

**SCOTTISH AMBULANCE SERIVCE
JOB DESCRIPTION**

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| **1. JOB IDENTIFICATION** |
| **JOB TITLE** | Finance Business Partner  |
| **JOB DESCRIPTION REFERENCE** |   |
| **DEPARTMENT** | Finance |
| **NO OF JOB HOLDERS** | 1 |
| **DATE JOB DESCRPTION AGREED** |   |

**Notes**

*Terminology in job descriptions may change over time. This does not invalidate the job description and is only required to be updated when the entire job description is under review*

**2. JOB PURPOSE**

The purpose of this role is to be responsible for the overall financial management of specific major new investment development programmes. The postholder will not only lead but plan, support, facilitate and monitor the progress of the new development.

They are leaders with considerable responsibility, and the ability to research and analyse complex processes.

Drive, shape and influence strategic and financial decision making through innovative, expert advice and challenge.

Develop and manage effective working relationships with senior managers and clinicians across NHS Scotland which create partnerships focused on maximising value whilst mitigating risk.

Deliver the expert financial advisory interface between the programmes and the Finance function and the wider Health & Social Care system to facilitate the delivery of strategic objectives.

Lead specific projects and programmes of work across the Service which support national strategic policies and focus on the financial sustainability and value of services provided.

**3. DIMENSIONS**

Impact on £450 million Scottish Ambulance Service total operating expenditure and 6,600 staff.

Guide and support SAS to achieve year on year Financial Balance.

Manage, lead and deliver the provision of the financial planning, forecasting and reporting services for SAS designed to meet the operational business needs.

The postholder will provide strategic financial input to major programmes and initiatives across the Service which will involve establishing relationships with Directors and senior management in within the Service, NHS Boards, Scottish Government, UK Government etc

To provide the financial advice and guidance required for effective corporate management, strategic and operational decision-making in the short, medium and long term.

Provide a high quality, fit for purpose financial services function for Scottish Ambulance Service.

Prepare and account for the information underpinning SAS public accountability for stewardship of funds.

Provide advice and information to secure effective planning and delivery of investments in service improvement and organisational change.

The post involves taking on a high profile financial role within the organisation, providing accountability to the organisation in ensuring its legal financial duties and obligation are met.

The role involves a significant element of joint working with other health boards, along with other senior management teams, departments and directorates within Scottish Ambulance Service. The postholder will be expected to establish, develop and successfully maintain these working relationships at all levels.

Maintain the Investment Programmes’ financial systems to ensure they are fit for purpose and work well with those of partner organisations, include NHS Boards and Shared Services within Scotland.

The postholder will operate at a senior level across all areas of the service, work closely with colleagues within the service and in other health boards to encourage cross-organisational working and develop best practice across the boards on a national basis.



**4. ORGANISATIONAL POSITION**

**FINANCE DIRECTORATE TEAM STRUCTURE**

**SCOTTISH AMBULANCE SERVICE**

**5. MAIN TASKS, DUTIES AND RESPONSIBILITIES**

**Strategic Planning**

* Support the identification and implementation of innovative financial solutions to support the delivery of SAS strategic objectives in-line with broader NHS Scotland strategic direction. To support the development and coordination of efficiency plans for the strategic objectives, in support of the overarching NHS efficiency programme.
* To support all financial elements of short term (1-3 years) and long-term strategic forecasting and planning (5-10 years)
* To support service improvement and modernisation programmes across the Service for the specific initiatives being supported whilst recognising the competing pressure from the efficiency agenda.
* Responsible for overseeing the financial position of major new investment programmes and initiatives for example Demand and Capacity, Paramedic Education, Vaccination Programme, CCRP, Advanced Paramedics and link to NHS Scotland Primary Care agenda, which involves set up of financial governance, budget setting and monitoring their expenditure.
* Ensure the financial implications of all service changes are appropriately assessed in line with NHS Scotland priorities by means of robust forecasting. This includes developing appropriate solutions where issues and anomalies have been identified.

**Financial Leadership & Management**

* Identifying, influence and support as necessary the creation of deliverable revenue savings on a recurrent basis, while encouraging greater service efficiency and innovation and new ways of working, in conjunction with key stakeholders and senior budget managers across Service.
* Work closely with Directors; Strategic Theme Leads and Programme Directors to ensure financial sustainability and maximisation of value across NHS Scotland.
* Lead on the provision of specialist financial expertise and advice to a wide range of internal and external customers, developing financial strategies and solutions to support the future direction of NHS Scotland.
* Lead by example by continuously seeking areas for improvement through constructive challenge and effective influencing, persuasion and negotiation.
* As a member of the senior SAS Financial Management team contribute to defining the strategic direction of the Finance Directorate and to drawing up the resultant strategic plans. This will enable SAS to fulfil its strategy, taking full account of the views of all stakeholders e.g. Scottish Government, SAS Board, NHS Scotland Territorial and National Boards.
* To contribute to managing the programme of continuous improvement within the financial accounting function of SAS, learning from best practice. This will include representing the Service at National Groups as required to promote the Service and work with other Boards to establish areas of efficiency, promote joint collaborative working and cross-Board learning opportunities.
* Provide specialist financial expertise and advice across the diverse range of professions, disciplines and working groups within the Service, in understanding and addressing financial issues.
* Ensure effective communication links exist between the finance department and all key stakeholders, both internal and external to the organisation. This includes conflict resolution between SAS and its stakeholders to ensure an effective working relationship exists.

**Financial Performance**

* Identify, prioritise and deliver opportunities to drive business performance and to ensure critical business decisions are made and implemented.
* Challenge and influence all aspects of business decisions and strategy as a key member of the relevant programme/project team
* Ensure decisions and corrective actions for business performance issues and tracking benefits
* Research and network effectively to maintain knowledge and awareness of local and external policy changes so that opportunities are maximised and potential risks are identified early.
* Horizon scan across health and the wider economic environment for future financial planning to ensure that future legislative developments and economic changes are taken into account by the business during future financial planning

**Financial Governance**

* To provide expert knowledge of financial and accounting procedures, legislation and the interpretation of the impact of national policy.
* Ensure there is effective internal control and governance throughout the new investment programmes ensuring that the financial affairs of the Service are carried out in accordance with Standing Financial Instructions and other best practice, setting policies, undertaking risk assessments and carrying out systems/compliance audits to achieve high standards of accuracy, integrity and control and exerting influence where required on all relevant parties.
* Ensure all functions within the team are carried out to a high standard, in a professional manner and are compliant with regulations, professional accounting standards and standing financial instructions.

**Efficiency & Productivity**

* Drive forward the redesign and culture change required to reduce waste and inefficiency in line with national priorities, working alongside service and finance colleagues across NHS Scotland.
* Lead on development of proposals and delivery of agreed outcomes for service efficiencies are identified, developed and implemented, within the context of the wider NHS Scotland efficiency and productivity programme.

**General**

* Provide strategic guidance, support and advice to colleagues throughout Service in order to highlight and discuss areas of risk and contribute to the achievement of year on year financial balance.
* Represent the Service on regional and national committees as and when required to influence decision making and support the delivery of key priorities.
* Support the Finance Department work plan, through direct leadership of specific project or programmes working collaboratively such as expert advice on major capital programmes.
* Responsible for engagement across the Finance Department to ensure clarity of roles and responsibilities.
* Ensure all functions of the role are carried out to a high standard and are compliant with regulations, professional accounting standards and Standing Financial Instructions
* Work with partner bodies to support and influence joint agendas.
* Work collaboratively with external finance professionals through representation and networking with other NHS and external organisations.

**Staff Management and Training**

* Responsible for the overall day to day management which includes recruitment, appraisal, discipline, training and delegation. Develop and motivate the section in the delivery of high quality services, setting clear objectives, monitoring progress and assisting in resolution of problems to achieve required results.
* Lead, manage and motivate staff within the team to achieve individual objectives within agreed timeframes and to ensure they have the necessary skills to achieve these objectives.
* Objectives will be agreed annually with the Deputy Director of Finance. The post holder is responsible for ensuring delivery of those objectives within the statutory obligations of the post. Formal review will take place at mid year and year end. Update of objectives and review of progress will also take place through regular 1:1 meetings with the Deputy Director.
* A number of the timescales are predetermined by the control environment e.g. monthly and annual planning and reporting cycles.
* The work of this post is largely self-directed.
* The nature of the work will be a mixture of routine, planned and timetabled tasks. In addition, ad hoc assignments may be requested.
* Beyond this, the post-holder’s work will be informed by issues arising across the organisation and the resulting identification of need as well as evolving best practice.
* Workload management is the responsibility of the post holder. The post holder is required to prioritise workload across the team to ensure all the demands of the organisation are understood and all necessary deadlines are met.
* The Deputy Director of Finance may also request ad hoc work.

**6 EQUIPMENT AND MACHINERY**

* Working in an open plan environment or at home with a significant amount of time during the working day spent either at a desk working on a computer / in meetings.
* Essential user of Personal Computer and networked systems as part of the core Single System Finance Team within SAS. Use of office equipment: PC photocopier, printer, telephone.
* New systems may be introduced as the organisation and technology develops, however training will be provided.

**7. SYSTEMS**

* Good knowledge of word processing and e-mail systems. Frequent day-to-day user of MS Office suite of software including Excel, Word Access and PowerPoint. Use of Internet for research purposes.
* Good knowledge of Business Objects for reporting purposes.
* Expert knowledge of complex software tools available to support the provision of financial and activity modelling.
* Design and manipulate spreadsheets for the maintenance of records required within the department- data is shared with other internal users.
* The postholder will use information from a range of sources to provide insight to support decision making and to drive financial sustainability and maximise value. As part of this, the postholder will use Microsoft Office programmes to develop reports and presentations – this may involve the manipulation of database information to create financial models and use of statistical graphics to present information effectively.

**8. DECISIONS AND JUDGEMENTS**

* Decisions will require to be made where no departmental policies and procedures exist.
* Expect and manage objectives autonomously.
* Analysis and interpretation of benchmarking data.
* High level of judgement required in deciding on the assumptions to be used in the development of complex financial models.
* High level of personal and professional responsibility to stakeholders (including senior management and clinicians.

**9. COMMUNICATIONS AND RELATIONSHIPS**

* The ability of the post holder to maintain key relationships and effective communication with a range of other individuals and parties is crucial to the success of the role.
* Communication will need to be appropriate and flexible to meet the requirements of the recipient(s), including written reports, presentations, informal briefings, group discussions, and1:1 meetings.
* The post holder is expected to have strong, effective and influential presentation skills and to be able to express views and deliver information/arguments convincingly and compellingly, both verbally and in writing.
* The information being communicated may often be complex financial analysis, to be conveyed in a clear and concise manner for non finance colleagues. It may be communicated to inform and influence key decisions; or for formal governance purposes.
* A major focus of the required communication is leading discussions, negotiating, persuading and influencing others to drive forward change, in environments where the information conveyed/issues discussed may not be well received or may elicit conflict – such as situations where the postholder is communicating highly sensitive and contentious proposals for change that may adversely impact on staff or where the postholder is advocating proposals relating to cost cutting measures.

Examples of key relationships
**Internal:**

- Director and Deputy Director of Finance

- Executive Directors

- Regional Directors

- General Managers

- Heads of Support Departments

- Heads of Service

- Senior Clinicians

- Senior Managers Trade Unions and Staff Organisations

- Internal Audit

**External:**

- Scottish Government Health & Social Care Directorates

- Other NHS Boards

- External Audit

- Audit Scotland

**10. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB**

**Physical Effort**

Little physical effort required as the role combines periods in an office environment and attendance at meetings which includes, virtually and on and off-site

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| Mental Effort* High degree of personal resilience, especially in relation to the interpretation, application and communication of complex policies and decisions, often at times of significant organisational change and in a turbulent and politically driven environment.
* Requirement for speed, accuracy and attention to detail that financial modelling work involves.
* Prolonged concentration is required when preparing and/or reviewing reports and for undertaking highly complicated financial calculations, analysing and reconciling figures and using complex financial spreadsheets.
* Whilst the office environment is relatively comfortable, there can be prolonged periods of exposure to VDU/keyboard in combination with the concentration and thinking that the role involves.
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| * On a daily basis, the post-holder needs to investigate and address financial issues with a range of different complexities that require ingenuity of thought to resolve. This will often require a re-appraisal of a situation in order to devise a practical solution.
* Interpreting financial and associated legislation relevant to NHS Scotland
* Required to meet deadlines whist managing the delivery of unexpected, urgent work
* Concentrating for long periods to work through financial models and prepare papers, reports and business cases.
* Attending and chairing meetings and other forums, presenting complex financial information to both finance and non- finance audiences.
* Dealing with frequent interruptions to resolve emerging urgent issues.
* Responding on matters of urgency and, often at short notice, to requests for advice
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| **Emotional Effort** |
| * Dealing with conflict and difficult situations at meetings when tensions are running high, while maintaining an entirely professional manner and service.
* The postholder may be required to present highly sensitive or contentious financial information at meetings and to wider audiences e.g. proposal for service redesign that impact on working practices, options for service reduction to ensure financial targets are achieved that could impact on staff/posts and may not be well received, recommendations for changes to traditional approaches.
* Exposure to critical and challenging opinions will be frequent, especially as there will be a regular requirement to have difficult and challenging discussions with customers and stakeholders who are unhappy with NSS performance and to break unwelcome news to staff, for example where performance targets or deadlines have not been met.
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**11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

* Knowing and understanding the business of SAS, as well as the financial context, and thus understanding the non financial challenges.
* Managing competing demands and expectations of stakeholders, within tight deadlines, whilst co-ordinating a large range of staff.
* Developing and maintaining a core finance function across SAS, ensuring clarity of roles and appropriate support to the finance senior managers, as well as a seamless financial management service for internal and external stakeholders.
* Balancing the requirement to ensure due process and prudence in the context for financial planning and management whilst supporting on-going service improvement across SAS.
* Delivering high quality, robust, timely and informative financial reports to a range of audiences both internally and externally, which captures the financial position of SAS.
* Ensuring the complex and diverse financial context of the wider NHS, and SAS specifically, is both understood and supported during joint financial planning discussion locally; in regional and national arenas and with other public sector partners.
* The postholder will be expected to constructively, positively and robustly challenge traditional approaches and existing ways of thinking at senior levels of the service – and express new /alternative options and innovative solutions - which at times will be unpopular - in order to influence management thinking and decision making, to encourage thinking ‘outside the box’ and to deliver effective solutions that improve service delivery and financial sustainability and that meet the strategic objectives of the Service and wider NHS Scotland.
* Providing the “front face” of the Finance Department, balancing the needs of the Director of Finance and wider finance function with those of the strategic service areas.

**12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

**Qualifications**

* A degree and relevant post-graduate qualification.
* Qualified Accountant with membership of one of the six bodies recognised by the Consultative Committee of Accounting Bodies (CCAB).
* Continued Professional Development should have been undertaken since qualification.

**Experience**

* Relevant post-qualifying experience within a complex organisation with demonstrable experience in a Senior Finance Manager role.
* An expert in the delivery of a quality finance service with a broad range of practical experience in the provision of a modern financial management service, including performance management, project management, strategic financial planning and staff management.
* Extensive knowledge and understanding of national policy and the impact on financial planning and control.

**Skills**

* Strong leadership and management skills.
* Excellent communication and presentation skills.
* High degree of analytical skills.
* Ability to influence and persuade.
* Determination and persistence.
* Organisational skills to ensure competing priorities are achieved to agreed timescales.
* Excellent report writing skills
* Highly motivated with drive, enthusiasm and commitment.