



North London
Mental Health
Partnership



Barnet, Enfield and Haringey
Mental Health NHS Trust
Camden and Islington
NHS Foundation Trust



Deputy Chief Finance Officer

Candidate information pack

June 2024

Welcome

Thank you for your interest in our Deputy Chief Finance Officer opportunity. This is a unique chance to share your talents and expertise to make a true difference to the health and care of those across North London and beyond.

The North London Mental Health Partnership (NLMHP) – a Partnership of Barnet, Enfield and Haringey Mental Health NHS Trust (BEH) and Camden and Islington NHS Foundation Trust (C&I) – was established in 2021 to better support our service users, carers, staff and partners to improve the mental health of everyone in North London.

Since 2022 we have had a single Executive Team and we launched our **North London Mental Health Partnership Strategy** in May 2023. In July 2023, the Partnership Board agreed that coming together to create one new Trust is best for our service users, our staff and our local communities.

Our Strategic Case for the proposed transaction was approved by NHS England in December 2023, and subject to final approvals, we will be formally established as a new organisation on 1 October 2024.

Our staff work together across the Partnership to support people to be resilient and have good mental health, and we offer early intervention for those with mental health problems to prevent these problems worsening.

We are working within a difficult context: demand for mental health services has soared; there is a national shortage of skilled staff to meet this demand, and there is huge variation in outcomes between communities in North London. We need to think differently to meet these challenges and we are better able to address these challenges through our two Trusts coming together as a new Trust on 1 October. Our new Trust will be a united and powerful voice championing mental health and mental health services across North London and beyond.

If you would like to have an initial conversation, please contact our recruitment partner, Finn McNulty, at Hunter Healthcare on: 07966 006091 or by email at fmcnulty@hunterhealthcare.com

About Us

Barnet, Enfield and Haringey Mental Health NHS Trust (BEH) and Camden and Islington NHS Foundation Trust (C&I) are the major mental health service providers in North Central London.

We are starting from a good place with both of our organisations having been rated as 'Good' during our latest Care Quality Commission (CQC) inspections.

We provide care and support to a population of 1.6m people in North London and also provide a range of more specialist mental health services to a wider population across London, surrounding counties and some national services.

They include:

- General Adult Services (Inpatient Services, Crisis Services, Community Services, Talking Therapies)
- Rehabilitation Services
- Children and Young People Mental Health Services
- Older Adult Services
- Learning Disabilities and Autism Services.

Our specialist services include:

- Forensic and Prisons Services
- Substance Misuse Services
- Perinatal and Maternal Mental Health Service
- Specialist Eating Disorders Services
- Veterans' Mental Health Services.

We provide services to an extremely diverse population across the five boroughs of North Central London, each of which contains a range of population groups and communities, with different needs and different preferences on how they engage with services. The wider socio-economic determinants of health vary significantly, for example in housing, education, and employment status, all of which we know influence mental health. As a consequence, our communities face unequal health and wellbeing outcomes and overall life expectancy.

Reducing these health inequalities is a key focus for this Partnership. We want to be known for our local preventative work with communities to improve the mental health of everyone in North London. This will mean supporting people to be resilient and have good mental health, and we will offer early intervention for those with mental health problems to prevent these problems worsening.

The Case for a New Trust

The North London Mental Health Partnership, made up of Barnet, Enfield and Haringey Mental Health NHS Trust and Camden and Islington NHS Foundation Trust have been working in partnership for the last three years.

In May last year, we published our new North London Mental Health Partnership Strategy, with significant input from service users, carers, staff, partners and wider communities.

While developing our Partnership Strategy, many stakeholders asked for clarity on the next steps in the development of our Partnership. The Boards undertook an options appraisal in July 2023 and concluded, strongly, that coming together as one new Trust is the best next step for our service users, our staff, and our local communities. The Partnership Board agreed that by coming together as a new Trust we can:

- Ensure that no matter where users live, care is delivered as close as possible to their home, with shorter waiting times and in a way that really supports their needs
- Change the way we deliver our services to respond more effectively to an ever-growing population that is living much longer

- Ensure we can provide care 24/7 for when people are in mental health crisis
- Direct our resources to the areas of greatest need, in order to improve our performance and the care we give, and
- Make our new Trust a fantastic place to work and to develop skills so that we recruit and retain the very best staff.

Our Strategic Case, setting out why we want to form a new Trust, was approved by NHS England in December 2023. Since then, we have been working on a Patient Benefits Case and Full Business Case for submission to NHS England by the summer.

Subject to approval by NHS England and the Secretary of State for Health and Social Care, we will be a Trust on 1 October, with a new name, which we will be confirming soon.

We will continue to engage our service users, carers, staff, partners and local people in co-producing the culture of our new Trust as it develops further, taking the best of both current organisations.

Our Vision and Values

OUR VISION

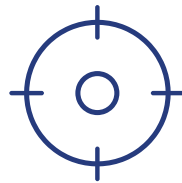
Our Partnership Vision is:

Better Mental Health. Better Lives. Better Communities

OUR VALUES

Our new Values have been developed with significant staff input, with over 600 of them attending engagement workshops and feedback sessions and completing surveys. Launched in September 2023, they help us develop the organisation we all want to work for, setting clear expectations about the behaviours we want to see from ourselves and each other, and those we do not want to see.

Our Values are:



We are kind

We are respectful

We work together

We keep things simple

We empower

We are proudly diverse

We show empathy and compassion for one another so we feel supported and safe

We treat one another fairly, with courtesy and honesty, so we feel valued and appreciated

We work as one team across the Partnership and beyond so we feel supported, connected and better able to do our part

We make it easy to do things once, so we are able to focus on doing our job well

We seek ways to continuously improve so we feel motivated and trusted to do our best work well

We celebrate our diversity and ensure inclusivity with opportunities open to all, so we can bring our authentic self to work

Our Five-Year Strategy

Our Purpose

Working with our communities to improve mental health

Our Vision

Better Mental Health, Better Lives, Better Communities

What is the impact?

People are treated in the right place and at the right time for their needs, and are involved in decisions relating to their care

Aim 1:
We will provide consistently high quality care, closer to home

Aim 2:

With our partners in North London and each Borough we will ensure equity of outcome for all

What is the impact?

The gap in outcomes between people from different backgrounds will be reduced

Our Strategic Aims

What is the impact?

Staff like the culture at work, they feel they have a consistent team around them, and they have opportunities to develop their career

Aim 3:
We will offer great places to work, providing staff with a supportive environment to deliver outstanding care

Aim 4:

We will be more effective as an organisation by pioneering research, quality improvement and technology

What is the impact?

The care we offer will use the latest best practice to improve outcomes for all



Strategic Objectives 2023/24



Equality, Diversity & Inclusion

To achieve our Partnership Aims and to make a difference for our service users, staff and communities, we need to place deliberate consideration of equality, diversity and inclusion at the heart of our culture. It is important to us that the Partnership moves beyond just complying with our duties to being even more proactive and ensuring equality, diversity and inclusion is evident in all that we do.

We make the following commitments for our service users, staff and communities:

- Our services, both patient-facing and corporate, will be supported and developed to consider the diverse needs of our service users, their families and carers and our staff in everything they do
- Our leaders will be visible, committed to the equality, diversity and inclusion agenda, and actively engaging and listening to service users, staff and our communities, fostering collaboration in the co-production and decision-making about our services
- We will take steps to enhance our understanding of our equality, diversity and inclusion practice
- We will take positive steps to improve representation of diverse groups in our workforce and will ensure barriers to progression for staff in these groups are identified and removed
- We will continually monitor progress and incorporate national benchmarking to improve our understanding of service users, staff and communities



Job Description

Job Title	Deputy Chief Finance Officer
Salary	VSM
Department	Finance
Responsible to	Chief Finance and Investment Officer
Accountable to	Chief Finance and Investment Officer

Barnet, Enfield and Haringey Mental Health NHS Trust and Camden and Islington NHS Foundation are working together in a formal Partnership, with a single Chair, Chief Executive and Partnership Executive Team. Our new Partnership Strategy was launched in May 2023.

To give our Partnership a clear identity, we are now called the North London Mental Health Partnership. The two trusts are working towards the formal creation of a new NHS Foundation Trust in late Autumn 2024.

By working together closely as the North London Mental Health Partnership, our two Trusts can achieve more for our service users, their carers, our staff and our local communities than we can by working separately.

We will continue to engage our service users, carers, staff, partners and local people in co-producing the culture of the Partnership as it develops further, taking the best of both organisations.

Applicants will possess exceptional leadership qualities, strong relationship management skills, strong business and commercial acumen, and personal credibility. Applicants will be passionate about quality improvement and influencing change, and will be a natural leader who will facilitate and support collaborative working both internally and externally to the department and organisation.

Demonstrating expert accounting and business knowledge, analytical support and clear and appropriate presentation of highly complex, contentious or sensitive financial and business information to all variety of stakeholders. The post holder will positively and constructively challenge all aspects of financial and business performance and financial management processes to ensure efficiency, effectiveness and productivity whilst enabling change and improvement.

JOB PURPOSE

As a Deputy Chief Finance Officer (Deputy CFO), the postholder will be accountable for the day to day running of the Chief Finance & Investment Officer portfolio, including financial performance and financial sustainability at our Trust, Procurement, Contracts, Counter fraud, strategic transformation programmes, Estates and Facilities, ensuring a high-quality provision of service to the Trust whilst they strive to deliver long term financial sustainability and improve health inequalities while providing high quality patient care. The post holder will deputise for the Chief Finance and Investment Officer, covering all of the Executive portfolio when necessary, dealing with the Trust Board, as well as both internal and external stakeholders.

The role is responsible for maintaining sound financial controls. Responsibilities include ensuring the Trust delivers effective, timely and accurate financial performance information for both operational and strategic purposes.

As a central part of this, the Deputy CFO will oversee and have accountability for the financial transition and integration of Barnet, Enfield & Haringey Mental Health NHS Trust and Camden and Islington NHS Foundation Trust becoming one organisation, leading the new trust financial synergies and the continued development of the Finance department to enable delivery of improved outcomes for our patients and our staff.

The postholder must be able to lead delivery of successful annual accounts free from material errors and are produced in line with accounting standards, whilst proactively support management of relationships with internal and external audit, committees and Board.

The role also provides leadership of the development of business planning across the Trust and provides expert advice on Trust plans across the operational and corporate areas.

As part of the senior leadership team for the Trust, delivery against the Trust corporate objectives is expected. Leading and developing your team will be particularly relevant to the role. The Deputy CFO will display resilience and scale to their approach with an outstanding track record of delivery. A key part of your role will be continuing to build and lead a high performing diverse values based team.

The role will take the lead in the development of the medium and long term financial planning. This will form part of the Trust's overarching Strategy ensuring long term deliverable plans are agreed which enable financial sustainability and lead organisational delivery of the required savings plans. The post holder will be responsible for leading a continuous improvement and best practice approach within the Finance Directorate and their procedures and processes.

Key Accountabilities

- Provide advice and support to the Chief Finance & Investment Officer and to all those carrying management responsibilities within the Trust
- Deputise for the Chief Finance & Investment Officer and represent the Trust as required in all aspects of the CFO portfolio and to all levels including at ICS, regional and national bodies
- Prepare Board and Committee reports and support the annual accounts reports and accounting submissions to the highest professional standards (International Financial Reporting Standards, NHS accounting manual, policy) and preparation of required annual and monthly reporting and returns that fully meet statutory, NHSE, ICB and users' requirements
- Change leadership across the Trust, specifically the identification and implementation of savings and best practices
- Delivering a value for money service within primary area of responsibility and leading by example
- Work with the Trust Directors to plan and monitor delivery of the Trust's Cost Improvement Programme/Efficiency Programme, service developments and associated business cases and projects
- Lead the financial business planning activities of the Trust and support the implementation of new initiatives including review and tracking of benefits delivery and efficiencies
- Provide support to users of financial systems and services and deliver financial training and support to staff at all levels
- Maintain and develop the department's quality assurance processes, standards and accreditations
- Lead teams within the CFO portfolio including line management duties.
- Lead on professional and vocational financial training at the Trust, and embed a culture of continuous improvement
- Provide advice on and influencing corporate governance issues and leading in financial risk updates

Communications & working relationships

Internal:

- Finance colleagues
- Estates and Facilities colleagues
- Professional leads in portfolio areas
- Care Groups
- Chief Executive
- Chairman
- Executive Directors
- Non-Executive Directors
- Clinicians
- Trust Managers

Other NHS:

- NHS Improvement/England Commissioners
- ICS/ICB
- Other North Central London Providers
- Mental Health Providers
- Department of Health
- Internal Audit
- Procurement

External (to NHS):

- Service Users
- External Audit
- Counter Fraud
- Local Authority
- Voluntary Sector and other relevant partners
- Media
- Commercial directors
- Legal

Financial Planning, Management, Sustainability and Strategic Finance

As the senior lead within the Finance team, you will provide leadership for the overall preparation of the Trusts budgets (revenue and capital) and income, preparation of the monthly and annual budget reports for the Trust Board and external stakeholders.

Responsible for leading the development and performance management of an annual financial plan for the Trust.

Responsible for formulating, implementing and monitoring financial strategy, business plans and business cases. In addition, the post is responsible for ensuring that they and the finance team offer sound financial and economic advice including for the development of all revenue and capital business cases.

You will lead the production of financial information for the Trust Board, Finance and Performance Committee, internal and external stakeholders, for example Trust regulators and commissioners. Provide strategic advice to the Care Groups, Support Services and Trust Committees regarding financial matters and ensuring that stakeholders understand the consequences of the decisions/options they are considering. This will also include influencing decision making at executive and senior management level to ensure financial objectives are delivered.

Lead the Trust's annual planning process, ensuring robust budgets are set for the organisation. These budgets should be negotiated with all budget holders with the expectations that year-on-year efficiency savings will be delivered. Lead the completion of the monthly financial returns and ad-hoc returns to the Trust regulator.

Lead on the development of a Long-Term Financial Model (five-year plan) and Financial Strategy that sees financial sustainability for the organisation.

Ensure that Trust planning incorporates the national planning assumptions. It is imperative that the postholder ensures the annual plans are consistent with the Trust's longer-term financial strategy.

Support accurate monthly Trust forecasting process, ensuring that a bottom-up robust monthly forecasting is in place. The role is responsible to ensure a process of monitoring actual performance against the forecast, with variances reported occurs as part of the month end cycle. The forecast should also include the assumptions regarding CIP delivery.

Responsible for ensuring Trust income is reported accurately as part of the monthly reporting cycle. The role will be responsible for ensuring that national guidance is adhered to and for quantifying the impact on the overall Trust financial position. Ensuring that there are Service Level Agreements (SLAs) in place for services the Trusts provides to other NHS Providers or other external bodies.

Responsible for the development of financial management support to commercial and non-commercial R&D at the Trusts, liaison with academic institutions. To lead on the evaluation and sign-off of costings for R&D project bids on behalf of the Trust. Ensure that all areas of financial risk are adequately identified, quantified and appropriately reported and mitigations identified. Lead on the development of the Trust CIP process, ensuring that the organisation recognises the importance of delivering efficiencies year on year. This should include benchmarking the Trusts services against peers using a variety of tools.

Lead Financial Performance individually and as part of an Executive and senior team across the organisational divisions. Lead in financial aspects with internal and external stakeholders in Strategic Transformation or similar programmes.

Financial Services

You lead and support the provision of a range of support and customer facing financial services and ensure these are delivered efficiently, effectively and to the highest professional standards. You will develop and meet appropriate service standards and ensure services are supported with appropriate guidance, systems and training:

- accountancy (core financial systems provision)
- accounts payable, receivable and cash flow (operational and planning)
- capital financial management (in liaison with Estates and Facilities and Digital)
- cashiering services
- costing (preparation of SLR data, advice to inform strategic decisions)

- financial reporting (internal and external Trust level reporting and planning)
- payroll and pensions

Lead on internal and external audit engagement, including fraud awareness and good working relationships with auditors, local counter fraud and advisors. This will include the responsibility for the production of the Trust Annual Accounts.

Responsible for managing the Trusts relationship with NHS Shared Business Service who is responsible for the Trusts general ledger and feeder systems, including procurement. The role is responsible for ensuring that the Trust complies with legislation and best practice across all finance activities. Responsible for the management of the Trusts strategic cash position, ensuring the monthly cash pack is produced and reported to the Chief Finance & Investment Officer. Provide an effective and efficient payroll service ensuring that there is a prompt process in place for recovery of overpayments.

National Cost Collection Patient Level and/or Service Line Reporting/ Benchmarking/Productivity

Responsible for completion of robust cost collections on an annual basis for submission to the Trust regulator. The post holder will promote a culture of benchmarking this information against peers to learn from best practice. Responsible for Service Line Reporting (SLR) and Patient Level Information Costing (PLICs) and other Mental Health Investment Standard (MHIS) required costing analysis, presenting accurate costing data to clinicians and the Trust Board and interpreting the results and making recommendations.

You will be responsible for the development and leading the deep dive process to drive efficiency across the organisation. Lead on providing training to finance and non-finance managers to ensure they understand the financial performance of the organisation at a service line reporting level.

Ensure costing and currency developments are adopted and developed within the trusts as required.

Contracts and Procurement

Responsible lead for the development and agreement of funding and contractual relationships with providers and commissioners across the healthcare system including mutual aid or clinical collaboration models.

Leading the contracts and procurement functions, and improving organisational contract management and adherence to SFIs.

Respond to, identify and communicate to the CFO, risks inherent to national or local consultations on contractual and commercial proposals.

Represent the CFO and organisation in contractual matters including collaborations and shared service boards.

Estates & Facilities

Deputising for the CFO in leadership of the Estates and Facilities supporting the Director who is responsible for delivering safe, modern, responsive and cost-effective estates and facilities services for the Partnership and progressing the Estates Strategy.

Audit

Responsible for leading and managing the relationships with internal and external audit. This will include ensuring any audit recommendations are co-ordinated, followed up on, delivered and reported back to the Audit Committee.

Standards of Business Conduct

The post holder will be required to comply with the Trust's Standing Orders and Standing Financial Instructions and at all times, deal honestly with the Trust, with colleagues and all those who have dealings with the Trust including patients, relatives and suppliers.

Health and Safety

The post holder will be required to observe local Health and Safety arrangements and take reasonable care of him/herself and people that may be affected by his/her work.

Safeguarding

All staff have a duty to identify, report and record incidents of potential or actual abuse. This statement applies whether the victim is an adult or child. All queries will be addressed by the Trust Safeguarding Team.

Governance

Provide advice and support to the Trust governance structures as required, this includes the Trust Board, Finance and Performance Committee and Integrated Audit Committee. Ensure that Trust policies and procedures in support of the financial control framework and risk management and reporting are followed. This will include Standing Financial Instructions, Corporate risk register and Board Assurance Framework. The role will ensure that relevant financial policies are rolled out effectively within the organisation and the financial control framework is understood.

This job description is intended as a guide to the main duties of the post and is not intended to be a prescriptive document. Duties and base may change to meet the needs of the service. This job description may be reviewed from time to time and changed, after consultation with the postholder.

Person Specification

EDUCATION AND QUALIFICATIONS

ESSENTIAL

- CCAB, CIMA qualification
- Evidence of Continuing Professional Development (CPD)
- Degree level qualification
- Approximately 10 years post qualification relevant experience

DESIRABLE

- MBA

EXPERIENCE & KNOWLEDGE

ESSENTIAL

- Extensive experience as Deputy or Associate/Assistant Director of Finance with knowledge and understanding of strategic NHS issues and priorities
- Extensive expert knowledge of the NHS Trust financial framework, sound grasp of accounting techniques and principles (especially as they apply to the NHS) and expert understanding of NHS Trust accounting regimes
- Strong understanding of financial systems, financial accounting and management accounting
- Expert knowledge of financial and accounting standards and procedures
- Experience of the Financial Planning process
- Experience of undertaking extensive benchmarking of services
- Understanding of Statutory Financial Requirements within the NHS
- Experience of working with Executive Team members
- Ability to devise and use key performance indicators to monitor performance
- Ability to communicate highly complex, sensitive and contentious financial information and issues to a range of internal and external stakeholders at all levels.
- Excellent communication skills and the ability to build and lead a strong finance team
- Excellent verbal and non- verbal communications skills to a high level
- Effective complex report writing and presentations for Board and Executive use at a high skill level
- Ability to negotiate and meet the service demand of a number of client organisations and management.
- Ability to deal with a range of stakeholders with effective interpersonal skills and presentation skills
- Strong influencing and ability to negotiate
- Advanced skills in the use of Microsoft in particular Excel.
- Excellent analytical and problem solving skills
- Ability to manage competing priorities and tight deadlines with effective time management skills
- Ability to analyse and take decision where there are conflicting pressures and demands to be considered
- Ability to think strategically and analyse complex problems and interact in a complex multi-disciplinary organisation including board level
- Experience of working with multiple services or organisational Divisions with sometimes opposing objectives to gain consensus

MANAGEMENT & LEADERSHIP**ESSENTIAL**

- Ability to relate to clinical managers, understanding different education, approaches, styles and expertise and to harness this different skill set to achieve delivery
- Strong and compassionate leadership skills
- Significant staff and teams management experience across a range of finance areas while developing a values based culture
- Ability to communicate with credibility and authority with all levels of the organisation and external stakeholders
- Track record of achievement as a leader with demonstrated significant successes through building relationships
- Ability to establish rapport with colleagues including clinicians, managers, staff, and other professionals within the partnership.
- Deputise for CFO as required in all areas of CFO portfolio
- Ability to act with high level of autonomy
- Ability to coach and develop key staff

How to Apply

All applications must be received by 14 July 2024

For a confidential discussion please contact our recruitment partner, Finn McNulty, at Hunter Healthcare on: 07966 006091 or by email at fmcnulty@hunterhealthcare.com

All applications must quote the reference NLMHP and include:

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone no.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please send all documentation by email to Finn McNulty at Hunter Healthcare on: applications@hunter-healthcare.com

Key Dates:

Application Deadline	14 July 2024
Shortlisting	16 July 2024
Stakeholder Sessions	w/c 22 July 2024
Interviews	w/c 29 July 2024





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Mental Health
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**Barnet, Enfield and Haringey
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**Camden and Islington
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