



TERMS OF REFERENCE

Navy Finance Directorate

Strategic Finance Business Partner to 2* Directors

AIM

To ensure that Navy Command resources are managed effectively and meet the direction and constraints of the Command Plan to deliver the outputs required by Defence.

Last updated: 30 Mar 2023 (V3.0)

Version History	Dated	Remarks	Agreed by
0.1	2 Mar 21	Initial Draft to Mil FBPs	-
0.2	4 Mar 21	Draft to Hd StrFin and FBPs	-
0.3	12 Mar 21	With comments from FBP teams	
0.4	19 Mar 21	Final	Hd StrFin and FBPs (B1)
1.0	22 Mar 21	Dist to all FBPs	
2.0	25 Nov 21	First review DFD(N)	Hd StrFin and FBPs (B1)
3.0	30 Mar 23	FTRS Update	SO1 Plans

Aim

1. The primary purpose of the Strategic Finance Business Partner (Strat FBP) is to enable resources to be appropriately managed within financial constraints and provide recommendations and advice which reflects that agreed and directed in the Command Plans. In practical terms, the Strat FBP provides the military context and strategic narrative alongside the Finance Business Partner who will provide the financial advice and assurance to the relevant 2* Director.

Organisation

2. Within the Finance Directorate there are 4 x OF4 and 4 x OF3 Strategic Finance Business Partners supporting the various 2* Directors (Commander Maritime Operations, Commander UK Strike Force, Director Develop, Director Acquisition, Director Force Generation, Director Submarines, Director Naval Staff, Director Strategy & Policy and Director People & Training). Strategic Finance Business Partners will be assigned to 2* Directors based on experience, skill and business need and it is expected that OF4 Strat FBPs will provide oversight, support and guidance to those Strat FBPs fulfilling OF3 roles.

Secondary Objectives

3. Strategic Finance Business Partners are expected to support:

a. **Informing the Strategic narrative:**

- (1) Maintain an understanding of their respective chapters within the Defence and Navy Command Plan.
- (2) On request, provide Navy Fin SME advice to assist Strategic Plans (Strat Plans) in the development of the Navy Command Plan.
- (3) Maintain an understanding of activity within Strategic Finance (Strat Fin) and remain read into Senior Leaderships Team, Finance Director (Navy), Naval Executive Committee and MoD Centre strategic decisions and key meetings.
- (4) On behalf of their FBP, lead on responses from external stakeholders (e.g. Strat Fin, MoD Centre and PolSec) referring to their FBP as required for contentious issues.
- (5) Support their FBP to provide Military context and advice during the 2* Performance & Delivery Review (PDR) process.

b. **Annual Budgeting Cycle (ABC) management:**

- (1) Support and advise their FBPs at the relevant 1* and 2* Programme Review of Costs (PRCs) and ABC screenings.
- (2) Initiate advance liaison ahead of PCRs and screenings to identify programming choice and maintain balance, ensuring that costs are taut, accurate and realistic (reflecting 2OA and 3OA) and that, if required, programming action is identified.

c. **Formal Change Requests and Options:**

- (1) Review 2* Directorate Portfolio Office submissions prior to release to delivery agents.
- (2) Provide SME support to the FBP to assist with the interpretation of MI to optimise financial decision making, benefits identification and prioritisation within their 2* Directorate Portfolio Office.

(3) Support 2* Directors as part of the annual submission process.

d. In-Year Resource Management:

(1) Monitor the use of allocated resources to ensure the effective delivery of the Capability as required by the Navy Command Plan and Navy Strat Plan.

(2) Support their FBP to advise and coordinate programming action early in the FY to balance the Programme of Work against allocated Control Totals.

(3) Provide Strategic Prioritisation advice to FBPs and 2* Directors within their portfolio.

e. Additional Responsibilities:

(1) Contribute to the Navy Command AGILE and SCRUM. All Strat FBP are to be prepared to assume a SCRUM Master role in support of their FBP (named OF4 Strat FBPs to assume SCRUM Master (CoS) in support of their B1 FBP).

f. Provide military advice as required to the wider FBP team.

g. Assist and advise the FBP and Financial Team staff when preparing written submissions and notes.

Competences

4. All Strat FBP are to be trained in the following:

a. Financial Skills Certificate (Defence Learning Portal).

5. It is desirable for all Strat FBP to have completed the following courses:

a. SCRUM Master's course.

b. FinMilCap (Practitioner / Advanced) (Defence Academy Courses).

c. Introduction to MOD and Government Finance (Various locations).

d. Management of Portfolio™, Management of Successful Programmes®.

Responsibilities

6. All Strat FBP are functionally accountable to their FBP (B1) and are their FBP's primary link with StratFin to maintain a coherent financial narrative and for military divisional responsibilities.

7. Working routines will require a minimum of 8 days per month in-office to support collaborative working. However, for at least the first 6 months, it is expected that a significant increase beyond 8 days per month in-office will be required to grow understanding and competence in the role.

Military Reporting

8. All OF4 Strat FBPs: 1RO Head Strat Fin / 2RO Deputy Finance Director (Navy).

9. All OF3 Strat FBPs: 1RO Designated OF4 / 2RO FBP (B1).