

CANDIDATE BRIEFING PACK

Assistant Director Exchequer Services

Prepared for Tameside Metropolitan Borough Council

August 2024



Penna

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- (a) [Budget, MTFS, Corporate Plan, Places for Everyone \(Housing Strategy\)](#)
- (b) [Management Out-turn Papers 2020/21](#)
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Welcome Letter

Dear Colleague,

Thank you for your interest in Tameside.

Are you looking for a new challenge? One that stretches you professionally and you know will really turn the dial on delivering better outcomes for residents?

Now is a great time to look at joining us...

As the lead for Exchequer services in the authority, you will support Senior Leaders in collecting their income – from Council Tax to Sundry Debt – and work proactively to help deliver the Council's Anti-Poverty Strategy, with a focus on better outcomes aligned to our new Corporate Plan. You will embed self-service for residents and businesses alike, ensuring all the opportunities of digitisation are taken.

Leading a team of around 100 FTE, you will collaborate closely with the Assistant Director for Finance, the Assistant Director for ICT & Digital, the Assistant Director of STAR Procurement and the Head of Assurance as part of the Resources Leadership Team. You will be a crucial member of our Assistant Directors Delivery Group and attend Senior Leadership Team as and when required.

The Council is in a reasonable financial position and has the opportunity to remain so. Holding reserves for transformation and digital investments to drive transformation presents you with the opportunity to demonstrate real organisational returns on investment, underpinned by sound decision making with a fully formed awareness of risk and reward.

It is critical that you ensure the Council's income streams remain stable and securely collected. Establishing a financially sustainable future is key, and with the Integrated Single Settlement for Greater Manchester, you will be responsible for collecting over 80% of what is budgeted to be spent each year. This will need clear leadership balancing challenge and support; honesty and transparency; resilience, drive, and tenacity aligned to judgement. Building highly productive and positive relationships across the Council and the Greater Manchester region will be key.

100% Business Rates retention, Council Tax base growth and a commitment to anti-poverty will underpin your work. In the first 12 months you'll build a digital future for Exchequer, outline strategies to maximise collection of locally raised tax and build matrix managed relationships with other services that operate with anti-poverty outcomes. You will have a significant corporate profile, licence to operate across the council and visibility across Greater Manchester, attending the GM Exchequer Group meetings, with the opportunity to influence regional and national policy.

You will have an evidenced record of success, be IRRV qualified and have the ability, drive and tenacity to make better outcomes for residents a reality. We need you to be strong on governance and probity, an excellent communicator who can demonstrate strong judgement at senior level and be a credible leader.

If you share our ambition and are looking for both a role where you can progress your career as well as a place where you can really make a difference, we want to hear from you.

If you think you have what it takes to be successful in this role, even if you don't meet all the requirements, please contact our consultants – we would genuinely appreciate the opportunity to discuss your candidacy.

I look forward to receiving your application!

Very Best Regards,

Handwritten signature of Ashley Hughes in black ink, with a horizontal line underneath the name.

Ashley Hughes
Director of Resources
Tameside Metropolitan Borough Council

Advertisement

Assistant Director for Exchequer Services

Tameside MBC, Ashton-under-Lyne (hybrid-working)

Salary circa £90k

About Us

Now is a great time to look at joining Tameside.

Nestled between Manchester City Centre and the Peak District, we are driving regeneration and addressing poverty across our borough.

We are now seeking an IRRV qualified professional to lead our exchequer services and play a strategic role in a forward-looking ambitious Greater Manchester authority.

Your innovation and drive will help us to continue improving and evolving; and our opportunities and support will enable you to make a difference and leave a positive, lasting legacy.

The Role

Reporting to the Director of Resources, you will be responsible for Council Tax, Business Rates, Housing Benefits and Transactional Finance.

You will lead the Council's collection strategy, ensuring that all income due to the Council is collected efficiently, effectively and ethically.

This will include progressing our digital journey – implementing artificial intelligence, automation and a variety of other system improvements to ensure our staff are freed-up to drive better outcomes for residents, businesses and stakeholders.

You will also have the opportunity to join the Council's Leadership Team and contribute to a wide range of priorities and cross-council initiatives.

You will lead a team of around 100 professionals and collaborate closely with the Assistant Director of Finance, the Assistant Director for ICT & Digital, the Assistant Director of STAR Procurement and the Head of Assurance as part of the Resources Leadership Team. You will be a crucial member of our Assistant Directors Delivery Group and attend Senior Leadership Team as and when required.

About You

This exciting role calls for an IRRV qualified professional who is ready for the next exciting challenge in their career.

If you think you have what it takes to be successful in this role, even if you don't meet all the requirements, please contact our consultants and/or apply. We would appreciate the opportunity to discuss your candidacy and consider your application.

Travel and workplace requirements

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This role includes hybrid working, with an average requirement of circa one day in the office per week.

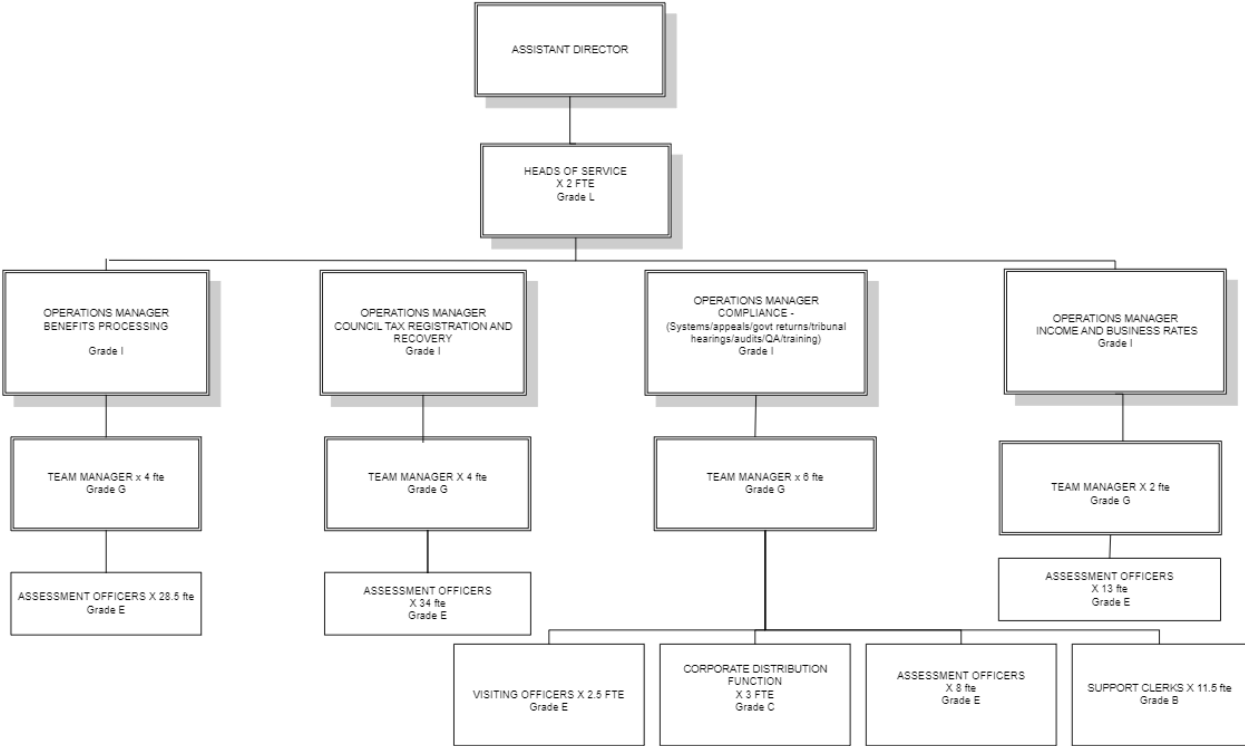
For more information and to apply

For more information about this opportunity, or a confidential discussion about your suitability, and to apply, please click the link below to access the Penna site or get in touch with our retained partners at Penna:

- <https://execroles.penna.com/>
- Andrew Tromans – email andrew.tromans@penna.com or call 07805 226301
- Brian Gallagher – email on brian.gallagher@penna.com or call 07716 098175

Closing date: 15th September 2024

Structure Chart



Job Description & Person Specification

Job Title:	Assistant Director of Exchequer Services
Directorate:	Resources
Grade:	SMT1
Location:	Flexible work base; main offices are - Tameside One, Market Place, Ashton-Under-Lyne, OL6 6BL
Accountable To:	Director of Resources
Accountable For:	Exchequer transactional services and corporate mailing
Working Pattern:	36 hours per week – some occasional evening and weekend working may be necessary
Any Special Conditions of Service:	This post is subject to political restriction in accordance with the provisions of the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990

PURPOSE & OBJECTIVES OF THE ROLE

Purpose

Support the Director of Resources in ensuring high quality transactional services are in place and income exceeds Council budget requirements.

As a member of the Resources Leadership Team, work with the Director of Resources, Assistant Director of Finance, Assistant Director of ICT & Digital and the Head of Assurance, Members, and senior officers to develop the vision and values for Tameside and to be responsible for the delivery of that vision through sound management in the Council.

Provide strategic direction and leadership in managing the Exchequer Services function which comprises, the billing and recovery of Council Tax, National Non-Domestic Rates and Sundry Debts, the assessment and award of Housing Benefit and Council Tax Support, Accounts Payable and corporate mailing functions.

The postholder will ensure that income is collected and recovered, and payments made in accordance with legislation, statutory guidance, financial regulations, and council policy.

Accountabilities

- Provide clear, visible, and motivational leadership enabling the creation of a culture of high performance, continuous improvement, seeking value for money and high levels of customer satisfaction in relation to transactional services.
- Ensure the effective and efficient implementation of the Councils' policies and the achievement of the Council's objectives, including financial objectives in relation to income, and support the Council's culture and values.

- Actively contribute to the formulation and implementation of the Council's strategies and objectives as a member of Tameside's leadership team.
- Ensure that effective working relationships are maintained with Council Members, strategic directors, partner organisations, stakeholders, and staff within the service to identify and address issues impacting on Council Services, and customers.
- Ensure robust controls are in place to protect the Council's resources as assessed by the Council's Risk Management and Assurance Service and the Council's external auditors.
- Set the framework and strategy in accordance with legislation within which the Exchequer Services function operates.
- Ensure the on-going co-ordination of multiple software projects to enable the service to maximise income and better support financially vulnerable residents.
- Deliver robust and efficient financial systems, processes and policies supported by effective and timely training.
- Provide timely advice to the Director of Resources, officers, elected members and external agencies to interpret and simplify legislation, guidance and financial regulations ensuring all relevant staff are fully briefed, trained, and equipped to apply the procedures.
- Perform any other duties and responsibilities as may be required, commensurate with the salary and the grade of an equivalent nature as may be determined from time to time by the Director of Resources.

Financial Responsibilities

- Support the Director of Resources in the discharge of the statutory responsibilities in accordance with legislation contained in the Local Government Act 1992, Administration and Enforcement Regulations, and debt recovery legislation pertaining to the billing and recovering of sundry debtor accounts.
- Support the Director of Resources in the discharge of the statutory responsibilities in accordance with payment of Housing Benefit, awards of local Council Tax Support and in the payment of accounts.
- Calculate, project, and monitor income to ensure the Council's budgetary requirements are met, and take corrective action where appropriate.
- Ensure effective financial controls are in place across multiple transactional financial systems to satisfy internal and external audit requirements and ensure that action plans are implemented within agreed deadlines.
- Ensure the accurate compilation of data to enable government data returns to be completed and submitted in a timely manner.
- Deliver an efficient and effective Exchequer service enabling both financial and personal data to be accurately and securely recorded, monitored, and controlled to maximise benefits and income collection in accordance with legislation.
- Monitor service and the Council's compliance with relevant legislation, statutory duties, policies, and regulations.
- Manage the service budget relative to income and expenditure and Housing Benefit administration and subsidy monies.
- Take ownership and lead in providing mitigating actions for identified service risks.

Strategy & Policy Development

- Continue to implement, monitor, and review Exchequer Services digital strategy to ensure optimum operational efficiency and savings are achieved.
- Working with Members and the Senior Leadership Team produce accurate and timely management information required to draft, implement, monitor, and review local policies as appropriate.
- Implement the annual local Council Tax Support scheme, local Debt Recovery Strategy, and discretionary schemes local policies.

- Maintain a working knowledge of relevant legislation, financial regulations, and local procedures and ensure that all developments and changes are implemented and communicated throughout the service.
- Continuously review and develop financial systems, procedures, and strategies to best meet the overall objectives of the service and the wider Council.

Performance and Customer Focus

- Review and monitor performance management frameworks and take corrective action where performance shortfalls are identified against targets set.
- Take corrective action where the system and staff quality assurance framework identify performance irregularities.
- Establish and maintain a good working relationship with both internal and external audit services and ensure their recommendations are implemented.
- Ensure appropriate and accurate records are held.
- Ensure that accessible, effective, and timely communication is in place between the service and public in respect of financial matters.
- Ensure that all services provided are clear, accountable, and responsive to customer needs and that complaints received are investigated and resolved in accordance with the Council's procedures.
- Investigate, review, advise and report on the corporate implications of the activities of Exchequer Services including responding to complaints, overseeing Freedom of Information requests and subject access requests.
- Liaise with regional and national local authorities and recognised bodies to seek continuous improvement and enhance service delivery.

Leadership and Management

- Provide strong, visible leadership and professional oversight for Exchequer functions working within legislative and professional standards.
- Take an active, participatory, and collegiate role in internal, local, and regional peer working groups.
- Develop service strategies and local policies which are effectively communicated to the community and to staff, ensuring appropriate training is in place across the service to meet strategic and operational objectives.
- Ensure the effective use of resources within Exchequer Services in the deployment of staff to meet operational and statutory requirements.
- Manage a diverse range of services, primarily transactional in nature plus a corporate mail function, and ensure that related service and corporate procurements are undertaken, as necessary.
- Ensure the service continues to deliver value for money through proper accumulation and use of intelligence including local, regional, and national benchmarking, and financial and contract monitoring.
- Systems owner for the Council Tax and Business Rates administration and recovery system and associated modules.
- Represent the service and the Council as required in internal meetings and with external agencies.

Flexibility

- Work with a degree of flexibility required to perform work not specifically referred to above although falling within the scope of the post at the appropriate grade.

Health and Safety

- Ensure safe and efficient delivery of service by achieving high standards of health and safety and reducing risk.

The Council's Commitment to Equality

- Deliver the council's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality in the workplace and in the services the council delivers.

PERSON SPECIFICATION

Qualifications Required

Type	Level required
Professional qualifications/ Memberships	<ul style="list-style-type: none">• Relevant technical or professional qualification and extensive experience in Exchequer Services (Essential).
Management	<ul style="list-style-type: none">• Recognised management qualification (Desirable)
Education	<ul style="list-style-type: none">• Educated to degree level or equivalent (Desirable)• Post graduation qualification (Desirable)

Technical / Knowledge Requirements

- Significant senior management experience, in a revenues and benefits and transactional services environment, with a proven ability to develop new ways of working to achieve organisational objectives.
- Proven ability to manage a range of activities and oversee their achievement of the organisation's strategic goals.
- Extensive and comprehensive knowledge of the major issues facing local government and understanding of the national and local policy context specifically relating to revenues and benefits and digital service provision.
- Proven track record of accountability for income, payment and service budget ensuring the delivery of services within agreed resources.
- Proven ability to drive through and deliver effective performance management within the service and understanding of the performance management process relative to external partners.
- Significant experience of creating, leading and maintaining partnerships both internally and externally to achieve shared objectives and synergies.
- Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
- Excellent interpersonal, communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation, with stakeholders and with the public.
- Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.
- Demonstrate resilience, determination, high ethical standards personally and professionally, acting with integrity and diplomacy, being reliable, trustworthy, and leading by example.
- A detailed understanding and commitment to the role and duties of local authorities and in particular the community to be served.
- Inspire confidence in safe decision making supported by knowledge of relevant legislation, best practice policies and procedures; knowledge of Local Authority regulatory and audit requirements; knowledge of welfare benefits and an understanding of contract management.

Behavioural Competencies

Competency	Key Requirements
PERSONAL EFFECTIVENESS	
Communicating and Influencing	<ul style="list-style-type: none"> • Ability to clearly communicate and provide written information, advice and recommendations to influence Chief Officers and Members. • Able to liaise effectively with senior officers and staff to ensure efficient service provision, income maximisation and payments are made within financial regulations and best practice performance targets. • Able to communicate clearly and professionally with vulnerable persons and their representatives and people from a variety of professional agencies. • Ensure service systems and processes are in place to efficiently, and effectively, communicate with the public using a variety of communication methods. • Deliver professional and persuasive presentations to large internal and external groups. • Ability to develop effective relationships with internal and external partners at senior levels, to secure results. • Strong interpersonal skills and able to challenge, support, influence and engage staff, senior management and peers.
Respecting Others	<ul style="list-style-type: none"> • A demonstrable understanding and acceptance of the principles underlying equal opportunities and a commitment to achieving these. • Champions a culture that values equality and diversity, and ensures these are built into the delivery of services
Striving for Excellence	<ul style="list-style-type: none"> • Demonstrates a high level of personal drive and energy that sets an example to others • Fosters a dynamic, achievement orientated culture
Political awareness	<ul style="list-style-type: none"> • Ability to work effectively in a political environment and establish positive relationships with councillors, senior managers, staff, external partners and interest groups in a way that establishes confidence, credibility and trust.
Analytical skills	<ul style="list-style-type: none"> • Highly developed problem solving and analytical skills. • Ability to analyse data identify current and future trends to produce meaningful reports around supplier performance. • Ability to interpret reports in order to produce findings and recommendations for actions/areas of improvement
LEADERSHIP	
Setting Direction	<ul style="list-style-type: none"> • Set direction and lead an efficient and effective Exchequer Services to deliver organisational objectives.

	<ul style="list-style-type: none"> • Ensure there is a culture of continuous improvement and responsiveness to change particularly in relation to digital service provision. • Promote a vision for the future that inspires and motivates others to maximise income and support the financially vulnerable. • Be self-motivated at all times and able to work under own initiative, and at times under extreme pressure. • Proven leadership skills to motivate and encourage staff to support corporate goals and support change. • Able to work flexibly and motivate managers and staff to achieve the standards required of service teams. • Able to manage a varied workload and meet tight deadlines.
Managing Performance	<ul style="list-style-type: none"> • Significant managerial experience with a track record of managing high performing teams. • Significant experience of developing, implementing, and monitoring performance management and quality assurance frameworks to meet organisation and external partner expectations. • Ability to take decisive corrective action where necessary based on performance and quality assurance data. • Identify performance requirements from customer complaints. • Manage project implementations progress in accordance with service and organisational business plans to achieve organisational objectives.
Developing Talent	<ul style="list-style-type: none"> • Promotes a culture that values continuous personal and professional development
Change management	<ul style="list-style-type: none"> • Track record of supporting change in transactional services environment. • Experience of leading managing change and the ability to implement changes in an organised and positive manner.
Project management	<ul style="list-style-type: none"> • Experience in procuring goods and services to support delivery of services and implementation of the same. • Effective user of project management tools and techniques. • Experience in implementing multiple information and communications technology projects simultaneously. • Able to monitor project implementation progress and report on the same, identifying areas of risk and able to take decisive corrective action where required. • Oversee annual billing, subsidy control projects. • Ability to evaluate completed projects and embed learning gained.
WORKING IN PARTNERSHIP	
Team Working	<ul style="list-style-type: none"> • Work collaboratively with Senior Leadership Team, Members and staff within the service. • Participation in multi professional and partnership working teamwork.

	<ul style="list-style-type: none"> • Create a positive team spirit where team members work together to achieve shared goals. • Ensure that virtual teams within the service are cohesive in delivering against objectives set.
Cross-Tameside Working	<ul style="list-style-type: none"> • Identifies opportunities for co-operation and interdependency across Directorates and Service Units • A solid understanding of the relevant legal, commercial, political, operational and social community aspects of a similar diverse and complex environment.
External Partnership Working	<ul style="list-style-type: none"> • Practical evidence of developing and maintaining good working relationships with a wide range of customers/stakeholders, developing a positive personal and organisational profile and building partnerships

How to Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure your full employment history is outlined in your CV; and that where there are essential criteria, competencies and/or qualifications you make clear how you meet these. We may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please share with us in your supporting statement, the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.
- Please complete the Equal Opportunities Monitoring Form when you upload your details.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- At any point throughout the process our retained consultants at Penna will be happy to help you with information, insight and guidance about the process and our clients.

The following timetable sets out the key dates in the recruitment process:

Date	Activity
Closing Date	15 th September 2024
First Stage Interviews	TBC
Final Interviews	TBC

To apply for this role, please click the link below:

<https://execroles.penna.com>

For further information or confidential discussion, please contact Andrew Tromans on 07805 226301 or Brian Gallagher on 07716 098175