

## Job Description

### DIRECTOR OF FINANCE AND ESTATES

Reporting to:	Chief Executive Officer
Accountable to:	Chief Executive Officer
Responsible for:	Financial planning and management, contracts and procurement, and the estate department which includes a series of statutory functions
Group:	Corporate
Salary:	Very senior managers' pay scale
Location:	Trust Headquarters, but expectation of sites wide working

### JOB SUMMARY

The Director of Finance and Estates is responsible for supporting the whole organisation's delivery, both of our statutory duties and the Trust's strategy. This includes our supporting estate and medium-term financial plan. The post specifically leads on capital planning and estate risk management. The portfolio oversees all procurement activity within the Trust and takes lead responsibility within the Board for Value for Money (VFM).

During 2023/24, the Trust reframed its approach to financial management and planning. Budgeting with our 6 groups and 23 directorates is very much the business of frontline managers, with expert advice from specialists in finance. The postholder has to bridge, and translate between, this immediate operational financial management and our medium-term route to sustainability. This requires significant judgement and the ability to translate complexity for a range of staff and other stakeholders.

From 2024/25 the role will take responsibility for supporting our wider work on productivity. The Trust's Board is committed to improving the quality and quantity of care that we provide and for better supporting our teams to exceed traditional expectations. Unlike acute care, there is not an established body of evidence about what or how this is achieved, and the Trust wishes to help lead consideration of the most effective way to take forward these expectations. The postholder will work in close collaboration with our director of people and organisational development to ensure that we have strong comparative information and insight into how we compare to industry leading performance.

The role is a key professional leadership voice within our Board of Directors, holding a voting seat, and within the executive group and clinical leadership executive.

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<sup>1</sup> To be updated for recent NHS framework on leadership which specifies certain additions to all Board level JDs and hiring processes

## **KEY RESULT AREAS AND RESPONSIBILITIES**

### **1. SUPPORTING THE AGREED STRATEGY**

- Contribute to, and participate in, the delivery of promotion of the Trust's vision (nurturing the power in our communities), and our five strategic objectives.
- Take responsibility for supporting delivery of our fifth objective, to nurture partnerships to deliver social value.
- Working with others to ensure that the Trust generates a persistent 1-1.5% reserve to invest each year in the delivery of the strategy.
- Ensure that corporate support services, including finance and estates, are fully aligned to the strategy in everything that they strive to do.

### **2. DEVELOPING THE FINANCE PROFESSION ACROSS RDASH**

- Act as a role model for leaders and provide mentorship and leadership development as necessary.
- Enable, motivate and empower finance professionals to demonstrate personal and professional leadership through their work.
- Identify, promote and spread best practice in applying our financial systems and process across the Trust and work to eradicate poor practice.
- Support team leaders within the department to recruit and retain local people with talent, and to ensure that the department has a diversity which best reflects our wider population.

### **3. SECURING FINANCIAL SUSTAINABILITY**

- Lead the organisation's approach to delivering the Board's agreed financial revenue and capital plans.
- Ensure that the Trust contributes diligently and constructively to ICB, place, and ICP discussions on shared public service efficiencies and financial stability.
- Contribute imaginatively to opportunities to innovate in how we structure financial regimes in order to secure the best interests of patients, carers and communities.
- Work alongside the Chief Operating Officer and Chief Executive Officer to introduce more sensitized payment mechanisms into community and mental health services, as paymech arrangements nationally and locally evolve.
- Provide leadership in the continued transition of the Trust's finances to spending more of every pound on direct patient care: reshaping corporate backbone functions to that end.

#### **4. DEVELOPING THE QUALITY OF OUR ESTATE**

- Working with other executives, finalise, and implement a new Estate Plan for the Trust's assets: likely to include significant disposal and renovation of owned and leased sites in all three places.
- Direct and support of estates management function in their work to maintain and make safe the places where our people work and our patients are cared for.
- Ensure that our work is undertaken consistent with our commitment to sustainability (promise 27) and recognising the work to be done to meet our Carbon-Neutral obligations.
- Improve the Trust's place ratings through taking sufficient action to support autism friendly and disability suitable environments.
- Take accountability for our statutory obligations in respect of health and safety in the workplace, and our fire responsibilities.
- Develop a longer-term plan for the future of the function, if necessary, as part of a wider partnership beyond the Trust.

#### **5. WORKING IN PARTNERSHIP**

- Contribute actively to the Trust's work in its place partnerships in North Lincolnshire, Doncaster and Rotherham, seeking where possible to implement multi-agency solutions to wicked issues.
- Work with commissioners and others to promote a joined up approach to financial sustainability.
- Work closely with university suppliers and educational funders, to ensure that the Trust is able to provide the right support to learners and our financial and estate functions pay close attention to that responsibility.
- Work alongside our research functions, and their partners, to ensure that research is well represented in our activities and investments.
- Ensure that the Trust is well represented and effective within national professional networks, and that best practice innovation is applied rapidly inside our organisation.

#### **6. WORKING ALONGSIDE OUR PATIENT AND CARERS**

- Ensure that we manage our finances and use our estate assets in such a way as to improve the wider wellbeing of our communities.
- Take responsibility for ensuring the accessibility of the places where we provide care, helping the Trust to achieve the best feasible rating among our patients and regulators.

- Work alongside others to deliver our commitment to high-wage employment (promise 25) and to tackling exclusion through poverty (promise 6).

## **7. SUPPORTING OUR PEOPLE**

- Help to develop the skills of those within the directorates of finance and procurement, and of estates. This includes supporting high potential leaders, and allowing them to take leadership of key issues (whilst retaining your accountability).
- Ensure there are effective systems of communication and staff engagement within those departments, building on work to support the community contribution of those we employed.
- Provide personal leadership and management to direct reports and provide support to the wider management of the Trust in their finance and analytical skills.
- Champion diversity and inclusivity in your personal practice, and in your work, to develop those for whom you are responsible.

## **8. LIVING OUR VALUES**

- Represent the NHS, and our organisation, at all times, consistent with the agreed values of the Trust: progressive; passionate; empowering and supportive; reliable; open, transparent and valued; caring and supportive.
- Develop leaders within the directorates, mindful of their responsibility, to role-model the behaviors that embody these values - emphasizing a consistent style across and between teams.
- Intervene to support and coach individuals and teams to perform at their best, and to rapidly tackle any emerging issues or difficulty.
- Work as a contributing Board member, offering peer challenge and insight on the work of the whole team.

This job profile is not a definitive or exhaustive list of responsibilities but identifies the key responsibilities and tasks of the post holder. The specific objectives of the post holder will be subject to review as part of the Appraisal and Development Plan process.

## PERSON SPECIFICATION

### DIRECTOR OF FINANCE AND ESTATES

	Essential Criteria	Desirable Criteria
<b>Education and qualifications</b>	<p>Holds first degree in job relevant discipline, preferably supported by a formal management qualification.</p> <p>CCAB qualified or equivalent.</p> <p>Evidence of recent, continuous and proactive professional and personal development.</p>	<p>Educated to Masters degree level.</p> <p>Evidence of coaching appetite and /or qualifications and/or some evidence of management development.</p>
<b>Knowledge and Experience</b>	<p>Evidence of an understanding of, and practice of, compassionate leadership consistent with our RDaSH values.</p> <p>Significant leadership experience of running functions within a finance function of a complex health and care service provider organisation, at or immediately below board level.</p> <p>Evidence of leadership in managing external audit and regulatory engagement with the finance function.</p> <p>Proven track record of successfully building, leading, and managing multidisciplinary teams.</p> <p>Substantial experience of having an effective impact on financial sustainability in healthcare.</p> <p>Deep understanding of advanced thinking about how to assess, deliver, and evaluate Value for Money.</p> <p>Demonstrable experience in taking forward major capital plans and propositions.</p>	<p>Practical experience in managing services (such as estates) in which the postholder may be less expert.</p> <p>Appreciation of financial and regulatory environment of associated providers of service in local authorities and the voluntary sector.</p> <p>Well-developed understanding of research and educational finance and governance.</p> <p>Board experience as a director.</p>

	Essential Criteria	Desirable Criteria
<b>Skills and Aptitudes</b>	<p>Holds self and others to account. Takes responsibility and learns from own mistakes.</p> <p>Challenges clinical and non-clinical peers. Listens and checks understanding.</p> <p>Has effective, collaborative partnership relationships. Works collaboratively and inclusively.</p> <p>Uses a range of influencing strategies to bring about change and modernisation of services.</p> <p>Demonstrates ability to prioritise, organise and arrange work of self and others.</p>	<p>Highly numerate and able to apply verbal and numeric reasoning skills to good effect.</p> <p>Outstanding communicator.</p>
<b>Personal Attributes</b>	<p>Has integrity and self-awareness. Responds constructively to challenge. Uses initiative and has a can-do attitude.</p> <p>Is curious, courageous, committed and able to understand diverse interest groups and power bases. Shows political astuteness. Overcomes obstacles and is resilient in the face of adversity.</p> <p>Coaches and takes a facilitative approach. Gives exposure to others. Holds others to account for poor performance.</p> <p>Encourages others to deliver on a shared purpose and takes people with them.</p> <p>Invests sustained effort in making a significant impact on improvement within the local community.</p>	<p>Can evidence leadership on improving diversity in an organisation at a senior level.</p>
<b>Other Factors</b>	<p>Enhanced DBS Clearance.</p> <p>Able to travel between Trust sites as necessary.</p>	<p>Application demonstrates medium term commitment to the role and Trust.</p>