



**Director of Finance
Candidate Information Pack**

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Welcome

Thank you for your interest in the post of Director of Finance at South West London and St George's Mental Health NHS Trust.

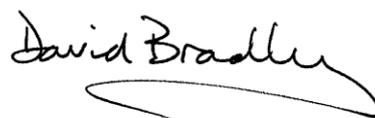
We are a forward thinking organisation that really cares for our staff, patients and community and this role is an excellent opportunity for an exceptional person with outstanding leadership qualities to engage the Board, managers and our staff and contribute to improving the care and services that our patients experience.

This is a great time to join us. Over the next five years we will continue to transform the way we provide services, investing over £160million in building state-of-the-art mental health hospitals which will be amongst the very best in the world.

There is no doubt that this role offers a rewarding career opportunity where the successful candidate will develop and lead the implementation of financial strategies, ensuring they are aligned to the vision, values, strategic direction and business plans of the Trust.

The Director of Finance will add to the strength of our Executive Management Team, working closely with clinical and non-clinical staff and their representatives and continually challenging the organisation to achieve better value for money and encouraging collective ownership of the financial plans.

If you are inspired by the challenges this opportunity presents and believe you have the relevant skills, experience and qualities we are seeking, we look forward to receiving your application which will be given careful consideration.



David Bradley
Chief Executive

Advert – Director of Finance

Salary c. £110,000 - £120,000 (depending on experience)

South West London and St George's Mental Health Trust (SWLSTG) is seeking a Director of Finance to support delivery of the Trust's plans for achieving high quality, sustainable Mental Health services. We are a successful organisation, anticipating a good CQC report, and aspiring to Foundation Trust status; our values are key to us in SWLSTG and we are working towards a supportive, enjoyable, team-based culture where the needs of service users are paramount and we work well in partnership with our key stakeholders.

The role is suited to an ambitious finance professional, ideally an established Director of Finance, looking for a positive move to a new organisation. We may consider someone ready to make the step up to Director level.

As a member of the Board, Senior Leadership Team and Executive Team you will:

- Lead on financial stewardship, achieving financial targets and giving financial advice to the Board
- Have overall responsibility for the Trust's Finance function (including Performance and Information, IT, Estates and the Programme Management Office).
- Ensure appropriate and strong financial governance and leadership for the organisation in a challenging financial environment.
- Achieve the best possible levels of service utilising dynamic and flexible financial resources.
- Assess long term financial trends and review future prospects.
- Maximise business opportunities including new income streams through joint ventures and innovative service development.
- Lead our exciting and complex Estates Modernisation Programme.
- Represent SWLSTG at Commissioner and Stakeholder meetings

To take on this challenge, you need a proven record of strategic and operational financial management, and a commitment to partnership working and the development of a fresh, commercial approach. It's also essential you have experience within the NHS or a strong understanding of the sector.

Interviews are planned for Thursday 24th November 2016.

For further details contact our Director of Human Resources, Alfredo Thompson, on either alfredo.thompson@swlstg-tr.nhs.uk or call 020 3513 6539.

Job Description

Post Title:	Director of Finance
Band:	Very Senior Manager
Hours:	37.5 or Job Share (Salary range £110 - £120k)
Reports to:	Chief Executive
Base:	Springfield Hospital
Liaises with:	Trust Board Executive Team HR Directorate All Corporate Teams All Operational Teams External stakeholders (NHSI, Commissioners, South West London STP)

JOB SUMMARY:

As a member of the Trust Board and Senior Leadership Team, the Director of Finance is the Accounting Officer for the Trust and is responsible for carrying out all of the statutory responsibilities of the role.

The Director of Finance will develop and lead the implementation of financial strategies, ensuring they are aligned to and linked into the vision, values, strategic direction and business plans of the Trust. The Director of Finance will continually challenge the organisation to produce better value for money and will encourage collective ownership of the financial plans, working collaboratively as part of a cohesive leadership structure.

The postholder will provide leadership in the Trust and ensure that he/she is an effective role model, exhibiting and promoting collaborative leadership behaviours. Likewise he/she will be a role model and effective leader to the Finance Directorate, which includes:

- Finance (financial planning, services and management)
- Contracting
- Procurement
- Performance and Information Management
- IT
- Estates
- Programme Management Office (PMO).

Lead the engagement of key external stakeholders on the financial agenda including Local Authorities, Clinical Commissioning Groups and NHS Improvement, South West London Sustainability and Transformation footprint.

Act as a professional lead for Finance, Contracting, Procurement, Performance and Information, IT, Estates and the Programme Management Office (PMO) to ensure that the Trust is supported by highly capable and professional functions, which provide a focussed and enabling policy framework and deliver customer-focussed and value for money services.

KEY RESULT AREAS:

Strategy, policy, governance and culture

1. Contribute to setting the Strategic Direction of the organisation and the drawing up of its business and operational plans and promote the Vision, Values and Strategic Objectives of the Trust by being a role model and ambassador for the organisation, both internally and externally.
2. Provide strong, visible, collaborative leadership, acting as a positive role model to all Trust staff, demonstrating high levels of integrity, transparency and personal effectiveness.
3. Ensure that stakeholders and staff are appropriately engaged with, and can contribute to, the shaping of Trust strategy and service developments, working with other senior management colleagues.
4. Formulate a financial strategy and then continuously monitor it against performance and periodically review it (the financial strategy should be an integral part of the Annual Plan), achieving and maintaining financial balance.
5. Present information to the Board, Executive Team and Service Lines to show how the implementation of the plans are going and ensure that all Business Cases are assessed to ensure they are realistic, align with Trust Strategy and Annual Plans and that resources are available.
6. Maintain good corporate governance and clinical governance arrangements, including risk management and compliance with essential standards of quality and safety, legislation and regulation relevant to NHS services.
7. Contribute to the development of corporate policy and decision making, ensuring effective governance to decision-making processes and ensure that the Trust operates within the framework set by its Standing Orders, Standing Financial Instructions and Scheme of Delegation.

8. Ensure that all financial risks are adequately captured and managed through the Trust's Board Assurance Framework to ensure delivery of objectives.
9. Maintain an Internal Audit function to ensure a satisfactory standard of internal control and liaise with External Auditors to ensure audit recommendations are brought to the attention of the appropriate managers.
10. Provide a significant contribution to the development of the Trust's Foundation Trust programme; particularly by ensuring that the Trust's five year long-term financial model (LTFM) is a 'live' process that is continually refreshed and used to drive financial planning.
11. Ensure that the Finance Directorate is positive, proactive and influential in its contribution to the Trust's strategic and operational planning processes.

Financial Planning, Services and Reporting

12. Ensure the timely and accurate preparation of capital, revenue and cash budgets which reflect the Trust's strategic service and business plans.
13. Provide timely and accurate information to the Board and Managers on the budgetary performance of the organisation.
14. Report on management action being taken in respect of variations in budgetary performance and whether any further action is required.
15. Ensure financial accounting and financial services (Accounts Payable, Payroll, etc.) strongly support the provision of complete and accurate information.
16. Ensure that the Financial Management Team provide effective support to the Service Lines, that senior leaders in the Service Lines are empowered to take ownership of financial management and provide training for Budget Managers and Clinicians on an ongoing basis to help them to deliver sound budgetary management.
17. Embed Service Line Reports to underpin new service line management.

Contracting

18. Lead the process of preparation for and negotiation of contracts with Commissioners (CCGs, NHSE etc.) ensuring there is accurate and timely financial information available to provide a good understanding of the cost behaviour of the organisation.
19. Manage the total portfolio of contracts effectively and co-ordinate the process of monitoring progress with contracts in-year.
20. Develop a process for the speedy preparation of bids for targeted monies made available during the year.

Performance and Information Management

21. Lead the development and implementation of the Trust's Business Intelligence Strategy.
22. Lead the development of the performance management framework to support and improve organisational operational performance.
23. Ensure a monthly and annual cycle of reports, meetings and training such that the Trust builds and maintains a strong performance culture. Ensure that appropriate benefits realisation systems are in place to enable the Trust to gain maximum benefit, and learning, from all initiatives.
24. Ensure that the Trust is aware of national, and international, best practice regarding information governance and management, and that the Trust measures itself against appropriate external standards, promoting the development of evidence-based practice throughout the Trust.
25. Chair the service line quality and performance reviews
26. Ensure that the Board, managers and clinicians can be confident in using, and understanding, the appropriate indicators to judge present and future performance. As part of this process, work to increase clinical engagement in performance improvement.
27. Support the Director of Nursing and Quality in monitoring and reporting against the Healthcare Standards and other relevant accreditation systems.

Information Technology

28. Ensure that the Trust has an Information Technology strategy.
29. Ensure the provision of effective clinical, operational and business systems through procuring and maintaining effective, value-for-money IT systems.

Programme Management Office

30. Support major change programmes in the Trust through the provision of an effective Programme Management Office.

Estates Modernisation and Management

31. Senior responsible officer (SRO) for the Trust's Estate Modernisation Programme (EMP) to secure a high quality, therapeutic and cost-effective environment for the delivery of healthcare services.
32. Ensure the EMP is developed and implemented in accordance with best practice for business case development.

Procurement and supplies

33. Ensure the Trust has informed, integrated and sustainable procurement and supply chain management functions to provide the Trust with cost-effective goods and services.
34. Ensure good governance regarding procurement throughout the Trust.

GENERAL

- This is not an exhaustive list of duties and responsibilities, and the postholder 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 postholder.
- The postholder is expected to comply with all relevant Trust policies, procedures and guidelines, including those relating to Equal Opportunities and Confidentiality of Information.
- The postholder is responsible for ensuring that the work that they undertake is conducted in a manner which is safe to themselves and others, and for adhering to the advice and instructions on Health and Safety matters given by Manager(s). If postholders consider that a hazard to Health and Safety exists, it is their responsibility to report this to their manager(s).
- The postholder is expected to comply with the appropriate Code(s) of Conduct associated with this post.
- South West London and St George's Mental Health NHS Trust operates a no smoking policy. The Trust has been smoke free since 01 January 2006.
- South West London and St. Georges Mental Health Trust is an equal opportunities employer. It is the policy of the Trust to ensure that no user of the service, past, present or future employee, or job applicant, receives less favourable treatment on the grounds of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation in line with the Trust's Equality and Diversity Strategy.

Person Specification

	Essential	Desirable	How Tested
Experience	<p>Significant experience in a leadership role in the Finance function, with experience across all elements of the Finance agenda.</p> <p>Experience of developing and implementing financial strategies, aligned to organisational strategy</p> <p>Experience of supporting the work of a Board / Board sub-committees (Audit Committee, Finance and Investment Committee)</p> <p>Experience of negotiating major contracts ensuring value for money.</p> <p>Experience of promoting effective organisational governance and risk management</p> <p>Experience of delivering cost improvement programmes</p> <p>Experience of Integrated Business Planning, supported by financial modelling.</p> <p>Experience of partnership working, including with commissioners, local authorities and other key stakeholders</p> <p>Experience of leading large, complex organisational change programmes</p>	<p>Significant experience in a leadership role (at Board level) in the Finance function in the NHS</p> <p>Board member / Board sub-committee experience.</p> <p>Board level governance experience</p> <p>Experience of change across whole health systems</p> <p>Commercial business experience</p>	<p>Application form</p> <p>Interview</p>

<p>Training & Qualifications</p>	<p>Qualified Accountant (CCAB, ACCA, CIPFA)</p> <p>Educated to degree / masters level or equivalent level of experience</p> <p>Post graduate management qualifications</p> <p>Evidence of on-going CPD (continuing professional development).</p>	<p>Project / Programme Management qualifications</p> <p>Coaching / mentoring qualifications</p>	<p>Application form</p> <p>Interview</p> <p>Proof of qualifications and professional registration if relevant</p>
<p>Knowledge & Skills</p>	<p>Personably credible.</p> <p>Highly skilled communicator; able to articulate vision, strategy and values in a way that is understandable to all staff.</p> <p>Collaborative leadership skills: a team player and able to advocate for and demonstrate cohesive team working.</p> <p>Highly-developed influencing and negotiating skills (knowledge of how to achieve a 'win:win').</p> <p>Focus on delivery.</p> <p>Highly skilled at addressing and resolving conflict</p>		<p>Application form</p> <p>Interview</p>
<p>Other</p>	<p>Self aware, self confident and intrinsically motivated to do a good job and to motivate others.</p> <p>Corporately loyal and able to advocate for and show pride in the Trust.</p> <p>Forms very effective working relationships with colleagues and is a role model for collaborative leadership and team working</p> <p>Advocates for all staff groups and</p>		<p>Interview</p>

	<p>individuals, particularly those with protected characteristics; promotes equality and diversity.</p> <p>Experience of engaging with service users</p> <p>Empathy for individuals who have experienced mental health problems.</p>		
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About us

We are the leading provider of mental health services across south west London serving 1.1 million people in the boroughs of Kingston, Merton, Richmond, Sutton and Wandsworth. We are also a centre of excellence for many of our national mental health services.

We employ more than 2,100 staff who provide care and treatment to almost 30,000 people from south west London and beyond.

We are a modern and forward thinking mental health trust with an impressive history in our local community and beyond.

We gained Trust status in 1994, but our history of providing mental health services to the people of south west London goes back more than 160 years.

Our headquarters are in the impressive grounds of Springfield University Hospital in Tooting and we also operate in many other community locations throughout the UK.

In 2015/2016 the Trust's community services saw just over 19,000 individuals from approximately 23,300 referrals and had more than 390,000 contacts with service users (face to face or by telephone).

In addition, 2,127 people were admitted into our inpatient units for more intensive treatment.

Our turnover in 2015/2016 was £163 million and we employed an average of 2,038 (whole time equivalent) staff from a variety of professional backgrounds including psychiatrists, psychologists, mental health nurses and allied health professionals.



Our values

The Board agreed the Trust values following wide consultation with patients, carers and staff.

Our mission is clear: Making life better together.

We aspire to be a cost effective centre of excellence; a place where patients choose to be treated; where clinicians want to train and work; and where our stakeholders want to work with us.

We aim to help patients take back control of their lives, and to help them get opportunities, roles, relationships and activities that are important to them. By putting patients at the heart and excellence at the core of our business, we want to become the first choice for mental health for more and more people.

Our values outline how we treat our patients, shape how we work with our colleagues and are an important part of our continuing success in delivering high quality services. They underpin everything we do and summarise what we expect from every member of staff.



Respectful



Open



Collaborative



Compassionate



Consistent

We want:

- more patients choosing to be treated by us
- more clinicians choosing to train with and work for us
- our partners choosing to work proactively with us.

Board Members

Executive Team

Chief Executive

Mr David Bradley

David Bradley joined the Trust as Chief Executive in July 2012 from Oxford Health NHS Foundation Trust where he built a reputation for using innovation to drive quality and the patient experience as Chief Operating Officer.

Most of David's career has been in mental health but he was also responsible for a variety of primary and secondary care services in the community.

He has strengthened relationships with social care and third sector providers.

Medical Director

Dr Emma Whicher

Dr Emma Whicher has worked for the Trust as a consultant psychiatrist in addictions since 2006 and was appointed as Medical Director in 2012.

Emma studied medicine at Cambridge University and St Mary's Imperial College, London. She worked as a junior doctor in Australia and was a psychiatry trainee in Leeds before moving to the Trust. Emma provides leadership to the organisation with a particular focus on quality and clinical development. Her responsibilities include the Responsible Officer role for medical Revalidation , leadership for clinical quality, patient & public engagement, clinical effectiveness, innovation and quality improvement. Her clinical practice remains within the Trust's addiction services.

Furthermore Emma has had regional and national roles as a member of British Medical Association psychiatry committee in 2011 advising on psychiatric issues.

Currently Emma is the Co-Chair of London Strategic Clinical network for Mental Health and Co-Chair of London Mental Health Crisis Care Subgroup.

Chief Operating Officer**Ms Dawn Chamberlain**

Dawn Chamberlain joined the Trust in 2010 as Service Director in Specialist Services and was appointed Acting Director of Operations in November 2012, taking on the role permanently in June 2013. She became Chief Operating Officer in March 2015.

In Dawn's 25 year career in the NHS, she has worked in general management for the last 15 years with experience of delivering services in Mental Health, Substance Misuse, Primary Care, Community and Acute Hospital settings.

Dawn has a clinical background, qualifying as an Occupational Therapist in 1992 before completing her MSc in Addictive Behaviour in 1999.

Dawn is also the Chair of London Chief Operating Officers Forum for Mental Health, Member of the London Integrated Urgent Care Clinical Reference group, Member of London Mental Health Transformation Board and Member of London Mental Health Partnership Board.

In May 2016, Dawn Chamberlain was approved as a full Board Member.

Director of Strategy and Commercial Development, Ms Suzanne Marsello
Director of HR and Organisational Development (Job Share), Mr Alfredo Thompson
Director of HR and Organisational Development (Job Share), Ms Asha Hoque

Director of Nursing and Quality**Ms Vanessa Ford**

Vanessa Ford joined the Trust as Director of Nursing and Quality Standards in May 2016.

Vanessa comes to the Trust with a wealth of experience, returning to the organisation where she completed her training more than 15 years ago, having previously been Director of Nursing Standards and Governance at West London Mental Health NHS Trust and both Interim Director of Nursing and Quality Assurance and Deputy Director of Nursing and Practice at Devon Partnership NHS Trust.

In addition to her NHS experience, Vanessa is one of two National Professional Advisors to the CQC for Mental Health Nursing, and is also a Honorary Lecturer at Kings College in London.

Vanessa is a Registered Mental Health Nurse and member of the Royal College of Nursing.

Chairman and Non-Executive Directors

Mr Peter Molyneux

Peter Molyneux was appointed Chairman of the Trust from 1 May 2011.

He has held a number of non-executive roles in the private, not-for-profit and charitable sectors. Peter brings significant expertise in improving services through greater integration between health and housing organisations. Peter is a Member of National Forum on Mental Health and Housing at Department of Health and Chair of the London Mental Health and Employment Commission contributing to improved employment outcomes for people with serious mental illness. Peter was previously Chairman of NHS Kensington and Chelsea where he led a major public engagement programme, 'Use Your NHS Well', to promote better understanding by local people of NHS services and improve access to primary health care. He is a Visiting Fellow, Reputation and Marketing at Henley Business School, working with boards to understand how they can build trust and ensure a good reputation with internal and external stakeholders. Peter is Chair of the Remuneration and Terms of Service Committee and Chair of the Charitable Funds Committee.

Ms Jean Daintith

Jean Daintith was appointed as a non-executive director in November 2011, having previously served on the Board of NHS Kensington and Chelsea.

Having trained as a social worker, Jean has many years' service in both housing and social services, including children's and adult social care, mental health and hospital social care work. She also has experience in partnership working, particularly with the NHS and voluntary sectors. Jean was Executive Director for Housing, Health and Adult Social Care for Kensington and Chelsea Council and is the independent chair of the local safeguarding children board for Hammersmith Fulham, Kensington and Chelsea, and Westminster.

Jean has served as Chair of the Quality and Safety Assurance Committee and in that capacity as a Member of the Audit Committee. Jean is a member of the Remuneration and Terms of Service Committee.

Professor Andy Kent

Professor Andy Kent, a psychiatrist, was appointed as a non-executive director in August 2012. He is Executive Dean of the Faculty of Health, Social Care and Education, a joint enterprise between Kingston University and St George's, University of London, which trains the

nurses, midwives, allied health professionals, social care professionals and teachers of tomorrow. Prior to this Andy was Dean of Education at St George's, where his responsibilities included medical and biomedical education, international development and student experience.

Andy has served in the past as Research and Development Director for the Trust, lead clinician for clinical audit and chair of the Medical Staff Committee. He also has past experience working as a non-executive director of Together for Wellbeing, a national mental health charity, and continues to work as a governor of a non-selecting comprehensive school.

Andy is now Chair of the Quality and Safety Assurance Committee and is a Member of the Audit Committee. He has a particular interest in clinical quality, education, and research and innovation.

Mr Jonathan Thompson

Jonathan Thompson was appointed as a non-executive director in February 2013.

He is chair of the Finance and Investment Committee and a member of the Audit Committee.

He is a Chartered Accountant and an honorary Fellow of the Royal Institution of Chartered Surveyors. Jonathan is also independent chairman of the Argent

development and investment partnerships, non executive board member and chairman of the remuneration committee of Strutt & Parker LLP and non executive director and chair of the audit committee of Schroders European Real Estate Investment Trust plc. He is an independent member of the investment committee of a family wealth fund and is the 2017 chair elect at the Investment Property Forum.

Prior to joining the Trust Jonathan was a partner at KPMG where he was Chairman of its International Real Estate and Construction practice.

Jonathan Thompson is a member of the Remuneration and Terms of Service Committee.

Ms Barbara Greenway

Barbara Greenway was appointed as a non-executive director in April 2014.

She is the Senior Independent Director and a member of the Finance and Investment Committee, the Quality and Safety Assurance Committee and the Remuneration & Terms of Service Committee.

She has extensive business, commercial and technical expertise and has particular experience in systems and process improvement, change management and governance.

A State-Registered Nurse and Psychology graduate, her varied career started with nursing roles at Kingston NHS Trust. After gaining a Master's degree in information technology she undertook commercial business management roles in EASAMS Ltd, Gallup Inc and Parity plc.

Barbara was managing director of Parity Training, the largest IT training company in the UK, before joining the ITN Archive as Operations Director to lead its digitisation programme. Most recently, Barbara was Head of Business Operations for radio and music at the BBC where she was accountable for governance and commissioning new media products and services. Barbara is now a freelance consultant.

Dr Ali Hasan

Dr Ali Hasan was appointed as a non-executive director in May 2015.

Dr Hasan initially trained as a doctor at St George's Hospital Medical School, and practiced medicine in teaching hospitals in London.

Following clinical practice, he joined an international management consultancy firm. He subsequently worked as Regional Medical Director at a major UK healthcare company as well as being a

board member of an early stage medical products company.

He currently works as Clinical Operations Director at VitalityHealth. Ali has also undertaken independent advisory work. Ali is a member of the Quality and Safety Assurance Committee and the Remuneration and Terms of Service Committee.

Mr Richard Flatman

Richard was appointed as a non-executive director and Chair of the Audit Committee in April 2016.

He is a Chartered Director and a Fellow of the Institute of Chartered Accountants in England and Wales and has extensive business and commercial expertise.

Richard has been Chief Financial Officer at London South Bank University since 2002 and has combined this with a wide range of non-executive roles in higher education including as Governor at University of Wales, Newport and more recently the University of South Wales. Before joining London South Bank, Richard specialised in audit and risk consulting services with Deloitte.

Sola Afuape

Sola Afuape was appointed as a non-executive director in August 2016.

Application process and timetable

Please send CV and supporting statement outlining your suitability for the role to arrive by 23:59 on 14 November 2016 to:

Alfredo Thompson

Director of Human Resources and Organisational Development

Building 15

Springfield Hospital

61 Glenburnie Road

Tooting

SW17 7DJ

Or via email to alfredo.thompson@swlstg-tr.nhs.uk

Shortlisting will take place and outcomes confirmed to applicants by 18 November 2016.

Selection interviews will take place on 24 November 2016.

Become a member:

To find out about becoming a member
E-mail: membership@swlstg-tr.nhs.uk

Director of Finance Candidate Information Pack

Our values



Respectful



Open



Collaborative



Compassionate



Consistent

South West London and St George's Mental Health NHS Trust
Springfield University Hospital, 61 Glenburnie Road, London SW17 7DJ
Telephone: 020 3513 5000
Website: www.swlstg-tr.nhs.uk

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