Job Outline
Director of Finance and Digital Improvement
Ark Executive Team

Purpose:

To lead Ark Housing Association and Ark's subsidiary companies, (Ark Services Ltd and Ark Commercial Investments Ltd), (Ark) towards realising the aspirations of its vision and mission and ensure that the values of the organisation are explicit within and resonate throughout all behaviours and activities.

As a member of the Executive Team your primary role is to provide strategic leadership that delivers good governance for Ark and to put in place risk managed strategic plans that will ensure the continued development of the organisation within operating models that are both viable and sustainable over the longer term.

The Director of Finance and Digital Improvement will be accountable for a multi-function team and staff effectiveness through the development and implementation of finance and digital improvement policies, procedures, systems and processes. The team comprises of Finance and IT functions. You will lead in determining and implementing the overall strategy for these functions that will align to the values and aims of Ark and will achieve sustained high performance.

The Director of Finance and Digital Improvement also serves as Secretary to the Audit, Risk and Finance Sub Committee to ensure that they fulfil their delegated responsibilities from the Board of Management and meet all governance and regulatory compliance requirements.

The Director of Finance and Digital Improvement will have responsibility for ensuring that Ark provides services and developments of the highest standard, that are safe, compliant and which are cost effective and responsive to the needs of the people we support and tenants.

The Director of Finance and Digital Improvement is responsible for the proper safeguarding of public money as it is used in the pursuance of the organisations aims.

The role of Director of Finance and Digital Improvement reports directly to the Chief Executive Officer.

Responsibilities:

Fact finding and Analysis

- Accountable for the effective leadership of the organisation and maintaining focus on its vision mission and aims through rigorous planning analysis and decision making;
- Ensuring that Ark has in place a business plan that is informed through robust internal and external analysis of stakeholder, political, legislative, regulatory and practice developments;
- Accountable for the regular review and analysis of strategic risks to the organisation;
- Scan wider environment to anticipate future risks, legal or compliance requirements;
- In collaboration with the Executive Team, accountable for the overall financial sustainability of Ark Group;
- In collaboration with the Executive Team, ensure workforce costs are managed and where efficiencies or developments are necessary develop and implement appropriate plans accordingly;
- In collaboration with the Executive Team, ensure a robust workforce plan is in place that meets operational needs and can be delivered within the agreed budget over the period;

- Ensuring resourcing and delivery of Ark's strategic objectives in a sustainable manner and in the public interest;
- Responsibility for IT systems, development, reliability and sustainability within the Ark group;
- Supporting and advising the Board of Management, Audit, Finance & Risk Sub-Committee and Business Performance and Compliance Sub-Committees and relevant scrutiny groups;
- Developing and maintaining a long-term financial strategy to underpin the organisation's financial viability;
- Developing and leading on long-term digital strategy and delivery via the agreed annual roadmap;
- Leading on all aspects of financial management and probity, including governance and leadership, planning, decision-making analysis, monitoring, forecasting, reporting, transactions and controls;
- Leading on organisational performance management and reporting, ensuring that performance information, service plans, targets and results information is accurate, clear, relevant, robust and objective;
- Ensure that the level of cash held within the Ark group is sufficient as agreed by the Board;
- Ensure compliance with all external regulatory and contractual responsibilities; provide timeous information on activity and achievements to identified stakeholders and ensure action is taken to address areas of concern;
- In collaboration with the Director of Development and Customer Experience, lead on developing Ark's corporate position relating energy efficiency and achievement of targets for reducing organisational carbon omissions;
- Leading on due diligence on mergers and acquisitions, ensuring that any partnership arrangements are underpinned by clear and well documented due diligence plans, reports and internal controls.

Innovation and Initiative

- Developing robust KPI's for functional areas of responsibility and use of analysis to improve organisational decision-making;
- Developing business operating models to enable efficiency and effectiveness of delivery of Ark's services;
- Lead in determining the overall strategy for all Finance and IT functions and to ensure that Ark provides developments and services of the highest standard which are cost effective and responsive to the needs of service users and tenants;
- Identify and develop new opportunities and instigate new ideas without a prompt to do so in relation to the changing environment in social care and housing and in line with the strategic direction of Ark;
- Determining that the resources, expertise and systems for the organisation are sufficient to meet Ark's needs and negotiating these within the overall financial framework;
- Developing Finance and IT services to enable sustainability of the Ark group of companies;
- Guide and advise the SLT and ET on all Finance and IT policies;
- Ensuring Ark comply with all procurement legislation and best practices are implemented across the business;
- Developing financial reporting and analysis to improve organisational decision-making;
- Set financial targets through financial planning process, monitor and report on financial performance that is linked to strategic objectives and identify any necessary corrective decisions;
- Ensuring that Ark has an effective and current Treasury Management Plan with appropriate funding arrangements;
- Supporting decision-makers, especially on affordability and value for money, by ensuring policy and business case proposals with financial implications are signed off by the Finance function;

- In collaboration with the Executive Team review the performance of organisational functions and ensure that the services provided are in line with the expectations and needs of its stakeholders.

Interpersonal Skills

Internal

- To be a role model for Ark staff and the embodiment of Ark's mission, vision, and values;
- Ensuring a highly functioning organisation through the use of well-developed competencies in building and sustaining effective individual and team relationships with employees and the Board of Management;
- Set the tone for ethical practice and behaviour within the group and be a role model to those who work in Finance and IT functions, to those on the Board and to all staff in Ark;
- Build effective relationships with colleagues at all levels through open communication and constructive feedback;
- Be a role model, showing energetic, determined, positive, robust and resilient leadership with an ability to inspire confidence and respect and exemplify high standards of conduct;
- Provide clear, authoritative and impartial professional advice and objective financial analysis and interpretation of complex situations;
- Adopt a flexible leadership style, able to move through visioning to implementation, through collaboration / consultation to challenge as appropriate and able to give and receive constructive feedback;
- Comply with the IFAC Code of Ethics for Professional Accountants, as well as other ethical standards that are applicable to them by virtue of their professional status as a member of an accountancy institute;
- Respond to complex employee relations issues using well developed mediation skills to reach positive outcomes;
- Apply relevant statutory, regulatory and professional standards both personal and organisational;
- Work closely with the ET to ensure funding is in place to support the long-term investment required to maintain Ark's assets, and ensure that all investment options have been considered for potential new developments;
- Work closely with members of the Audit, Risk and Finance Committee, Business Performance and Compliance Committee and wider Board(s).

External

- To be a role model for Ark staff and the embodiment of Ark's mission, vision, and values;
- Proactively develop and maintain productive relationships with external peers and stakeholders;
- Actively develop, establish and nurture relationships with stakeholders and other providers within the Social Housing and Care sector and recognised Regulatory bodies;
- Participate and where necessary lead in national working groups to ensure Ark pays a key part in shaping policy and practice;
- Work with external bodies to ensure Ark is a voice of influence in the development of social care and housing Finance and IT policy and practice.

Leading and Developing People

- Ensure that all staff in Ark are supported and motivated to use their skills and initiative, achieve their potential and seek and develop personal and organisational level improvements;
- Line manage and mentor the leadership team on strategic and functional responsibilities;

- Implement appropriate succession planning and talent management frameworks to adequately address future skill requirements;
- Champion the management of performance improvement, grievance and disciplinary issues in a sensitive and professional manner and in accordance with appropriate policies and frameworks;
- Take a lead influencing role in developing organisational culture; that is customer driven, open, trusting, transparent and inclusive;
- Create, communicate and implement a vision for the Finance and IT teams;
- Role model a customer focussed culture within the Finance and IT teams;
- Establish an open culture and built an effective coaching approach;
- Promote effective communication within the Finance and IT teams, across the broader organisation and with external stakeholders;
- Apply strong project planning and process management skills;
- Set and monitor meaningful performance objectives for the Finance and IT teams;
- Role model effective staff performance management;
- Coach and support staff in both technical and personal development;
- Promote high standards of ethical behaviour, probity, integrity and honesty;
- Ensure, when necessary, that external expertise is called upon for specialist advice not available within the Finance and IT teams.

Resources

- In collaboration with the Executive Team, lead in the establishment of the group budget to ensure the delivery of in-year and long-term objectives;
    - Take all reasonable steps to ensure that:
    - Financial strategies are intrinsically linked to the business plan;
    - IT strategies are aligned with the business plan and deliver added value and efficiencies;
    - Budgets are planned as an integral part of the strategic and operational management of the organisation and are aligned with its structure of managerial responsibilities;
    - Budgets are constructed on the basis of reliable data of past performance and rigorous assessments of future resources and commitments, and that policies and priorities are evaluated in an open, consistent and thorough manner;
    - Responsibilities for budget management and control are unambiguously allocated, that commitments are properly authorised, and that budgets are related to clear objectives and outputs;
    - The accounting and financial information systems make available, at the relevant time to all users, the appropriate information for their responsibilities and for the objectives of the organisation;
    - Implement other appropriate management, organisational and strategic planning techniques.
- Be directly accountable for the Finance and IT teams.

Impact on Decisions

- Accountable for the successful implementation of Ark's strategic aims and associated intended outcomes;
- Responsible for the health, safety and welfare of Ark employees, supported people, visitors, contractors and other third parties ensuring statutory obligations under the Health & Safety at Work Act 1974 are followed;

- Develop governance systems to ensure that Ark is knowledgeable of, and compliant with, all legal and regulatory requirements;
- Lead on financial sustainability of the Ark group;
- Lead on corporate planning process and ensure linkage to financial resources;
- Lead on the development and delivery of the digital strategy and deliver associated plans;
- Set targets and delegate responsibilities to ensure the effective delivery of Finance and IT teams;
- Ensure the effective governance of the Ark group through professional standards, advice and guidance, robust policies and procedures, comprehensive reporting and performance management;
- Provide advice on potential investments, competing resource demands and financial control.

Expertise

- Demonstrate experience of developing and delivering successful organisational strategies;
- Highly competent and capable in communicating strategic and operational plans and in the use of decision-making and organisational planning tools;
- As a fully qualified Finance professional, provide expert knowledge and input to determine the strategic direction of the organisation to ensure strategic objectives are delivered;
- Apply breadth of experience from working with different organisations across the public and private sectors to develop business focus across Ark;
- Continually develop skills, knowledge and expertise in a structured and monitored way;
- Have relevant prior experience of financial management;
- Understand and apply the principles of public service finance and its regulatory environment;
- Undertake appropriate development or obtain relevant experience in order to meet the requirements of the non-financial areas of the role.

Qualifications

- A relevant professional qualification at SCQF level 11 or equivalent knowledge acquired by other means;
- Must be a member of an accountancy body recognised by the International Federation of Accountants, qualified through examination, and subject to oversight by a professional body that upholds professional standards and exercises disciplinary powers.

Experience

- Significant prior experience in a senior financial management position delivering substantial financial performance;
- Delivery of digital strategies in a complex environment;
- Provision of support, advice and guidance to Boards and Chief Executive;
- Provision of information and advice to Sub-Committees of the Board;
- Demonstrable track record operating at Board and Executive Team level;
- Implementing quality improvement tools and coaching others in the use of them;
- Working in a commercial setting or of developing a commercial focus in a public sector organisation;
- Understanding of personal and professional strengths.

Knowledge/Skills

High level knowledge required in:

- Regulatory framework in which Ark operates;
- Professional body standards;
- Governance issues;
- Strategic management;
- Planning management;
- Risk management;
- Project management;
- Communications and engagement;
- Change management theory, tools and techniques;
- Sound knowledge of best practice in management, leadership and planning approaches;
- Legislative framework in Finance function;
- Financial management, including Treasury and Investment management;
- Procurement regulations and contract management.

Leadership Team Competencies

As well as the ability to fulfil the requirements of this role you will be assessed in conjunction with the following competence areas.

- Excellent Service Delivery;
- Conflict Management;
- Communication;
- Leadership;
- Managing Change;
- Interpersonal Understanding;
- Continuous Learning;
- Professional Boundaries.