



South East Coast  
Ambulance Service  
NHS Foundation Trust



# Chief Finance Officer

Candidate information pack  
October 2024



# Welcome from the CEO

**We are delighted that you are interested in applying for the role of Chief Finance Officer at South East Coast Ambulance NHS Foundation Trust (SECAMB).**



**In this pack, I hope you will get a strong sense of us and the importance of this role to our future success, but I'd like to briefly give you a feel for our progress as a Trust and this opportunity to join us a full voting member of our Board.**

Over the past year, we are pleased with the many things we have been able to achieve as a team. Amongst other highlights, we moved to our multi-million pound Hub at Medway – bringing together operational, 999 Emergency Operations Centre and NHS 111 colleagues under one roof for the first time. We broke even financially, despite a challenging local and national environment. We widely engaged to develop a new Trust strategy, which will shape our future and help us to provide the response for our patients moving forwards. And we saw significant improvements in all areas of the national staff survey, reflecting lots of work that has gone into making SECAMB a better place to work for our people.

Looking to the immediate future, it is our ambition, in January 2025, to exit the Recovery Support Programme (RSP) – a national programme that provides focused and integrated support for those with increasing, complex challenges.

We have a future that is full of potential.

To realise that potential, we are seeking a **Chief Finance Officer** who will offer strategic guidance to the Board and play a key role in enabling us to achieve financial sustainability. You will ensure our financial systems offer a major contribution to the health of the population and aim to reduce inequalities in service provision.

We are an ever-evolving Ambulance Service. If you believe you have the skills and experience to help shape our future, we would be delighted to hear from you.

Yours sincerely

**Simon Weldon**

Chief Executive Officer  
South East Coast Ambulance Service  
NHS Foundation Trust

# About us

We are **South East Coast Ambulance Service**, providing 999 Services across **Kent, Surrey, Sussex** and **North East Hampshire**, as well as 111 services across Kent and Sussex.

We answer over **2 million calls** each year through our 999 and 111 services – that’s more than 4 calls every minute.



We employ more than **4,300 people** – 80% provide direct care to our patients and are supported by strong corporate teams.

We are truly lucky to be supported by more than **400 volunteers** including CFRs, Chaplains, Welfare Volunteers and Governors. They give thousands of hours every year to support our patients and our colleagues.



Our people work from more than **100 sites across the region**, including twelve Make Ready Centres. We were one of the first ambulance services to introduce the Make Ready system which sees specialist teams clean, check and re-stock our vehicles.



**The communities we serve** are diverse, including areas of affluence as well as some of the most deprived areas in the country.





# Our values

At SECAmb, our values are more than just words – they are the principles that guide our actions and influence how we behave, both internally among our teams and externally in how we deliver our services.

They shape how we want people to experience our organisation, ensuring that every interaction reflects the high standards we uphold. Our commitment to these values fosters a positive, fair, and equitable culture, essential for delivering outstanding patient care and creating a supportive workplace.



We advocate with **courage**, serve with **kindness**, and uphold **integrity** for **exceptional healthcare**.

## Kindness

Being compassionate, caring, and respectful towards others

At the heart of SECAmb, kindness defines our approach to care. We are committed to being compassionate and respectful in every interaction, ensuring that every patient, colleague, and community member feels valued and supported.

## Courage

Standing up for what is right and treating everyone fairly to ensure exceptional patient care

At SECAmb, courage is fundamental to delivering exceptional care. It means standing up for what is right, advocating for fair treatment, and striving for excellence in patient care.

## Integrity

Being accountable, honest, and doing the right thing

Integrity underpins every aspect of SECAmb, ensuring we act with honesty and transparency. We are committed to making fair and ethical decisions, maintaining consistency in our practices. By embedding integrity in all we do, we uphold the highest standards of care and build trust with everyone we serve.

# Vision and Strategy

Our vision is to transform patient care by delivering prompt, standardised emergency responses while enhancing care navigation with seamless, accessible virtual services for non-emergency patients.



## Purpose

# Saving Lives, Serving Our Communities

## Our Strategic Aims



### Delivering High Quality Care

We are committed to delivering high quality care, ensuring every patient receives the best possible treatment and onward health management.



### Our People Enjoy Working at SECAMB

We strive to make SECAMB a great place to work by promoting a supportive and rewarding work environment where all team members feel valued and motivated.



### We are a Sustainable Partner

We are committed to being a sustainable partner within an integrated NHS, focusing on practices that enhance system integration and promote long-term resilience & efficiency.

Download our full strategy document [here](#)

# Job description

## Purpose

Our work environment is demanding, high intensity and rewarding in equal measure and spans four Integrated Care Systems requiring a high degree of resilience and a commitment to collaborative working both within and outside the Trust.

The post holder will occupy a key role within the organisation with responsibility for achieving financial sustainability, organisational targets, and working collegiately to support the overall development of the Trust.

A vital focus for the role will be the delivery of a positive culture across the Trust underpinned by our values. The post holder will also act as the custodian of performance targets and ensure, where possible, they are as ambitious as possible and release maximum efficiency whilst serving patients well.

**NOTE:** At the time of review (October 2024) the responsible director role is assigned to several corporate functions. These are Recruitment, Employee Relations, TU Partnerships, Equality, Diversity and Inclusion, Organisational Development. These may change as the Trust undertakes its review of structure. The principles of this job description will apply to any changes in functional lead.

The post will be a full voting member of the Trust Board and is expected to contribute and fully engage in the full activities of the Board including, strategic direction, quality and governance of the Trust. The CFO is the professional finance lead for the Trust and is responsible for providing strategic financial leadership and advice to the Board of Directors and the wider Trust.

The role also has a key responsibility for ensuring effective stewardship of resources in accordance with statutory and regulatory requirements and guidelines.





## What you'll do

### Domain 1:

#### Driving high-quality and sustainable outcomes

**'The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.'**

- Development and delivery of a financial strategy for the organisation to ensure long term viability and financial stability, supported by a sound financial framework and effective arrangements for financial governance
- Provide strategic and operational advice to the Chief Executive, Board of Directors and Executive Colleagues on financial performance against plans, ensuring any variances are challenged, explained and appropriate remedial action is taken
- Be responsible for financial management, business planning and procurement. This specifically includes the design and stewardship of financial policies, procedures, practices and the reporting regime through to the Board of Directors
- Be the accountable officer for procurement and to work collaboratively with the Director of Corporate Governance to assure the Board that the Trust is compliant with legislation, policy and guidance
- Work with Director colleagues and Heads of Service to ensure necessary cost improvements are identified and programmes put place to deliver on efficiencies and their achievement is monitored and assured
- Provide critical challenge and support to the Director of Operations in the efficient delivery of clinical services
- Be responsible for setting and monitoring performance standards and work collaboratively with the Chief Clinical Officers to ensure the oversight is aligned with Quality and Safety standards
- Ensure performance is seen through an efficiency lens and as such that the organisation maintains an ambition to reach beyond the minimum performance standards and deliver the best possible value for money
- Shaping and using high quality data to inform financial planning, performance monitoring and decision-making
- Responsibility for professional leadership of financial and other directorate staff within the organisation, serving as an advocate for the continued development of the professions, their roles within the service and wider healthcare environment
- Working with the Chief Clinical Officers you will ensure the Trust's current level of quality is measured and financial costs are understood and appraise the Board of relevant risks to the financial strategy
- Ensure all functions within the directorate are ambitious in their performance and that published research and best practice guidance is reviewed and adopted
- To work with the Clinical Directors to ensure departmental standards and corporate performance targets reflect patient feedback and experience. To ensure that business planning, the estates strategy and the capital plan also reflect this patient feedback and experience
- Collaborate closely with relevant system and sector leaders to ensure financial management is as seamless as possible with no surprises to any of the parties
- To ensure that improvement activities translate into benefit for patients and staff and improve efficiency and patient and staff experience

## Domain 2:

### Setting strategy and delivering long-term transformation

**'The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.'**

- The Trust is in transition and its ambition is to move towards a more empowered workforce. As part of this transition there will be a drive to move decision making as close to the point of need as possible and some corporate functions may move directorates. You will need to participate in the opportunities and challenges that this presents
- To work with the board and with executive team colleagues to facilitate a service improvement culture that leads to improved outcomes, patient experience, and value for money
- Develop and maintain close working partnership with Executives responsible for delivery services and strategy to shape and deliver on the Trust's strategic ambitions
- Create an environment where directorate staff see change as an essential element of healthcare, demonstrated through a quick and positive response in the face of the need for change
- Driving reform and supporting organisational change and uptake of initiatives that support improvements in efficiency and performance

## Domain 3:

### Promoting equality and inclusion, and reducing health and workforce inequalities

**'The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities and promotes inclusion.'**

- Ensure the organisation's financial systems (such as business case approval) offer a major contribution to the health of the population and aim to reduce inequalities in service provision
- To ensure developed financial guidelines and policies are inclusive and, where possible, are inclusive in their reach
- Model the Trust's commitment to partnership values both internal and external, ensuring an inclusive and diverse approach to decision-making
- When considering resources to work collaboratively with system partners to address population health and wellbeing.
- To ensure that we nurture talent at all levels in the workforce and across all functions and actively aim to create a leadership structure across field delivery that is more representative to the gender and ethnicity of our workforce
- To have focus on improving the overall health of our workforce working with relevant executive colleagues
- To be the Executive lead for one of our Trust staff networks



## Domain 4:

### Providing robust governance and assurance

**'The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principle of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.'**

- Ensure there are effective systems of audit, both internal and external, and that the Board's Audit Committee and Finance Committee are provided with appropriate support
- Responsible for the financial control and accounting systems of the Trust and to review the Trust's Standing Financial Instructions and internal financial control procedures
- Prepare statutory annual accounting returns in accordance with NHSE deadlines
- Ensure that the Trust's capital assets are managed effectively and reflected accurately by the asset register and the Trust's balance sheet
- Responsible for the cash flows relating to creditor payments and the accuracy of payments to suppliers
- Act as principal source of financial advice in respect of relevant issues and the relevant professional voice of the financial groups represented to the Board and the Executive Team
- Be the nominated responsible officer for all registered accountant staff within the organisation and, where required, be a source of communication to and from the relevant body
- Contribute to the leadership of workforce planning and safe staffing assurance processes
- Responsible for setting and managing significant financial budgets covering all functions of your own directorate within foundation Trust governance rules
- In collaboration with the Director of Corporate Governance ensure all relevant policies are within date and ensure activity is captured in the Trust's policy assurance process
- To ensure the risk register adequately reflects financial risk and to work collaboratively with the Director of Corporate Governance to ensure all departmental risks are aligned to the risk policy and are actively used to prioritise workload and inform annual objectives
- To support the Board and Chief Executive, as a key member of the executive team, in the discharge of their statutory duties and to ensure that all strategic and corporate objectives are met

## Domain 5:

### Creating a compassionate, just and positive culture

**'The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.'**

- Ensure the culture of financial oversight is supportive and is not unintentionally disempowering by ensuring corporate systems don't unnecessarily disempower competent budget holders
- Take a pro-active role in modelling the desired leadership behaviours to ensure the Trust creates and maintains the culture and conditions to empower people to work across organisational boundaries, in multi-disciplinary teams, in service of our strategic priorities and our patients
- In collaboration with executive colleagues, participate in the delivery of plans to engage with our staff and support the Trust's ambition to be a Great Place to Work with an inclusive and positive culture, ultimately ensuring the aims of the Chief Executive Officer and the Trust are achieved
- Ensure appropriate provision of learning, coaching and development and education function for departmental staff

## Domain 6:

### Building a trusted relationship with partners and communities

**'The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.'**

- Further develop effective partnerships with all relevant organisations, through sharing of appropriate information and improved planning processes
- To represent the Trust externally and to work where appropriate with stakeholders to establish good working relationships with the local, and where appropriate national finance leads
- To develop relationships and communication with other Chief Finance Officers to share learning and opportunities
- To work in partnership with peers, leadership teams and regional stakeholders to deliver successful outcomes taking time to understand others' perspectives and objectives and using your skills to influence effectively
- You will develop and maintain a strong working relationship with the Chief Finance Officer (England) participating on behalf of the Trust in the relevant regional forums
- To support the development with clinical and executive colleagues, transformational models of care in conjunction with our ICBs and the region

## Essential Requirements

- Qualified accountant with a recognised accountancy body
- Undergraduate degree
- The ability to clearly demonstrate self-direction, team working, research awareness, specialisation and presenting a complex argument
- Significant financial experience and evidence of continuous professional development
- Robust knowledge of NHS processes, relationships and culture
- Robust understanding of the operation of a unitary Board with significant exposure to Board and sub-committee working
- Demonstrable experience as a senior leader and delivery of change and transition whilst maintaining financial standards
- A track record of direct responsibility and accountability for corporate budgets and personal resilience for managing the tension between the delivery of high quality services whilst balancing service and financial pressures
- Experience of developing the services of an organisation to deliver long-term sustainable and customer focused provision
- Strong record on fraud and loss reduction and the identification of financial risk
- A supportive, nurturing, and facilitative approach to the portfolio that allows others to come forward and succeed

## Key Outputs and Deliverables

With the introduction of a new strategy and operational structure to ensure that financial oversight is supportive of the philosophy and that budget holders are ready and prepared for the intended empowerment, the top priorities for this post **over the first 12 months** include:

- Financial planning for 2025/26
- Delivery of the 2025/26 year end accounts
- Working with executive colleagues to contribute to the shaping of the Trust's plans for the sustainable culture transformation programme and deliverables role-modelling collaborative and inclusive ways of working

# How to Apply

The closing date for applications is **14 November 2024**.

Applications should be made by submitting a full and up-to-date CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role.

Along with your application please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: **[apply@hunter-healthcare.com](mailto:apply@hunter-healthcare.com)**. All applications will be acknowledged.

For an informal conversation about the post, please contact Brendan Davies at our recruitment partners, Hunter Healthcare by email: **[bdavies@hunter-healthcare.com](mailto:bdavies@hunter-healthcare.com)** or phone: 07585 356985

## Key dates:

EVENT	DATE
Application deadline	14 November 2024
Longlisting	18 November 2024
Pre-screening calls	20 November 2024
Shortlist	20 November 2024
Stakeholder events	28 November 2024
Interviews	4 December 2024





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