

## Head of Revenues

Slough is a dynamic economic hub at the gateway to London and the Thames Valley, with excellent transport links including the Elizabeth line and proximity to Heathrow Airport. We are seeking exceptional finance professionals ready for a challenging, career-defining role. With a new S151 officer and a balanced budget for 2025/26, we are poised for financial resilience and a bright future. Our Finance and Procurement Teams have a robust improvement programme focused on career development. Be part of our critical transformation and thrive in a supportive, demanding and rewarding environment.

We are seeking a proactive and experienced Head of Revenues to join our team. Reporting to the Director of Revenues and Welfare Services, this role is crucial in maximising income to the council while understanding that the cost of living crisis is affecting residents ability to pay council tax, rent, and other financial commitments. You will drive up collection rates, manage billing and recovery processes, and lead a committed team through a significant period of change and transformation that will include new technologies and the move to a proactive supportive approach to collection.

### Responsibilities:

- Collection of over £350m in 2025/26
- Continue to improve council tax, housing rent and accounts receivable collection rates
- Manage billing, administration, and recovery of council tax
- Conduct data cleansing to understand and optimise collection processes
- Incorporate new recovery measures to enforce and collect outstanding debts
- Own and manage the re-procurement of business rates service partner
- Sensitively address arrears in adult social care charges
- Sit on the council's debt board
- Managing 3 direct reports (Revenues Manager, Housing Recovery Manager, AP/AR Manager)
- Liaise with business rates contractor to delivery efficient and timely services

### Key Priorities:

- Drive up collection rates and improve billing and recovery processes
- Utilise all available powers to enforce and collect debts
- Manage re-procurement of business rates service partner
- Address adult social care arrears effectively and sensitively
- Engage politically with Members and the council's corporate leadership team developing and presenting business cases and cabinet proposals
- Transform the culture of the service and establish best-in-class protocols ensuring officers have the tools to do the job
- Embed a methodology of using data and insight to drive what we do

### Ideal Candidate Profile:

- Experience in leading and improving billing and collection of council tax, business rates, housing rent, accounts receivable and adult social care charges
- Strong understanding of debt management and enforcement measures and their use in driving up collection
- Ability to transform service culture and address legacy issues
- Innovative and risk-taking mindset, compliant but forward-thinking
- Savvy political engagement and communication skills
- Excellent knowledge and experience of using data and insight to focus resources to achieve the best results
- Ability to write and present compelling business cases and proposals

Are you ready to lead and transform Slough's financial landscape? We need resilient, adaptable professionals who can develop sustainable strategies, drive procurement excellence, and support broader economic objectives. If you thrive on complexity and see challenges as opportunities, join us in making a real difference. We offer a genuine career-defining opportunity for those who are prepared to step up,

challenge the status quo, and make a real difference. If you are a finance professional who thrives on complexity, sees challenges as opportunities, and wants to be part of a transformative journey, we want to hear from you. Apply now and turn potential into performance.

## Job Description

DBS requirement: Yes

**Job Title:** Head of Revenues

**Responsible to:** Director of Revenues and Welfare Services

**Responsible for:** Council Tax, Accounts Payable and Receivable, Housing Rents, contract management of Business Rates

You will report to the Director of Revenues and Welfare Services, and form part of the operational management team.

The Head of Revenues is directly responsible for:

### Number of reports:

Direct reports: 3

Indirect reports: 42

Total Managed: 45

### Financial Responsibilities:

c. £300m collection

### Main purpose of Job:

As the Head of Revenues, you will lead and develop the council's corporate collection activities and be the specialist advisor for all collection related matters. Your five key deliverables will be:

1. Delivering year on year improvements in both in-year and arrears collected.
2. Use data and insight to deliver and develop actions in specific communities or localities to address the underlying issues that are causing debt problems.
3. Build and maintain professional networks with partner agencies to achieve shared outcomes for individuals and communities.
4. Generate and use data and insight to improve performance and reduce cost to the Council.
5. To lead and develop the vision of the service, including annual budgetary planning and budget review and monitoring.

### General Accountabilities:

#### Strategy development

Help shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents. Provide a strategic vision for the future development of the service to enable the council to meet its future challenges, fostering a culture of continuous improvement.

#### Corporate leadership

As a senior leader working as part of a wider leadership team across the council, work together take collective responsibility and drive forward a range of cross-council initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisation. Provide corporate leadership that encourages our staff to recognise their contribution to the strategic objectives the council has set.

#### Service leadership and management

Lead the integrated delivery, improvement, management and performance of the service, commissioning and directing activity within the council and externally as required, and ensuring overall objectives are translated into effective plans and that the service is efficient and locally responsive. Provide inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture

of standards, performance, and accountability.

### **Resources / Financial management**

Ensure tight budgetary control and prioritise use of resources and assets to support the delivery of the council's corporate vision and help ensure that the council receives value for money from its expenditure. Drive and/or support the development of outcome-based commissioning models to better ensure strong price competition and transfer of risks through contracts with third parties. Champion and drive the development of commercial opportunities where appropriate.

### **Partners and stakeholders**

Actively engage, communicate, and influence within the council, across partners and with the wider local and central government community to champion the council's approach to unified public services. Foster the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.

### **Business change**

Lead, develop, implement, and review change management programmes to deliver continual improvement. Assist the Chief Executive and Executive Directors in developing a single council-wide corporate culture to engender a strong and shared approach to delivering services and provide better support for staff to deliver savings.

### **Compliance**

Ensure that all activities within the service comply with the council's Constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the service to manage performance and risk.

### **Equality and diversity**

Uphold and promote the aims of the council's equality and diversity policies to ensure non-discriminatory practices in all aspects of work, and that diversity is embedded in everything, from workforce planning and policy development to service delivery.

### **Specific responsibilities**

1. Set the strategic direction for Revenues and ensure a robust service plan is in place that supports early prevention, resolution and problem solving regarding debt to help residents become more self-sufficient and resilient.
2. Lead an effective Revenues Service, taking accountability for all aspects of planning, finance, performance, people, change and risk management within the service. In doing this, the postholder will ensure delivery of the highest quality service that can be provided to customers with the resources available.
3. Lead the development and delivery of the council's Revenues Strategy, which sets the ambition and framework for a single view of debt collection and the standards of service they receive, whichever service areas and teams they interact with.
4. Lead the development of the council's Revenues policies and hold ultimate accountability for compliance with these policies across the organisation. Ensure the Revenues service meets its statutory responsibilities.
5. Develop and lead effective relationships with members, officers, internal and external partners, stakeholders, third sector and community groups, setting the right balance between the council's own objectives and shared goals with other organisations.
6. Contribute to the council's corporate plan and the business plan for the Executive Director's wider department, specifically contributing advice and formulating strategy relating to Revenues.

7. Have a strong awareness of relevant national policy change, interpreting this as appropriate to ensure service level compliance and a shared understanding across the council.
8. Be the council's lead officer and most senior expert on Revenues, providing expert advice and guidance on matters of demand and improvement opportunities to members and the council's most senior stakeholders, including the Corporate Leadership Team and Cabinet.
9. Manage complexity while removing unnecessary processes and systems to create leaner, and more efficient services. Challenging ways of working, managing performance, developing, and embedding new cultures and skills to deliver required outcomes.
10. Work collaboratively with senior leaders to identify and deliver service improvement opportunities, using the voice of the customer as the driver. Through the integration of services, create cost savings, efficiencies, and tangible improvements to the customer experience.
11. Design, implement, and review service data that creates insight and use this to improve service performance in line with the Council's targets and benchmarked against external comparators.
12. Ensure adequate levels of performance for individuals and teams against agreed standards and outputs.
13. Work closely with the community, faith, and voluntary sectors to deliver partnership working that yields measurable outcomes for individuals or families being supported.
14. Initiate and develop strong collaborative working relationships, both internally and externally, and maintain effective networks in order to seek out new ideas and innovations to improve collection.
15. Lead on the creation and implementation of a preventative service delivery. Looking for ways to identify the council's most vulnerable residents and provide mechanisms to ensure they are supported in conjunction with Welfare and Customer Services.
16. Establish Revenues as a centre of excellence that integrates services to provide a seamless customer journey. To ensure that performance is of the highest standard and governance is created that ensures customers are responded to within set timelines.
17. Set and deliver the Revenues annual budget ensuring it is effectively controlled and ensuring that all services provide effective value for money.
18. Drive and support a customer focused culture across the whole council, promoting good customer service and advising services and colleagues on improvements required to place customers at the heart of service delivery.
19. Visibly lead and motivate staff at all levels within the Revenues team to work within a culture that is open, honest, shares knowledge and develops best practice, underpinned by rigorous support and development.
20. Continually review and develop capability across the Revenues team, proposing development opportunities that will enhance individual performance across multidisciplinary generalist team, developing succession and resilience within key roles.
21. Attend and represent appropriately as required, local stakeholder or government representations of the service. Developing and promoting the integrity and value of the service, and the wider reputation of Slough Borough Council.
22. Ensure that a proportionate approach to risk is maintained and managed.
23. Always optimize the resources available, effectively planning for current and future need to mitigate against service failure or avoidable cost.

24. Own complaint resolution to ensure that staff at all levels learn from customer challenge.

25. Undertake any other duties commensurate with level of responsibility of the post.

### Person Specification- Head of Revenues

Specification	Essential / Desirable
<b>Qualifications</b>	
Educated to degree level or equivalent experience in relevant roles.	E
A professional Qualification in either in Revenues	D
Evidence of continuous professional development which reflects commitment to effective management in a large organisation.	E
<b>Experience</b>	
Substantial senior management experience in a major organisation relevant to the provision of Revenues services across major local government debt types.	E
A proven track record of improving services and creating efficiencies and cost savings alongside improving the customer experience.	E
A successful track record of achievement including leading transformational change whilst maintaining a committed and engaged workforce.	E
Evidence of success in delivering services within tight budget constraints and with limited resources.	E
A proven track record of building strong relationships with the ability to influence change that meets the needs of customers.	E
Successful experience of leading a performance culture, including people planning, target setting, performance appraisal and the management and motivation of diverse staff groups.	E
Experience of working with strong accountability systems, either through elected boards, strategic boards, shareholders, or political governance systems.	E
<b>Skills and abilities</b>	
A good balance of strategic thinking and ability to understand future trends balanced with the operational knowledge to create high performing teams.	E
The ability to capture and measure data to identify areas of improvements, such as failure demand, collection, direct debit take up, and identifying those who need additional support.	E
Ability to work collaboratively, working across teams and functions to develop shared solutions to deliver wider organisational goals.	E
Good judgement and the ability to anticipate and plan for future developments.	E
Strong analytical and project management skills, the ability to use data and information intelligently and bring this to life while communicating customer needs to stakeholders.	E
Ability to offer services based on customer needs in the most efficient way, to support digitally excluded and identify behaviours that will accelerate the digital transformation	E

Specification	Essential / Desirable
The ability to develop practical and creative solutions to both service and corporate problems.	E
<b>Knowledge and understanding</b>	
The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the Council's vision and values.	E
An understanding of the service offered by a local authority and the importance of getting it right first time and creating a holistic view of the customer and their debt.	E
An understanding of and a personal commitment to the vision, aims, values and priorities of Slough Borough Council.	E