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Role Description – Financial Planning & Analysis Manager

Role title	Financial Planning & Analysis Manager	Grade	3	Department	Finance
Reports to (1)	Finance Manager			Direct reports (1)	1
Key relationships / interfaces (1)	Internal:	APM Executive; Programme Management Office; other Budget Owners and headquarters staff; Branch and SIG network, APM volunteers.			
	External:	External consultants, Third-party suppliers and contractors; Auditors;			
Role purpose (2)	Input and add value to the planning process, prepare strategic and business plans for APM in conjunction with the executive team for board approval. Prepare analysis to support key business activities (such as strategic partnerships). Provide financial information to the Portfolio Steering Group. Monitor business plan performance.				
Breadth of responsibility (3)	All activities relating to business planning, reporting, budgeting, forecasting, financial analysis, and portfolio benefits management				
Dimensions and limits of authority (4)	Recommends but does not approve purchases. Has an impact on business performance short, medium and long term.				



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Key responsibilities / accountabilities ⁽⁵⁾	Key performance measures ⁽⁶⁾
<p><u>Prepare 3 year business plan</u></p> <ul style="list-style-type: none"> • Prepare high standard business plan achievable by APM for board approval (not just a budget with commentary) • Demonstrate alignment with strategy 2020 • Prepare APM's business model • Demonstrate plan's alignment to SWOT, risks and environment • Facilitate input from Executives to the plan • Support the business model with the required strategic modelling • Input to-planning workshops • Enhance the output of the business plan and add value • Ensure business plan gets its key messages across succinctly • Ensure the business plan co-ordinates effectively with all other reporting outputs. • Flex/revise business plan for any changes ready for board approval 	<ul style="list-style-type: none"> • Business plan signed off by the board • Objectives agreed by CEO, D/CEO and executive • Alignment with strategy demonstrated in metrics • Business models align to objectives • Portfolio aligns to objectives • Planning workshops achieve their agreed purpose • Planning capability gaps filled • Plan coordinates with other reporting • Plan communicated internally
<p><u>Strategic initiatives</u></p> <ul style="list-style-type: none"> • Support strategic initiatives, many of which will be of a confidential nature eg. Axelos • Analyse financial impact and prepare business models • Gap analysis undertaken to ensure activities meet the strategic requirements 	<ul style="list-style-type: none"> • CEO and/or D/CEO approves output • Proposals are modified • Impact on APM approved by CEO or D/CEO
<p><u>Programme benefits</u></p> <ul style="list-style-type: none"> • Provide financial management and benefit analysis for the portfolio • Analyse potential benefits from individual programmes • Assist in provision of reports on the financial 	<ul style="list-style-type: none"> • Summary board report demonstrates financial benefits • Individual programmes demonstrate financial benefits • Reports delivered to PSG



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<p>performance of the portfolio to the board</p>	
<p><u>Business Plan Performance</u></p> <ul style="list-style-type: none"> • Assist in preparation of business plan scorecard from business plan • Pro-active monitoring of performance on business plan scorecard – in coordination with finance manager • Escalate any issues • Harmonise reports to ensure consistency 	<ul style="list-style-type: none"> • Business plan scorecard accurately tracks performance • Issues escalated • Reports are consistent
<p><u>Forecasting</u></p> <ul style="list-style-type: none"> • Assist in preparation of 6 monthly formal forecast for board SB • Assist in preparation of quarterly informal forecasts 	<ul style="list-style-type: none"> • All deadlines are met
<p><u>Budgeting</u></p> <ul style="list-style-type: none"> • Prepare annual budgets, working as a team with the finance manager, including income, expenditure, balance sheet and cashflow for review by Deputy Chief Executive and Finance Director. • Support Executives in budget preparation • Meet with budget holders to discuss income and expenditure variances, and outlook. • Maintain and develop budget and forecast models • Improve the systems surrounding all aspects of the budgeting, forecasting, business planning and end user financial systems • Establish and maintain costing models 	<ul style="list-style-type: none"> • Timetable issued and deadlines met • Budgets align to business plan • Budget models completed • Budget owners appreciate, comprehend and own the information provided from the Finance Department • Financial issues brought to the attention of the Finance Manager • Budget agreed by D/CEO and subsequently approved by board



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<p><u>CEO's Management Report for Board</u></p> <ul style="list-style-type: none"> • Compile and co-ordinate monthly management report for the Chief Executive to deadline • Manage and ensure consistency throughout the report • Provide financial input to the management report • Continuously enhance the value of the management report. 	<ul style="list-style-type: none"> • Report agreed by CEO to agreed deadline • Report is consistent • Report is clear and is congruent with other reports
<p><u>Business Plan Communications</u></p> <ul style="list-style-type: none"> • Edit report for distribution to staff • Work with Marketing to produce a version for volunteers 	<ul style="list-style-type: none"> • Staff business plan version completed to include presenting to staff as required. • Volunteers business plan version completed
<p><u>Maintain Strategic Models</u></p> <ul style="list-style-type: none"> • Support the executive team and co-ordinate the effective management of suitable key strategic models to enable business activities to remain protected and opportunities maximised. Example models as follows but should be adapted to APM's requirements. <ul style="list-style-type: none"> ○ SWOT ○ PESTLE ○ Business Model ○ OGSM ○ Orbit 	<ul style="list-style-type: none"> • Models used and implications summarised
<p><u>Financial Business Cases</u></p> <ul style="list-style-type: none"> • Preparation of Financial Business Cases, includes <ul style="list-style-type: none"> ○ Discounted cash flow ○ Breakeven analysis ○ Payback periods ○ Pricing suggestions • Prepare investment appraisals 	<ul style="list-style-type: none"> • Business case financial calculations done • Investment appraisal done
<p><u>Business Change Support</u></p> <ul style="list-style-type: none"> • Finance support to implementation of initiatives and projects. • Attendance to key change implementation meetings, such as project steering groups. • Supporting business change implementation plans to ensure successful delivery. 	<ul style="list-style-type: none"> • Provision of financial advice • Meetings attended • Financial impact included in business proposals.



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Person Specification – Financial Planning & Analysis Manager

Attribute	Description	Essential / desirable
Qualifications (7)	<ul style="list-style-type: none"> • Part Qualified ACCA/CIMA • Educated to degree level or equivalent 	<ul style="list-style-type: none"> • Essential • Desirable
Experience (8)	<ul style="list-style-type: none"> • Substantial practical experience of reporting up to Board or executive management level. • Experience of working with senior staff to prepare plans including leading workshops • Used to working to tight deadlines • Experience in providing accurate and timely information to a very high standard • High level of financial modelling • Experience of business planning, budgeting and forecasting • Experience of thinking strategically as well as tactically to propose financial management solutions • Experience of finding solutions to complex financial challenges using Excel and other tools • Ability to highlight trends and detect financial inconsistencies when analysing and summarising detailed financial and non-financial information challenge financial inconsistencies or abnormalities • Experience of operating under non-disclosure agreements. 	<ul style="list-style-type: none"> • Essential • Essential • Essential • Essential • Essential • Desirable • Essential • Essential • Essential
Knowledge	<ul style="list-style-type: none"> • Good knowledge of business plans and models • Good working knowledge of computerised accounting systems • Understanding of all major accounting principles • Knowledge of budgeting and forecasting techniques • Good knowledge of database management • Experience and understanding of charity accounts and the Charity SORP • Understanding and experience with major strategic business models • Understanding and application of financial strategic tools such as discounted cashflow, breakeven analysis etc. 	<ul style="list-style-type: none"> • Essential • Essential • Desirable • Desirable • Desirable • Desirable • Desirable • Desirable
Skills	<ul style="list-style-type: none"> • Highly developed numeracy skills 	<ul style="list-style-type: none"> • Essential



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Attribute	Description	Essential / desirable
	<ul style="list-style-type: none"> • Leadership skills • Influencing skills • Stakeholder management skills • Strong attention to detail • High level of presentational skills • Confident and effective communication skills • Ability to communicate clearly and concisely in writing to board and executive management level • Proven ability to build and maintain productive and cooperative working relationships with the Executive team and budget owners in a changing environment • Proactive and positive team working attitude • Excellent organisational and planning capability • Able to work effectively to deadlines • Good PC skills including Word, Powerpoint and outlook • Excel to advanced level i.e. (Pivots, SUMIF, VLOOKUP, COUNTIF etc.) • Able to learn quickly through a variety of training styles 	<ul style="list-style-type: none"> • Desirable • Essential • Essential • Essential • Essential • Essential • Desirable • Essential • Essential • Essential • Essential • Essential • Essential • Essential



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Behaviour / competency <small>(9)</small>	<ul style="list-style-type: none">• Adaptable• Proactive• Self-developer• Flexibility• Analytical thinking• Confidentiality• Interpersonal/relationship building skills• Working with minimal supervision• Resilience• Results orientation• Technical and professional expertise• Professional attitude• Commitment to the values of APM	<ul style="list-style-type: none">• Essential• Essential• Essential• Essential• Essential• Essential• Essential• Essential• Essential• Essential• Essential• Essential• Essential
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End.