commissioning any required financial services ensuring cost effectiveness, efficiency and responsiveness.
10. Leads, on behalf of the CFO, on practical delivery for all financial and budgetary planning and control within the context of *Sustainable Swansea – Fit for the Future*; and to actively monitor and challenge the financial implications in all projects and programmes operating within the Council in relation to service centre functions.
11. Leading financial aspects of policy development, in all matters relating to local and contributing to the national taxation and benefits agenda.
12. Supporting financial aspects of the anti-poverty Agenda for the City.

## Person Specification

### Experience

1. Successful track record of making a significant contribution at a senior level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key services innovatively and within budget.
2. Proven experience and understanding of the role and function of Local Government, working directly with elected members to ensure the effective delivery of solutions that meet the council's strategic aims.
3. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
4. Substantial track record of working and managing successfully at a senior level, including strategy development & implementation, managing complex budgets, resourcing, motivating & developing teams, managing change & performance improvement.

### Competencies & Abilities

1. Able to understand strategic 'big picture' issues, understand and articulate linkages across both Swansea and partner organisations and help set clear direction, and goals in order to deliver effective long-term development strategies designed to deliver the Council's aims.
2. Able to demonstrate significant senior management capacity and ability to lead, manage, support and direct the successful delivery of large complex projects through others, in support of the council's strategic aims.
3. Able to establish strong positive relationships across the organisation at all levels including building and maintaining personal and professional credibility and trust with senior leaders and elected members.
4. Able to lead, influence and implement strategic policies and decisions.
5. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
6. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.
7. Able to command respect, influence and negotiate at a strategic professional and political level locally, regionally and occasionally nationally to ensure delivery of complex high profile projects.
8. Able to communicate effectively through written, oral and presentational means, including the ability to write well organised, concise and clear reports with good use of evidence supported by data.
9. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
10. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
11. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post.
12. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
13. Good understanding of the Authority's transformation agenda and how innovation can be used to improve services and outcomes for residents & businesses

ROLE ACCOUNTABILITY	END RESULT
<b>Corporate Management</b>	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	<ul style="list-style-type: none"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Policy</b>	
Assist the CFO with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	<ul style="list-style-type: none"> <li>• Service policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> <li>• Strategic corporate planning mechanisms supported</li> <li>• Service business plans implemented and monitored and reviewed to timescales</li> <li>• Clear service aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Professional Guidance and Support</b>	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	<ul style="list-style-type: none"> <li>• Members, Chief Executive, Directors, Chief Officers are supported</li> <li>• Managers and teams supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources &amp; Financial Management</b>	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives	<ul style="list-style-type: none"> <li>• Effective financial management and probity is maintained for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed/ deployed for service efficiency</li> <li>• Contracts planned, established and monitored – remedial actions taken</li> </ul>
<b>Compliance</b>	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	<ul style="list-style-type: none"> <li>• Professional and regulatory standards monitored and met</li> <li>• Best practice trends identified and implemented where appropriate</li> <li>• Implications/risks assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>

ROLE ACCOUNTABILITY	END RESULT
<b>Customer Focus</b>	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	<ul style="list-style-type: none"> <li>• New models of delivery considered and implemented to achieve value for money and efficiencies</li> <li>• Customer needs prioritised and met</li> <li>• Customer complaints dealt with fairly and effectively</li> </ul>
<b>Performance management</b>	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	<ul style="list-style-type: none"> <li>• Service reporting mechanisms in place</li> <li>• Key risks and issues identified and mitigated</li> <li>• Corrective actions implemented</li> <li>• Service and own performance targets met</li> <li>• Statutory requirements and external standards satisfied</li> <li>• Improvements identified and planned</li> </ul>
<b>Representation</b>	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	<ul style="list-style-type: none"> <li>• Council view effectively represented at all levels</li> <li>• Council case understood and promoted effectively locally, regionally and nationally</li> <li>• Beneficial outcomes negotiated appropriately</li> </ul>
<b>People Management</b>	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	<ul style="list-style-type: none"> <li>• Positive climate</li> <li>• Capable and knowledgeable staff</li> <li>• Achievement of service/work objectives</li> <li>• Service Workforce and Training Plans in place</li> <li>• Council and HR policies and procedures met</li> </ul>
<b>NATURE OF CONTACTS</b>	
<ul style="list-style-type: none"> <li>• Represent the Service / Directorate / Council internally and externally.</li> <li>• Substantial knowledge and experience of navigating the political environment.</li> <li>• External organisations including government bodies, local and regional partnerships.</li> <li>• Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.</li> <li>• Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.</li> <li>• External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.</li> <li>• Support colleagues, managers, Directors, Members and external organisations within own specialist remit.</li> <li>• Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions</li> <li>• Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision making.</li> </ul>	

## **WORKING ENVIRONMENT**

Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites. Substantial remote working is possible.

## **PROCEDURAL CONTEXT**

- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance.
- Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.
- Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations.
- Lead/support the implementation of Corporate Change Projects.
- Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

## **WORK KNOWLEDGE**

- In depth technical, professional and legislative knowledge across specific areas within the service.
- Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.
- Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.
- In depth management experience, including extensive project / programme management applicable to the Service/organisation.

## **EQUIPMENT AND ASSOCIATED SKILLS**

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.

## **INDICATIVE QUALIFICATIONS**

- Fully qualified member of the Chartered Institute of Payroll Professionals substantial relevant experience of the public sector/Local Government political environment.
- Chartered membership of an appropriate professional body (CIPP) is mandatory.
- Post graduate level professional qualification
- Relevant Degree

## **KEY FACTS AND FIGURES**

- Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time.
- Responsible for service budget and service planning and control – budget monitoring and deployment of resources.
- Monitor and control service/corporate budgets.
- To deputise for the CFO (but not as S151 Officer) in absence.

## COMPETENCIES

### A NOTE ON COMPETENCIES

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

### COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE

All Heads of Service have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy. The level of responsibility and accountability is described in the following statements:

1. The Head of Service shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Head of Service shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Head of Service shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
4. The Head of Service shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy

### COMPULSORY REQUIREMENTS FOR EQUALITY AND DIVERSITY (EQUALITY ACT 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

**Managers must:**

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
2. ensure that their statutory function/service complies with the requirements of all equality legislation.

### COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT

The Authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.

This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

**Managers must:**

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

## COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

### **Managers must:**

1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

## SAFEGUARDING

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.



## ROLE PROFILE SPECIFIC BEHAVIOURS

### A note on Behavioural Competencies

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

### BEHAVIOUR 1

#### Job Knowledge and Professionalism

Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services.
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

### BEHAVIOUR 2

#### Planning and Organising

Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

**BEHAVIOUR 9**  
**Programme and Project Management**

<b>Purpose</b>	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk

**BEHAVIOUR 10**  
**People and Performance**

<b>Purpose</b>	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources