

Job Description

Job Title: Strategic Exchequer Services Manager

POSCODE:

Grade: P5

Overall purpose of the job

Cambridgeshire County Council is committed to delivering its strategic ambitions. These include supporting people to enjoy healthy, safe, and independent lives and that people are helped out of poverty and income inequality. Our fees and charges and contributions policies and the effective collection of income enable these ambitions, particularly for Adult Social Care, the Council's largest area of spending, provided on a means-tested basis and significantly financed by over £150m of locally generated income.

This is a crucial role for the Council's overall financial management and stewardship of public funds that will be accountable to chief officers and Members for the effective management of debt and around £253m of total income collection, leading a turnaround of the Council's current performance in this area.

The Audit & Accounts Committee alongside the former Strategy & Resources Committee identified that the substantial increase of the Council's debt since the pandemic has led to a significant pressure on the Council's Finances and urgent action is needed to stem and redress this position. Overdue debt has risen to £32m, compared to £21m twelve months ago, a 50% increase over the year. The Corporate Leadership Team have reviewed a deep dive of this position and approved a 12-month change project to improve collection, strategy, process and operations, as well as target a £1 million reduction in the bad debt provision. This will form a significant strand of the Council's 2024/25 budget proposals and be monitored directly by CLT, Audit and Accounts and the Strategy, Resources and Performance Committees. As such this is a fixed term change led role to drive these improvements.

The role will report to the Head of Financial Operations (who leads the wider service across the 4-Council Lead Authority partnership) and will need to respond to considerable complexity, instigating change, improvement, and reform across the organisation. The postholder will take responsibility for considerable engagement with senior internal stakeholders across frontline departments (including Adult Social Care, Education, Place & Sustainability and Property) as well as corporate colleagues from finance, accountancy, enterprise applications, IT and customer contact. The role will also be the lead for discussions at Corporate Leadership Team, Spokes, Chairs and Vice Chairs and Committee meetings on this subject.

There will also be a focus on engagement and working with partners, firstly districts regarding the potential for wider financial inclusion policy and customer account and recovery processes. This will also involve working with thus 5 district senior leadership and finance teams. Secondly, working and engaging with government agencies such as Ministry of Justice (Court of Protection and Probate Service), NHS and National Highways to improve income collection and debt recovery.

This work will drive the delivery of a high-performance debt recovery function recognised internally, and externally by Charter Institute of Credit Management as providing excellence in credit management through accreditation.

Main accountabilities

Please list the accountabilities in descending order of priority. Please include 6-9 accountabilities.

	Main accountabilities
1.	<p>Lead on transformational change relating to income and debt, driving areas for innovation and improvements identified in the Council's Deep Dives completed August 2023, to streamline and release resource capacity and ensure that change is achieved. To deliver the post holder will be required to:</p> <ul style="list-style-type: none"> • work directly with senior leaders and service leads (CLT & ELT) as well as Councillors and partners to respond to the major, council-wide change/service improvement activity that is identified through the council's Business Planning cycle and the related Directorate/Service planning. • lead and work directly with senior leaders and service leads, delivering digitisation projects which improve Customer experience, maximise income collection whilst delivering efficiencies through improved linear processes and systems. • engage directly with other government bodies senior leaders, such as Court of Protection, Probate Service & NHS to ensure a joined-up approach that improves the Customer experience whilst also delivery councils core income objectives.
2.	Perform a review of current operational target model in respect of Income Recovery, identify and implement improvements that will increase revenue streams for the council. Implement change management ensuring support is delivered in an empathetic way so to embed change, mitigating risks and resistance to change through use of influencing and negotiating skills presenting benefits of change.
3.	To lead the provision of sound income collection and recovery strategies and technical guidance, both internal to and external to Financial Operations and develop effective relationships with appropriate national bodies and other local authorities, to inform and enhance the quality of the work of the post-holder's team. Thereby delivering a highly effective Debt service, motivating, and developing staff to ensure objectives are achieved to enhance overall level of performance, in turn supporting the reduction in the Aged Debt within the Council.
4.	Report to Head of Service, Corporate Leadership Team, Directors, and Cabinet member in terms of actions taken and progress against council's strategic framework ambitions, by means of highlight reports and/or presentations.
5.	Development of business case(s) focusing on where and how service improvement and change can be applied to deliver the identified benefits and reduce the overall debt position – this will include business analysis, service design options and identifying how ready services are for change and what support they need to deliver successful management of change.
6.	Lead, and work collaboratively with other service areas, on projects and programmes that support developments/improvements for the Debt and Income Service in a professional and positive way. To facilitate the execution of the Council's Use of Resources and Value for Money strategies by providing Income and recovery support, analysis, and interpretation.
7.	To contribute to the Financial Planning processes with strategic analysis, advice, and recommendations to produce a Medium-Term Financial Plan for the debt service which delivers the objectives of the Authority.
8.	Ensuring that the service performs its duties and functions in fulfilment of its statutory obligations. In pursuit of this responsibility, managers need to ensure that they, and their relevant staff, keep abreast of the Council's changing legal obligations and mandates. Responsible for ensuring relevant compliance with the financial regulations and standing orders of the Council.
9.	Review existing Income Policy to ensure it is appropriate, effective and are aligned to the council's strategic framework. This will include Financial Inclusion in support of the Council's ambitions around helping people out of poverty. This will include presentation to members through Committees, and ensuring the Income and Debt Teams, and wider organisation operate within the

	<p>Income policy including mentioned service level agreements to maximise recovery and reduce bad debt.</p> <p>The Post Holder will produce a training programme for the whole Council on income and debt and will provide high level technical advice and support on the policy, legislative issues, procedures, and any other matter concerned with delivering our services effectively whilst also managing the relationship with any third parties supporting the team with their collection activities.</p>
10.	Ensuring that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty. Responsible for resilient business continuity arrangements and robust response and recovery arrangements in the event of emergencies and critical incidents locally
11.	Ensuring that the service delivers long-term positive outcomes locally for people and communities. Build and promote successful partnership working across all sectors and with service users to deliver more cost effective and valued services. Ensuring that the needs of service users are met by demonstrating behaviour which fosters equality of opportunity in service provision and employment.
12.	Lead reporting and analytics, delivering suite of reports with key stakeholders & DMT, which engages input across all clients, and drives recovery through the reporting of exceptions, as well as providing information to support continuous improvement that matches best practice.

Safeguarding commitment *(Include for roles involving work with children/vulnerable adults)*

We are committed to safeguarding and promoting the welfare of children and young people/vulnerable adults. We require you to understand and demonstrate this commitment.

Person Specification

Qualifications, knowledge, skills and experience

Minimum level of qualifications required for this job.

Qualifications Required	Subject	Essential/ Desirable
Educational	Educated to a minimum of Degree standard or significant experience gained in a similar or related service with demonstrable problem solving, analytical and management skills.	Essential
Professional Qualification	Relevant Professional Qualification CCAB qualification preferred. Consideration will be given to part qualified CCAB or AAT qualification, extensive experience in management and development of Income & Debt related functions.	Essential
Managerial Qualification	Appropriate Management Qualification or evidence of sustained formal training in management Demonstrate evidence of continual updating of professional and management skills. Evidence of continuous professional development, for example Member of a professional body CICM (Chartered Institute of Credit Management), ITIL, PRINCE2 or equivalent programme or project management qualification, or equivalent by significant experience	Desirable

Minimum levels of knowledge, skills and experience required for this job.

Identify	Describe	Essential/ Desirable
Knowledge	Knowledge/understanding of effective leadership and management of a group of professional and administrative staff.	Essential
	Evidence of significant participation in implementing successful change, particularly in responding to the demands of an organisation that is going through a process of transformation and reform.	
	Deep understanding of local government including the specific complexities of local authority finance, and the major influences and challenges it faces.	
	Knowledge of relevant and up to date legislation in respect of debt recovery and how it should be applied. Understanding of the Care Act regulations and how this impacts billing and recovery of Adult Social Care contributions.	Essential
	Extensive working knowledge of service delivery disciplines, management systems and processes including quality assurance methodologies and the identification and management of risk.	Essential
	Knowledge of change management including the principles and methodologies used to identify and support individuals and teams through period of change.	Essential

	Understanding of welfare & benefits, and how financial assessments are undertaken in respect of Adult Social Care services.	Desirable
	Extensive knowledge in the use of Microsoft applications including relevant software to support evidence gathering.	Essential
	<p>Detailed knowledge of the following core systems used by the council: -</p> <ul style="list-style-type: none"> ▪ Unit 4 Business World ▪ Mosaic ▪ Abacus ▪ Heycentric 	Desirable
Skills	Understands how to produce qualitative and quantitative data to support programme/project delivery, demonstrating strong analytical skills, attention to detail and the ability to understand complex issues and advise on complex solutions across business areas with the application of critical judgement.	Essential
	Ability to translate concepts and ideas into meaningful plans and action, and to present these in a variety of ways to engage audience.	Essential
	Demonstrable ability to build strong, multi-agency professional networks and relationships influencing and facilitating at the senior levels within the organisation and with strategic partners, inspiring others to deliver their best.	Essential
	Demonstrable ability to lead a team, sharing and growing knowledge and experience, recognising the strengths and weaknesses of others, and constructively challenging and providing mechanisms to achieve productive outcomes.	Essential
	Significant experience of mapping customer journeys, devising service blueprints, developing prototypes (covering non-digital or digital) and other service design project outputs.	Essential
	Evidence of writing detailed council wide strategic plans that include the relevant processes for design and implementation, monitoring, and evaluation of positive impact – social and/or financial.	Essential
	Demonstrate the ability to communicate, both written and oral, complex financial issues to members, non-financial managers, senior officers, and external organisations	Essential
	Ability to analyse and address complex issues including the need to deliver different support to various service elements.	Essential
	Well-developed interpersonal and leadership skills. Including influencing and persuading, offering an alternative perspective, and	Essential

	<p>being willing to express it, understanding financial actions in light of the needs of the County Council</p> <p>Able to work under pressure, delegate appropriately and have the ability to identify and manage demanding situations, individually and collectively.</p> <p>Highly motivated individual who has experience of leading a team and who recognises the importance of building good working relationships internally but also externally.</p> <p>Demonstrating the Council's managerial leadership competencies – providing purposive and positive leadership, acting with openness, honesty, and integrity, and instilling a clear sense of direction, priority, and pace. Managing people in an inclusive way to deliver strategic and operational objectives.</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p>
Experience	<p>Extensive experience in managing Income & Debt functions as well as systems & audit process with ability to work with technical and non-technical teams to deliver business expectations and implement recommendations.</p> <p>Significant experience of successfully leading, managing, coaching and developing diverse teams and delivering demonstrable and sustainable service improvements.</p> <p>Significant experience of leading a variety of change and improvement projects, in a large complex organisation, which improve customer experience and achieve organisational outcomes.</p> <p>Experience in developing, monitoring, and reporting of service level agreements and setting relevant and appropriate key Performance indicators. This includes the internal team and customer's management.</p> <p>Experience of working in a dynamic and complex environment, handling multiple projects, developments and other business as usual tasks including risk and issue management simultaneously.</p> <p>Experience of expressing complex technical, system and process concepts and ideas clearly and concisely to different audience and provide professional advice.</p> <p>Demonstrable experience in developing and implementing Target Operational models that deliver performance improvements, enhanced customer journey / experience whilst managing or reducing risk.</p> <p>Experience of managing/monitoring/developing performance indicators, which drive Team / Service improvements.</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p>

	<p>Evidence of consistently achieved results within a largely unsupervised environment but within clear accountability framework.</p> <p>Proven experience of communicating effectively with professional and technical finance staff and operational managers.</p> <p>Experience in working with Councillors and attendance on cross member/officer working parties or panels.</p>	<p>Essential</p> <p>Essential</p> <p>Essential</p>
	<p>Demonstrate direct experience of working in partnership with private, public, and voluntary organisations.</p> <p>Experience in implementing practices, procedures and organisational engagement that has been recognised by external professional body (i.e., Chartered Institute of Credit Management CiCM) for providing excellence in income recovery.</p>	<p>Desirable</p> <p>Desirable</p>
Equality, Diversity and Inclusion (applies to all roles.	Ability to demonstrate awareness and understanding of equality, diversity, and inclusion and how this applies to this role.	
Safeguarding (include for roles working with children/vulnerable adults)	<p>Demonstrate an understanding of the safe working practices that apply to this role.</p> <p>Ability to work in a way that promotes the safety and well-being of children and young people/vulnerable adults.</p>	

Disclosure level

What disclosure level is required for this post?	None X	Standard
	Enhanced	Enhanced with barred list checks

Work type

What work type does this role fit into? (tick one box that reflects the main work type, the default work type is hybrid)	Fixed	Hybrid X	Field	Remote	Mobile
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