

## Job Description

<b>Job Title:</b>	Head of Finance
<b>Band:</b>	8D
<b>Responsible to:</b>	Managing Director
<b>Department:</b>	Transformation and Commissioning Team
<b>Directorate:</b>	East of England Provider Collaborative

## Our Values

	<b>Behaviour</b>	<b>How we will demonstrate this behaviour</b>
<b>Professionalism</b>	We will maintain the highest standards and develop ourselves and others	By demonstrating compassion and showing care, honesty and flexibility
<b>Respect</b>	We will create positive relationships	By being kind, open and collaborative
<b>Innovation</b>	We are forward thinking, research focused and effective	By using evidence to shape the way we work
<b>Dignity</b>	We will treat you as an individual	By taking the time to hear, listen and understand
<b>Empowerment</b>	We will support you	By enabling you to make effective, informed decisions and to build your resilience and independence

## INTRODUCTION

The East of England Provider Collaborative (EoEPC) is a collaborative of six NHS Foundation Trusts. The collaborative has delegated authority to commission specialised mental health services from NHSE. The collaborative was set up in July 2021 with a mission to deliver 'better care, closer to home and outside of hospital where possible' for the people who use its services. The collaborative has made great progress towards this through its investments and has remained financially buoyant since its inception. As its work continues, there are more opportunities to deliver increasingly integrated care pathways with ICB colleagues to ensure that the mission continues to be realised. In addition, the collaborative is considering the other opportunities afforded to it using the power of six mental health Trusts working together e.g., tackling workforce issues. The collaborative is one of the largest in England. This is the only collaborative in the East of England with authority to commission specialised mental health services.

CPFT is supported by the **HeadtoToe Charity** – visit [www.HeadToToeCharity.org](http://www.HeadToToeCharity.org) for more details



**HQ** Elizabeth House, Fulbourn Hospital, Cambridge CB21 5EF  
**T** 01223 219400 **F** 01480 398501 [www.cpft.nhs.uk](http://www.cpft.nhs.uk)



A member of Cambridge University Health Partners

The commissioning arrangements allow for more effective population health management for specialised services. The structure enables one set of entry thresholds to services; one aligned method for clinical delivery; and a united agreement for outcomes that creates benefits for the population across the whole region. The commissioning arrangements will enable a more sustainable and inclusive set of pathways to deliver equity of access, health equality and regional well-being. The initiative is underpinned by the principles of prevention, early intervention, community-based provision, and least restrictive practice. There are currently six ICBs in the East of England<sup>0</sup>. ICBs are remain critical partners in developing and commissioning community alternatives to admission to hospital.

### **The East of England Provider Collaborative (EoEPC)**

The collaborative consists of the following providers of specialist mental health and learning disability care:

- Cambridge and Peterborough NHS Foundation Trust (CPFT)
- Central and North West London NHS Foundation Trust (CNWL)
- East London NHS Foundation Trust (ELFT)
- Essex Partnership University NHS Foundation Trust (EPUT)
- Hertfordshire Partnership University NHS Foundation Trust (HPFT)
- Norfolk and Suffolk NHS Foundation Trust (NSFT)

The Provider Collaborative is engaging with strategic partners, service users and carers across the region in establishing and leading the development of the new models and pathways of mental health care. All members have made a commitment to:

- Put service users at the heart of all decisions.
- A genuine commitment from all parties to make the new arrangements work.
- Open dialogue, honesty and information sharing.
- Share risks as well as benefits.

The EoEPC employs a delegated budget from NHSE to fund the services detailed below through Lead Provider arrangements for the whole of the East of England geography. Additional services will be included over time.

#### Children Young Persons Mental Health Services

Lead Provider: Hertfordshire Partnership University Foundation Trust

- General Adolescent, General Adolescent LD/ASC
- Psychiatric Intensive Care Units (PICU), Specialist Eating Disorders Units, Low Secure
- Low Secure LD/ASC
- Community Forensic services for children and young people

#### Medium and Low Secure Services

Lead Provider: Essex Partnership University NHS Foundation Trust

- Adult Medium and Low Secure for both Mental Illness and Personality Disorder
- Low and Medium Secure Learning Disability and Autism Services

#### Adult Eating disorders

Lead Provider: Cambridgeshire & Peterborough Foundation Trust

- Adult Eating Disorders

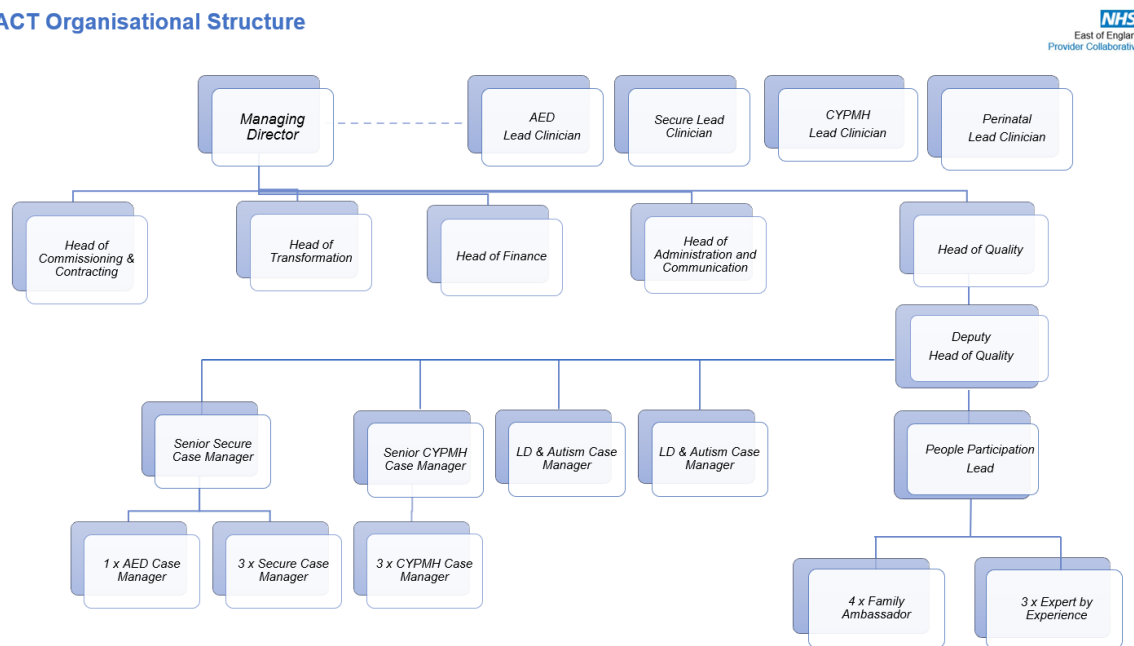
The Lead Providers hold the main contracts with NHS England for the commissioning of new and existing services and have clinical and managerial responsibility for the strategic development of these services. All Collaborative members will be contributing their skills, knowledge and resources to ensure the successful transformation of services to new models of care.

In order to deliver Lead Provider roles and responsibilities, a single Transformation and Commissioning Team (TACT) has been established responsible for:

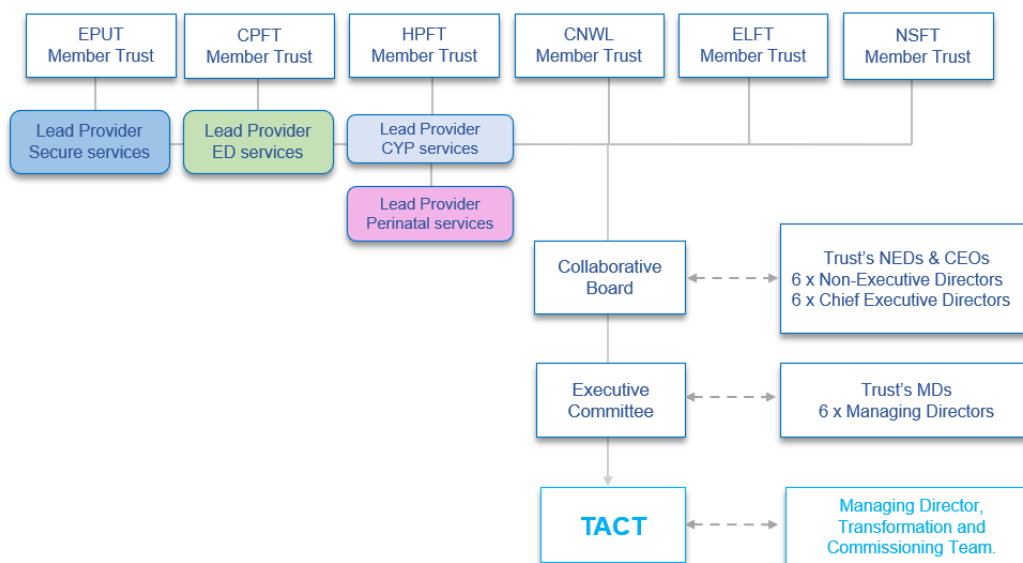
- Strategic planning and service development
- Clinical oversight and quality assurance
- Contractual, financial and informational oversight

The TACT is hosted by Cambridgeshire & Peterborough Foundation Trust:

#### TACT Organisational Structure



#### Collaborative Governance



## Job Purpose

1. The overall management and performance of the East of England Provider Collaborative financial responsibilities
2. Develop and maintain policies and procedures, systems and processes for the Finance and Accounting functions of the Collaborative, guided by national policies and regulations.
3. Deliver the finance and accounting function for the Collaborative.
4. Develop and monitor the budget for the Collaborative as a whole as well as for each specialty area.
5. Make judgements on financial decisions and financial risk where there is no precedent.
6. Take the lead in advising on the medium and long term strategic financial planning.
7. Ensure all statutory / NHS accounts and returns are accurate and meet deadlines and legal requirements.

## Main Tasks, Duties and Responsibilities

### **Financial Planning & Strategy**

1. Interpret national NHS and NHSE policies and develop appropriate protocols and frameworks for the Collaborative to work with to ensure financial probity.
2. Overall responsibility for the regional specialised mental health commissioning budgets for multiple service lines, delivered across the Collaborative's six NHS Trusts for the East of England region.
3. Responsibility for developing policies and procedures for the Collaborative to effectively manage and account for the regional specialised mental health services budget devolved from NHSE.
4. Prepare and manage the Collaborative 4-year Long Term Financial Model (LTFM) to forecast Income & Expenditure, integrating financials with activity, and including risk quantifications.
5. Responsibility for providing financial advice and developing and monitoring the budgets across the Collaborative's six NHS Trusts
6. Develops an integrated financial plan, and the design and implementation of an integrated performance dashboard and report for providers. This will include, but is not limited to, finance, activity, and quality.
7. Ensure all statutory / NHS returns are true and meet legal requirements.
8. Ensure that the Collaborative's Financial Model and its Financial Strategy reflect the Collaborative's Clinical, Transformation and Business Development Plans.
9. Lead for finance in the development of the Collaborative Business Plans. Assist in identifying savings plans and ensuring consistency with the Collaborative's strategic direction.
10. Oversee the annual budget setting and business planning cycle, ensuring that budgets are set in line with the activity and financial plan.

11. Responsible for the update of the Collaborative's Financial Strategy as agreed with the Managing Director and for explaining and presenting the Strategy to the Collaborative Board, other groups and to external stakeholders as required e.g., ICBs and NHSE
12. Prepare and manage key financial models and forecasts, including running multiple risk scenarios and sensitivities.
13. Provide advice and support to the Managing Director and Head of Commissioning in contract negotiations with NHSE by providing data on finance, activity, capacity, and productivity.

### **Business Cases**

1. Develop business case policy, procedures and best practice on required levels of information financial, activity, risk & benefits quantification, and other business case elements affecting financial assessment, ensuring it is updated to reflect changes in the regulatory framework governing NHSE business case approvals and funding mechanisms.
2. Set up and maintain a central database of key Business Case data for all cases in progress, mapping planned investment, capacity (beds etc), demand, activity and outcomes. Develop approaches to integrate this information into annual Business Planning and Budget setting cycles.
3. Play a key role advising on relevant business case and capital financing matters as required.
4. Critically evaluate and quality-assure all financial outputs produced to ensure accuracy, validity, consistency and integrity of the work. Ensure clear and comprehensive documentation is maintained on each case to facilitate review, audit and post project evaluation.
5. Critically evaluate highly complex data, analyses and business cases for service development and capital investment involving significant resource implications for the Collaborative
6. Review any service costings or business cases produced within finance, to ensure that they are in line with national policy and guidelines.

### **Information Technology**

1. Present highly complex and contentious information and data in a manner appropriate for the audience, ranging from formal presentations to large audiences to one to one meetings with staff or external stakeholders.
2. Put in place mechanisms to ensure high-quality information submissions across the Collaborative and submit collated information to NHSE as and when required.
3. Produce regular reports and analyses for the Collaborative Board, member Trust Executives and NHSE
4. Analyse and interpret complex data to make reasoned and logical deductions and plans.

### **Research & Audit**

1. Design and undertake complex audits of finance and activity data to improve financial and accounting services.

## Communication & Relationships

1. Provides and receives highly complex and sensitive information relating to service delivery, workforce issues and political imperatives. Professionally manages knowledge of a personal nature relating to staff internally and at client organisations.
2. Ability to absorb and process information from a variety of sources including internal and external professionals to determine and formulate appropriate action plans.
3. Regularly demonstrate and deploy a wide range of personal attributes e.g., the ability to lead, motivate, consult, negotiate and mediate to overcome significant barriers to acceptance or understanding.
4. Regularly communicate and negotiate with EoEPC Executives, Chief Finance Officers, external and internal professionals, both verbally and in writing often on highly complex subjects.
5. Ability to advise and persuade senior finance staff within partner trusts and NHSE on particular courses of action.
6. Regularly presents complex and contentious information to large groups and effectively communicates financial concepts clearly and persuasively to senior managers, who are not finance experts.

## Human resources

1. To line manage a team providing a range of functions: financial management and reporting, budget setting; financial accounting and business analytics.
2. To motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the Collaborative.
3. Forge positive working relationships, in order to support an effective matrix approach to achieve the Collaborative objectives.
4. To work in a matrix management style and to foster close working relations with other managers within the Collaborative member Trusts.
5. Use appraisal and development policy and procedure at ensure that appraisals are undertaken regularly.
6. To perform as a key member of the TaCT senior team.

## Physical, mental, emotional & environmental demands of the job

### Physical and Mental Effort

1. Large degree of work at the computer requiring advanced keyboard skills.

2. Regular requirement for driving across the East of England region carrying work related items e.g., files/documents.
3. Significant requirement to concentrate for long periods when analysing data and preparing financial returns.
4. Requirement to manage conflicting priorities and interruptions having to deal with service issues as well as responding to pressing demands from the Managing Director

#### **Emotional Effort**

1. Demands for high quality standards of work to be produced to tight deadlines over extended periods of time, requires tough mental resilience.
2. Dealing with staff performance and disciplinary issues

### **Training & Development**

1. To participate in regular supervision (clinical or management) in accordance with good practice guidelines and Trust policy.
2. To participate in the Trust's annual Appraisal process.
3. To attend all relevant mandatory training as and when required to do so.
4. Assist the AHP Clinical Placements and Capacity Expansion Lead to work with education leads, managers, and supervisors to establish mechanisms for enhancing, developing and assessing the quality of AHP placements and learning.
5. Assist with the delivery of work-based learning for learners across partner placement areas, as appropriate.
6. Assist with the delivery of informal teaching as agreed within the trusts and the Universities.
7. Work alongside the AHP Clinical Placements and Capacity Expansion Lead to provide support to AHP learners/supervisors/ assessors in practice across the non-medical professions.

### **Quality & Patient Safety**

1. Protection of Children & Vulnerable Adults – To promote and safeguard the welfare of children, young people and vulnerable adults.
2. Implementation of NICE guidance and other statutory / best practice guidelines. (if appropriate)
3. Infection Control - To be responsible for the prevention and control of infection.
4. Incident reporting - To report any incidents of harm or near miss in line with the Trust's incident reporting policy ensuring appropriate actions are taken to reduce the risk of reoccurrence.
5. To contribute to the identification, management and reduction of risk in the area of responsibility.
6. To ensure day to day practice reflects the highest standards of governance, clinical effectiveness, safety and patient experience.

7. To ensure monitoring of quality and compliance with standards is demonstrable within the service on an ongoing basis.
8. To be aware of the responsibility of all employees to maintain a safe and healthy environment for patients/ clients, visitors and staff.

## **General**

1. To maintain up to date knowledge of legislation, national and local policies and issues in relation to both the specific client group and mental health.
2. To comply with the Professional Codes of Conduct and to be aware of changes in these. To maintain up to date knowledge of all relevant legislation and local policies and procedures implementing this.
3. To ensure that all duties are carried out to the highest standard and in accordance with currently quality initiatives within the work area.
4. To comply with all relevant Trust policies, procedures and guidelines, including those relating to Equal Opportunities, Health and Safety and Confidentiality of Information and to be aware of any changes in these.
5. To comply at all times with the Trust's Information Governance related policies. Staffs are required to respect the confidentiality of information about staff, patients and Trust business and in particular the confidentiality and security of personal identifiable information in line with the Data Protection Act. All staff are responsible for ensuring that any data created by them is timely, comprehensive, accurate, and fit for the purposes for which it is intended.

## **Equality & Diversity**

The Trust is committed to equality and diversity and works hard to make sure all staff and service users have access to an environment that is open and a free from discrimination. As a Trust we value the diversity of our staff and service users, and therefore recognise and appreciate that everyone associated with the Trust is different and so should be treated in ways that are consistent with their needs and preferences.

Therefore all staff are required to be aware of the Trust's Equality and Diversity Policy and the commitments and responsibilities the Trust has to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

We firmly believe that it makes good business sense to have a workforce representative of the communities we serve and so encourage applications from all sections of the community.

## **To be noted:**

- This is not an exhaustive list of duties and responsibilities, and the post holder may be required to undertake other duties, which fall within the grade of the job, in discussion with the manager.



- This job description will be reviewed regularly in the light of changing service requirements and any such changes will be discussed with the post holder.
- This post is subject to the Rehabilitation of Offenders Act 1974 (Exemption Order 1975) and as such it will be necessary for a submission for disclosure to be made to the Criminal Records Bureau to check for previous criminal convictions. The Trust is committed to the fair treatment of its staff, potential staff or users in line with its Equal Opportunities Policy and policy statement on the recruitment of ex-offenders.