Role Title	Assistant Director Business Partnering
Job Family	**Finance**
Competency Level	**Chief Officer**
Pay Scale	**Assistant Director**

Purpose

The Assistant Director Business Partnering acts as the Finance team lead for business partnering, role modelling best practice in business partnering and providing leadership to Senior Finance Business Partners and Finance Business Partners. The post holder will be required to:

- build a new business partnering function with a focus on changing the relationship between Finance and service areas. The post holder will do this through developing a new culture within the business partner team, aligned to the new vision and service offer for Finance.
- foster strong relationships with stakeholders at all levels of the organisation, including at senior management level, acting as a trusted adviser and an ambassador for the Finance team;
- provide leadership and management for the Finance Business Partner team, including direct line management of Senior Finance Business Partners;
- lead on relevant strategic projects, both revenue and capital, providing the necessary challenge and support to the development of business cases. This will require insight, business acumen and commercial awareness to support decision-making and project implementation;
- provide support to the Corporate Director of Financial Services.
- ensure that the business partners are aligned to the new core values and competencies for the business partner role and provide coaching and other support as required.

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. They will provide active support, across the organisation, to engender a culture of financial curiosity developed through an increase in financial and commercial literacy across the organisation.

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.

Job Specific Accountabilities & Competencies	End Results/Outcomes
Interpersonal Build effective relationships based on trust demonstrating an ability to influence and work well with people across the	Strong relationships are built with key stakeholders. Conflicts are resolved effectively.

organisation. Demonstrate good listening and strong interpersonal skills.	Harmonious working with diverse groups of people. All interactions with stakeholders are kept positive.
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.	Good relationships are developed with service managers and all internal customers. Service managers are supported to produce clear and accurate budgets that are understood. Resistance is identified and appropriate strategies are applied to resolve issues. Trust and empathy is always shown to stakeholders. Service managers feel heard.
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.	Finances linked to operations to support and inform organisational decision making.
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.	Change is delivered effectively with required financial input and support. Initiatives are identified, projects managed within clear time, cost and quality parameters. Resistance to change is identified and professionally managed and stakeholders are supported through change.
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.	Uncertainty in the operating environment is navigated successfully. Change is fully embraced and supported. Role is performed to a high standard even in unfamiliar or unexpected conditions.
Using and exploiting data Make the best use of data from financial and other (performance) systems.	Accurate and reliable data is extracted to inform decision making. Accurate and reliable data is used effectively to solve complex problems.
Judgement	Sound, evidence-based decisions are made.

Demonstrate critical thinking and problem-solving skills, both individually and collectively, avoiding “group think” and optimism bias.	Timely and appropriate risk-based decisions are made.
Communication and the ability to influence Deliver competent written and verbal communications, including presentations.	All messages are communicated clearly and ‘jargon’ free.
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.	Potential challenges and opportunities for the long term are consistently identified. Decisions affecting services are aligned with “big picture”.
Challenge Provide balanced and objective feedback and analysis/advice.	Appropriate and constructive challenge/feedback is provided to the organisation in a professional manner.
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.	Finance support is provided to the organisation in line with its Financial Regulations and sector best practice.
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	Solid financial baseline position created. Progress on the delivery of financial strategies is tracked and monitored effectively and consistently.
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.	Information is delivered dynamically and is adapted to the audience. Informed decisions are made. Professional situations are navigated effectively.
Business insights Recognise the impact of knowledge to add value and create or improve something.	Processes, products, outputs and approaches are optimised to deliver best results.
Time management Demonstrate good time management skills.	High quality work is delivered within agreed timelines.

Business writing Structure reports effectively, including building a convincing executive summary with compelling arguments and good conclusions and summary.	Meaningful information is delivered in a clear, concise and effective manner. Reports contain effective organisation of ideas and clear expression of thoughts in writing.
Protecting the financial and commercial needs of the organisation 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.	Accurate financial records are maintained. Organisation is protected from financial shocks. Organisation's financial and commercial interests are always protected.
Financial systems Deliver, develop and exploit relevant resource management systems and processes to support the organisation's financial policy, regulations, information requirement and end-user population.	Financial systems are resilient and fit for purpose. Financial systems support the organisation to achieve its objectives.
Planning, forecasting and budgeting 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.	Organisational planning and budget setting is supported effectively.
Management reporting and analysis Deliver, discuss and report on the organisation's operations and financial conditions (including quality and sustainability reporting).	Quality management information is provided to the organisation to support planning and decision making.
Professional qualifications and awareness of public sector finance standards 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.	Finance team is appropriately qualified.
Leadership 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.	Projects are delivered effectively and on time. Team members are inspired, motivated and have the appropriate development.

Building relationships Build trusted and reliable relationships with individuals, teams and organisations, both within LBWF and externally.	Effective relationships with others are built and maintained.
Stakeholder relationship management Identify the value between different stakeholders and influence them through productive engagement, questioning and challenging in a constructive way.	Stakeholders are challenged constructively leading to better decision making and outcomes.
Political awareness Recognise, understand and navigate political relationships, leveraging those relationships and internal dynamics, power structures and interpersonal connections that underpin the organisation.	Finance is empowered to make decisions and act on them.
Being an ambassador for Finance Represent and promote the values, goals, and achievements of the Finance team to internal and external stakeholders.	Finance team's reputation is enhanced, trust is fostered with the wider organisation, and there is effective communication and collaboration. Finance team members embody the principles of transparency, accountability and integrity and advocate for the financial health and strategic objectives of the organisation.

Key activities

Key activities for the Assistant Director Business Partnering include:

- Supporting the development of a strategic vision for services to enable the organisation to meet its future challenges, fostering a culture of innovation and continuous improvement.
- Leading in the development and implementation of the organisation's financial strategy, fundamentally ensuring sustainability over the medium term.
- Working closely with all senior stakeholders to ensure best use of limited financial resources, providing the strategic financial advice, insight, intelligence and support needed.
- Ensuring that services are well equipped to take pro-active management of their budgets and providing coaching and training to services as required.
- Proactively identifying trends and changes in the operating environment (e.g., legislation, technology, policy, etc.) that could financially impact service delivery, and providing advice and collaborating on potential solutions. This will also include utilising all available data, including performance and benchmarking.
- Collaborating with key stakeholders, including senior management, to understand key organisational drivers (that could affect budgets) and to ensure that financial input informs good decision-making and supports the achievement of outcomes aligned with the organisation's priorities.
- Negotiating with and influencing stakeholders, including senior management, to ensure that they are bought-in to financial issues and that they have an appropriate understanding of financial risk.

- Providing constructive and robust challenge to stakeholders, including senior management, to ensure that decision-making is fully informed and, where appropriate, driven by good data.
- Providing financial support to the transformation and savings programme.
- Providing leadership that encourages staff to recognise their contribution to the organisation's strategic objectives.
- Providing financial leadership to the senior leadership team to ensure that they are equipped to dela with financial and commercial challenges, both in-year and throughout the period of the Medium Term Financial Savings (MTFS).
- Acting as a key financial advisor and service delivery partner, providing strategic support and constructive challenge through superior negotiation and influencing skills
- Leading, directing and managing the financial support provided to service departments to ensure strong financial support for service areas, helping them maximise the quality of the service they provide.
- Fostering a high performing, customer focused finance service that is proactive and creative, looking for ways to shape and influence service decisions and taking joint responsibility for the outcomes achieved.
- Actively engaging, communicating and influencing within the organisation, across partners and with the wider local government community to champion a unified cross-London and sector approach, and sharing best practice as appropriate.
- Promoting a culture that empowers budget holders to take responsibility for, and ownership of, their budgets, and supports the delivery of value for money services and knowledge of key cost drivers.
- Preparing and presenting informative, high-quality reports to members and other senior stakeholders that aid in informed service and corporate decision-making.
- Leading and motivating staff by providing coaching, mentoring, training, professional development opportunities, and appropriate performance management.
- Building a credible and responsive team who are respected for their depth of knowledge, expertise and customer focus.
- Deputising for the Corporate Director of Financial Services (Deputy S151), as required.
- Fostering a dynamic, achievement orientated culture.

Nature of Contacts

Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.

Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.

Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.

Direct line management of a Senior Management Team.

Procedural Context
Reports to Corporate Director of Financial Services (Deputy S151) Lead and control a council service. Member of the corporate Leadership Group Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives. Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service. Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks. Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment. 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
Budget Responsibilities Overall responsibility for financial management and accountancy across all LBWF services. Salary budget responsibility of up to £4 million. Resource and budget management of programme budgets across Financial Services. **Supervisory Responsibilities** 5 x Senior Finance Business Partners (PO12)
Knowledge, Skills and Experience
Essential • Extensive experience of strategic and operational financial management within a large, multi-disciplined organisation.

- Experience of operating at a strategic level in a leadership role, working with multiple stakeholders, developing, and fostering effective partnership approaches.
- Significant strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a service in a large public sector organisation.
- Ability to devise, lead and manage change programmes and significant corporate projects within a large organisation and manage specific projects across service and professional boundaries to deliver measurable service improvements.
- Experience of undertaking financial evaluations for complex capital and revenue projects and supporting the development of business cases and project appraisals.
- Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically, financial and non-financial, throughout the organisation.
- Ability to think critically and apply innovative and creative thinking to address complex service challenges.
- Experience of working in a complex organisation with competing priorities and the ability to manage workload and meet stakeholder needs.
- Knowledge of accounting principles and practices necessary to provide financial control and direction.
- 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 lead, inspire and motivate a range of employees and generate a positive working environment and support the transition of Strategic Finance Advisors to Senior Finance Business Partners.
- 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 managing and developing staff.
- Significant experience of using MS Office (Word, Excel and PowerPoint) and ability to train and support others in its day-to-day use.

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
Direct, develop and control the service. Responsible for all operational decision making and management of the service.	Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment. Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service. Service quality, customer satisfaction, efficiency and continuity are maximised.
Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives. Actively contribute to the corporate management and strategic direction of the council as part of the Directorate Management Team.	Service strategy is developed, agreed and implemented. Service priorities are established. Changing priorities and external requirements are anticipated and assessed. Innovative approaches and responses are developed and delivered.
Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.	Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice. Governance frameworks have clear accountabilities and effectiveness is measurable. Compliance is monitored and ensured. Action is taken to resolve any issues identified.
Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) results in	Policy direction is translated into service outcomes. Service and business plans and targets are developed, communicated, cascaded and monitored.

the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.	Robust performance and quality management systems and procedures are in place and meet all requirements. Performance, quality and contractual compliance are managed effectively.
Advise Management Board and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.	Act as lead professional adviser in area of responsibility. Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.
Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.	Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained. Customer comments and complaints are used to improve service performance. The Council is represented on local, regional and national forums.
Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.	Where appropriate, delivery of the service is achieved / supported through partnerships. Partnership working is led effectively. Best practice is identified, shared and promoted.
Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.	The service is led by a professional, motivated and effective management team. Recruitment, induction development, performance review, employee relations and all HR processes and planning is completed to the required standards and timescales. Deficiencies and underperformance are actively resolved. Effective team meetings take place.

Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.	Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements. Resources are effectively and efficiently deployed to achieve service objectives.
Direct and control the financial expenditure and integrity of the service.	Budgets and financial risk are monitored and managed in compliance with organisational requirements. The service is delivered within agreed budget. Funding from external sources is identified and secured where appropriate. Value for money is maximised.
Direct and implement a comprehensive risk management programme for the service.	Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.
Ensure that the capacity to respond positively to change is enhanced, "traditional thinking" is challenged and innovative solutions are pursued throughout the area of responsibility.	Necessary changes to culture and practice are implemented and sustained. Conditions for others to perform and to innovate are created. Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.
Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.	Major change /complex multi-disciplinary programmes are monitored and directional control provided. Resources required to deliver the project / programme are secured. Projects / programmes have clear and assigned accountabilities and achieve their objectives.