



## DIRECTOR OF FINANCE



## Job Description

<b>Job Title:</b>	Director of Finance
<b>Executive Grade:</b>	ESM Grade G
<b>Location:</b>	Summerfield House, Eday Road, Aberdeen
<b>Immediate Line Manager:</b>	Chief Executive

### 2. Job Purpose

As the NHS progresses through an eighth decade, NHS Grampian is redefining its role in north east Scotland's Health and Care system, becoming a partner in the health and wellbeing of its communities and an anchor institution that supports the future prosperity of local people. The Director of Finance will collectively lead, with Chief Executive Team colleagues, the ambitious and critical reform this requires, from a traditional "state to citizen" model of provision to one involving communities, the workforce and partner organisations in shaping services fit for current and future generations.

As an Executive Director of the Board, Trustee of the Endowment Fund and member of the Chief Executive and System Leadership Teams, the role will fully contribute to and participate in the strategic leadership, management and governance of NHS Grampian. Advising the Board and providing high level expertise in areas of financial planning, management and corporate governance to the Chief Executive, Executive Directors and System Leadership Team, and providing constructive challenge and support both within and out with their field of professional expertise.

The post holder will provide strategic and professional leadership, and take organisational responsibility for the finance and property and asset development functions ensuring the development, commitment to, and implementation of innovative and forward thinking finance strategies which support NHS Grampian's change ambitions, clinical and other strategies, and ensure effective stewardship of resources in accordance with statutory and regulatory requirements. They will support the Board's Revenue and Capital Planning processes, implementing the strategic vision by utilising the available capital resources to best effect, and ensuring revenue allocations reflect the organisation's strategic priorities.

As part of NHS Scotland, the Director of Finance will be expected to proactively engage with relevant network and programmes to influence and shape national and regional strategy and ensure implementation of such strategies within NHS Grampian. They will demonstrate experience at a senior level, innovation, vision and transformational leadership in partnership, and contribute to / lead on national projects as required.

As the most senior finance expert in the organisation, the post holder will establish and maintain strong, professional working relationships with external and internal auditors, Scottish Government Health Directorates, local Integration Joint Boards (IJB), NHS Scotland Directors of Finance and other stakeholders. The postholder will be required to provide expertise and advice to the Board and Chief Executive in relation to significant and complex financial transactions.

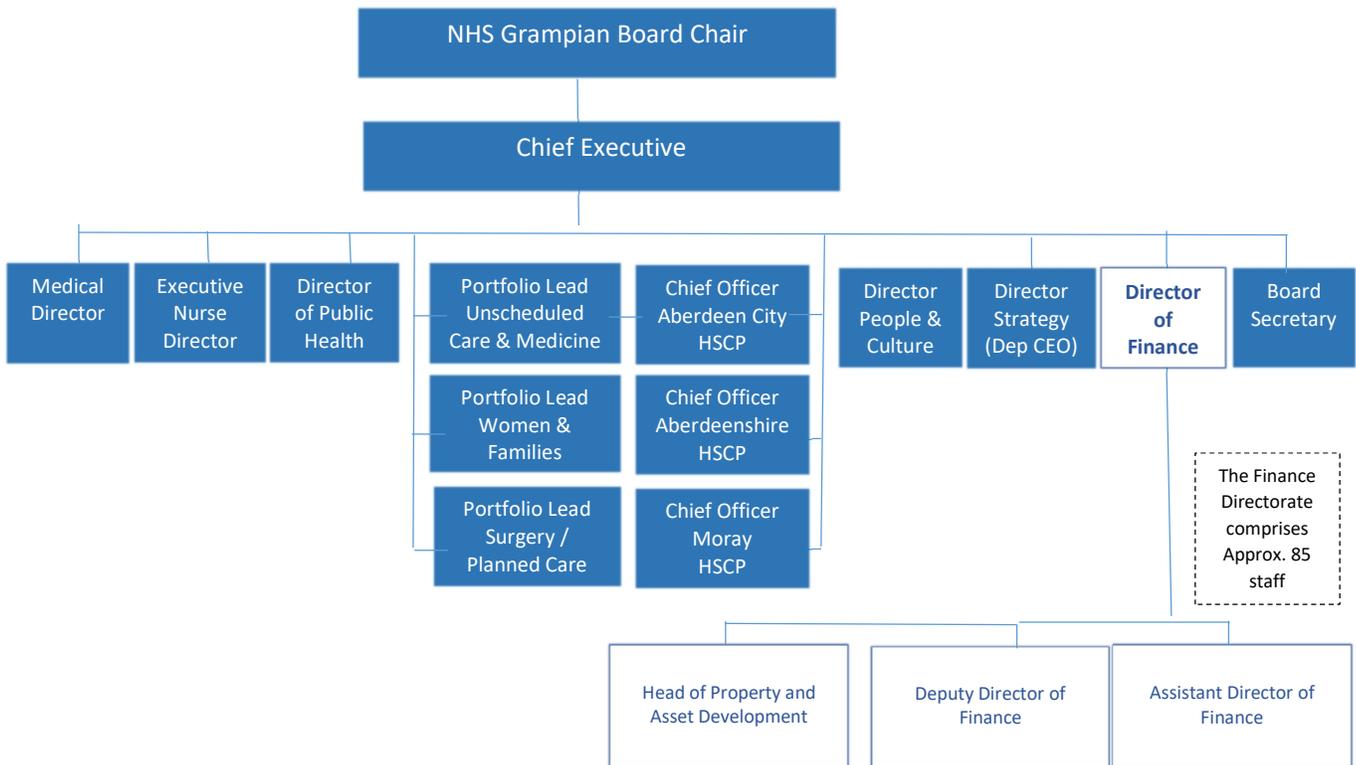
They are the Fraud Champion for NHS Grampian and reports to the Chief Executive (Accountable Officer) on all aspects of Fraud.

Replace above with; They will be the lead executive director responsible for supporting the Audit and Performance and Governance Committees, in addition to providing financial advice to the Board and Endowment Fund Trustees.

### 3. Dimensions

Revenue Budget	£1.287 bn
Population	540,000
Total Staff	14,374 WTE
Departmental staff	Approx. 85
NBV of assets	£578 million
Charitable Endowment Funds	£42 million

#### 4. Organisational Chart



#### 5. Role of Department

Leading on development of innovative and forward thinking medium to long term financial strategies to meet strategic change goals and statutory financial targets in conjunction with service and workforce strategies.

Leading and advising the Board on resource allocation to facilitate the Board's responsibilities, including delivery against the strategy.

Leading on development of annual revenue and capital financial plans based on available resources and budget assumptions, influencing structural changes to allocations where this will support strategic change and financial balance.

Contribute to the development of the national financial framework and provision of support and advice to the Scottish Government Health and Social Care Directorate Director of Finance.

Designing financial information systems in dialogue with information users and thereafter delivering accurate and timely reports in varying degrees of detail to suit requirements.

Responsible for provision and maintenance of robust financial record keeping systems and internal control mechanisms including management of an effective and cost efficient internal control function.

Production of annual financial statements in accordance with relevant statute and guidance. Liaison with external auditors in supporting them to perform their statutory audit functions.

Supporting the organisation to maintain effective financial management systems and processes, and ensure adherence to these with specific emphasis on regular review of financial performance and variance analysis.

Supporting the organisation in developing business cases for change with focus on capital and revenue implications and consequences.

Development of the appropriate financial governance arrangements across the Board, including standing financial instructions and the Board Scheme of Delegation.

Development of a fraud awareness culture throughout the organisation by supporting regular campaigns and awareness sessions.

Leading on the best value agenda, with the remit of embedding continuous performance improvement into the organisation's way of thinking and working.

Leading on plans to develop shared financial services to improve service quality and maximise transaction processing efficiency. Leading on the development of programme budgeting to support a portfolios and pathway approach to integrated service planning and delivery.

Provision of appropriate advice to the Board in relation to property matters, development of the Asset Management Plan and sourcing of appropriate professional and legal advice. In relation to the Director of Finance, acting on behalf of Scottish Ministers in relation to property transactions.

Provision of the financial resources and advice to support the NHS Grampian Endowment Fund and to ensure compliance with relevant legislation and standards applicable to a registered charity.

## **6. Key Result Areas**

### **Corporate Accountability and Management**

As an Executive Director of the NHS Grampian Board, participate in the full range of corporate accountabilities and strategic planning and specifically provide high level expertise and advice on financial planning and financial management ensuring that these functions are effectively integrated and aligned with organisation and service objectives.

### **Strategic Planning**

Participate in the decision making, planning and development of the Board's strategy and corporate objectives ensuring that finance strategies are effectively integrated and aligned within the corporate management process. Contribute to the development of Local and Regional Plans, strategic priorities, service redesign, whole system working and strategic partnerships. Provide support, advice and information to support the Integration Joint Boards.

### **Financial and Capital Planning**

Lead the preparation of the medium term Financial Framework (and associated plans) and the Board's Asset Management Plan taking account of national financial parameters, funding, local strategies, service redesign and the financial circumstances of the Board.

### **Financial Control**

Ensure effective financial planning and budget management controls agreed and performance managed by providing leadership, advice and information to achieve the Board's financial objectives. Lead on developing robust internal control mechanisms designed to protect the organisation's financial well-being.

### **Contribution to Strategic Objectives**

Work with Chief Executive Team colleagues, and members of the respective system leadership teams, to achieve Board strategic objectives and deliver system change including involving people; health improvement; planning for a progressive health system; financial, service and workforce planning; pay modernisation, property resources, and performance management system development. Provide input, leadership, ideas, support and contribute to outcomes.

### **Governance**

Lead the development of financial governance framework integrated with clinical governance and staff governance that balances the need for appropriate risk taking with robust financial controls. Provide executive leadership for the Audit Committee, Performance Governance Committee and Board Endowment Committee.

**Statutory Financial Targets**

To ensure that the Board has the necessary financial framework and plans to achieve its statutory financial targets.

**Budget setting**

As part of financial planning and control, lead on the development of the annual capital and revenue budgets and provide advice to and establish the processes necessary to support the Chief Executive, Chief Executive and System Leadership make decisions on the allocations of resources. This will include supporting the development of a comprehensive efficiency savings programme and advising budget holders in this respect.

**Regional, National and Partnership Working**

Oversee and co-ordinate NHS Grampian's contribution to regional and national developments and policies in the areas of finance and capital, and develop relationships with strategic partners, e.g. integration joint boards, NHS Board and local authorities to develop joint plans.

**Finance Function, Effectiveness and Performance Management**

Lead and motivate the finance team, implement a modern finance strategy aligned to the Board strategic plan and provide financial support at strategic, operational and specialist level to a demanding and challenging agenda. Ensure effective planning and implementation of redesign policy. Ensure adherence and compliance with legislation, policy and standing financial instructions.

**Strategic Leadership (local, regional and national)**

Provide expertise and leadership for strategic developments at local, regional and national levels in areas of significance to the organisation, some of which may lie beyond the areas of finance and procurement, ensuring effective planning and leadership to achieve agreed outcomes.

**7. Assignment and Review of Work**

Formal contact with the Chief Executive on a monthly basis to monitor progress against objectives, be appraised of key issues and to share information on key matters including financial. Very aware of organisational agenda with expectation that objectives will be met with minimum support and reference.

Essential for post holder to think strategically and offer innovative and forward looking ideas on new ways of working in the immediate, medium and longer term using both accumulated person experience and knowledge, and with reference to outside agencies.

<b>8. Communication and Working Relationships</b>	
<p><b>Internal:</b></p> <p>Chair Board Members and Trustees of the Endowment Fund</p> <p>Chair of Audit Committee</p> <p>Chair of Performance Governance Committee Executive Directors</p> <p>Clinical and Management Leaders Chief Officers (IJBs)</p> <p><b>External:</b></p> <p>SGHD Finance Director/Staff</p> <p>Finance Directors in NHS Scotland Public Sector Partners Other Board Chief Executives</p>	<p><b>Purpose:</b></p> <p>Professional advice on strategy, policy, governance and statutory responsibilities.</p> <p>Specific governance and decision making.</p> <p>Share plans/actions for Financial Performance.</p> <p>Advice and team contribution. Advice and development.</p> <p>Agree plan/solution – national and local.</p> <p>Networking and joint working. Developing shared policies/strategies.</p>

<p><b>9. Most Challenging Part of the Job</b></p> <p>Balancing the needs of effective clinical, staff and financial governance while delivering key strategic change objectives.</p>
<p><b>10. Qualifications and/or Experience Specified for the Post by the Employing Authority</b></p> <p>Educated to degree level, registered with a recognised CCAB professional body. At least 10 years' experience at a high level in financial and strategic management in an environment of complex inter-relationships and multi-faceted workload. Effective experience of strategic thinking and development within a complex organisational environment. Able to evidence continuing professional development, including management and leadership development.</p> <p>An effective communicator with a high level of interpersonal, strategic, technical and influencing skills, and the ability to think creatively, involving others in idea generation, development and delivery. The post holder must be able to earn the confidence and respect necessary to lead and deliver major service change. The post holder must also demonstrate ability to develop a culture that encourages initiative, individual and team responsibility, appropriate risk-taking in support of strategic change, and open and effective communication.</p>



## **PERSON SPECIFICATION**

### **DIRECTOR OF FINANCE**

The post requires an individual who demonstrates high levels of competency in the NHS Scotland leadership behaviours identified as crucial to achieving success, specifically – leading change, capacity and capability building with partners, and setting future direction combined with high quality personal leadership.

#### **Essential Experience and qualifications**

- Educated to degree level
- Registered with a recognised CCAB professional body
- Significant experience at a senior/executive level in financial and strategic management in an environment of complex inter-relationships and multi-faceted workload.
- Experience of leading and contributing to presentations and discussions at Board level meetings
- A proven track record of delivery across professional and organisational boundaries, in particular within a partnership environment (internally and externally)
- Experience of managing significant (£bs) budgets in times of financial constraint
- Demonstrable evidence of developing and implementing productivity and efficiency initiatives
- Evidence of CPD and being up to date with specialist developments in all aspects of the role. Ability to demonstrate experience of applying these in a complex environment.
- Track record of working successfully with partners, contributing to shared decision making to problem solve and deliver strategic objectives that appropriately balance risk and opportunity.
- Demonstrable evidence of success in leading and implementing reform and transformational change and finding innovative solutions for complex problems.
- Demonstrable evidence of understanding and ability to influence and work effectively within the local, regional and national political environment relative to the NHS in Scotland.

## Personal Qualities

- High impact individual who is able to demonstrate integrity and establish credibility with key staff members across the organisation.
- Recognised as having the ability to add value and earn the confidence and respect necessary to lead and deliver major service change.
- Resilience, commitment and the resourcefulness to work effectively under pressure
- Highly developed leadership and motivational skills. Builds and sustains effective teams, values integrated partnership working and is committed to thinking about staff development.
- Highly skilled communicator with high level of interpersonal, strategic, technical and influencing skills, and the ability to think creatively, involving others in idea generation, development and delivery.
- Well-honed persuasion, influencing and negotiating skills with ability to engage with individuals at all levels in local, regional and national setting, the public, politicians and the media.
- Highly effective analytical skills/inform decision making. Strong business management skills and intellectual reasoning.
- The post-holder will require very high levels of strategic thinking, influencing, negotiating and partnership working skills combined with visible and dynamic leadership which is exercised in a national context.
- As a key member of the Chief Executive Team, the post-holder will require exemplary interpersonal and teamworking skills, versatility, and the ability to promote the organisation to a variety of audiences of differing backgrounds – both internal and external to the organisation.
- Demonstrate and exemplify the NHS Values and positive behaviours and attitude that enables collaborative working and upholds the principles of Partnership working in the NHS.
- Be a role model for organisational values and behaviours, showing leadership and a behavioural approach which will promote the principles of dignity and respect for all staff, patients and service users.