

# Role Profile



## Finance Director

**POLITICALLY RESTRICTED POST**

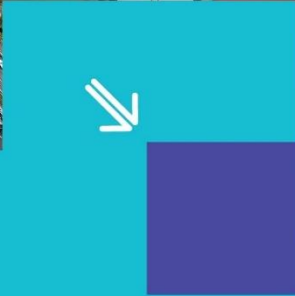
**Job Family:** Leadership

**Grade:** Leadership Level 1 Lower

**Contract:** Full-time, Permanent

**Reports to:** Chief Executive

**Location:** Flexible across the North of England, but with a requirement to regularly work from our offices in Manchester



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## Role Purpose:

Lead the Finance, Risk & Procurement Function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN. You will be expected to contribute to the development of strategic objectives and long-term plans.

Act as the organisation's designated S151 Chief Financial Officer ensuring compliance with all statutory requirements including local government and central government financial management and accounting requirements.

The postholder is also TfN's designated Senior Information Risk Officer (SIRO).

## Key Accountabilities

### Key Role Outputs (KROs) Key Actions

*What must be achieved for the post-holder to be successful in the role*    *How the KROs will be achieved – the activities required*

<b>1.</b>	<b>Leadership</b>	<ul style="list-style-type: none"><li>• Create a positive and productive climate through impactful leadership as part of the senior management team by engaging and enabling employees to be the best they can be. Role model cultural and behavioural norms to inspire confidence and commitment to TfN's goals.</li><li>• Provide strong, visible and collective leadership as a member of the TfN Leadership Team across a complex and unique governance structure, both internally and externally, across the public and private sector to achieve the ambitions of economic growth for the North.</li><li>• Live the values of the organisation and set an example for the rest of the organisation in how these should be applied when working both internally and externally.</li></ul>
<b>2.</b>	<b>Strategy and Planning</b>	<ul style="list-style-type: none"><li>• Own and ensure that the outputs from the Finance, Risk &amp; Procurement Function are fully integrated into the on-going development, update and delivery of TfN's long term, multi-modal statutory strategy (Strategic Transport Plan), taking responsibility for the evidence base and business cases that will support decision making.</li><li>• Communicate TfN's strategic plans throughout the Finance, Risk &amp; Procurement Function ensuring high levels of awareness and engagement.</li></ul>
<b>3.</b>	<b>Programme Management</b>	<ul style="list-style-type: none"><li>• Lead all aspects of TfN's programme management and assurance services and manage the framework within which these functions operate.</li><li>• Ensure that robust audit and risk practices are undertaken to ensure quality assurance and that standards for strategy delivery and programme &amp; project management are maintained.</li></ul>

4.	<b>Commissioning</b>	<ul style="list-style-type: none"> <li>Act as the intelligent client for all outputs and services across the Finance, Risk &amp; Procurement Function, including that undertaken by third parties or consultants within direct work areas, ensuring all requirements and outputs are continuously delivered to agreed standards, time and budget.</li> </ul>
5.	<b>Performance</b>	<ul style="list-style-type: none"> <li>Develop and inspire leadership at all levels across the Finance, Risk &amp; Procurement Function, both internally and externally, to encourage a culture of high performance focussed on supporting the delivery of TfN's strategic objectives by being part of the TfN Leadership Team.</li> </ul>
6.	<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Have overall financial accountability and responsibilities for the Finance, Risk &amp; Procurement Function, ensuring that resources are used in a way that demonstrates value for money, a focus on delivering intended outcomes and compliance with statutory and financial regulations.</li> </ul>
7.	<b>Stakeholder Management</b>	<ul style="list-style-type: none"> <li>Foster long standing relationships with all TfN partners (including Combined Authorities and their Members, LEPs, other Transport Authorities across the North, Central Government, NDPBs and the Private Sector) necessary to support and deliver the objectives of TfN as an organisation.</li> </ul>

### Key Deliverables

1.	<b>Lead TfN's financial management and budget strategy ensuring it fully supports TfN's strategic priorities</b>	<ul style="list-style-type: none"> <li>Lead TfN's short and long-term financial management, treasury management and budget strategy, externally and internally, seeking to ensure that this effectively supports the strategic objectives and priorities set for TfN.</li> <li>Act as TfN's designated Section 151 Chief Financial Officer ensuring that all of TfN's activities and business is carried-out in-line with all statutory requirements including local government and central government corporate governance, audit and risk, financial management and accounting requirements.</li> <li>Lead TfN's annual business planning process, the preparation of the TfN budget and the monitoring, the evaluation of all budgetary information, and achievement of financial targets set.</li> <li>Ensure that all financial expenditure meets the requirements of funding bodies (in particular the DfT) and is in-line with all statutory requirements including local government and central government accounting requirements.</li> </ul>
2.	<b>Lead the provision of fit for purpose financial systems,</b>	<ul style="list-style-type: none"> <li>Define, manage and monitor of all financial management procedures and processes including those associated with financial and treasury management (including income collection and payments), procurement, audit and risk to</li> </ul>

	<b>processes and procedure for TfN</b>	<p>ensure the effective management of all budgets and resources and achievement of financial efficiency.</p> <ul style="list-style-type: none"> <li>• Manage and monitor all procedures and processes to ensure effective management of capital projects.</li> <li>• Manage the delivery of all required staff training, guidance and support on all financial processes, procedures and systems to ensure continual compliances with all financial related requirements.</li> </ul>
<b>3.</b>	<b>Financial accounting and reporting and preparation of statutory returns completed to required standards and timescales</b>	<ul style="list-style-type: none"> <li>• Ensure that the procedures, controls and outputs for all financial accounting are in place and compliant with best practice.</li> <li>• Deliver a "clean" audit report, ensuring that any issues raised are handled professionally and satisfactorily and are dealt with on a timely basis.</li> <li>• Establish and maintain procedures to ensure the timely production of statutory financial returns e.g. Corporation Tax/VAT/PAYE and statutory returns.</li> </ul>
<b>4.</b>	<b>Effective management accounting service provided to all of TfN</b>	<ul style="list-style-type: none"> <li>• Provide monthly management accounts reporting and supported by a comprehensive business planning and budgeting framework (Integrated Planning Process) and rolling outturn forecasting.</li> <li>• Provide support and feedback to budget holders on actual and forecast variances and provision of an on-going finance support service.</li> <li>• Provide relevant and timely historic and forward-looking financial management information to assist the monitoring of financial performance and support decision-making.</li> </ul>
<b>5.</b>	<b>Effective financial appraisal and funding models for TfN's Investment Programme</b>	<ul style="list-style-type: none"> <li>• Provide commercial input and financial appraisal in respect to all revenue and expenditure.</li> <li>• Assist in the preparation of business cases and support the development and delivery of the financial appraisal of all proposed projects, programmes and funding bids ensuring all such proposals are financially and commercially sound.</li> <li>• Support the development of funding models to support the delivery of TfN's investment programme including liaison with DfT, HMT, partner bodies, funding institutions and businesses.</li> <li>• Support the development of commercial opportunities to maximise "local/northern" contributions to the overall funding of TfN's investment programme.</li> </ul>

6.	<b>Lead the provision of fit for purpose audit &amp; risk management arrangements for TfN</b>	<ul style="list-style-type: none"> <li>• Manage the implementation of a robust audit and risk programme that will ensure compliance with mandatory legislation, financial and corporate best practice requirements.</li> <li>• Ensure there are effective internal audit and risk management functions to assist management in providing effective arrangements for financial, legislative, regulatory and performance scrutiny.</li> <li>• Provide advice on audit and risk management issues associated with TfN taking proactive action to ensure that all TfN activities, projects and programmes are evaluated to ensure risk management plans and information are available for major reviews and reports.</li> <li>• Provide advice on anti-fraud and anti-corruption strategies and measures ensuring TfN has fit for purpose strategies and arrangements in place at all times.</li> <li>• Act as TfN's designated Senior Information Risk Officer ensuring that TfN has all necessary information management risk processes and procedures in place at all times.</li> </ul>
7.	<b>Lead the provision of fit for purpose procurement management arrangements for TfN</b>	<ul style="list-style-type: none"> <li>• Manage the implementation of innovative and cost-effective procurement practices and functions that continue to ensure cost efficiencies and best value for the organisation.</li> <li>• Oversee the development TfN's commercial and contractual capabilities to support cost effective and efficient procurement.</li> </ul>
8.	<b>Effective engagement with key stakeholders and partners</b>	<ul style="list-style-type: none"> <li>• Develop close links with key northern partners, the Department for Transport, National Highways, HS2 Ltd, Network Rail, Great British Railways and other Government agencies.</li> <li>• Develop close links with private sector funding organisations to maximise opportunities for external funding.</li> <li>• Build and maintain relationships with external parties including Key suppliers of financial services, Banks and other funding organisations.</li> </ul>

**Compulsory Outputs (COs)**

*What must be achieved for the post-holder to be successful in the role*

**Key Actions**

*How the COs will be achieved – the activities required*

1.	<b>Ensure you comply with all applicable organisational legislation and policy:</b>	<ul style="list-style-type: none"> <li>• TfN's Safety Management System.</li> <li>• TfN's Dignity at Work policy.</li> <li>• TfN's Diversity Policy and Charter</li> <li>• GDPR and Freedom of Information.</li> <li>• Risk management.</li> <li>• TfN policies and procedures.</li> </ul>
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		<ul style="list-style-type: none"> <li>• TfN Vision, Values and behaviours.</li> <li>• DfT policies and procedures where applicable.</li> </ul>
<b>2.</b>	<b>Any other reasonable duties as required from time to time</b>	<p>The post holder is expected to:</p> <ul style="list-style-type: none"> <li>• Conduct themselves in a professional manner and with due courtesy at all times.</li> <li>• Be flexible within the workplace and adapt to meet the requirements of an evolving organisation.</li> </ul>

### Key Interdependencies:

<b>Key Contacts</b>	<ul style="list-style-type: none"> <li>• Department for Transport (DfT)</li> <li>• HM Treasury (HMT)</li> <li>• National Agencies including Network Rail, Great British Railways, National Highways and HS2 Limited</li> <li>• Funding institutions and businesses</li> <li>• TfN's Boards</li> <li>• TfN Leadership Team</li> <li>• Colleagues within the wider TfN team</li> <li>• Senior Executives &amp; Members of the various Combined Authorities, PTE's and Local Authorities across the North of England</li> </ul>
<b>Direct Reports</b>	<ul style="list-style-type: none"> <li>• Risk Manager</li> <li>• Procurement Manager</li> <li>• Management &amp; Financial Accountant</li> <li>• Financial Accountant</li> <li>• Finance Officer</li> </ul>
<b>Budgetary Responsibility</b>	<ul style="list-style-type: none"> <li>• Lead the financial management of TfN's corporate revenue budget of circa £9m per annum.</li> <li>• Oversee funding received for the delivery of modelling, analysis &amp; appraisal services to the DfT circa £1.5m for staffing and circa £4m for associated support contracts.</li> <li>• Oversee the 'client side' management and delivery of the rail service contracts across the North of England (delivered via the Rail North Partnership) with a value of c.£500 million per annum.</li> </ul>

### Politically Restricted Post:

This post is a politically restricted meaning the postholder must refrain from participating in any political activities, publicly expressing support for a political party or undertaking other activities such as canvassing on behalf of a person who seeks to be a candidate; and speaking to the public at large or publishing any written or artistic work that could give the impression that they are advocating support for a political party.

Please see TfN's Protocol for Politically Restricted Posts for further details.



# Person Specification

Qualifications, knowledge, skills and experience required at selection stage:	
<b>EQ1</b>	Degree in a relevant subject or other specialist post-graduate qualification or the equivalent level reached through experience.
<b>EQ2</b>	Accounting Qualification (ACCA, ACA, CIPFA, CIMA etc.).
<b>EQ3</b>	Evidence of continuous professional development.
<b>ES</b>	<b>Skills and Experience</b>
<b>ES1</b>	A qualified accountant with significant experience of preparing, managing and monitoring revenue and capital budgets in a similar large and complex organisation.
<b>ES2</b>	Extensive experience at a senior management level within a similar role with the ability to lead and motivate a department or programme team to create a positive, productive climate.
<b>ES3</b>	Extensive experience of leading people and organisational development strategies and transformational change programmes and initiatives.
<b>ES4</b>	Extensive experience at an appropriate level of a multi-stakeholder operating environment, preferably in the public sector, and the relevant external environment (legislative, regulatory, best practice standards, etc.).
<b>ES5</b>	Proven success in establishing a strong performance culture that drives up standards and quality of outputs.
<b>ES6</b>	Proven experience of building strong, productive relationships with a myriad of partners and stakeholders to ensure a co-ordinated response to delivery.
<b>ES7</b>	Proven experience of influencing and persuading governance bodies, stakeholders, partners, clients and suppliers to understand the aims, objectives and requirements of the programme.
<b>ES8</b>	Proven experience of managing significant budgets, optimising external funding opportunities and effectively applying key commercial, business and other management processes.
<b>ES9</b>	Excellent communicator both with individuals and in groups, who inspires, motivates, enthuses, persuades, builds confidence and trust; demonstrates exceptional influencing skills and emotional maturity.
<b>EC</b>	<b>Essential Behaviour Competencies</b>
<b>EC1</b>	<b>Cultivates Innovation</b> - <i>Creates new and better ways for the organisation to be successful.</i>
<b>EC2</b>	<b>Ensure Accountability</b> - <i>Holds self and others accountable to achieve results, even under challenging circumstances.</i>
<b>EC3</b>	<b>Collaborates</b> - <i>Building partnerships and working collaboratively with others to meet shared objectives.</i>
<b>EC4</b>	<b>Instils Trust</b> - <i>Gaining the confidence and trust of others through honesty, integrity and authenticity.</i>
<b>EC5</b>	<b>Financial Acumen</b> - <i>Interpreting and applying understanding of key financial indicators to make better business decisions.</i>
<b>EC6</b>	<b>Customer Focus</b> - <i>Building strong customer/ stakeholder/ partner/ shareholder relationships and delivering customer-centric solutions.</i>
<b>EC7</b>	<b>Directs Work</b> - <i>Providing direction, delegating, and removing obstacles to get work done.</i>
<b>EC8</b>	<b>Builds Effective Teams</b> - <i>Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.</i>
<b>EC9</b>	<b>Drives Engagement</b> - <i>Creating a climate where people are motivated to do their best to help the organisation achieve its objectives.</i>
<b>EC10</b>	<b>Manages Ambiguity</b> - <i>Operating effectively, even when things are not certain or the way forward is not clear.</i>