

Role Title	Head of Finance Business Partner
Job Family	Finance
Competency Level	Senior Manager
Pay Scale	PO12
Purpose	
<p>Heads of Finance Business Partners act as trusted advisors and critical friends for Directorate senior management and service users, including budget holders. They add value to the delivery of sound financial management and organisational decision-making. The post holder will be required to:</p> <ul style="list-style-type: none"> • provide expert financial advice to senior management and elected members to inform strategic decision-making and ensure alignment with the organisation’s long-term financial goals; and • develop, implement, and monitor financial strategies that support the organisation’s objectives and enhance financial sustainability, including being a trusted advisor on transformation, efficiency and wider savings plans, programmes and initiatives. <p>The post holder will be required to translate complex financial information to non-financial stakeholders so that Directorates understand and take ownership of their budgets where the post holder moves from a “doing” role to a “facilitating” role. They will develop strong relationships across the organisation, and particularly with the Directorate(s) for which they are responsible, to champion good financial management, and a sound fiscal ethos, and promote the Finance team’s Service Offer across the organisation. They will also act as a liaison between Finance and operational teams, ensuring financial considerations are integrated into all business planning and (service) operational activities.</p> <p>The post holder will be a senior leader within the Finance team and will support the Corporate Director of Financial Services to role model financial rigour, high-quality advice, and delivery of best practice. They will produce high-quality financial analysis and provide robust assessment of financial risk to support decision-making.</p> <p>As well as being an excellent technical accountant, the post holder will think strategically and support the organisation to achieve its objectives, being aware of the political and commercial context. They will think innovatively, focus on key priorities, and make clear decisions.</p>	
Job Specific Accountabilities & Competencies	End Results/Outcomes
<p>Interpersonal Build effective relationships based on trust demonstrating an ability to influence and work well with people across the organisation. Demonstrate good listening and strong interpersonal skills.</p>	<p>Strong relationships are built with key stakeholders.</p> <p>Conflicts are resolved effectively.</p> <p>Harmonious working with diverse groups of people.</p>

	All interactions with stakeholders are kept positive.
<p>Stakeholder management Understand the importance of effective stakeholder identification and management and communicate with stakeholders effectively, influencing where necessary, and adopting different styles of stakeholder intervention dependent on audience.</p>	<p>Good relationships are developed with service managers and all internal customers.</p> <p>Service managers are supported to produce clear and accurate budgets that are understood.</p> <p>Resistance is identified and appropriate strategies are applied to resolve issues.</p> <p>Trust and empathy is always shown to stakeholders. Service managers feel heard.</p>
<p>Understanding the business Understand key financial and other organisational levers, including objectives and key results, identifying what is important and the key factors that drive change and key decisions.</p>	Finances linked to operations to support and inform organisational decision making.
<p>Delivering change Work with the business and stakeholders to define and deliver change, both where Finance is delivering the change and where support is being provided to wider organisational change projects.</p>	<p>Change is delivered effectively with required financial input and support.</p> <p>Initiatives are identified, projects managed within clear time, cost and quality parameters.</p> <p>Resistance to change is identified and professionally managed and stakeholders are supported through change.</p>
<p>Adaptability Adjust, modify, or change in response to new circumstances, challenges, or changing environments, remaining flexible, open-minded, and capable of evolving in order to thrive and succeed in varying situations.</p>	<p>Uncertainty in the operating environment is navigated successfully.</p> <p>Change is fully embraced and supported.</p> <p>Role is performed to a high standard even in unfamiliar or unexpected conditions.</p>
<p>Using and exploiting data Make the best use of data from financial and other (performance) systems.</p>	<p>Accurate and reliable data is extracted to inform decision making.</p> <p>Accurate and reliable data is used effectively to solve complex problems.</p>
<p>Judgement Demonstrate critical thinking and problem-solving skills, both individually and collectively, avoiding “group think” and optimism bias.</p>	<p>Sound, evidence-based decisions are made.</p> <p>Timely and appropriate risk-based decisions are made.</p>

<p>Communication and the ability to influence Deliver competent written and verbal communications, including presentations.</p>	<p>All messages are communicated clearly and 'jargon' free.</p>
<p>Strategic thinking Think critically, see the bigger picture, and align actions with long-term goals and objectives. 'Horizon scan' risks, issues and opportunities over the short, medium and long term.</p>	<p>Potential challenges and opportunities for the long term are consistently identified.</p> <p>Decisions affecting services are aligned with "big picture".</p>
<p>Challenge Provide balanced and objective feedback and analysis/advice.</p>	<p>Appropriate and constructive challenge/feedback is provided to the organisation in a professional manner.</p>
<p>Technical Demonstrate effective, up to date, technical knowledge, a good grasp of the Financial Regulations, and good knowledge of wider financial regulations as they affect the sector, including a working knowledge of and ability to apply and interpret the CIPFA Financial Management Code.</p>	<p>Finance support is provided to the organisation in line with its Financial Regulations and sector best practice.</p>
<p>Business and strategic planning Plan and engage with Finance colleagues and service areas effectively for strategic financial planning activities and drive the agenda with regard to transformation activity and savings-related initiatives. Use corporate knowledge, including understanding of immediate service missions / strategies / goals to inform financial advice and planning</p>	<p>Solid financial baseline position created.</p> <p>Progress on the delivery of financial strategies is tracked and monitored effectively and consistently.</p>
<p>Reading the room Accurately perceive, interpret, and respond to the emotions, attitudes, and dynamics of individuals and groups within a given environment, recognising both verbal and non-verbal cues.</p>	<p>Information is delivered dynamically and is adapted to the audience.</p> <p>Informed decisions are made.</p> <p>Professional situations are navigated effectively.</p>
<p>Business insights Recognise the impact of knowledge to add value and create or improve something.</p>	<p>Processes, products, outputs and approaches are optimised to deliver best results.</p>
<p>Time management Demonstrate good time management skills.</p>	<p>High quality work is delivered within agreed timelines.</p>
<p>Business writing Structure reports effectively, including building a convincing executive summary with compelling arguments and good conclusions and summary.</p>	<p>Meaningful information is delivered in a clear, concise and effective manner.</p>

	Reports contain effective organisation of ideas and clear expression of thoughts in writing.
<p>Protecting the financial and commercial needs of the organisation</p> <p>Understand the need for maintaining accurate financial records and for effective records management to manage risk and safeguard the organisation's financial and commercial interests.</p>	<p>Accurate financial records are maintained.</p> <p>Organisation is protected from financial shocks.</p> <p>Organisation's financial and commercial interests are always protected.</p>
<p>Financial systems</p> <p>Deliver, develop and exploit relevant resource management systems and processes to support the organisation's financial policy, regulations, information requirement and end-user population.</p>	<p>Financial systems are resilient and fit for purpose.</p> <p>Financial systems support the organisation to achieve its objectives.</p>
<p>Planning, forecasting and budgeting</p> <p>Evaluate and quantify a strategically aligned plan, for a defined period of time, which may include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities, and cash flows, as well as non-financial information.</p>	Organisational planning and budget setting is supported effectively.
<p>Management reporting and analysis</p> <p>Deliver, discuss and report on the organisation's operations and financial conditions (including quality and sustainability reporting).</p>	Quality management information is provided to the organisation to support planning and decision making.
<p>Professional qualifications and awareness of public sector finance standards</p> <p>Have appropriate professional qualifications awareness of public sector finance standards for the role, which may be different and (amongst other factors) dependent on length of service and training history.</p>	Finance team is appropriately qualified.
<p>Leadership</p> <p>Take ownership of allocated projects and manage own time, and the time of others, effectively, inspiring confidence in others and motivating them to align to a collective direction, execute strategic plans, and maximise success.</p>	<p>Projects are delivered effectively and on time.</p> <p>Team members are inspired, motivated and have the appropriate development.</p>
<p>Building relationships</p> <p>Build trusted and reliable relationships with individuals, teams and organisations, both within LBWF and externally.</p>	Effective relationships with others are built and maintained.

<p>Stakeholder relationship management Identify the value between different stakeholders and influence them through productive engagement, questioning and challenging in a constructive way.</p>	<p>Stakeholders are challenged constructively leading to better decision making and outcomes.</p>
<p>Political awareness Recognise, understand and navigate political relationships, leveraging those relationships and internal dynamics, power structures and interpersonal connections that underpin the organisation.</p>	<p>Finance is empowered to make decisions and act on them.</p>
<p>Being an ambassador for Finance Represent and promote the values, goals, and achievements of the Finance team to internal and external stakeholders.</p>	<p>Finance team's reputation is enhanced, trust is fostered with the wider organisation, and there is effective communication and collaboration.</p> <p>Finance team members embody the principles of transparency, accountability and integrity and advocate for the financial health and strategic objectives of the organisation.</p>
<p>Key Activities</p>	
<ul style="list-style-type: none"> • Promoting a culture of strong financial management, both within the Finance service and across the organisation. • Collaborating with Directorates to understand their financial needs and objectives, ensuring that Directorates have the requisite skills, knowledge and ongoing support to manage their own budgets. • Analysing financial data to provide risk-based insights and recommendations. • Providing specialist financial advice to ensure strong financial management and consistent financial grip. • Overseeing the delivery of prompt, accurate and meaningful management reports and translating data into meaningful outputs. • Preparing and presenting informative, high-quality reports to members and other senior stakeholders that aid in informed service and corporate decision-making. • Aligning Directorate financial strategies with overarching organisational objectives and contributing to long-term planning to ensure that the organisation remains on track from a long-term financial sustainability perspective. • Identifying financial risk and working with Directorates to mitigate those risks. Developing and maintaining robust risk management processes, identifying and mitigating financial risks to safeguard the organisation's assets and resources. • Driving evidence-based policy making by providing financial insight. • Challenging and supporting the organisation to enhance decision-making and increase performance. • Identifying weaknesses in process compliance within the organisation and reporting on control effectiveness. • Supporting the financial evaluation and management of major projects (both revenue and capital) and initiatives, ensuring robust business cases and effective resource allocation. 	

- Collaborating with Transformation and Performance to enhance the reporting of service activity, including the delivery of savings and performance indicators.
- Assisting with the efficient and timely completion of specific tasks within the annual closing of accounts process and ensuring that information presented in the financial statements complies with the CIPFA Code of Practice and reporting standards.
- Ensuring compliance with the Financial Regulations and relevant standards and codes of practice, including the Financial Management Code.
- Acting as liaison between Directorates and the Finance team.

Acting as deputy for the Corporate Director of Financial Services and the Assistant Director Business Partnering when required.

Nature of Contacts

Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.

Procedural Context

Reports to Assistant Director Business Partnering

Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.

Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

Occasionally the post will be expected to work from other locations.

Key Facts and Figures

Standard DBS check required.

Enable others to understand changes and developments in relevant area and learn new processes / procedures.

Responsible for ensuring contractors / providers deliver to agreed standards.

May manage project teams of both internal staff and external contractors / consultants.

Resourcing
<p>Budget Responsibilities</p> <p>Full responsibility for financial management and accountancy for the relevant LBWF service. Salary budget responsibility of up to £1 million. Resource and budget management of programme budgets across Financial Services as required.</p> <p>Supervisory Responsibilities</p> <p>Finance Business Partner(s) within the team. There may be additional supervisory responsibilities depending on the structure of the relevant team.</p>
Knowledge, Skills and Experience
<p>Essential</p> <ul style="list-style-type: none"> • Knowledge of accounting principles and practices necessary to provide financial control and direction. • Ability to provide constructive challenge and to influence at a senior level. • Strong technical and analytical skills. • Knowledge of the key issues relating to local government financial management and the key challenges facing local authorities in the current financial climate. • Ability to extract and manipulate relevant financial data from financial systems to support analysis and reporting. • Excellent interpersonal skills and the ability to communicate with stakeholders at a senior level. • Experience of building relationships and working effectively with a range of internal and external stakeholders. • Excellent presentation and report writing skills and the ability to communicate clearly, including the ability distil complex financial advice into appropriate formats and write clear and concise reports. • Experience of working in a complex organisation with competing priorities and the ability to manage workload and meet stakeholder needs. • Experience of managing and developing staff. • Significant experience of using MS Office and ability to train and support others in its day-to-day use. • Experience of working within a business partnering model for a local authority or similar organisation, or demonstrable awareness of the requirements of working in such a model. • Experience of providing advice and challenge to internal stakeholders, including budget holders, heads of service and senior management. • Experience of undertaking complex financial calculations, including options appraisals, sensitivity analysis and variance analysis. • Experience of supporting the production of annual accounts in accordance with relevant standards and timetables, supported by comprehensive working papers. <p>Desirable</p> <ul style="list-style-type: none"> • Demonstrable leadership skills and the ability to manage and motivate others.

- Ability to develop financial strategies and projects in an operational finance setting and across service boundaries.

Indicative Qualifications

Essential

Fully qualified accountant (CIPFA, ACA, ACCA, CIMA)

Evidence of post-qualification continuing professional development

Desirable

Educated to degree level or equivalent

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.

Generic Accountabilities linked to the pay scale

Generic Accountabilities	End Results/ Outcomes
<p>Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>External inspections are managed effectively.</p> <p>Service delivers excellent customer service.</p>
<p>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p> <p>Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.</p>	<p>Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions.</p> <p>Major issues are managed through to a satisfactory conclusion.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p> <p>Customer outcomes are clearly understood and specified.</p> <p>Services / goods are delivered on time, to budget and standards agreed.</p> <p>Opportunities to improve delivery / capacity of provision are proactively identified and actioned.</p> <p>Suppliers and supply chains are resilient and adaptable to meet changing needs.</p> <p>Expected operational efficiencies are realised.</p>

<p>Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.</p>	<p>Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe.</p> <p>Strategic and operational input is provided to wider business planning and development.</p> <p>Progress against objectives is effectively monitored and delivered.</p>
<p>Ensure the development and delivery of continuous improvements in all aspects of the service.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Annual budget is planned, developed and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>
<p>Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.</p>	<p>Safeguarding standards are monitored and maintained in compliance with Council policy.</p> <p>Appropriate safeguarding training is provided.</p>

<p>Implement a risk management programme and advise on issues affecting Council service areas.</p>	<p>Business threatening situations are recognised, planned for and managed or escalated as appropriate.</p> <p>Systems and governance are in place to and respond promptly to critical events.</p> <p>Continuous service is provided.</p>
<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<p>Risks to staff and others are assessed and managed.</p> <p>Suitable health and safety instruction and training are provided.</p> <p>There is a safe working environment.</p>