



**Argyll and Bute Council**  
**Comhairle Earra-Ghàidheal Agus Bhòid**

*Executive Director: Douglas Hendry*

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9 April 2021

**NOTICE OF MEETING**

A meeting of the **APPOINTMENTS PANEL** will be held **BY TEAMS** on **FRIDAY, 16 APRIL 2021** at **2:00 PM**, which you are requested to attend.

Douglas Hendry  
Executive Director

**BUSINESS**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**
- 3. APPOINTMENT OF HEAD OF FINANCE AND TRANSFORMATION (HSCP)**

To short leet applications for interview

- (a) Job Description for post of Head of Finance and Transformation (HSCP) (Pages 3 - 10)
  - E1** (b) Applications received for post of Head of Finance and Transformation (HSCP) (Pages 11 - 78)
  - E1** (c) Assessment of Candidates
- E1 4. CONSIDERATION OF DRAFT PANEL QUESTIONS**
  - E1 5. SUMMARY OF APPOINTMENTS PROCESS**
    - (a) Recruitment Process Briefing Note (Pages 79 - 82)
    - (b) Agreement on Stakeholder Panels

**6. ANY OTHER COMPETENT BUSINESS**

The Committee will be asked to pass a resolution in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for items of business with an “E” on the grounds that it is likely to involve the disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 7a to the Local Government (Scotland) Act 1973.

The appropriate paragraph is:-

**E1 Paragraph 1** Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under the authority.

## **Appointments Panel**

Sarah Compton-Bishop  
Kirsty Flanagan  
George Morrison  
Dr Boyd Robertson

Councillor Robin Currie  
Councillor Kieron Green  
Councillor Gary Mulvaney

Contact: Lynsey Innis, Senior Committee Assistant; Tel: 01546 604338

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JOB DESCRIPTION & PERSON SPECIFICATION (JDPS)

<b>Job Title:</b>	Head of Finance and Transformation		<b>Job Evaluation Reference Number:</b>	N/A
<b>Service:</b>	Argyll and Bute Health and Social Care Partnership		<b>Grade:</b>	CO29
<b>Department/Section:</b>	Chief Executive's Unit		<b>Location:</b>	Lochgilphead
<b>Line Manager (post):</b>	Chief Officer IJB			
<b>Date JDPS was created / last reviewed / amended:</b>	Jan 2019	<b>Version of JDPS:</b>		v.1
<b>This JDPS should be read in conjunction with:</b>	<ol style="list-style-type: none"> <li>1. <u>Core Training Requirements</u></li> <li>2. <u>Service plan/team plan</u></li> <li>3. <u>Argyll &amp; Bute Council Competency Framework</u></li> <li>4. <u>Managers guide to recruitment</u></li> <li>5. <u>Job Evaluation process</u></li> <li>6.</li> </ol>			
<b>Job Summary:</b>				
<p>In collaboration with the Chief Officer, NHS Highland Director of Finance, Council Section 95 Officer, senior leadership team, customers and colleagues, to develop and lead the delivery and provision of efficient, effective and professional Strategic Finance and Transformation services to the HSCP and its communities that reflects the vision, values and strategic objectives of the HSCP.</p>				
<b>Scope / Dimensions:</b>				
<p><b>Line management / staffing responsibility</b> Line management for NHS and Council Finance Staff is through the line management structures of the parent bodies however the Head of Finance and Transformation will liaise daily with relevant finance staff to provide direction; advise on financial planning and performance information requirements; reporting and audit and scrutiny requirements.</p> <p>The Head of Finance and Transformation will have line management responsibility for a team of service improvement officers offering support for the Partnership's Transformation work.</p> <p>The HSCP may vary line management arrangements in accordance with service or structure changes agreed by the Argyll and Bute IJB.</p> <p><b>Budgetary responsibility:</b> for budgets relating to Strategic Finance</p>				
<b>Job Description:</b>				
1.	<p><b>Strategic Planning:</b></p> <p>Support the Chief Officer to develop the Finance Service's vision, values and strategic objectives by working in partnership with IJB Members, NHS, Council, customers and colleagues (internal and external where appropriate) to develop services that place customer needs at the centre of all decision making.</p> <p>In particular:</p> <p>a) Provide effective leadership in developing and planning the delivery of the services provided by the Finance</p>			

team, taking the initiative and accepting responsibility for ensuring that these are designed and delivered to reflect local needs and expectations, that there is a corporate approach to service provision, and that effective outcomes are achieved.

- b) Leading effective financial planning, management, monitoring and reporting arrangements to ensure the HSCP maintains financial balance whilst meeting all accounting and audit requirements.
- c) To drive delivery of transformational change programmes and projects to contribute to the delivery of financial balance and service transformation and modernisation

Within this Service, the following specific responsibilities are included:

- d)
- e) To liaise with the Chief Officer and colleagues regarding the development of service provision and modifications to service level agreements and the HSCP Strategic Plan.
- f) To ensure all relevant financial plans and reports are presented timeously to inform and advise the IJB and its sub committees and that all relevant financial returns or reports are submitted to Scottish Ministers or the parents bodies as required.

In addition:

- g) Promote change and innovation in accordance with the IJB's vision, direction, core values and corporate goals, leading the development of new ways of working to support continuous improvement.
- h) Use resources appropriately to achieve best value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.
- i) Develop plans and continually review performance, striving to improve the quality and efficiency of the HSCP.
- j) Advising the Chief Officer of actions to be taken to take account of any new legislation
- k) Operating as a member of the strategic leadership team and lead in appropriate team meetings making a positive contribution to the Partnership's leadership and progress in communicating and achieving corporate objectives.
- l) To act as Chief Finance Officer ensuring that sound management and governance of the IJB's financial resources is in place in particular to ensure competent financial management and to carry out the role of the proper officer for Finance in terms of section 95 of the Local Government (Scotland) Act 1973. In the context of the HSCP, this role falls under Section 11 of the Public Bodies (Joint Working) (Scotland) Act 2014.
- m) Principal financial advisor to the IJB.
- n) Develop close joint working relationships with the Section 95 Officer for Argyll and Bute Council and the Director of Finance for NHS Highland.
- o) Liaise with departments/services of the Council and the NHS regarding the development of service provision and modifications to service level agreements.
- p) Develop a Partnership Transformation Plan integrated with the HSCP Strategic Plan and the HSCP Quality and Finance Plan, deploy service improvement staff to support the implementation and delivery of projects and programmes and ensure progress is reported to the IJB and any relevant sub committees.

**2. Service delivery:**

Actively support and implement corporate objectives and be accountable for their delivery in accordance with Best Value.

In addition, introduce continuous improvement in the performance of finance and transformation services, responding positively to statutory, and other external and internal requirements.

In particular:

- To maintain strong financial management underpinned by effective financial controls to support and enable the delivery of the IJB's objectives.
- As a member of the Senior Leadership Team, to make an effective contribution to the development of the IJB's strategic direction with particular emphasis on transformation and the financial strategies and policies required to support that.
- To lead the provision, development and implementation of effective, responsive and customer focussed financial services
- To provide independent advice to the IJB and its Board to enable it to determine policies and plans of action that will achieve its objectives and values.
- To promote equality and inclusion across all HSCP service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
- To demonstrate personal commitment to customer care by ensuring regular communication, visibility and feedback to Board members, service users and employees.
- To meet the key work objectives, targets and outcomes set for the post and, in turn, to ensure that within the Service robust work objectives, targets and outcomes are set and achieved.
- To maintain high standards of financial management and control whilst contributing to corporate management and leadership and supporting officers and members in an effective and responsive manner.
- Ensuring proper arrangements are in place throughout the HSCP for delivery of the following activities:
  - Providing financial information, advice and support to the IJB, Chief Officer, NHS and Council as set out in the Scheme of Integration
  - Provide financial monitoring information and advice to Heads of Service and managers.
  - Providing financial advice, support and scrutiny for projects and programmes.
  - Provide direction and advice on transformational change driving savings and transformation programmes
  - Reviewing, analysing and making recommendations on funding and strategic financial issues affecting the IJB.
  - Preparation of annual accounts and other financial reports to external stakeholders.
  - Preparation and monitoring of revenue and capital budgets.
  - Leading and developing medium and longer term financial planning.
  - Monitoring and reporting on the overall financial position and performance of the IJB including reserves and balances sheet.
  - Maintenance of financial records, systems and processes.
  - Ensuring effective financial governance and controls.
  - Management of VAT and taxation as they relate to HSCP financial processes.
  - Developing arrangements for use of financial performance measures and unit costs.
  - Reviewing fees and charges in conjunction with the Council Section 95 Officer and NHS Director

	<p>of Finance.</p> <ul style="list-style-type: none"> <li>• Supporting the provision and analysis of financial information for community planning and developing alignment of financial services to the Argyll and Bute Outcome Improvement Plan (or successor).</li> <li>• Liaison with the HSCP appointed Internal Auditors and external auditors</li> <li>• Risk Management</li> <li>• Development and leadership of the HSCP Transformation Plan</li> <li>• Deployment of service improvement officer resources in support of programmes and projects within the Transformation Plan</li> </ul> <ul style="list-style-type: none"> <li>• To ensure the effective application of the appropriate Financial Regulations including advice to the IJB and any relevant sub committees.</li> <li>• To evaluate and analyse policies, plans and programmes in relation to the financial resources of the IJB.</li> <li>• To take joint responsibility with the Heads of Service for the IJB's service and financial planning process.</li> </ul> <p>In addition, represent the IJB on relevant external bodies/committees; deputise for the Chief Officer when appropriate; chair / attend Committees as required; and ensure that all regulations and procedures are adhered to.</p>
<p>3.</p>	<p><b>Budget management:</b></p> <p>Have overall responsibility for the budgets within the remit of this post, taking account as appropriate of the IJB's scheme of integration.</p> <p>Act as budget holder, responsible for forecasting, preparing, monitoring and controlling assigned budget, reviewing actual expenditure against budget, taking corrective action where appropriate, and reporting as required.</p>
<p>4.</p>	<p><b>Staff Management:</b></p> <p>Undertake duties in relation to all staffing matters in accordance with Council/NHS policy and procedures, ensuring that employees are kept well informed about core values, corporate objectives and priorities and matters that impact on their employment and the service they provide.</p> <p>Actively contribute to a flexible, agile and learning organisation, taking responsibility for ensuring compliance with all HR policies and procedures, and that performance development is understood and practised effectively through the Council's PRD/NHS PDP framework. Act as line manager for any direct reports within the HSCP.</p> <p>Ensure resourcing levels are appropriate at all times, within budget constraints, and that capability / skills levels are maintained and developed as appropriate to meet workforce and succession planning requirements, participating in recruitment programmes when required to ensure competent employees are recruited.</p> <p>Lead the development, implementation, monitoring and review of an agreed programme of work and team plan and deliver on agreed performance measures for the team.</p> <p>Liaise with the Council Section 95 Officer and the NHS Highland Director of Finance in relation to the management and development of finance team staff providing support to the HSCP at the direction of the Head of Finance and Transformation.</p>

5.	<p><b>Performance Management:</b></p> <p>Develop, implement and maintain appropriate performance management reporting systems as a means of managing and monitoring financial and transformation performance of the HSCP, to ensure standards are maintained, improvements developed and issues addressed in a timely manner, and in particular:</p> <ul style="list-style-type: none"> <li>a) Ensure all sections / teams within the HSCP comply with appropriate performance standards and performance management / reporting requirements, and that a consistent approach is demonstrated across all teams / offices in relation to financial procedures and budget management.</li> <li>b) Ensure that appropriate quality, performance and bench marking criteria are utilised or developed, and applied, in respect to Best Value and Continuous Improvement.</li> <li>c) Publish, monitor and set plans to achieve key performance targets.</li> <li>d) Ensure that all appropriate mechanisms are in place for achieving continuous improvement in the finance and transformational performance of the HSCP, responding positively to statutory, and other external and internal requirements</li> </ul>
6.	<p><b>Health &amp; Safety:</b></p> <p>All employees must follow the employers' health and safety policies, standards, systems and procedures and must follow any additional health and safety instructions required by their line management. Employees who manage staff (and/or control workers from outside bodies) must ensure that they comply with the Council's and NHS's health and safety at work procedures and ensure that all workplace risks are assessed, suitable control measures are put in place and that these are communicated to the workforce in a way they understand.</p>
7.	<p><b>Other duties &amp; responsibilities:</b></p> <p>This job description is not exhaustive, but indicates the general scope and nature of the jobholder's duties. In addition, he / she may be required to undertake such other duties as may be reasonably allocated by the Chief Officer and deputise for/act on behalf of the Chief Officer when required.</p>

<b>Person Specification:</b>	
<b>CRITERIA:</b> E = Essential          D = Desirable	
<b>Education and / or professional qualifications</b>	
E.1	Membership of any of the following: <ul style="list-style-type: none"> <li>• CIPFA (Chartered Institute of Public Finance and Accountancy)</li> <li>• ACCA (Association of Chartered Certified Accountants) or</li> <li>• CA (Institute of Chartered Accountants) or</li> <li>• CIMA (Chartered Institute of Management Accountants)</li> </ul>
E.2	Evidence of Continuous Professional Development
D.1	Educated to Degree or postgraduate qualification in a relevant qualification
D.2	Management qualification
<b>Experience</b>	
E.1	Experience in contributing to the strategic direction of a large, multi-functional organisation.
E.2	Development and delivery of financial plans enabling achievement of organisational strategy and goals
E.3	Development and implementation of financial strategies, policies, systems and procedures.
E.4	Delivery of transformational change within a financial management context.
E.5	Extensive experience in a senior finance role.
E.6	Comprehensive experience of managing at a senior level.
D.1	Relevant experience within in a local authority and/or Health Service
<b>Specific job-related knowledge</b>	
E.1	In-depth knowledge of financial and management accounting systems, procedures, systems and practice.
E.2	A thorough understanding of the regulatory framework.
E.3	Understanding and awareness of political management/ Board management and decision making in public authorities.
D1	Knowledge of change and/or project management approaches
<b>Any additional job-related requirements</b>	
E.1	The jobholder will be expected to travel efficiently and effectively between various work locations within Argyll and Bute and beyond to meet the operational requirements of the Service.
E.2	The jobholder may be required to work outside normal working hours.
E.3	The post is defined as “politically restricted” and is therefore restricted in terms of the Local Government and



	Housing Act 1989 as amended, and by the Local Government Officers (Political Restrictions) Regulations 1990 and 1998
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<b>Competencies</b>	
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E.1	Level 4
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***Personal Qualities (Competencies) that are essential at recruitment stage:***

1. Demonstrate resilience and integrity and lead through challenging circumstances
2. Actively promote and deliver equality of opportunity to employees and service users.
3. Foster good and effective partnership arrangements with a range of partners.
4. Value others by delegating responsibility and demonstrating trust within agreed boundaries.
5. Create a culture where innovation and managed risk taking are encouraged.
6. Highly developed negotiating skills over a wide range of issues.
7. Highly developed conflict management skills.
8. Articulate and perceptive.
9. Acts with calmness and resilience under pressure and responds positively to challenge.
10. Self-disciplined and able to work to strict deadline.
11. Being Accountable.
12. Achieving Results.

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of Schedule 7A of the Local Government(Scotland) Act 1973

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