



INTEGRATION JOINT BOARD

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| Date of Meeting | 26 March 2024 |
| Report Title | Recruitment and Selection Process for Chief Finance Officer |
| Report Number | HSCP.24.021 |
| Lead Officer | Fiona Mitchelhill, Chief Officer |
| Report Author Details | Lesley Strachan, People & OD Manager, Aberdeen City Council lstrachan@aberdeencity.gov.uk |
| Consultation Checklist Completed | Yes |
| Directions Required | No |
| Exempt | No |
| Appendices | 1 Job Profile |
| Terms of Reference | 1 |

1. Purpose of the Report

- 1.1. This report sets out the proposed approach to recruiting a replacement for the outgoing Chief Finance Officer of the Integrated Joint Board (IJB) (Aberdeen City Health and Social Care Partnership), and includes a number of recommendations for approval by the IJB relating to the job profile for the role, the recruitment selection process and the constitution of an appointment panel for the final selection panel interview.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:
- Approves the revised job profile attached at Appendix 1;
 - Notes the indicative timeline for the recruitment and selection process;
 - Approves the proposed selection process set out within the report;



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- d) Establishes a temporary Committee of the IJB, to be called an Appointment Panel, constituting the Chair and Vice Chair of the IJB and the Chief Officer (who will act as Chair of the Appointment Panel), to interview candidates and make an appointment;
- e) Agree that in the absence of the Chair or Vice Chair of the IJB, that the IJB agrees that a voting member of the IJB from the relevant constituent body, substitutes for the Chair or Vice Chair of the IJB at the Appointment Panel;
- f) Agrees that the appointment of the Chief Finance Officer shall be determined by the Appointment Panel, subject to the approval of the IJB;
- g) Agrees that the Chief Officer makes arrangements for an Interim Chief Finance Officer should they consider it necessary to do so and;
- h) Instructs the Chief Officer to update the members of the IJB on any interim appointment.

3. Strategic Plan Context

- 3.1. The Chief Finance Officer provides financial leadership to support the Chief Officer and the Integrated Joint Board (IJB). In addition, the Chief Finance Officer is responsible for planning, developing and delivering the IJB's financial strategy, ensuring sound governance and best value. As such, the recruitment of a Chief Finance Officer is integral to the continued delivery of the aims and objectives of the Strategic Plan as well as ensuring clear financial management is in place.

4. Summary of Key Information

- 4.1. The current Aberdeen City Health and Social Care Partnership's Chief Finance Officer has formally tendered his resignation and will leave the organisation in mid July 2024.
- 4.2. The Integration Scheme states that the IJB will appoint a Chief Finance Officer who will be accountable for the annual accounts preparation (including gaining the assurances required for the governance statement) and financial planning (including the financial section of the Strategic Plan) and will provide financial advice and support to the Chief Officer and the IJB. The Chief Finance Officer will also be responsible for the production of the



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annual financial statement in terms of section 39 of the Act.

4.3. Job Profile

4.4. The job profile has been reviewed to ensure that it remains relevant and is attached at Appendix 1. The changes made will not affect the current grading nor salary of the post, namely ACC Chief Officer Scale Point 27 (currently £84,969) / NHS Agenda for Change Band 8C (currently £79,466 - £85,181).

4.5. Selection Process

A robust selection process will be arranged to assess candidates against the requirements of the job profile. In accordance with the selection processes facilitated by the HR Teams of ACC and NHS Grampian for senior leadership appointments, it is recommended that an assessment centre be arranged comprising a number of sessions, each designed to test different elements of the job requirements. The assessment centre outcomes will be provided to the Appointment Panel convened to undertake a final selection panel interview.

4.6. Indicative Timeline for Selection Process

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| Advert live | 9 th April 2024 |
| Closing date | 28 th April 2024 (midnight) |
| Shortlisting | w/c 6 th May 2024 |
| Assessment Centre | w/c 20 th /27 th May 2024 |
| Appointment Panel Interview | w/c 20 th /27 th May 2024 |

4.7. Appointment of Chief Finance Officer

As noted above, the appointment of the Chief Finance Officer shall be made by the IJB. However, the entire composition of the IJB as an appointment panel is unlikely to be practicable, or best practice from a candidate perspective. It is recommended that the IJB establish a Committee, to be known as the "Appointment Panel", under Standing Order 25 of the IJB's Scheme of Governance. That Committee will be temporary and will be disestablished once the IJB have appointed a Chief Finance Officer.

4.8. The governance of the Appointment Panel will be in accordance with the IJB's Standing Orders. Standing Order 25(4) states that the Chair of a Committee cannot be the Chair or Vice Chair of the IJB. The Appointment



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Panel shall comprise the Chair and Vice Chair of the IJB, or their nominated substitute, and the Chief Officer of the IJB, who will act as Chair of the Appointment Panel. The Panel will also be supported by an HR advisers from either ACC or NHS Grampian.

5. Implications for IJB

5.1. Equalities, Fairer Scotland and Health Inequality

As with all public bodies, the IJB has an equalities duty under the Equality Act 2010. Public Bodies such as the IJB must, when making decisions of a strategic nature about how to exercise its functions, have due regard to reducing discrimination and advancing equality of opportunity, with the purpose to reduce inequality of outcomes.

The recruitment and selection of a new Chief Finance Officer shall be done in accordance with the recruitment and selection guidance and diversity and equality policies of both partner organisations – NHS Grampian and Aberdeen City Council. A full internal and external advertising process will be undertaken so that the vacancy is visible and accessible to all.

5.2. Financial

There are no direct financial implications arising from the recommendations of this report.

5.3. Workforce

There are no direct workforce implications arising from the recommendations of this report.

5.4. Legal

The role of the Chief Finance Officer is statutory. To not make plans to appoint an incumbent Chief Finance Officer would result in non-compliance with the Public Bodies (Joint Working) (Integrated Joint Boards) (Scotland) Order 2014.



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5.5. Unpaid Carers

There are no direct implications arising from the recommendations of this report.

5.6. Information Governance

There are no direct legal implications arising from the recommendations of this report.

5.7. Environmental Impacts

There are no direct environmental implications arising from the recommendations of this report.

5.8. Sustainability

There are no direct sustainability implications arising from the recommendations of this report.

5.9. Other

6. Management of Risk

6.1. Identified risks

The Chief Finance Officer together with Chief Officer and the Senior Leadership Team is responsible for the delivery of the Strategic Plan for the JIB. The Strategic Risk Register sets out all of the potential risks and mitigations associated with delivery of the Strategic Plan. The risk of failure to deliver on the Strategic Plan is mitigated by the appointment of a Chief Finance Officer.

6.2. Link to risks on strategic or operational risk register:

As above, all strategic risks set out of the Strategic Risk Register help to manage and mitigate delivery of the Strategic Plan.



**Aberdeen City
Health & Social Care Partnership**
Job Profile

Chief Finance Officer



About the Role

To provide financial leadership, high quality professional advice, strategic forward looking finance options and decision support to the Chief Officer and the Integrated Joint Board (IJB).

To plan, develop and deliver the IJB's financial strategy, ensuring sound governance and Best Value. This includes the preparation and presentation of all reports that meet statutory reporting requirements, safeguarding and accurate recording and reporting of all financial information.

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| Job Title | Chief Finance Officer |
| Pay Grade | CO Point 27 |
| Service Area/Team | ACHSCP |
| Location | Marischal College |



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

Take the lead in long term financial planning for the Aberdeen City Adult Health and Social Care Partnership (ACHSCP), managing the budget setting process and ensuring delivery of a balanced budget

- Create and refresh annually the medium-term financial framework (MTFF) for the IJB
- Link the MTFF to the IJB Strategic Plan
- Facilitate approval of the MTFF from the IJB, including the annual budget
- Work collaboratively across organisational boundaries to promote a whole system approach to service and financial planning.

Provide expert advice and guidance on all financial matters to the Chief Officer and Integrated Joint Board and contribute to strategic decision making.

- Attend leadership team meetings and provide financial advice to senior leadership team of Aberdeen City Health and Social Care Partnership
- Attend the IJB as a non-voting member and provide financial advice
- Act as Executive Lead to and attend the Risk, Audit and Performance Committee and provide financial advice as required.
- Review all reports from a financial perspective prior to discussion at the IJB and its committees.
- Provide advice on financial risks impacting the IJB and implications of changes to legislation changes and national policy

Ensure full and proper completion of all accounting processes and of all statutory reports and financial

- Ensure the completeness and accuracy of all financial information and reports.

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| <p>statements including the preparation and presentation of the Annual Accounts.</p> | <ul style="list-style-type: none"> • Provide financial monitoring information to the IJB and Senior Leadership Team regularly • Co-ordinate and participate in the preparation and development of the Annual Accounts for the IJB • Ensure changes to the Accounting Code of Practice and Accounting Standards are incorporated into the Annual Accounts and other financial returns • Lead contact for both external and internal audit within the IJB. • Promotion of sound financial stewardship in alignment with the CIPFA Principles of Good Governance. |
| <p>Develop, implement and enforce policy related to financial governance.</p> | <ul style="list-style-type: none"> • Provide advice on financial regulations of both Council and NHS on how they relate to and are applied by the IJB • Provide advice on procurement regulations of both Council and NHS on how they relate to and are applied by the IJB • Promote and advise on embedding appropriate financial controls and counter fraud actions in the processes and procedures of the IJB |
| <p>Maintain and develop professional accounting standards providing specialist support to senior managers in effective financial management of their area.</p> | <ul style="list-style-type: none"> • Consider the implications of new accounting standards on IJB • Lead officer for the IJB financial regulations • Provide financial advice and information to senior leadership team • Enable and provide scrutiny of service budgets. |
| <p>Actively participate in the development of policy, strategy and other initiatives.</p> | <ul style="list-style-type: none"> • Develop an understanding of national and locally policy initiatives and the financial impact on the IJB • Input into strategic planning process by ensuring that the Strategic Plan is deliverable within the projected financial envelope as set out in the Medium Term Financial Framework. • Lead transformation initiatives for ACHSCP • Develop and maintain close working relationships with neighbouring IJBs and NHSG to ensure regional interests are consistently administered. • Attend national finance group meetings and any relevant Scottish Government working groups • Enable and promote a greater allocation of available financial resources to preventative and early prevention initiatives. • Participate in the Senior Manager On-Call System, which provides 24/7 emergency senior manager support for HSCP healthcare functions and also be part of the ACC senior management response in the event of major incidents in other sectors. |

| Role Requirements | |
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| This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements. | |
| Minimum Qualification(s) / Certificates / Memberships etc. required | <ul style="list-style-type: none"> • degree level qualification in a discipline relevant to the role • CCAB Qualified Accountant and current membership of a recognised chartered professional body • significant post qualification experience |
| As a minimum, demonstrate skills and experience in | <ul style="list-style-type: none"> • financial planning and leadership at a senior level in a large multi-function organisation • strategic planning and contributing to the development of business strategies • managing and presenting information for reporting, monitoring, analysing and evaluating of finance and financial planning • advising, influencing, persuading, commanding confidence and acting assertively in a high-profile environment • engaging proactively and openly with a wide range of stakeholders • using financial systems to advance underlying business objectives, including improving systems to provide better information for decision making. • the ability to establish, develop and deliver all relevant processes for the delivery of complete financial management systems and financial planning • deploying high level analytical skills and creative problem-solving • meeting deadlines while balancing a range of competing priorities • communicating clearly with colleagues and stakeholders. • thinking strategically with willingness and an ability to deal with day-to-day issues. • ability to manage competing risks in the context of the IJB Risk Appetite Statement |
| As a minimum, demonstrate an understanding of | <ul style="list-style-type: none"> • all statutory legislation relevant to the role. • financial government and regulations • procurement legislation • cross system working |
| Demonstrate commitment to | <ul style="list-style-type: none"> • the IJB's vision, mission and aims • continuing professional development |
| Other requirements | <ul style="list-style-type: none"> • the ability to travel to locations around the city and beyond, to meet the requirements of the role • participate in the Senior Manager On-Call System, which provides 24/7 emergency senior manager support for HSCP healthcare functions and also be part of the ACC senior management response in the event of major incidents in other sectors. |

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet the business needs.

Core Behaviours - Aberdeen City Health and Social Care Partnership

The post holder needs to demonstrate the following behaviours:

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| Creativity and innovation | Finding different ways of thinking and doing |
| Motivating and Inspiring others | Supporting others to be the best they can be |
| Empowering Others | Enabling people to develop and use their leadership capacity |
| Self-Leadership | Recognising, exercising and improving your own leadership |
| Vision | Positive plans for the way ahead |
| Collaborating and influencing | Leading in partnership and taking others with you |

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| Aberdeen City Health and Social Care Partnership | Version Date | March 2024 |
| Service Area/Team | JE Number | Capability Framework Level |