

Job Description

Job Title:	Chief Financial Officer
Grade:	VSM (TBC pending final grading)
Accountable to:	Accountable Officer of five CCGs (Bexley, Bromley, Lewisham, Greenwich and Southwark)
Responsible to:	Accountable Officer of five CCGs (Bexley, Bromley, Lewisham, Greenwich and Southwark)
Base:	TBC
Hours:	Full Time

1. Context

The CCGs in south east London (Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark) have chosen to work collaboratively to maximise health and care outcomes for 1.7 million local people.

Our collaboration will consolidate leadership and accountability roles and establish an executive leadership team and commissioning architecture for south east London that will effectively address the scale of commissioning challenges set out within the Sustainability and Transformation Plan (STP) for south east London and the local strategic objectives of each CCG for their local populations.

To deliver our ambitions for both south east London and each of our boroughs the CCGs are committed to work flexibly and collaboratively, working together where appropriate and very locally where necessary, to ensure that the services commissioned for each CCG's population are tailored to the particular circumstances and needs of the different areas.

Each CCG is a statutory organisation in its own right and has its own Governing Body. The Governing Bodies of the CCGs are the ultimate decision making bodies and are sovereign. The Governing Bodies of Bexley, Bromley, Greenwich, Lewisham and Southwark CCGs (the five CCGs) will be supported by a single Accountable Officer, a single Chief Financial Officer; and each will have a Managing Director, responsible for the local leadership of commissioning activities at Borough level. NHS Lambeth CCG will retain its own Accountable Officer (shared with NHS Croydon CCG) and Chief Financial Officer. All six Governing Bodies and their Accountable Officers will be supported to deliver their responsibilities by:

- A local borough commissioning team reporting to the Managing Director (or Accountable Officer in Lambeth)

- A small number of directors, reporting to the Accountable for the five CCGs, and their teams delivering functions across all south east London boroughs
- Access to commissioning support services provided by North East London CSU
- An STP Programme Director and team, supporting work across all partners of the STP, including providers and local authorities in south east London

The full south east London CCG Executive structure outlining the above can be found in the Appendix of this job description.

The Chief Financial Officer (which will be a single post for the five CCGs and work closely with the CFO for Lambeth) will report to the Accountable Officer of the five and will be a voting member of, and accountable to the Governing Bodies. They will manage two Directors of Finance which have responsibility for the Financial Management of the five CCGs, and also the Director of Financial Strategy which is a role operating across all six south east London CCGs (e.g. including NHS Lambeth CCG) and working with the wider south east London Sustainability and Transformation Partnership (STP) organisations.

2. Main purpose of the post

The Chief Financial Officer (CFO) will take lead responsibility – managing the Directors of Finance and of Financial Strategy, for the development and implementation of financial strategy for the south east London CCGs, and business as usual financial activity for the five listed CCGs.

The CFO will lead on ensuring the effective, efficient and economic use of the south east London CCG resources in order to ensure best value is derived for the population in Southwark, Bexley, Bromley, Lewisham, and Greenwich. This role will also require close working with the CFO for Lambeth, and has some responsibility across all six CCGs, relating to functions which have been agreed to operate at scale, and through oversight of the Director of Financial Strategy. The health commissioning budget across the six south east London CCGs is in excess of £2.395million.

This role will have significant influence over the financial operations and strategy across south east London, and they will need to work closely with leadership at a local and system level. They have overall management responsibility for the Directors of Finance, but will work collaboratively with the Managing Directors to ensure clear objectives are set for these resources, and there is strong local financial management and strategic planning.

The Chief Financial Officer will take an active role in the determination and delivery of wider corporate strategy – including working with and on behalf of the Accountable Officer for the five CCGs to delivery Accountable Care in south east London. This role will provide leadership to the Directors of Finance and Financial Strategy, empowering them to support their CCGs in delivering accountable care which is appropriate for their local context and objectives. The CFO will have a critical role in designing the financial framework which enables this whilst ensuring the appropriate consistency across the wider south east London system.

The CFO will need to understand the financial position across the CCGs (and identify opportunities and mitigations to challenges accordingly), working closely with other south east London CCG Executives (including the Director of Integrated Contracts and Delivery (ICDT) and ensure and support the development of strategic plans for each of the five CCGs and across the south east London CCG system, including ensuring delivery of strategic priorities and CCG requirements. Through management of the Director of Strategic Finance they will also have oversight of the whole Sustainability and Transformation Partnership system.

This role is also expected to lead appropriate engagement and negotiations with partners and other stakeholders (including NHSE, other CCGs, provider trusts, Local Authorities, councils etc), and be able to navigate and influence in a complex environment. This post holder will be responsible for ensuring and demonstrating that the five CCGs are operating within their agreed allocation and delivering financial targets and statutory duties, and will be expected to ensure correct information and representation for the CCGs accordingly in discussions with NHS England and other statutory bodies.

Together with the Accountable Officer, they have responsibility for development and delivery of CCG QIPP, working with and through Managing Directors, south east London executives and their teams.

3. Principle duties and responsibilities

- Ensuring that the five CCGs individually, and the south east London CCGs (as a system) exercise their functions effectively, efficiently and economically, with good governance and in accordance with the terms of the CCGs' constitutions, south east London agreements, and any Regional or National NHS England requirements.
- This role should have a clear understanding of finances at a south east London system level and be able to make recommendations related to financial management and transformation opportunities across the collection of CCGs (working closely with the CFO for Lambeth). The CFO must have a strong focus on financial risk, identifying it at the earliest opportunity and being proactive in exploring and implementing solutions and mitigations.
- To ensure the development of a strategic plan for each of the five CCGs and across the south east London CCG system (e.g. for six CCGs including Lambeth), as well as proactively explore the financial dimensions of corporate strategy. They will also need sufficient awareness and understanding to influence discussions on corporate and service options in order to assure the long term financial strength and sustainability of the CCGs.
- The CFO will work with the financial directors to develop the appropriate financial approaches that allow south east London to create effective accountable care systems. Ensuring consistency where appropriate, but empowering the Directors of Finance to enable each local area to achieve their strategic goals.
- In addition to developing and maintaining a strong strategic and systemwide understanding, the CFO will need to support CCGs (working closely with the Directors of Finance and local teams) with specific areas of local opportunity and challenge.
- To be a voting member of the five Governing Bodies, actively attending and appropriately supporting the required meetings. To act as each Governing Body's professional expert on finance (working with the relevant Director of Finance) and advise on the effective, efficient and economic use of its allocation; supporting them to remain within that allocation and deliver against the required financial targets and duties.
- Operate as the primary contact with NHS England in relation to all financial matters of the five CCGs and attend and present at the necessary assurance meetings regarding the financial position of the CCGs.
- To ensure (through effective management of the five CCGs' Directors of Finance) that there are appropriate arrangements, to manage, monitor and report on each of the five CCGs' finances – to Governing Bodies and other key stakeholders as appropriate. The CFO will have oversight of all financial systems and internal controls (including the development and

modification of accounting systems) and maintain relationships as appropriate with external professional advisers and internal and external audit functions, as well as playing a leading role in liaisons with regulatory bodies.

- The postholder will also be the Deputy Accountable Officer (of the five CCGs) as appropriate and may take on additional areas of responsibility by agreement.
- To be an active member of the south east London executive team led by the Accountable Officer, contributing and advising on key business decisions and enabling the continuous improvement and development of commissioned services.
- To be a member of the south east London on call rota

4. General

This job description describes responsibilities, as they are currently required. It is anticipated duties will change over time and the job description may need to be reviewed in the future.

5. Individual Responsibilities

Adhere to organisational policies and procedures and relevant legislation including the requirements of any professional bodies. Maintain satisfactory personal performances and professional standards and to achieve agreed objectives for their role. Attend mandatory training as identified by the organisation. Participate in a Performance Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising.

6. Confidentiality

All CCG staff and contractors working for the CCG have both a common-law duty and a statutory duty of confidentiality to protect patient (and indeed any personally identifiable) information and only use it for the purposes for which it was intended. The disclosure and use of confidential patient information needs to be both lawful and ethical.

7. Information Governance

CCG staff must keep up-to-date with the requirements of Information Governance and must follow CCG policies and procedures to ensure that CCG information is dealt with legally, securely, efficiently and effectively. Staff must appropriately manage all the Information they handle during their employment with the CCG, making the information available for sharing in a controlled manner, subject to statutory requirements and the CCG's Information Governance Policy, and formal Information Sharing arrangements.

8. Data Protection

The CCG is registered as a data controller under the Data Protection Act 1998. All the personal information we hold, obtain, record, use and share as an organisation is governed by this Act. As an employee of the CCG you have a legal responsibility for all personal information you handle and must not at any time use the personal data in a way incompatible with the guidelines stipulated in this act. If you are in any doubt regarding what you should or should not do in connection with the Data Protection Act then you must contact your Line Manager.

9. Records Management

As an employee of the CCG, you have a legal responsibility for all records you work with e.g. patient records, financial records, personal, administrative etc., that you gather or use as part of your work within the CCG. The records may be held in a variety of formats such as paper, electronic, microfiche, audio and video tapes etc. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

10. Freedom of Information

The post-holder will follow the CCG's Freedom of Information Policy and Procedures in line with the Freedom of Information Act 2000.

11. Risk Management

Ensure that you implement systems and procedures at a local level to fulfil the requirements of the CCGs Risk Management Strategy including local management and resolution of complaints and concerns, management of SUIs/incidents and near misses. Your specific responsibility for risk management will be clarified to you by your manager at your local induction.

12. Health & Safety

Staff must not do anything to compromise the health and safety of either their colleagues or themselves. Staff should also be aware of the responsibilities placed on them by legislation to ensure agreed safety procedures are carried out. Staff with line management responsibility are especially expected to familiarise themselves with relevant health and safety procedures in relation to their team and/or department. The CCG is committed to a no smoking policy and offers support to staff who wish to stop smoking.

13. Equal Opportunities Policy

It is the aim of the CCG to ensure that no patient, employee or job applicant receives less favourable treatment on grounds of age, gender, religion, race, colour, sexuality, nationality, disability, ethnic or national origins and is not placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. To this end, the CCG has an Equal Opportunities Policy and it is for each employee and particularly managers to contribute to its success.

14. Corporate Governance

You will be expected to familiarise yourself with the CCGs governance arrangements which outlines the Management and Committee Structures and Procedures for the Governance of the CCG activities including CCG Standing Orders, Standing Orders and Standing Financial Instructions. Staff should conform to the requirements of the Standing Orders, Standing Financial Instructions or other financial procedures including the NHS Code of Conduct and Accountability and the Fraud and Corruption Policy.

15. Safeguarding Children and Adults at risk

All staff must be familiar with and adhere to CCG child protection procedures and guidelines, in conjunction with London Safeguarding Children Board policies and procedures and the CCG adults at risk policies and procedures in line with Pan London Adult Safeguarding Policies and Procedures. All staff are required to attend child protection and adult protection awareness training, additional training and supervision regarding child protection and adult protection relevant to their position and role, including Prevent training and awareness.

16. Management of staff

Managers with line management responsibilities will manage staff in accordance with best practice and the CCG's employment procedures e.g. Investors in People and the promotion of a learning culture. Managers will seek to ensure that all staff training has agreed outcomes and is evaluated against these.

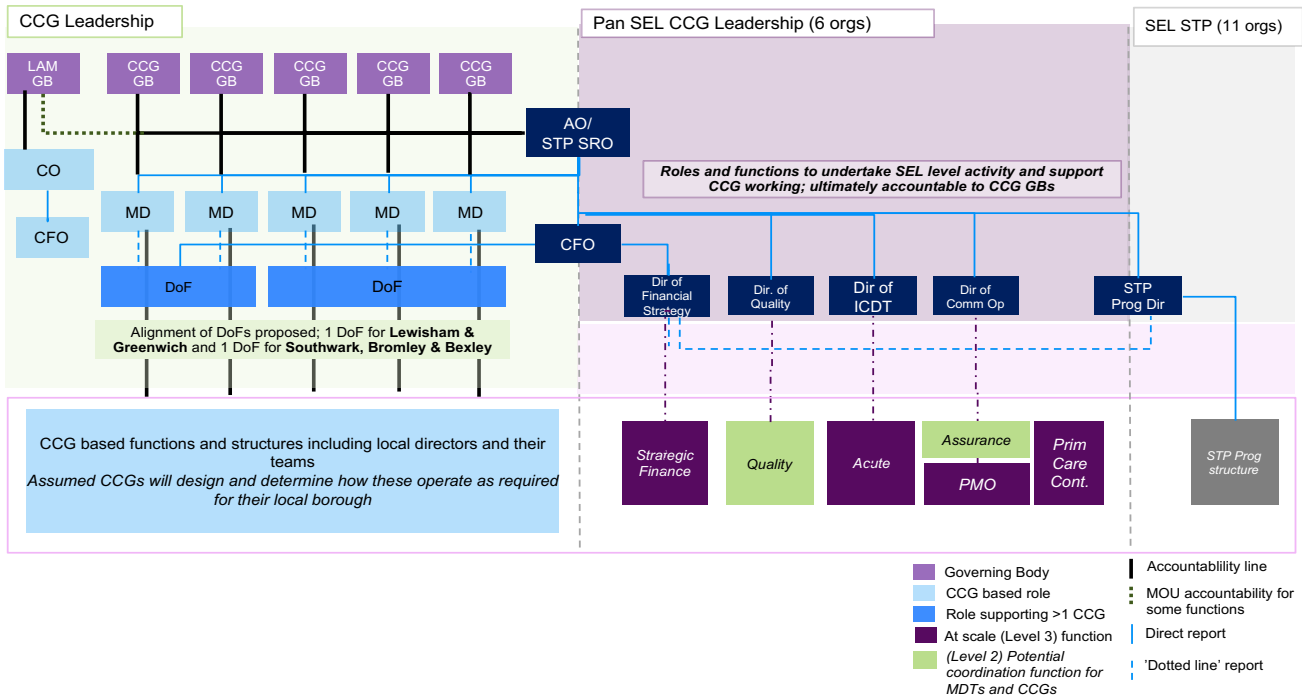
Person Specification

Criteria	Essential	Desirable
<p>Knowledge, Training and Experience</p>	<ul style="list-style-type: none"> • Educated to degree level with masters level or equivalent qualification or level of experience • Evidence of continuing professional development • Full member of one of the individual CCAB bodies maintaining registration and CPD requirements • Experience of working in a board or committee and evidence of influencing decision making accordingly • Evidence of very senior level decision making and delivery in an ambiguous and changing environment • In depth understanding of health and care, and an appreciation of the broad social, political and economic trends influencing them • Able to understand and analyse complex issues, drawing on the breadth of data needed to inform CCG decision making and the ability to use it to balance competing priorities and make difficult decisions • Demonstrate understanding of the CCGs risk environment including knowledge and understanding of the strategies that have been adopted by the CCGs and the risks inherent in any transformation strategies 	
<p>Communication Skills</p>	<ul style="list-style-type: none"> • Demonstrable experience of communicating with Board members from a variety of different Boards in a complex stakeholder environment, as well as colleagues, clinicians and public both in day-to-day management settings and in managing and resolving potential conflicts • Outstanding communication, negotiation and relationship management skills • Able to influence and persuade others, articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill • Able to communicate effectively, listening to others and actively sharing information • Demonstrates an ability to manage conflict and build consensus: facilitating problem solving and collaboration among various parties • Able to create a compelling vision for the future and communicating this within and across multiple organisation(s) 	

Analytical Skills	<ul style="list-style-type: none"> • High level critical thinking skills • Demonstrable ability to exercise sound judgement in the absence of clear guidelines and precedent, and the confidence to question and challenge information from others who may be experts in their field • Ability to analyse complex numerical and written data, assess options and make appropriate decisions or recommendations 	
Planning Skills	<ul style="list-style-type: none"> • Strong organisational skills • Able to think conceptually in order to plan flexibly for the longer term and continually identify opportunities for improvement • Ability to contribute to the development of strategy and aspirations of the organisation and act in a manner consistent with its value 	
Management Skills	<ul style="list-style-type: none"> • Strong people and motivation skills • Leadership style that embraces collaborative working and the ability to coach, motivate and develop others • Able to contribute to the strategy and aspirations of the organisation and act in a manner consistent with its values • Successful record of managing change in a complex organisation • Demonstrable experience of managing others across a number of organisations to effectively deliver against challenging objectives 	
Physical Skills	<ul style="list-style-type: none"> • Working knowledge of Microsoft Office with intermediate keyboard skills 	
Autonomy	<ul style="list-style-type: none"> • Works autonomously within pre-set deadlines and parameters • Proven ability to prioritise and solve problems under own initiative 	
Equality & Diversity	<ul style="list-style-type: none"> • Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda 	

<p>Financial & Physical Resources</p>	<ul style="list-style-type: none"> • Able to demonstrate an understanding of the principles of value for money and challenge performance on this basis • Experience in management of budgets and the ability to review critically, challenge and effectively utilise financial information • Highly financially literate with the ability to critically review, challenge and effectively utilise financial information for decision making • In depth knowledge and experience of NHS finance, systems and processes, and how finance impacts on healthcare outcomes. 	
<p>Other</p>	<ul style="list-style-type: none"> • Resilient, flexible and adaptable • Integrity and professionalism • Team player • Patient focused • Demonstrable commitment to continuously improve outcomes tackling health inequalities and delivering the best value for money for the tax payer • Embraces effective governance, accountability and stewardship of public money and demonstrates an understanding of the principles • Sensitivity and organisation skills to operate effectively across complex work cultures and environments • Demonstrates commitment to clinical commissioning, the CCGs and to the wider interests of the health service • Demonstrates commitment to upholding the Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCGs 	

Appendix: South east London CCG Executive Structure



Acronyms include:

- SEL – South east London
- GB – Governing Body
- CO – Chief Officer
- CFO – Chief Finance Officer
- DoF – Director of Finance
- AO/ STP SRO – Accountable Officer/ STP Senior Responsible Officer
- Dir. – Director
- Comm Op – Commissioning Operations
- ICDT – Integrated Contracts Delivery Team
- Prog – Programme
- Cont. - Contracting