

## **Scheme of Delegation-Executive Director Resources/Section 151 Officer**

### **Introduction and context**

The Executive Director of Resources/s151 Officer has overall responsibilities within the Council for Resources and s151 Officer functions. The Executive Director of Resources/s151 Officer is able to onward delegate these functions to other officers except for statutory s151 functions. This document seeks to capture those onward delegations.

The Executive Director of Resources/s151 Officer is given delegated power to exercise all the Authority's powers, functions and responsibilities and to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of the Constitution:

**- People and Customer Experience** - HR, Organisational Development and Culture, Customer Experience

**- Finance** - Procurement, Revenues and Benefits, Finance Business Support, Finance (Adults & Children's Services), Finance (Place & Corporate Services), Finance (Strategic Finance & Accounting)

**- Digital**

The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation.

<b>Type of activity</b>	<b>Specific function or decision-making</b>	<b>Officer responsible for that function</b>
<b>People and Customer Experience</b>		
	To act as the lead officer on the Council's approach to developing and maintaining a workforce/people strategy which will deliver the Council's strategic objectives and corporate plan.	Director of People and Customer Experience
	To lead, develop, implement and oversee a comprehensive suite of strategic, advisory and operational workforce and customer related services across the Council; aligned with the Council's strategic objectives and corporate plan, focused on delivering	As above

	business as usual and other transformation/devolution activity.	
	To act as lead advisor to Members and senior leadership/ management on strategy, statutory and regulatory practices relating to People and Customer Experience functions; and provide assurance as to the quality of and compliance with services delivered.	As above
	To provide comprehensive support and advice to Members, senior management colleagues and employees via timely and accessible data, management information reporting etc; ensuring that insight and intelligence is tailored to the needs of key stakeholders and is in compliance with the Council's GDPR and other confidentiality requirements.	As above
	To assure the Council's statutory responsibilities for Equality, Diversity and Inclusion for the workforce are being met and proactively promote the importance of inclusion in the workplace as a critical component of delivering the Council's plan.	As above
	To be responsible for the maintenance/accuracy of the service establishment in UNIT4 and accountable for budgets associated.	Head of Human Resources (HR), Head of Organisational Development and Culture, Head of Customer Experience
	Provide assurance that workforce related policies and guidance notes are compliant with national and other legislative requirements.	Director of People and Customer Experience
	Provide final sign off from a People function on any compliance, statutory obligations documents and ensure distribution to the Governance, Compliance and Monitoring Officer colleagues for final sign off in relation to Settlement Agreements.	Director of People and Customer Experience
<b>Human Resources</b>	Service areas include: -Corporate and schools HR operations	Head of HR

	<ul style="list-style-type: none"> <li>-Insourced service areas (e.g. ANSA, Orbitas)</li> <li>-HR Business Partnering</li> <li>-HR Policy and employee relations.</li> </ul>	
	To lead the HR Operations and Policy team providing professional expertise and direction for the Council and Schools customers through effective strategic business partnering to support delivery of the Council's key priorities and services.	As above
	To lead the implementation of relevant operational and advisory workforce solutions to support business as usual needs and any other transformation/devolution related work.	As above
	To develop a policies and procedures framework for Council and Schools (and any other external) customers that underpin our people policies.	As above
	To provide professional expertise and oversight into all employment related HR cases.	As above
	To monitor, review and develop CHESS school's consultancy, OHU buy back services in consultation with customers/stakeholders.	As above
	To review the Transactional service centre contract with Cheshire West and develop proposals future working arrangements. To be lead representative for the Transactional Service Centre and Unit 4 with regard to the HR functions.	As above
	To contribute to the overall implementation of the Council's workforce strategy, with a view on continuous performance improvement.	As above
	To develop, implement, monitor and refines plans across People and Customer Services functions which support implementation of the Council's Corporate Plan priorities.	As above
	To act as the lead employee relations advisor with Trade Unions in relation to all HR Advisory and Operations matters.	As above

	To be the pension employer lead for the Cheshire Pension Fund in collaboration with Finance in relation to strategic direction and ensuring that employer statutory and scheme obligations such as pension auto enrolment and pensions discretions are adhered to.	As above
	To deputise for the Director of People as required.	As above.
<b>Organisational development and Improvement</b>	To develop and implement policies, provision, procedures and guidance and any other deliverables in support of the Council's workforce strategy.	Head of Organisational development and Improvement
	To lead on the design, implementation and reporting on talent management and workforce retention offerings.	As above
	To lead on the design, implementation and reporting on organisational development, workforce planning and development, skills and talent development, employee value proposition (what Cheshire East offers it's employees), compliance and employee engagement and culture offerings.	As above
	To support the Director of People and Customer Experience in designing and role modelling change, including professional advice to the Chief Executive, Corporate Leadership Team and colleagues on any new initiative or better ways of achieving the Council's strategic goals.	As above
	To lead on the development, implementation and monitoring of the Council's wellbeing strategy.	As above
	To manage the contracts for Occupational Health, Comensura (agency), Employee Assistance Programme and Salary Sacrifice.	As above
	To oversee the delivery of the Council's job evaluation schemes.	As above
	To be responsible for workforce culture and people pay and reward.	As above
	To lead on the Council's apprenticeship strategy and levy, working with maintained schools, directorates and Council owned companies.	As above

	To lead on the provision of the Council's Learner Management and PDR systems.	As above
	To oversee the commissioning of learning and development.	As above
	To deputise for the Director of People as required.	As above
<b>Customer Experience</b>	<p>To develop, implement and monitor a high-quality Customer Experience service. Service areas include:</p> <ul style="list-style-type: none"> <li>• Customer Experience Strategy and transformation.</li> <li>• Customer Contact Centre (Operational Team): and</li> <li>• Customer Service Improvement Team:</li> <li>• Executive Correspondence; and</li> <li>• Complaints and Ombudsman liaison</li> </ul>	Head of Customer Experience
	To lead on the design, development, implementation and monitoring of the Council's strategic approach to customer experience.	As above
	To oversee the development, implementation and monitoring of a comprehensive suite of Customer Experience policies, procedures and processes, standards and other offerings to underpin the delivery of the Council's customer experience strategy.	As above
	To develop a comprehensive approach to data, insight and intelligence so that key stakeholders can access and interpret customer services data and insight and that regular reporting is provided to key stakeholders.	As above
	To act as the senior customer for the Councils Digital Transformation Programme.	As above
	To provide advice to Customer Experience departments including but not limited to the Contact Centre.	As above
	To proactively liaise with Council departments to ensure they are full briefed on our customer experience strategy and are able to leverage the services of the Customer Experience function effectively and to create a Council wide consistent approach.	As above
	To be accountable for the achievement of all key metric and KPI's with the Cluster.	As above

	To deputise for the Director of People and Customer Experience in attending relevant Customer Experience meetings with Corporate Leadership Team and relevant committees as needed.	As above
<b>Finance</b>		
Section 151 Officer	To undertake the statutory role of section 151 Officer.	Executive Director of Resources/s151 officer
Deputy (including Deputy s 151 officer)	To deputise locally and nationally for the Executive Director of Resources (s 151 Officer.)	Director of Finance (Deputy s151)
Financial Adviser to the Council etc	To be financial adviser to the Council, Committees and Officers.	Executive Director of Resources/s151 Officer
	<p>To be the Authority's 'responsible financial officer.'</p> <p>To be responsible for the proper administration of the Council's financial affairs as specified in, and undertake the duties required by, section 151 of the Local Government Act 1972, the Local Government and Housing Act 1989, the Local Government Act 2003 and all other relevant legislation.</p> <p>'Proper Administration' is not defined but shall also include responsibilities for compliance with the statutory requirements for accounting and internal audit.</p>	Executive Director of Resources/s151 Officer
Section 114 Local Government Finance Act 1988	To report to all elected members of the local authority, in consultation with the Monitoring Officer, any unlawful expenditure incurred or to be incurred or an unbalanced budget pursuant to Section 114 of the Local Government Finance Act 1988.	Executive Director of Resources/s151 Officer

	To advise the Council whether particular decisions are likely to be contrary to the policy framework (jointly with the Monitoring Officer)-Local Government Act 2000.	Executive Director of Resources/s151 Officer (in conjunction with Monitoring Officer)
Finance Procedure Rules	To carry out the functions and responsibilities which are detailed in the Finance Procedure Rules.	Executive Director of Resources/s 151 Officer
Treasury Management	To secure effective treasury management, including drafting the treasury management strategy (which includes the Council's borrowing requirement), management of cashflows and taking all action necessary in relation to all debts, payment of accounts, borrowing, loans (including guarantees and indemnities), grants, advances, investments, financing and banking generally, with pursuit of optimum performance.	Executive Director of Resources/s 151 Officer
	To set and arrange the Council's affairs to remain within prudential limits for borrowing and capital investment, ensuring the Council maintains its commitments in balance with available resources, pursuant to The Local Government Act 2003.	Executive Director of Resources/s151 Officer
	To ensure that legal requirements are complied with in discharging the s151's responsibilities for capital finance.	Executive Director of Resources/s151 Officer
Debts	To take all action necessary to facilitate debt recovery and enforcement action including instituting prosecutions, making applications to courts and tribunals and authorising officers to appear on behalf of the Council.	Executive Director of Resources/s151 Officer

Pension	To take all necessary action in respect of the Council's role in relation to the administration and operation of the Cheshire Pension Fund. (The overall fund is administered by Cheshire West under the Cheshire West and Chester Council (CWaC) pension fund.)	Executive Director of Resources/s151 Officer
Council Tax, Business Rates, Council Tax Support, Non Domestic Rates, General Rates and Housing Benefit.	To exercise the functions of a billing and collecting authority for Council Tax and make recommendations to the Council on Council Tax requirements, on the Council tax base and Business Rates and to administer and manage generally all matters relating to Council Tax Support, Non Domestic Rates, General Rates and Housing Benefit, including the awarding of discounts, relief and exemptions and the levying, collection, recovery and disbursement of all sums due to the Council in respect of the same in accordance with all governing Regulations.	Head of Revenues and Benefits
Finance/Contract Rules	To ensure the Financial and Contract Procedure Rules are complied with.	Director of Finance (Deputy S151 Officer)
	To lead and develop the provision of robust and legally sound procurement and contract management processes and procedures in support of the Council's commissioning activities.	Director of Finance (Deputy S151 Officer)
Tenders	To set up a system for the issue and receipt of electronic tenders and quotations.	Director of Finance (Deputy S151 Officer) Head of Procurement
UNIT4	To be responsible for the development of the finance suite of information within UNIT4 and accountable for budgets associated.	Director of Finance (Deputy s 151)
	To ensure financial management arrangements are in line with broad policy objectives by providing advice on	Director of Finance



	implementing effective financial management arrangements within changing service delivery arrangements.	(Deputy S151 Officer)
Systems of internal financial control	To advise on effective systems of internal control which provide assurance of effective and efficient operations, internal financial controls and compliance with laws and regulations.	Director of Finance (Deputy S151 Officer)
	To ensure effective arrangements are in place which encompass budgetary systems, accounting procedures, information systems, segregation of duties, authorisation processes, physical safeguards and management reviews.	Director of Finance (Deputy S151 Officer)
Financial strategies	To draft financial strategies for approval by full council including the: -Medium-Term Financial Strategy -Capital Strategy -Reserves Strategy -Investment Strategy	Executive Director of Resources/s151 Officer
Financial risk management	To advise on financial risk management and profiling, including safeguarding assets and risk avoidance by assisting the Council to develop appropriate governance, risk strategy and procedures.	Executive Director of Resources/s151 Officer
Accounts	To prepare statutory and other accounts and grant claims ensuring compliance with the law, appropriate regulations and approved accounting standards.	Executive Director of Resources/s151 Officer
External Audit	To be responsible for managing the relationship with the External Audit function.	Executive Director of Resources/s151 Officer

**Digital (SIRO)**

	To exercise all powers and duties in relation to the delivery of ICT for the Council.	Director of Digital
	To provide strategic leadership and accountability for all aspects of Digital, ICT, Data Services and Transformation.	As above
	To align digital strategies with emerging technologies such as cloud computing, artificial intelligence (AI), data analytics and automation.	As above
	To oversee the ICT infrastructure cloud services and application landscape across the council together with respective council owned companies.	As above
	To promote digital professional development and skills enhancement across teams.	As above
	To lead, as Senior Information Risk Owner (SIRO), the organisation's information risk management policy and advocate for robust information security. This includes making the annual statement of internal control for information risk.	As above
	To lead the development and delivery of a comprehensive digital transformation and business change programme, covering service redesign, infrastructure optimisation and organisational reconfiguration.	As above.
	To lead the development of digital, information, communication and technology policies and strategies, advising the Council and Organisational Management Team on all digital, information management and technology-related issues.	As above
	To lead the development of Digital and ICT systems and strategies, advising on technical developments, maximising the benefits of emerging technology.	As above
	To lead and direct the Council's Digital Business Change Service, developing a robust framework for project and programme management to deliver high-profile and high-risk projects.	Director of Digital in consultation with Assistant Chief Executive, Head of

		Transformation and Corporate Project Management Office.
	To lead and support the implementation of e-governance across the Council.	Director of Digital
	To lead the Council's business planning for investment in Digital and ICT in each Directorate.	As above
	To lead the development of products and services that can attract external funding.	As above
	To establish, monitor and develop an Information Assurance policy to protect the Council's information assets and ensure data security.	As above
	<p>To perform the role of SIRO, overseeing the management of information risks and incidents, including:</p> <ul style="list-style-type: none"> <li>• Process for information risk assessment</li> <li>• Review and agreement of information risk-mitigating actions.</li> <li>• Resolution of information assurance issues</li> </ul>	As above