



HR use only

Evaluation Date	4/7/16
Grade	5

## JOB DESCRIPTION

<b>Job Title:</b>	Business Performance Manager	<b>Reports to:</b>	Financial Controller
<b>Department:</b>	Finance	<b>Location:</b>	Vantage Point
<b>Work Pattern:</b>	Full time, working 5 days per week	<b>Contract Status:</b>	Permanent

### BACKGROUND

We want enthusiastic and energetic people who will create a great experience for our customers and share the following values. Edinburgh Leisure **makes a positive difference** by:

**welcoming** all,  
each one of us **caring** about what we do,  
being **passionate** about how we do it,  
and feeling **proud** of what we achieve

### JOB PURPOSE

Provide effective business support to all budget holders to ensure that they all have the information they need to manage and improve the financial and business performance in their areas of responsibility.

### KEY RESULT AREAS

Key Responsibility	Expected time spent (%)
1. Lead and manage the business performance team to ensure that they are clear on what is expected and are supported and developed to carry out their roles effectively.	20%
2. BUSINESS SUPPORT MEETINGS Ensure that regular business support meetings take place with each budget holder to: <ul style="list-style-type: none"> <li>Validate the accuracy of the performance monitoring statement – ensuring that what appears in the statement is a true and accurate reflection of what is happening in that area of the business</li> <li>Identify and escalate any concerns regarding the business performance with senior management</li> <li>Ensure that the budget holder understands what their business performance information is saying and what action is required to improve performance</li> </ul>	40%

<ul style="list-style-type: none"> <li>Review, discuss and make any agreed adjustments to the forecast</li> </ul>	
<p>3. Each month, collate business intelligence and key findings from the business performance meetings, to provide a report for senior management that:</p> <ol style="list-style-type: none"> <li>Ensures confidence in the accuracy of the business performance information</li> <li>Provides context to the information to add to the senior management understanding and decision making</li> <li>Recommends any changes that the business needs to consider in accounting treatment of information within the management accounts.</li> </ol>	10%
<p>4. BUDGETING</p> <p>Following the agreed timetable, provide support to managers in preparation of their budgets. Collate and validate the annual budget information from all budget holders to prepare Edinburgh Leisure's annual budget for review and approval by senior management and the Board. Responsible for ongoing development of the budgeting system.</p>	10% (annual average, will be 100% at some points)
<p>5. FORECASTING</p> <p>Drive &amp; develop the monthly forecasting process, including cash flow, and provide senior management with an update and explanation of significant variances so that they can make effective decisions to address any concerns.</p>	10%
<p>6. Provide financial support and assistance to help managers create investment plans to ensure financial rigour of the information (e.g. are the costs all accounted for are the income projections achievable). Carry out post implementation reporting of investment activities to ensure financial objectives are delivered.</p>	10%

RESPONSIBILITY FOR RESOURCES	
<b>Responsibility for staff:</b>	2 direct reports (Business Performance Assistant, Business Analyst)
<b>Salary bill for all staff reporting:</b>	HR to confirm
<b>Responsibility for finance and level of financial control:</b>	This post is responsible for monitoring the income and expenditure performance for all departments.
<b>Responsibility for Physical Resource:</b>	Office equipment such as laptop and mobile phone.

<b>Responsibility for Data and Information:</b>	<p>Budget administrator access for our management information system (TechOne).</p> <p>Access to sensitive, business critical and confidential information on a daily basis.</p> <p>Access to salary details for all staff.</p>
---	---

## GUIDELINES AND EXPECTATIONS

<b>Authorities &amp; Limitations</b>
<p>You will be responsible for driving the annual budget process, working with managers to prepare budgets for their venues/departments, services and projects. You need to keep all contributors to the budget process up to date, ensuring they know what they need to do and by when. You will ensure the ongoing monitoring and review of the budgets.</p> <p>You will be responsible for managing the resources and workload for your team, ensuring that you prioritise the workload in an effective manner.</p> <p>Provide financial and accounting expertise on business performance and financial controls to budget holders. Provide advice on the financial implications and consequences of business decisions e.g. impact on cash flow, published accounts and taxation (VAT, PAYE, and Corporation Tax).</p> <p>Maintain, improve and develop the Budget and Forecasting model on EL's management information system (TechOne), both to respond to business needs and to make internal ways of working more efficient and/or accurate.</p> <p>You will refer to the Financial Controller, or in their absence the Commercial Director, for guidance on areas of concern.</p>

<b>Communication &amp; Representing The Organisation</b>
<p>In this post, you work with a wide range of colleagues, particularly budget holders, Heads of Service and SLT.</p> <p>You are responsible for developing effective relationships with these colleagues and for influencing them in managing both income and expenditure budgets. You may face resistance when proposing strategies for delivering budgets so you will have to be able to explain the rationale behind your recommended approach, whilst remaining open to the validity of their opinions. You will need to be able to help people see the wider context of their budget decisions and the impact these have on the performance of the whole company. You will need to be able to influence and persuade budget holders to take the right action for the whole company (rather than for their individual needs). You need to be able to explain complex situations to a diverse range of people, engaging them in your message and the need for them to care about and own their financial performance.</p> <p>You will lead and manage your team ensuring that they have the information they need to do their jobs well, listening to their concerns and feedback and taking appropriate action. You need to be able to coach and mentor your team to develop their skills and ability to do their roles effectively.</p>

<b>Safeguarding Our Customers</b>
You are expected to take an active role in the duty of care to yourself, your colleagues and your workplace – take action if you see a potential hazard

<b>Problem Solving</b>
<p>This role requires significant planning, particularly on an annual basis. There is an annual budget process, and this role is key to delivering to the agreed timeframes. You need to be able to review and analyse significant quantities of data, and use this to make decisions or recommendations that are aimed at longer term outcomes. Accuracy and attention to detail is vital.</p> <p>You will be responsible for supporting and challenging venue managers to make and implement decisions regarding the achievement of income and expenditure budgets across Edinburgh Leisure. You need to really understand what the data is telling the business and explain this to colleagues, helping them to identify actions that are required to address any concerns.</p> <p>Continuously improve the management information and how it is shared with colleagues to ensure that it continues meet the needs of the ever changing business.</p>

<b>Impact On Organization</b>
<p>As this role is responsible for ensuring that we have accurate and timely financial information the impact on the financial viability of the organisation is significant. Role will support financial investments decisions and will required to set clear success criteria and associated measures.</p> <p>The role supports the organisation in achieving the key strategy of improving the sustainability of the business and increasing opportunities for people to be active across Edinburgh.</p> <p>The role also ensures that we ensure that the best possible results are obtained from every resource deployed.</p>

<b>JOB DEMANDS</b>	
<b>Physical</b>	Office based with a combination of desk work and meetings, however there is a requirement to be mobile and visit all our venues.
<b>Mental</b>	The role will require strong focused leadership. There will be periods of high pressure at month, quarter and year ends which may require work out-with office hours. You will be expected to multi-task and prioritise your workload effectively, balancing competing priorities.
<b>Emotional</b>	The role can be high pressure and involve prioritising competing demands in short response timescales. Stakeholders from all areas of Edinburgh Leisure will place demands on your time and attention. The role will have a high profile within the organisation
<b>Environmental</b>	You will be based in busy, open plan, office. You will be required to visit our venues on an ad-hoc basis, for meetings etc.

**PERSON SPECIFICATION**

Factor	Essential	Desirable
<b>Qualifications and Attainments:</b>	<ul style="list-style-type: none"> <li>At least Bachelor level university degree</li> <li>Professional accounting qualification</li> </ul>	
<b>Knowledge and Experience:</b>	<ul style="list-style-type: none"> <li>Relevant post qualification work experience</li> <li>A thorough practical understanding and evidence of applying management accounting principles and techniques</li> <li>High degree of communication skills, particularly attuned to working well with non-finance professionals</li> <li>Experience of planning, budgeting and forecasting</li> <li>Used to working in fast moving environments providing accurate and timely information to a high standard</li> </ul>	<ul style="list-style-type: none"> <li>Experience of the not for profit / charity sector</li> <li>Experience and understanding of charity accounts</li> </ul>
<b>Additional Requirements (e.g. competencies):</b>	Everyone and Manager behaviours in Essentials	

**DISCLOSURE/PVG REQUIREMENTS**

Standard Level Disclosure

**I have read and understand this job description and I am clear about what is expected of me in this job.**

**Signed .....**      **Date .....**