

SFJPSG5.2.3

Progress the financial management of the public sector organisation's business plan



Overview

This unit is about progressing the financial management of your organisation's business plan. It includes agreeing targets which are line with the overall strategy, and establishing and implementing an associated business plan in line with the agreed targets.

This standard reflects best practice within the PSG in relation to aspects of Financial Management core skill.

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Performance criteria

You must be able to:

- P1 identify the financial and business drivers within your organisation's business strategy and corporate plan
- P2 recommend and agree financial targets for your area of operations, in line with your organisation's strategy and corporate plan
- P3 establish financial objectives for the business plan for your area of operations
- P4 develop and agree a business plan and budget for the achievement of the financial targets for your area of operations
- P5 engage with and involve financial specialists in the development and financial management of your business plan
- P6 identify and ensure the resources and capabilities required to deliver the agreed business plan
- P7 identify and prioritise key performance measures, and methods for monitoring and evaluating the business plan
- P8 determine and assess the risks associated with achieving the plan, and develop contingencies for those identified as significant
- P9 plan and agree targets for the efficient use of resources and assets, which are demanding yet realistic
- P10 communicate the business plan and budget, and gain commitment from all relevant stakeholders
- P11 use comparative data from related business environments to benchmark performance levels within your area of operations
- P12 identify any potential areas for improvement in costs and efficiency, and agree actions to realise these improvements
- P13 assess bids for budgets from colleagues, and challenge constructively their content, agreeing a way forward
- P14 manage expenditure in line with your organisation's requirements

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Knowledge and understanding

You need to know and understand:

- K1 the strategic financial imperatives within your organisation's business model and associated underpinning strategies and policies
- K2 how your business area contributes to the strategic financial imperatives
- K3 your role in influencing the delivery of financial targets, and the future shape of your organisation's business
- K4 the importance of planning to the success of your organisation, and the underlying assumptions behind its business plan
- K5 the importance of optimising the use of assets, working capital and cash in the delivery of targets
- K6 the financial data available across your organisation, both internally and externally, and how to use this to support your decision making and forecasting
- K7 the importance of reviewing and refining the management information available towards enhanced decision making, and how to do this
- K8 what constitutes a rigorous business case, or policy proposal, and the key financial variable to review when assessing cases
- K9 the importance of involving financial specialists in progressing the financial management of your organisation's business plan, and how to do this
- K10 your organisation's internal control procedures for managing financial expenditure
- K11 concepts of regularity and propriety, and the need for accountability within your organisation

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Additional Information

Behaviours

- 1 You seek to improve business performance constantly
- 2 You recognise innovative ways of improving the use of resources
- 3 You promote honest and open discussion
- 4 You articulate the assumptions made and risks involved in understanding a situation
- 5 You show sensitivity to stakeholders' needs and interests, and manage these effectively
- 6 You create a sense of common purpose

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