



**United Lincolnshire
Hospitals**
NHS Trust



Divisional Head of Finance

CANDIDATE PACK

Prepared by: Castlefield Recruitment

August 2023

ABOUT THE TRUST

Our Trust is situated in the beautiful county of Lincolnshire and is one of the biggest acute hospital trusts in England, serving a population of more than 700,000 people. We provide acute and specialist services to people in Lincolnshire and neighbouring counties. We have an annual income of £643 million (20/21) and we employ nearly 8,500 people.

Lincolnshire is such a great place to live and work with many opportunities to grow and develop as well as spend time on hobbies, activities and taking in local historic sites. Find out more on the [Visit Lincolnshire website](#).

At ULHT we have a vision statement – 'Outstanding Care Personally Delivered' – stating our ambition for our Trust to be among the best. In the last two years we have made several steps closer and despite COVID we have many achievements to be proud of over the last two years.

We also have a five year 'Integrated Improvement' Plan setting out how we will achieve our strategic objectives, for patients, services, people and partners, the last recognising that our future success depends on our ability to ensure the Lincolnshire healthcare system is successful in achieving its ambition to help people live healthier lives and provide care closer to where people live.

This is in recognition of the huge amount of work that our amazing staff have done to improve the quality of care for our patients in recent years and demonstrates the progress we have made as an organisation.

FOREWORD

"Thank you for your interest in the role of Divisional Head of Finance.

United Lincolnshire Hospital Trust is going through an exciting period of change and development to support the delivery of our vision and strategic objectives. We are seeking talented staff to build a diverse workforce which accurately reflects the values of the trust, patients, and population that we serve within Lincolnshire.

We are seeking enthusiastic individuals (who want to make their 'best difference') to lead the following Divisional Finance teams:

- Surgery
- Clinical Support Services
- Family Health and Estates & Facilities

As a Divisional Head of Finance (DHOF) at United Lincolnshire Hospitals, you will enjoy an exciting and rewarding role. Working closely with the relevant Divisional Managing Director, you can expect to play a vital role in the leadership of one of our Operational Divisions, where annual revenue expenditure budgets are £130m-£185m. You will have regular exposure to the wider senior leadership team of the Trust, including Executive Directors, through divisional performance review meetings.

ULHT are on an improvement journey and key actions and improvements undertaken by the Board and our staff is coming to fruition. The CQC were full of praise after their last inspection and although more work is needed, this Trust continues to improve and is on an exciting trajectory.

The Trust Board has just signed off Year 4 of our Integrated Improvement Plan (IIP). This important and exciting document celebrates our successes over the last year and looks at what we want to achieve over the next year. It is great to work in a Trust with such a clear plan about what we hope to achieve, and the projects to get there offer you the chance to further develop your experience and knowledge as you build your career.

You will join a growing and modernising Finance Department which recently achieved 'One NHS Finance Towards Excellence' accreditation level 2. You will report to the Assistant Director of Finance for Financial Management and will manage a divisional finance team. You will deliver strategic and operational finance support and advice including budget-setting and monthly financial reporting. This role will give you opportunities to work closely with divisional & operational teams across the Trust.

We are seeking talented staff to build a diverse workforce which accurately reflects the values of the trust, patients, and population that we serve within Lincolnshire.

If you would like to be part of a transformational team, who work at pace and actively seek to make a difference, then we want you to work with us. We are looking for someone who would like a new challenge and who is passionate about making a difference, but also someone with empathy for our staff and patients who can work to make changes and come up with new ideas.

We also looking for someone with the passion to drive and develop a team and who is open to new ways of working. If this sounds like it would be of interest to you and you can picture yourself joining our team and working to support the transformation of the NHS in Lincolnshire, then we want to hear from you and we look forward to meeting you."

David Picken – Assistant Director of Finance

JOB DESCRIPTION

1. Job Details

Job title: Divisional Head of Finance

Job grade: Band 8b

Reports to: Assistant Director of Finance (Financial Management)

Department: Financial Management

Location/site: Trust Wide

2. Job Purpose

To support the Assistant Director of Finance (Financial Management) in the provision of a professional and comprehensive Financial Management service to the Trust.

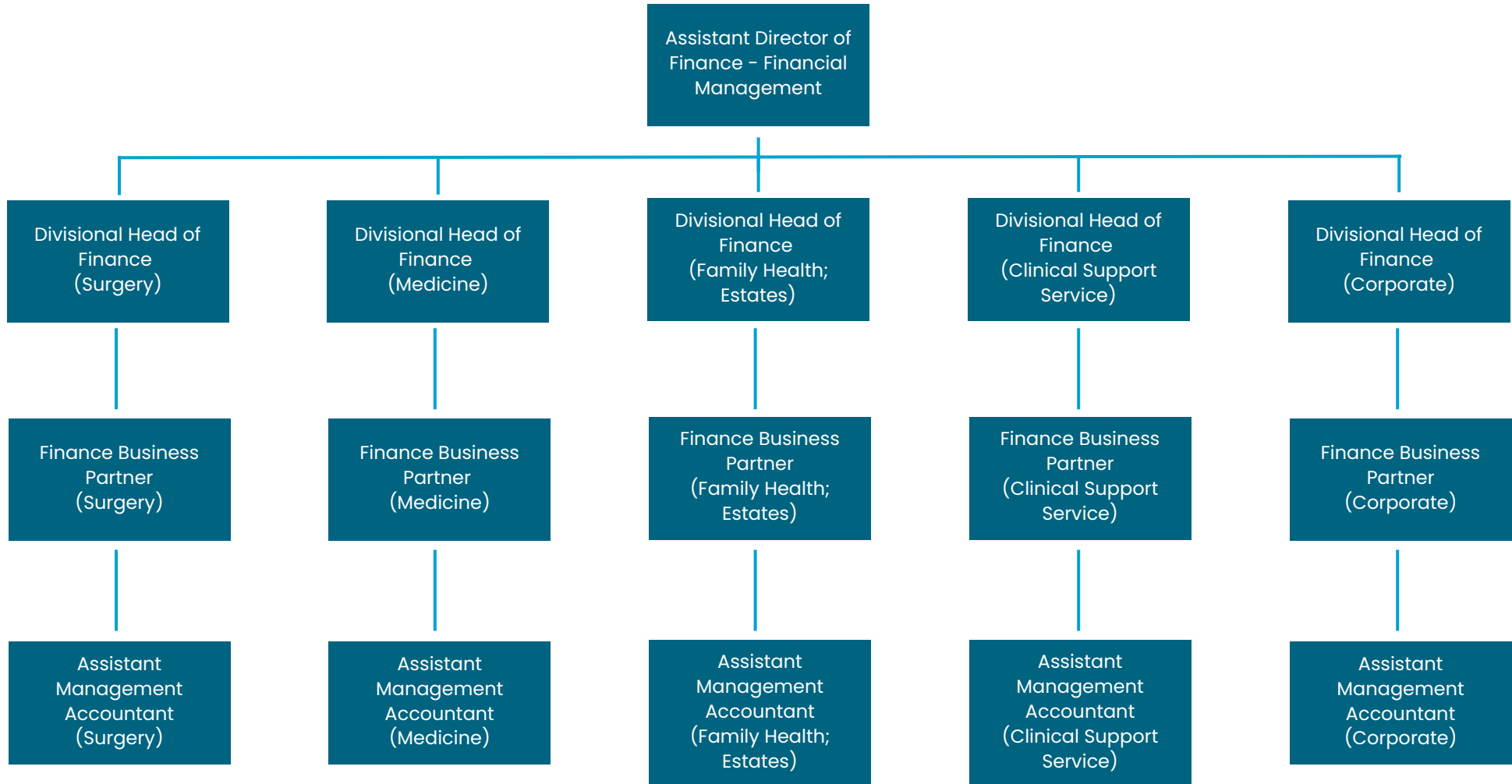
The post holder must have demonstrable evidence and ability to lead independently, extremely complex business cases and financial planning exercises requiring significant capital analysis aligned with complex revenue and activity planning. Skills in presentation of ideas and influencing others will also be a key requirement. Key relationships will be with the clinical and operational leadership teams.

As a Senior Member of the Financial Management team, delivery against the Trusts corporate objectives is expected, in particular the Trusts medium term objectives to achieve sustainable financial health. Leading and developing the divisional finance team will be particularly relevant to the role in achieving this. The post holder may be required to deputise for the Assistant Director of Finance (Financial Management).

The post holder will lead on the provision of comprehensive financial advice to a Divisional Management team to enable the achievement of financial balance and contribute to the business planning process and service developments. The focus within this role is to use information (financial and non-financial) to make recommendations for improvements to the efficiency and effectiveness of a Division. In addition to providing financial expertise to a Division, the Divisional Head of Finance will also work across the Trust to deliver specific objectives.

Specifically the post holder will lead on a wide ranging portfolio of work, including: production of the Division's annual budgets and provision of assurance to the Assistant Director of Finance and the Deputy Director of Finance that the Division's financial plan is realistic and affordable plan through developing the use of benchmarking data, capacity planning and close working relationships with the Division; to provide assurance to the Assistant Director of Finance and the Deputy Director of Finance that the reported financial position is robust; to lead on the development of the Division's financial recovery plan if the Division's financial position is adverse to plan; to lead on the development of cost improvement plans and monitoring of the delivery of these plans; to lead on the development of the Divisional recovery plan if a shortfall materialises in relation to the Division's cost improvement programme; to support the development and delivery of QIPP and CQUIN plans, and maximise income.

ORGANISATION CHART



JOB DESCRIPTION

4. Duties

- To provide leadership within Financial Management on behalf of the Assistant Director of Finance in order to ensure a comprehensive, high quality and cost effective range of services to assist managers/clinicians to discharge their financial responsibilities
- To maintain an effective working relationship with individuals in the Division, Finance function and other officers of the Trust, ensuring that work is carried out efficiently, to a high standard and in a timely manner, to deliver a professional service focussed upon achieving a high level of customer satisfaction

Management of staff and performance of the Divisional finance team

- To manage and provide good strong leadership to a Divisional finance team on a day-to-day basis
- To be responsible for the recruitment, training and development of a team of financial management staff
- To set objectives and priorities for the team and to motivate and appraise direct reports to support the delivery of the objectives for the Financial Management Department
- To identify, develop, recommend and implement improvements in team performance, including regular review of team performance covering systems, processes, policies and individual performance
- To promote the highest professional standards, and support the development of the skills and competencies of Finance Department staff and self through training, development and support activities, ensuring progress towards individual Personal Development Plans is maintained, reviewed and updated

To provide support and management in the co-ordination of the outputs of the divisional finance team

- To provide leadership to the Finance Business Partners in delivering department objectives
- To create a culture of innovation and creativity within the divisional finance team by engaging and leading the team
- To lead key pieces of work for the Division e.g. budget setting, financial forecasting, cost improvement planning and monitoring, financial recovery planning, and identification of income opportunities
- To support the Assistant Director of Finance in ensuring statutory targets are achieved

Responsible for the accuracy and integrity of financial management information

- To support the Assistant Director of Finance in the production of monthly Board and Committee reports
- To ensure appropriate systems and processes are in place to provide assurance to the Assistant Director of Finance and internal stakeholders as to the integrity of the Division's financial information
- To support the Assistant Director of Finance in the provision of robust financial information: activity; income and expenditure; analysis of causes, consequences and actions around the Division's financial position that can be used to explain the position internally to the Divisional Management team and Trust Board. Lead monthly reporting for the Division, and challenge the Divisional finance team on the individual Directorate financial positions to ensure a good level of accuracy

JOB DESCRIPTION

- To meet regularly with Divisional management team and to provide information and analysis to them. In addition to promote the communication of information between them and the Finance team and other departments within Finance, and challenge the Division on its individual financial position to ensure a good level of accuracy
- To ensure that the Division's monthly financial report completely reflects all known information at that point in time e.g. resolution of queries, in-year cost avoidance plans, developments, changes in service delivery (including the impact on income in terms of the price and volume changes) and the availability of relevant information to provide accurate forecasts of potential future activities
- To co-ordinate production of accurate costing information within the Division, and understand, analyse and disseminate reference cost information throughout the Division
- To strengthen the forecasting and financial modelling systems currently in place for both income and expenditure to provide a holistic view of the current, in year and long term financial position for services
- To ensure financial consistency within reporting for the Division so there is one version of the facts

Provide strategic financial and performance information and business planning advice to a range of staff within the Division

- To provide financial leadership and present complex financial management information to the Division, other senior staff and Trust Executive Directors, through a range of tools including Service Line Reporting
- To actively provide financial advice to the Divisional Management Team, to assist in the formulation of the strategic direction for the Division and to ensure that resources are effectively used to enable the Division to meet its objectives within available resources
- To lead on the provision of professional financial advice into the Division's business plans and ensuring the Assistant Director of Finance and Deputy Director of Finance (Operational Finance) are aware of the basis of the plans and assumptions
- To support financial planning to enable the Division to implement major capital developments and realising benefits arising from these investments and the planning and costing for the capital bids. To prepare highly complex costing and income models and business cases for proposed developments and projects within the agreed timetable
- To monitor and review all Divisional budget reports in accordance with Trust Standing Financial Instructions, internal procedures and timescales to ensure progress against business plan objectives

Responsible for the development and monitoring of the Division's cost improvement programme

- To advise and support the Division in the identification and achievement of cost improvements and income opportunities to achieve and maintain financial balance and when required to challenge assumptions held to ensure the development of robust financial projections. The post holder will be expected to provide extensive support to the Division's efficiency programme
- To use information (financial and non-financial) to recommend improvements to the efficiency and effectiveness of the Division. This will include the development and promotion of the use of benchmarking data for the identification of efficiencies e.g. Dr Foster and Model Hospital

JOB DESCRIPTION

- To monitor the in-year savings and full year effect savings of the Division's cost improvement programme, providing regular updates on the impact of savings on the current year's financial forecast and following year's financial position
- To ensure the Division makes the necessary plans required to address any potential shortfall in savings as well as plan for the following year's programme of savings target
- To ensure the Finance Business Partners are holding regular finance and performance review meetings with the relevant manager/clinician to address deviations from budget/plan/target on the schemes contained within the Division's cost improvement programme

Ensure and support the efficiency, effectiveness and integrity and business focus of finance systems and processes

- To support the Assistant of Finance to ensure the on-going development and maintenance of budgetary financial systems and procedures

Support the business planning process and production of Annual Budgets and their monthly performance monitoring and management

- To lead within the agreed timetable and process the production of the Division's annual budgets and provision of assurance to the Assistant Director of Finance and the Deputy Director of Finance that the Division's financial plan is realistic, affordable, and aligned to the income plans and / or the contract income position through developing the use of benchmarking data, capacity planning, and close working relationships with the Division and other members of the finance team
- To ensure the divisional finance team follow the agreed budgetary control mechanisms, including monthly budget reconciliations and establishment control and budget virement procedures
- To ensure that the Division team draws down funding from Trust-Wide reserves as appropriate, and that the impact of approved business cases, service developments and contract variations are reflected in the Division's budgets
- To provide robust review and challenge of the Division's proposed monthly financial position, ensuring accuracy of reporting and forecasting. Identify financial performance issues for investigation with the Directorates, requesting action plans for resolution/ mitigation
- To prepare for monthly review and challenge of the Division's financial position by the Assistant Director of Finance, ensuring accuracy of reporting and forecasting, and investigating identified financial performance issues with the Division, requesting action plans for resolution/ mitigation

Financial Responsibilities

- All staff will support their managers to make efficient and effective use of resources
- All staff are responsible for identifying any actual or potential deviation from budgets and are to work with the budget holder or manager to find effective ways of handling it
- All staff must ensure they use resources in a manner consistent with organisational objectives and policies, ensuring that resources are realistic, justified and of clear benefit to the organisation

JOB DESCRIPTION

Responsibilities for People or Training

- To provide training for non-financial managers both on a formal basis and on any other ad-hoc basis as required. This will include the preparation and presentation of financial workshops and budget holder training with the purpose of raising financial awareness for current and prospective budget holders and interested parties
- To work with the Assistant Director of Finance to ensure financial management staff receiving appropriate training, support and development to achieve their goal of being recognised as a high performing team

Other Factors

- To participate in the short listing and interviewing of new staff for the Finance Department
- Any other ad hoc duties that may be required from time to time as directed by the Assistant Director of Finance
- To deputise for the Assistant Director of Finance as and when required

5. Physical and Mental Factors

Physical Skills

- Experience of IT including advanced level spread sheet modelling, computerised financial ledgers, budgeting, financial, activity modelling systems, costing systems and internet search. To be undertaken with speed and accuracy
- Excellent numerical skills
- Car driver

Analytical and judgmental skills

- Investigate highly complex financial queries arising both from external departments and internally
- Use appropriate analytical techniques, business knowledge and experience to identify errors or other possible causes. Undertake corrective action or advise appropriate manager of findings
- Analyse, interpret and advise on highly complex data and production of multiple options
- Interrogate a range of financial and non-financial information systems eg SLR costing engine, financial ledger, SLAM etc.
- Understanding of the NHS Financial Regime
- Expert specialist knowledge of financial accounting principles underpinned by theoretical knowledge and practical experience
- Demonstrate Business thinking and Commercial awareness
- Demonstrable ability to think strategically, and operate at the most senior levels of the organisation

Planning and organisational skills

- Plan and organise programmes of work to deliver complex information on a monthly, annual basis
- Manage and prioritise own workload and that of others in order to achieve agreed objectives, in accordance with both the published monthly and annual timetables. This may be to meet internal requirements and also in response to external requests
- Regularly manage competing demands, many of which will be non-routine in nature

JOB DESCRIPTION

Communication and relationship skills

- Excellent communication skills both written and oral. Able to present highly complex information to large groups of financial and non-financial staff at all levels both within and outside the organisation
- Effective influencing and negotiating skills required
- Using persuasive, motivating, negotiating skills to work with staff at all levels to ensure that appropriate quality and service level agreement standards are maintained
- Provide advice, instruction and training to individuals and in a group setting
- Ability to maintain confidentiality at all times
- Provides advice to senior non-finance managers
- Communicate highly complex or contentious information where co-operation is required by a team or group of staff
- Demonstrable focus on development of skills of self, others and the service provided
- Ability to build relationships, lead teams and be a Team Worker

JOB DESCRIPTION

6. Responsibilities of the Post Holder:

United Lincolnshire Hospitals Trust is committed to providing consistently excellent and safe patient-centred care for the people of Lincolnshire, through highly skilled, committed and compassionate staff working together. We do this by putting our patients at the centre of all that we do and providing the best quality care with passion and pride. We have a set of values that inform every action we take and every decision we make. They are the foundation of what United Lincolnshire Hospitals NHS Trust stands for, and encompass a desire in all of us to provide the highest quality of care to patients and each other.

All staff are required to advocate, champion and demonstrate the below values and behaviours:

Patient Centred	I am fully committed to providing the very highest standards of care to our patients
Safety	I do everything I can to keep my patients and my colleagues safe I keep my environment clean and tidy I recognise when something is going wrong and I have the courage to do something about it
Compassion	I show a genuine concern for my patients and my colleagues I communicate well with others, listening and showing an interest in what they have to say I am positive, approachable and friendly
Respect	I treat my patients and my colleagues with dignity and respect I work openly and honestly as part of an effective team I keep my promises and do what I say I will, when I said I will, or I will provide an explanation if I can't
Excellence	I will always go the extra mile and improve things for my patients and my colleagues I am competent to carry out my role and committed to my personal and professional development I will share good ideas and best practice and encourage my team members to do so too

JOB DESCRIPTION

7. Freedom to Act

- Expected to work autonomously, on own initiative to professional standards and within policy
- Able to provide information and advice, consistent with corporate objectives, without reference to line manager
- Guided by organisational and broad occupational policies and legislation but has to interpret these and provide guidance to managers across the organisation
- Analyses problems as they arise, implements solution, takes decisions on operational matters
- Develops improvements to systems and/or processes
- Follows Caldicott guidelines and Data Protection Act

8. Physical, Mental and Emotional Effort Required

Physical

- Light physical effort required. Sitting, standing, walking, driving required
- Input at keyboard for significant proportion of the day

Mental

- Requirement to deal with conflicting priorities and timescales
- Required to switch tasks at short notice
- Concentration required for all computer work and communicating with colleagues and service users
- Prolonged concentration sometimes required when preparing financial returns and analysing statistics
- Prolonged concentration required at lengthy meetings, which require financial advice on various items discussed at such meetings

Emotional

- Occasional exposure to emotional circumstances
- Deals with staff performance and disciplinary issues
- Requirement to deal with conflicting priorities and timescales

9. Outline of Working Conditions

- Light physical effort, long periods of mental concentration
- Office conditions require substantial use of a VDU for significant proportion of the day
- Requirement to travel to other sites

PERSON SPECIFICATION

Job Related Criteria	Essential	How Identified	Desirable	How Identified
<p>Qualifications (Academic, Professional & Vocational)</p>	<ul style="list-style-type: none"> • Completion of CCAB recognised accountancy qualification (fully qualified Chartered Accountant) plus significant additional experience to demonstrate that the post holder has met defined competency requirement (as required of the Professional Accountancy bodies) in the form of specific work experience • Acquisition of the skills below is considered to require post qualification experience in a senior management role demonstrating experience to a masters degree followed by an extensive period in a Directorate Finance Manager role demonstrating experience equivalent to a doctorate • Evidence of participating in Continued Professional Development to the required level expected of a Professional Accountancy Body. This is mandatory for all fully qualified accountants • Advanced Microsoft Office skills, including advanced spreadsheet skills 		<ul style="list-style-type: none"> • Degree, further managerial qualification e.g. MBA 	

PERSON SPECIFICATION

<p>Previous Experience (Nature & Level)</p>	<ul style="list-style-type: none">• Experience of the provision of financial and non-financial reports to a range of senior staff including Trust Board and to external stakeholders• Experience of managing change effectively in a large multi-complex organisation• Knowledge and understanding of the principles of development of business cases• Experience of contributing to strategic financial planning• Experience of contributing to the development and delivery of sustainable Financial Recovery strategies• Experience of leading, managing and developing teams• Experience in the preparation of accurate and professional accounts and reports to prescribed deadlines.• Experience of completion of budget setting processes• Experience in the development of training programmes and of training non-finance staff in financial management• Experience of providing professional leadership to finance staff• An understanding of the principles of financial management programmes and of training non-finance staff in financial management		<ul style="list-style-type: none">• Internal or external audit experience• Experience working with non-NHS bodies e.g. Universities, Local Authorities	
---	---	--	---	--

PERSON SPECIFICATION

	<ul style="list-style-type: none"> • Experience of providing professional leadership to finance staff • An understanding of the principles of financial management 			
<p>Evidence of Particular:</p> <ul style="list-style-type: none"> • Knowledge • Skills • Aptitudes 	<p><u>Knowledge and ability</u></p> <ul style="list-style-type: none"> • Highly numerate • Detailed understanding of all accounting principles • Demonstrable Continuous Professional Development • Computer literate • Understanding of Standing Financial Instructions • Breadth and depth of awareness of national and strategic issues facing the NHS e.g. changing financial regime • Detailed understanding of the NHS financial regime and of the technical aspects of Payments by Results • Ability to balance competing personal and professional priorities <p><u>Skills</u></p> <p>1)Communication/relationship</p> <ul style="list-style-type: none"> • Good communication skills • Good presentation skills • Excellent analytical skills • Experience of communicating complex, technical and sometimes controversial information to a non-finance audience 	<p>Application Form and Interview</p>	<ul style="list-style-type: none"> • Driving license 	

PERSON SPECIFICATION

	<ul style="list-style-type: none">• Confidence presenting complex financial information to a senior audience• Experience of close working relationships with Senior Managers from a range of disciplines <p>2)Analytical/judgmental</p> <ul style="list-style-type: none">• Ability to capture, manipulate and interpret complex financial and non-financial data from a range of sources• Confidence to constructively challenge and negotiate with other senior managers in the Trust to ensure financial plans are adhered to• Self-motivated, reliant and able to deal with strict deadlines• Ability to manage tensions between Finance Department and Divisions <p>3)Planning/organisational</p> <ul style="list-style-type: none">• Self-motivated• Ability to ensure self and team work to set objectives• Ability to work on a diverse set of projects at one time and to meet strict objectives• Organise complex financial information into a useful format that can be readily understood by non-finance staff• Flexibility around working hours			
--	--	--	--	--

PERSON SPECIFICATION

	<p>4)IT</p> <ul style="list-style-type: none"> • Highly literate with detailed understanding of financial systems and technical spreadsheet and data base skills • Ability to competently use word and excel • Understand how IT systems can be used for informing planning and monitoring <p>5)Managerial</p> <ul style="list-style-type: none"> • Good motivational skills • Evidence of high levels of commitment <p>Values & behaviours Ability to evidence/demonstrate key values and behaviours in line with the Trust framework:</p> <ul style="list-style-type: none"> ◦ Patient Centred ◦ Safety ◦ Compassion ◦ Respect and ◦ Excellence 			
<p>Specific Requirements</p>	<p>Physical</p> <ul style="list-style-type: none"> • Personal presentation must be of a high professional standard and to ensure all members of the department do the same 			

PERSON SPECIFICATION

	<p>Mental</p> <ul style="list-style-type: none">• Self-motivated and an ability to motivate and develop others <p>Emotional</p> <ul style="list-style-type: none">• Ability to work calmly under pressure and to ensure the team is well supported to do the same• Good sense of humour			
--	--	--	--	--

PACKAGE & BENEFITS

ULH work in line with NHS Terms and Conditions for Band 8b roles. As an employee in the organisation, you will benefit from:

Salary - £58,972 to £68,525

- 27 days annual leave, plus Public Holidays, rising to 33 days with service
- Pension - automatic enrolment (with option to opt-out) in the NHS Pension Scheme subject to meeting scheme qualifying criteria
- Option to exchange some of pension for a lump sum payment
- Options for early retirement or flexible retirement
- Ill-health, life assurance and family benefits
- Access to the NHS Fleet solutions scheme – a tax efficient way to lease a vehicle
- Eligible for the Blue Light card with a variety of NHS discounts
- 37.5 hour working week
- Flexi time system and hybrid working available, with the need to be on site once per week for meetings

ULH also offer access to an impressive range of Wellbeing resources, including:

- Mental wellbeing support networks, for example Employee Assistance helplines, Counselling
- Services and dedicated Staff Lounges
- Physical wellbeing classes, for example mobility resources and the NHS Fitness Studio
- Financial wellbeing, for example car lease, bus pass and Cycle to Work schemes

CONTACT DETAILS

Chris Boocker

Divisional Lead – NHS Finance

0161 938 7251 / 07557 770 458

chris.boocker@castlefieldrecruitment.com

Castlefield Recruitment Limited

Afflecks

4th Floor

Oldham Street

Manchester

M1 1JG

www.castlefieldrecruitment.com