



# Head of Finance Recruitment Pack



# About us

Cornerstone is a social care charity that provides a range of support and care to adults in Scotland. It was first established in 1980 in Aberdeen by Nick Baxter with support from a group of social work professionals and parents. They were concerned about the lack of support in their community for people with learning disabilities and their families, and wanted to make a difference. Nick championed the belief that everyone, regardless of ability, should be given the opportunity to live and play an active part in their own community. This pioneering and charitable spirit continues to this day.

Over time the organisation has grown, and what began as a charity servicing Aberdeenshire has become an organisation supporting branches all over Scotland.

The support of Cornerstone has been vital to families throughout Scotland. For over forty years we have been delivering tailored, individual packages of care which focus on enabling people with a variety of support needs to live their best possible lives. Our focus has always been to encourage social inclusion, reduce loneliness and improve health, independence and wellbeing.

Our central vision is to be an expert provider of services to people with learning disabilities, autism and complex care needs and we have built our reputation as a charity that provides high quality care and support to those who need it.

You can read more about recent achievements in our 2024/25 Annual Report and Accounts and learn more about our 2026–30 organisational strategy '**Improving Lives Together**', both are available on our website.

# Our values

Our values put the people we support at the heart of everything we do and guide how we go about our work. Cornerstone's values are:



## Caring

We feel and exhibit concern and empathy for others. We often go above and beyond. We encourage and actively seek ways to help people fulfil their potential and live the best life possible.



## Person-centred

We offer a truly personalised service. We work closely with the people we support, and their families, to determine priorities and to set goals. We are flexible in our care provision and will discuss what we can do to make the biggest difference to the lives of the people we support.



## Professional

We offer a high standard of service that meets all regulatory requirements, delivered by qualified, skilled and trained staff. We audit and review our quality and performance regularly.



## Pioneering

We strive to be innovative in our solutions-focussed thinking and to continue to lead the way in the care sector. We adopt an operating model that provides a clear framework of responsibilities, resources and support for our teams but which does not rely on restrictive, traditional, command and control methods. We aim to transform social care through a culture of trust, mentoring and empowerment; creating safe conditions for our teams to exercise a degree of autonomy when it comes to delivering high quality care and doing what is absolutely best for the people we support.

# Thank you for your interest in becoming a part of our team at Cornerstone Community Care.



On behalf of the entire team, I'd like to extend a warm welcome as you explore the opportunity to join us as our Head of Finance. We're thrilled that you are considering joining us to support our vision to be the first choice for expert care and support for people with learning disabilities, autism, and complex care needs in Scotland.

Cornerstone operates within a complex environment, the challenges faced within social care are not new and it has never been more important for organisations like us to work to ensure a person-centred human rights-based approach. To do so we must maintain financial stability and seek growth where it aligns with our strategy and vision.

The successful candidate will work closely with me and, in doing so, will be central to the leadership and management of the organisation. You will be astute, risk-aware, and have an attention to detail and thrive working in a fast-paced environment. We need someone who is positive in their approach, who prefers to seek solutions, and who believes in a collaborative, inclusive and supporting working environment. The Head of Finance is part of our senior leadership team and will share our vision and values.

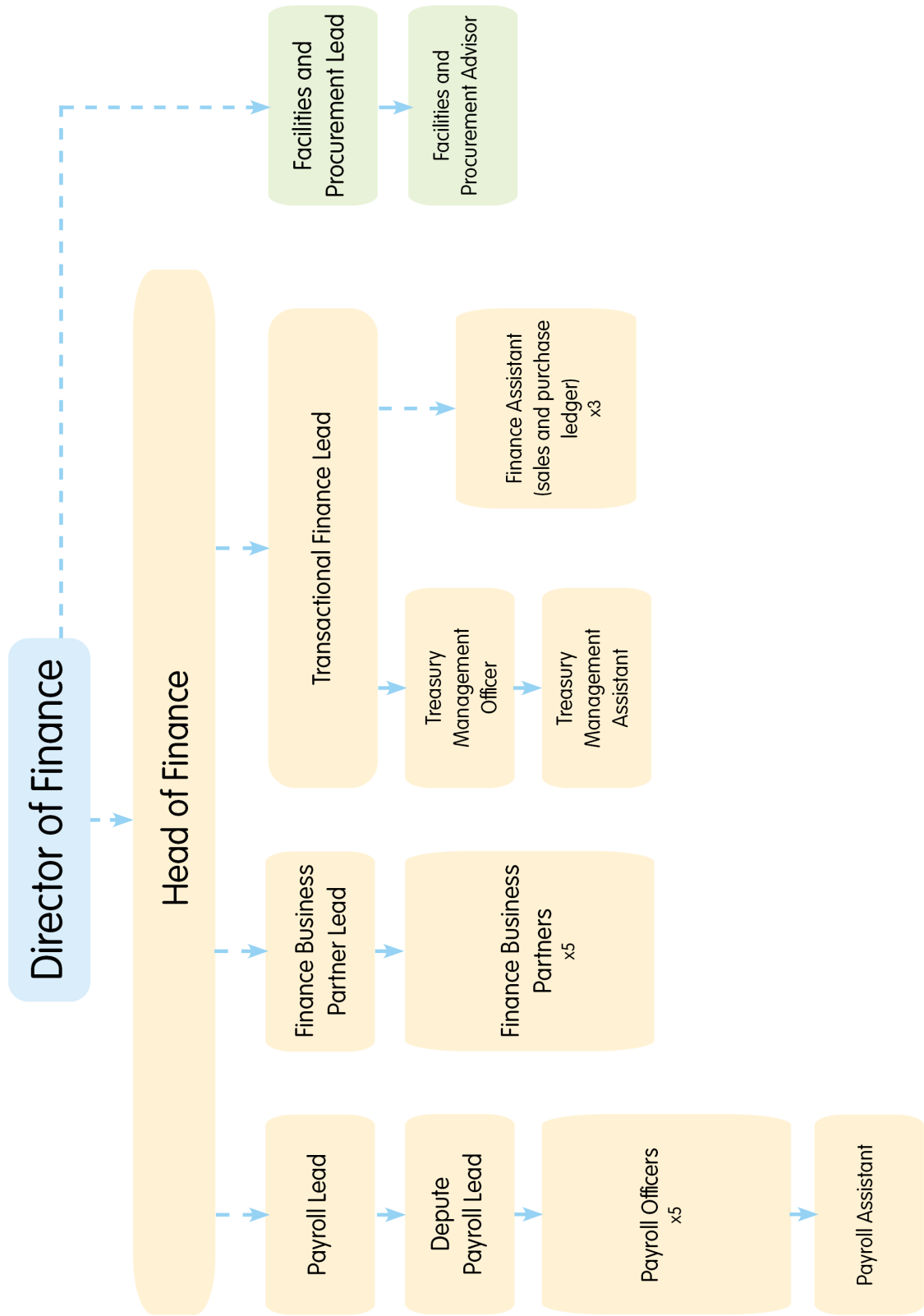
Joining Cornerstone means becoming part of a diverse and dedicated team, driven by the common goal of ensuring we provide expert care for the people we support. I am passionate about encouraging every member of the team to realise their potential, so that we can meet future challenges, spot new opportunities, and deliver for the people we support. We encourage and support professional development and growth. I am incredibly proud to be part of an exciting organisation that makes such a positive difference to the lives of the people we support.

Throughout the recruitment process, please ask questions and learn more about Cornerstone. We will also plan a tailored induction that supports you to build your knowledge and understanding. Your insights and enthusiasm are valuable to us, and we are eager to discover how your skills can support our ambitious organisation.

Wishing you the best in your application journey.

**Lynn Wallace**  
**Director of Finance, Cornerstone Community Care**

# Our Finance Team





# Role Profile - Head of Finance

## Purpose

The Head of Finance is responsible to the Director of Finance for the management and development of the Finance function ensuring the provision of accurate, reliable, and timely financial information and analysis to support the whole of the organisation in its activities.

The Head of Finance will assist the Director of Finance in establishing and maintaining effective financial management and business support and for ensuring appropriate financial policies and management information systems are in place to allow Cornerstone to make well informed decisions to ensure ongoing stability and growth.

The post holder will be responsible for the preparation of monthly financial reporting, ensuring reporting is fit for purpose, developing new reporting where required, and preparation of monthly written reports analysing performance and mitigation steps where necessary. The post holder will support the Director of Finance in the preparation of annual budgets, monitoring reports, forecasts, and annual accounts.

The post holder will be called on to find solutions to complex funding issues, managing deficits, and, where new work is taken on, ensuring this does not strain existing limited resources.

The post holder will provide an accounting service to all departments and areas within Cornerstone, combining accounting skills with effective financial management to provide concise communications with both financial and non-financial stakeholders.

The Head of Finance operates within a range of organisational policies and procedures and regulatory requirements including the Companies Act, Charities SORP, HMRC, and others. Knowledge and experience of the legal and charitable framework is essential to ensure work is undertaken in accordance with these.

As a member of the Senior Leadership Team and the Finance Team, the Head of Finance will contribute towards the delivery of the Organisation's strategic, operational, and departmental plans. The role of Head of Finance is varied and encompasses many aspects within the Finance Department. The post holder will work flexibly with all areas of the organisation to provide professional support and service.

## Duties & Responsibilities

- Responsible for the professional delivery of the finance service incorporating all finance department activities, ensuring they are in line with and contributing towards the business's strategic and operational plans
- Coordinate and manage the timely production of accurate and detailed financial information including management accounts with supporting narrative and variance analysis, ensuring such accounts accurately reflect the business and its needs
- Responsible for the review and reconciliation of all balance sheet accounts quarterly to ensure there are no unresolved issues requiring attention and report to Senior Management Team with recommendations on any potential risks and opportunities

- Responsible for and coordinating investigation and reporting on key variances in the management accounts and liaise with managers and budget holders to provide explanations and narrative on such variances
- Production of financial forecasts, liaising with budget holders and other key stakeholders. Incorporating the results of such forecasts in all other key financial reports such as cash flow etc.
- Lead responsibility for the preparation of the annual budget and plans including income and expenditure budgets, salary budgets, balance sheet and cash flow forecasts
- Preparation of the annual accounts and supporting documentation for the annual audit including liaison with the auditors ensuring compliance with all relevant charitable and financial legislation
- Generation of and reporting on key performance metrics including cash flow forecasting, financial analysis, and budget
- Lead in the development of processes and procedures relating to grant and contract management for income and expenditure ensuring financial management processes are robustly embedded to ensure effective governance
- Provide financial support colleagues in Operations and Development with tender submissions, contract reviews, and contractual compliance
- Maintain the finance and business systems, being constantly aware of options for improvements always ensuring the financial integrity of all systems
- Use effective project management tools and best business management practices to continue to innovate and improve on Cornerstone systems, policies, and procedures, utilising new and emerging technology and reporting tools to adapt financial reporting and analysis
- Responsible for the payroll function ensuring compliance with all relevant legislation, pensions auto-enrolment, PAYE matters and the provision of year end HMRC payroll returns
- Responsible for the processing, calculation and reporting of VAT, ensuring knowledge of legislation is kept current and accurate and that the financial processing systems are appropriate
- Ensure the timely submission of all external reporting including Companies House, HMRC, OSCAR including quarterly VAT returns, annual tax returns etc.
- Provision of financial and governance support for any associated companies/ charities of the organisation
- Lead on cash flow and treasury management, managing working capital ensuring sufficient cash is available and all restricted expenditure is managed appropriately
- Contributing to the development of the financial controls framework including policies, procedures, guidance, training, and monitoring

- Management of restricted grants and income, working with colleagues to ensure compliance and monitoring and expenditure is in line with funders' wishes
- Assist the Director of Finance with the preparation and delivery of the business's strategic and operational plans, the development and delivery of such KPI's, ensuring they are incorporated within the departmental plan and work schedule
- Support the Director of Finance with the preparation and delivery of the department's operational plan, the development and delivery of such KPI's, ensuring monitoring is in place
- Provide professional finance and governance support for any other associated companies/ charities of the organisation
- Promote and sustain a constructive, supportive, and friendly working relationship with all customers, internal and external, immediate, and senior management, and all other work colleagues

All responsibilities and duties are to be carried out according to Cornerstone's standards, policies, and procedures and in conjunction with accounting regulations and best practice.

## Line Management

- Managing and motivating all direct reports
- Coaching, mentoring, and supporting the team to enable them to perform to the highest standard to contribute towards achievement of organisational goals and objectives
- Effectively managing team performance, including carrying out annual appraisals and quarterly performance reviews within organisational timescales
- Identifying appropriate learning and development opportunities for individual and team development
- Managing team absences and always ensuring appropriate levels of cover

## General

Continuous improvement, developing skills, adhering to organisational quality standards, and team-work underpin all roles at Cornerstone.

General responsibilities include:

- Adopt the Cornerstone principles of quality management
- Be attentive to and implement organisation brand and style guidelines
- Participate in team meetings and work together with colleagues to maintain and improve knowledge and skills
- Act as a source of information and support to colleagues throughout the organisation

- Build productive working relationships with external advisers to maintain and enhance their commitment to Cornerstone
- Demonstrate a commitment to ongoing learning and development and to participate in any training relevant to the role
- This role will require some essential travel throughout the UK, therefore the post holder must be willing to travel
- Undertake such work as may be appropriate to the post

This job description is not exhaustive. It merely acts as a guide and may be amended to meet the changing requirements of Cornerstone at any time after discussion with the post holder.

## Outcomes & Approach

- Uphold and demonstrate the organisational values of caring, person-centered, professional, and pioneering
- Facilitate and empower colleagues and teams to take a solution focused approach, focusing on proactive person centred outcomes for the people we support
- Empower colleagues and teams to make informed decisions and promote empowerment in all aspects of our work
- Promote a balanced approach to health and well-being as well as an engaging working environment for all our colleagues
- Develop, nurture, and maintain excellent professional relationships with other colleagues, leaders and professionals recognising individual strengths within the team and work together to ensure an effective, collaborative approach
- Share your knowledge and expertise with your team and the wider organisation, contributing to an engaged, motivated, and empowered culture

# Person Specification - Head of Finance

| No.                                 | 1. Qualifications *                                                                                                                              | Requirement | Measured Via            |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------|
| 1.1                                 | Business degree                                                                                                                                  | Essential   | Application             |
| 1.2                                 | Recognised chartered accountancy qualification                                                                                                   | Essential   | Application             |
| 1.3                                 | Minimum 3 years post qualification experience                                                                                                    | Essential   | Application             |
| 2. Skills, Abilities & Competencies |                                                                                                                                                  |             |                         |
| 2.1                                 | Skilled in the development and maintenance of financial controls, policies, and procedures                                                       | Essential   | Application/ Interview  |
| 2.2                                 | Good analytical and evaluation skills with the ability to understand and carry out complex numerical and financial calculations and analyse data | Essential   | Interview/ Assessment   |
| 2.3                                 | Meticulous attention to detail, delivering accurate, reliable, and timely outputs but retain the ability to see the bigger picture               | Essential   | Interview               |
| 2.4                                 | Ability to identify and implement quality processes and procedures and communicate these clearly verbally and in writing                         | Essential   | Interview               |
| 2.5                                 | Comfortable learning new systems, developing and implementing new procedures and proposing solutions for problems with systems                   | Essential   | Interview               |
| 2.6                                 | High level strategic thinker with the ability to transfer strategy into operational and departmental work plans                                  | Desirable   | Interview               |
| 2.7                                 | Effective communication and interpersonal skills with the ability to develop relationships and communication with staff at all levels            | Essential   | Interview               |
| 2.8                                 | Strong organisational skills with the ability to plan and organise work, working to tight deadlines simultaneously managing several initiatives  | Essential   | Interview               |
| 3. Experience                       |                                                                                                                                                  |             |                         |
| 3.1                                 | Experience of developing, managing, and leading a finance team to deliver high quality performance and service                                   | Essential   | Application / Interview |
| 3.2                                 | Experience of operating at manager level within a similar type or size of organisation                                                           | Essential   | Application / Interview |

| No.          | 1. Qualifications *                                                                                                                             | Requirement | Measured Via            |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------|
| 3.3          | Experience of supporting organisational change                                                                                                  | Desirable   | Application / Interview |
| 3.4          | Experience of implementing new finance systems and processes                                                                                    | Desirable   | Interview               |
| 4. Knowledge |                                                                                                                                                 |             |                         |
| 4.1          | Detailed knowledge and experience of management accounting including budgeting, forecasting, and monthly reporting, including variance analysis | Essential   | Application / Interview |
| 4.2          | Detailed knowledge of VAT, including partial exemption                                                                                          | Essential   | Application / Interview |
| 4.3          | Detailed knowledge and experience of statutory accounts preparation including charity accounts and legislation and best practice                | Essential   | Interview               |
| 4.4          | Knowledge and understanding of corporate governance and how to implement this into working practices                                            | Desirable   | Interview               |
| 5. Values    |                                                                                                                                                 |             |                         |
| 5.1          | A professional approach to work with a willingness to commit to your own professional development and the professional development of others    | Essential   | Interview               |
| 5.2          | Committed to achievement of quality management and excellent service                                                                            | Essential   | Interview               |
| 5.3          | Committed to providing an excellent support service to the organisation                                                                         | Essential   | Interview               |
| 5.4          | A proactive solution focused approach to problem solving with a flexible approach to emerging or changing circumstances.                        | Essential   | Interview               |

\*At Cornerstone we are keen to attract employees whose own values and approach to work complement our purpose, vision, and values. Qualifications, experience, and competencies can predict and impact on your potential performance, however values and approach are essential.



## Thank you for your interest in the position.

If there are any questions or you would like to discuss the opportunity confidentially, please get in touch with Paul Buchan using the contact details below. If you feel this could be the right role for you, please email your C.V. along with a covering letter.

### Contact:

Paul Buchan  
Business Manager  
Eden Scott

**Email:** paul.buchan@edenscott.com

**Tel:** 07792 485 141

