

Assistant Director (Resource Management)

1. Purpose of the job

- 1.1. To be responsible for the operational and strategic management of the services located within 'Resource Management'. These include: Financial Services (Schools and Directorate), Access (School Admissions, Exclusions, Transport), Management Information Service, Human Resources, Health and Safety, Information Technology, Planning and Resources (capital programme delivery, school organisation, business support) – (section 4).
- 1.2. To be responsible for the strategic management and deployment of resources to support the services provided from *Learning, Culture and Children's Services*.
- 1.3. To ensure that all children and young people receive an appropriate education in a mainstream school or otherwise, and that the number of places that are available is appropriate to meet the needs and wishes of children, young people and their families.

2. Main responsibilities

- 2.1. To ensure the financial management of the Directorate's revenue and capital budget and the Individual Schools Budget (ISB) – total income and expenditure budgets of £120M.
- 2.2. To provide professional and technical advice to the statutory Schools' Forum, a body that deals with all issues of finance, formula funding and major contracts.
- 2.3. To secure external capital funding for major schemes (eg PFI, Targeted Capital Fund, Pathfinder bids).
- 2.4. To deliver the Directorate's capital programme (£50M+) of investment in children's centres, extended schools and 3 new secondary schools.
- 2.5. To provide professional and technical advice to the statutory Local Admissions Forum regarding legislative change arising from the Education and Inspections Act 2006, parental preferences and demographic change across the city.
- 2.6. To manage the statutory processes, including public consultation, arising from proposals for school closures, mergers and federations.
- 2.7. To maintain and support relationships with key stakeholders: attending termly meetings with all Headteachers and Chairs of Governing Bodies.
- 2.8. To represent the Directorate and manage meetings with the Teachers' Panel and Unison.
- 2.9. To ensure that the full range of support services required by schools is available and meets appropriate standards (both traded services and centrally provided).
- 2.10. To ensure schools are provided with comprehensive pupil performance data and that all statutory returns are made to the DfES.
- 2.11. To act as the client officer for major contracts entered into by the department, including the Broadband contract, PFI (30 year contract with Sewell Education) and SLAs with other departments.
- 2.12. To act as the lead officer in the Directorate for Emergency Planning and responses to emergency incidents.
- 2.13. To ensure an appropriate response by the directorate and schools to issues regarding health and safety, business continuity, risk management and sustainability.
- 2.14. To be the first point of contact with corporate support services.

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- 2.15. To represent the Directorate on key corporate Project Boards such as Pay and Grading, Administrative Accommodation, FMS Replacement, and IT Strategy.
- 2.16. To be responsible for the performance management of the services specified in Section 4 (Organisation).
- 2.17. To fulfil Chief Officers' responsibilities under HR procedures, including decision making regarding the employment of staff in Resource Management.
- 2.18. To set management objectives and targets within Resource Management and to allocate, manage and monitor resources to deliver agreed policies on time and to budget.
- 2.19. To be a member of the Departmental Management Team for *Learning, Culture and Children's Services*.

3. Knowledge, Skills and Experience

Essential Knowledge and Experience

- A successful track record of achievement at a senior level in a local government or similar context;
- Demonstrable, comprehensive technical knowledge and understanding of a broad range of functional areas including public finance and accountancy, business planning, capital project management, ICT strategy, HR issues, School Organisation, and Management Information;
- A degree level qualification and/or professional managerial qualification (such as CIPFA or equivalent);
- Experience of managing change and large scale complex multi disciplinary projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Demonstrable success in developing effective collaborative working with a range of stakeholders (including schools and government agencies) to achieve objectives;
- Evidence of successfully developing and delivering strategy to meet business objectives and achieve planned results;
- Evidence of significantly improving service delivery;
- Evidence of successfully managing large, technically complex budgets;
- Experience of negotiating significant contracts, commissioning services and monitoring provision.

Skills

- Highly effective leadership and motivational skills that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern computer technology;
- Highly developed skills in numeracy and budget management;
- Well developed strategic and operational management skills;
- Corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement;
- Analytical skills that contribute effectively to the identification of development and trends, prioritisation and problem solving.

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Competences

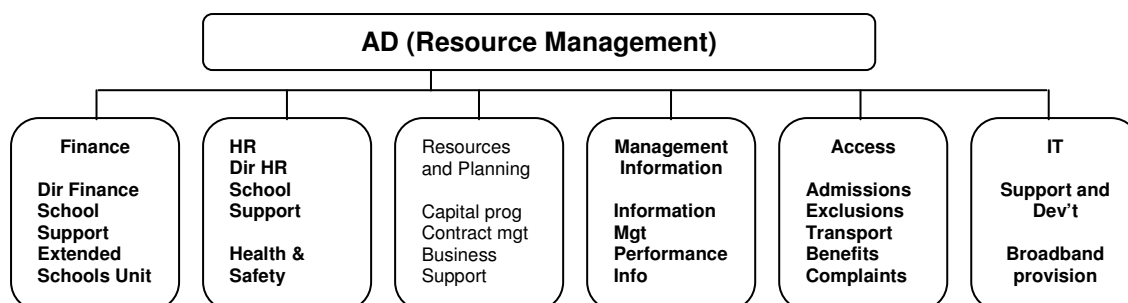
- Knowledge and significant understanding of the legislative frameworks and key issues relevant to the provision of services by local government;
- The ability to think and act strategically at corporate and service levels, be creative and seek innovative solutions to problems;
- The ability to contribute directly and effectively to the successful management of change;
- The ability to analyse complex issues and rapidly present imaginative and practical solutions;
- The ability to recognise and respond to the needs of pupils, parents, customers and citizens, anticipate developments, plan ahead and exploit changes;
- The ability to establish and maintain purposeful commissioning, monitoring, review and evaluation processes;
- The ability to manage own time effectively, working under pressure to tight deadlines and taking responsibility for own professional judgement;
- The ability to chair high level meetings of senior staff on topics of a complex multi-agency nature;
- The ability to contribute effectively to the corporate development of the council, working collaboratively and across departmental boundaries;
- The ability to develop and maintain positive relationships with a diverse range of stakeholders, schools (headteachers and governors), diocesan authorities, DfES regional officers;
- The ability to secure productive working relationships with elected Members.

Attitude and Behaviour

- Excellent inter-personal skills;
- A customer focused approach to service delivery;
- An open-minded approach to new opportunities and challenges;
- Commitment to seeking ways to continually improve service delivery and standards;
- Commitment to openness with stakeholders, securing equality of opportunity, tackling institutional and personal prejudices and promoting a positive and unprejudiced attitude towards all sections of the community;
- Awareness of how to achieve good industrial relations and evidence of experience in effective negotiations with staff and their representatives;
- Political awareness and sensitivity to the needs of elected Members and the local democratic process.

4. Organisation

The Assistant Director (Resource Management) will be responsible for managing all of the services identified in the organisation chart below:



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This represents a number of changes in the span of responsibility of the Assistant Director (Resource Management) with effect from 1 March 2007. These are as follows:

- A new Extended Schools Unit to be established within LCCS finance;
- The Access Team to move to Resource Management from Access and Inclusion;
- The Principal Education Officer to become Head of Access, assuming responsibility for maintaining the Education Otherwise Register and providing appropriate placements for all pupils of compulsory school age and acting as lead commissioner for School Transport;
- Resource Management to provide ICT support for Children's Services following transfer from HASS.

The change in the scale and nature of responsibilities covered within the single service arm is substantial and significant.

5. Dimensions

5.1. Annual Budgets.

The figures below are for the financial year 2007 – 08:

Resource Management - Budget	£000's Expenditure	£000's Income	£000's Total
LCCS Finance	10,703	3,712	14,415
Human Resources	712	19	731
Resources and Planning	5,974	5,509	11,483
Management Information	302	41	343
Access	3,006	113	3,119
IT Support and Development	90	31	121
Strategic Management	1,416	185	1,601
Schools Delegated & Devolved Budgets	81,175	7,731	88,905
Total	103,378	17,341	120,718

5.2. Staffing

Service	FTE
LCCS Finance	22.52
Human Resources	8.48
Resources and Planning	27.42
Management Information	11.00
Access	12.40
IT Support and Development	3.00
Total	84.82

6. Contacts

- 6.1. The post holder will meet weekly with the Director for a 1:1, and with other members of the DMT at a regular, scheduled meeting to agree the strategic

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direction of the Directorate and to make key decisions as agreed within the constitution and the scheme of delegation.

- 6.2. The post holder will meet and negotiate with individual headteachers, Chairs of Governors and key stakeholders in managing and resolving specific issues.
- 6.3. The post holder will convene and manage meetings of statutory groups: Schools' Forum, Local Admissions Forum, Teachers' Panel, and DJCC.
- 6.4. The post holder ensures that Project Boards are in place to deliver major capital schemes.
- 6.5. The post holder attends regular briefings of school governors and Headteachers, and the directorate's Joint Consultative Group.
- 6.6. Internally, there are established mechanisms and expectations in place for contacts with all levels of staff within the organisation in structured and non structured settings.
- 6.7. The post holder is required to make a major contribution to key corporate groups including Corporate IT Strategy Group, Health and Safety Steering Group, Admin Accommodation Board; Corporate Operations Group, FMS Board, Pay and Grading Board, CLG.
- 6.8. There is also regular and close contact with the Chief Executive of the local authority, the Executive Member for Children's Services, Children's Services EMAP, Inspectors from CSCI/Ofsted, senior staff within the GO:Y&H, and senior staff including directors from other departments within the City Council.

7. Decisions

- 7.1. The post holder is required to take key decisions and act with minimal supervision. The post holder has extensive freedom to think, to work through diverse and complex issues and then to take appropriate action.

7.2. *Strategic*

The post carries lead responsibilities for:

- Strategic decision making for the management of resources for the directorate,
- Responding to relevant government guidance and statutory requirements,
- Implementation and reporting on key national programmes, such as *Building Schools for the Future*.

7.3 *Operational*

The post carries overarching responsibility for high-level decisions within the portfolio of services that are included within the Service Arm. This is specifically demonstrated through named decision-making responsibilities for:

- Decisions about staff, particularly where they carry financial implications,
- Equalities and compliance with the DDA and other legislative requirements,
- The extent and nature of communications to schools by the local authority,

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- School admissions and exclusions and compliance with the DfES Code of Practice on School Admissions,
- Intervention, when required, in the financial management arrangements in place within schools.

7.4 *Financial*

The post carries responsibility for the management of the budget for Resource Management described at Section 5. Specifically the post holder has delegated authority as provided in the scheme of delegation.

7.5 *Human Resources*

The post holder carries responsibility for the workforce within Resource Management to:

- Implement personnel policies for recruitment, disciplinary and training
- Alter the establishment of the service as provided in the scheme of delegation and subject to the approval of DMT
- Approve additional leave entitlement
- Approve relocation and car user payments within council policy

- 7.6 The consequences of ineffective working of the post holder would be to place the authority at risk of investigation and intervention by the Audit Commission (District Audit), the DfES, the Local Adjudicator, the Local Government Ombudsman and the Health and Safety Executive. The AD (Resource Management) also plays a key role in advising on the likely risks to the authority from decisions taken in the directorate about employment, business continuity, procurement, and European legislation on competition, contract compliance, and general legislative requirements on local government.