



Kernow Health

Keeping General Practice at the **heart** of patient care



Director of Finance
Candidate Pack - July 2024

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Application Process

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. To apply you should submit the following, all forms will be provided:

- An application via NHS Jobs on-line
- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post, and how you fulfil the person specification – we recommend that this is no longer than three pages
- The employment declaration form
- The equality and diversity form (completion of this form is not mandatory, but is requested for monitoring purposes in line with our commitment to equality and diversity); and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: kernowhealthcic.recruitment@nhs.net

Applications must be received by 31st July 2024 at 12 noon.

Please ensure we receive your application in good time. If you do not receive confirmation of receipt within 24 hours of sending, please call us on 07826 548485. To help avoid your submission being treated as spam, please use a secure email address from which to send your application and refer to the role and organisation in the header.

Please do call us on 07826 548485 if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Angie Cavanagh
Head of Human Resources

Welcome to Kernow Health CIC

Dear Candidate,

Thank you for considering the Director of Finance post at Kernow Health CIC (KHCIC).

This is an exciting opportunity for the right person to join our Executive Team and to play a major role in the continuous development of the organisation. A key part of the attendance and working with our Executive and NED Board members is the strategic planning, direction, and continued growth of the organisation.

This is a role for someone who wants to make a difference, develop systems, drive efficiencies, and implement their ideas and experience. It is the first time that we have implemented this role in the organisation, relying previously on outsourced partners. The successful candidate will lead the finance team and have autonomy to establish or improve the appropriate processes and policies required, as agreed by the Exec/Board. We want to establish an internal audit process that compliments our CQC mock inspections in addition to driving contract management and business development successfully and effectively.

KHCIC provides several valued health services supporting the Cornwall and Devon community, rated 'GOOD' by the Care Quality Commission (CQC). Whether working directly with patients, our member GP practices, or as part of the 'behind the scenes' team, our staff strive to provide a professional, caring, and efficient service.

Most of our services are undertaken following competitive tendering for service contracts. We work closely with partners at the Royal Cornwall Hospital Trust (RCHT), the Cornwall and IoS Integrated Commissioning Board (ICB) and the Cornwall Foundation Hospital Trust (CHFT) to drive forward agile and integrated service delivery pathways. We are currently undertaking a year of change through a new leadership team and approach. This will enable the Director of Finance to both lead and work closely across the NHS Cornwall and Isle of Scilly system with counterparts in the Trusts and ICB, for the benefit of patient services.

Welcome to Kernow Health CIC

Our Social Value is key in ensuring that we provide local jobs for local people and are innovative and diverse in the services offered. As a CIC value for money is key, yet we must always ensure that all costs are covered and enable reinvestment into patient care. KHCIC and the services that we provide must be sustainable and we work hard to ensure that our people are appropriately remunerated, however there are wider system disparities that challenge. The role therefore needs a candidate that works with the Executive team to mitigate risk, continually improve, influence, and negotiate across the wider system.

Our Executive team works effectively together, to deliver our company strategy and objectives. It is important that the successful candidate plays a major role in that team and brings with them expertise, innovation, and dedication to succeed in what is an exciting and interesting segment of patient health and wellbeing.

We have a diverse, highly skilled and dedicated workforce delivering high quality healthcare for patients. Over 500 local people work for KHCIC, and continual growth and opportunities exist to employ more people delivering NHS services.

This is an exciting time to join KHCIC as we travel through our 'year of change' which includes:

- Governance review and streamlining of committees (complete)
- Finance review and efficiencies programme
- Retender of accountants and auditors (complete)
- Implementation of key contract management and internal audit processes
- Appointment of key roles, exec, and board members
- Implementation of a culture programme and staff benefits
- Integrated working opportunities with other NHS providers and Trusts for safe and effective patient care

Welcome to Kernow Health CIC

Working at KHCIC can be hugely rewarding, whatever role you are in. Everyone counts and is valued for the part they play in making the organisation a successful provider of primary care and community services. However, we accept that more can be achieved, and we are working as a team to drive these improvements. We aim to develop and support staff in their role so that they feel confident to undertake the responsibilities placed upon them and we are continually looking for motivated and innovative staff to join our team.

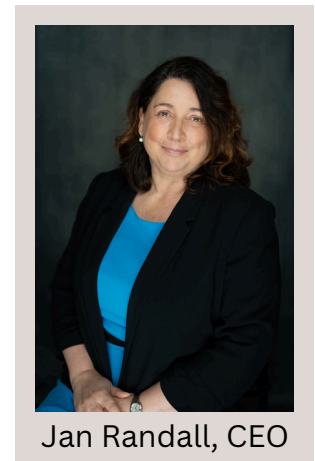
Our finance team is established and currently led by one of the company directors. Having an internal qualified senior leader will bring professional development to the team. We are supported by an external accountancy firm that the candidate can agree process and accountability with. A tender has been completed to appoint new auditors that will build solid relationships and get to know the business.

This is an exciting time to join us and if you share our vision, I look forward to receiving your application for this role. I welcome one to one conversations or Teams meetings which can be arranged for any candidate wishing to speak with me in advance. Please arrange this via Angie Cavanagh in HR.

Good luck with your application and thank you for your interest.

Kind regards,

Jan Randall
Chief Executive



Jan Randall, CEO

About Kernow Health

KHCIC is a growing organisation providing valued health services to diverse local communities and visitors in Cornwall, we have recently commenced some Devon services. The company is owned 100% by the GP Practices across Cornwall by shares who through an appointed Board and Articles of Association, help steer the organisation.

Our Story So Far

KHCIC was established as a not-for-profit community interest company (CIC) in May 2011 at which time we developed, launched, and lead on the Referral Management Service (RMS) for Cornwall.

In 2014 KHCIC was re-established with practices as an 'at scale' provider and a year later we achieved successful registration with the Care Quality Commission (CQC) when we successfully tendered for the GP Out of Hours service in June 2015.

In 2016 KHCIC won a bid to deliver immunisations to primary and secondary school aged children across Cornwall (3-year contract). This was re won in 2024 for a 5+1 contract.

Also, in 2016 we established a Community Education Provider Network across Cornwall (now known as The Cornwall Training Hub), forged strategic operational links with the health and social care system with the aim of positively influencing service design and issues that had a direct impact on general practice.

In 2017 in partnership with Royal Cornwall Hospitals NHS Trust, the CIC successfully bid to deliver the full Integrated Urgent Care services for Cornwall that includes NHS Cornwall 111 service. CEPN (the Training Hub) received funding and established a Primary Care Education Training Programme for clinical and non-clinical staff across General Practice.

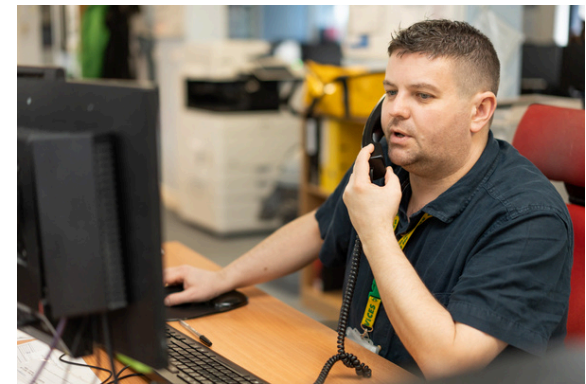
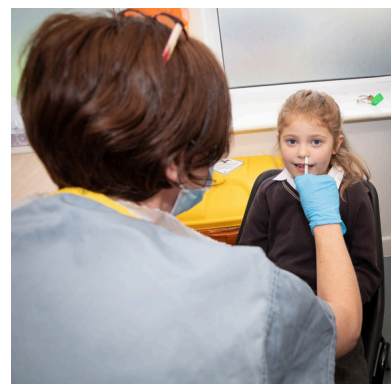
In 2021 KHCIC undertook the delivery of COVID vaccinations by the School Age Immunisation Service to 12 to 15-year-olds and were commissioned by Kernow Clinical Commissioning Group (CCG) to provide the Special Allocation Scheme service for a 5-year contract. The NHS 111 contract was retained. The Cornwall Training Hub secured a 3-year plus1+1 contract for infrastructure funding and increased its grant funding income to support General practice to £3m. Working closely with our practice shareholders we have establish a significant portfolio of programmes to general practice supporting their sustainability.

About Kernow Health

In 2022 KHCIC underwent a CQC Inspection resulting in overall 'GOOD'. We were also granted an unprecedented 4-year extension to the Out of Hours and 111 service – now referred to as the Integrated Urgent Care Service, or IUCS, working in partnership with Royal Cornwall Hospital NHS Trust and Hertfordshire Urgent Care (HUC).

Through continued growth, in the right areas, we now have over 80 Primary Care programmes to support General Practice alongside patient services running in our Primary Care Directorate. Our community services have grown, and our pipeline of growth is evident. In the last 6 months we have established partnership working with the Trusts to a level of system working and are commencing integrating services for the patients of Cornwall in partnership.

Whilst our filed reports for 22/23 show challenges, through the revised leadership team, KHCIC has undertaken a turnaround process in 2023/2024. This has resulted in a positive outcome and improved cash and financial position and this will continue though our planned year of change. You will understand that as the accounts have not yet finished being audited or approved by the board, governance prevents us sharing actual figures here, however we will share these and our risk register with all interviewees under an NDA.



Our Vision, Goals, Purpose, and Values

The Board is currently undertaking a refresh of the organisations Vision, Mission, Values and Objectives. The below represents the historical information and the successful candidate will have the opportunity to input into the improved outcome.

Keeping general practice at the heart of patient care in Cornwall

This means we will strive to be the best we can be as an organisation which supports and enables others. We will ensure that all of our business offer keeps general practice, shareholders, and patients at the centre of all that we aspire to. We need to work hard to achieve this and build trust with partners.

To achieve our vision, we have developed a set of goals. These will enable the vision alongside the values.

Kernow Health CIC - goals

People: Inspiring each other to be the best we can be by providing a great place to work. Strong leadership that enables courage to work towards shaping a better future.

Portfolio: Offering a portfolio of services that will enable and support partners to deliver high quality services.

Partners: Nurture and develop a strong network of partners and together create mutual, enduring value. Be a trusted and preferred partner.

Profit: Maximising long-term return to shareholders, while being mindful of our overall responsibilities as a community interest company.

Productivity: Be a highly effective, lean, and agile organisation.

Kernow Health CIC - purpose

‘Enable and support the future of health and wellbeing through collaborative networks.’

This means that we will work with system partners, primarily GP practices, to enable and support them to do transformational work that will provide better patient options and outcomes. These will be aligned with the NHS long term plan and GP contract framework.

Our Vision, Goals, Purpose, and Values

Kernow Health CIC - values

Our shared values guide our actions and describe how we behave and how we make our business decisions:

- Integrity: Be real, honest, and authentic.
- Ambitious: Seek new opportunities and not afraid to push boundaries.
- Responsive: Be proactive, and responsive to our own and partner needs now and in the future.
- Reliable: Be the trusted partner and for partners to know that we will deliver what we say we will.
- Creative: Look at different ways of working in the present and the future.
- Professional: What we do, we do well. High quality standards in all that we seek to achieve.

We will use these values alongside our goals to make business decisions that will enable our purpose and vision. We will look at each opportunity and ensure that it encompasses these beliefs. By working against this set of principles we will endeavour to reach excellence through collaboration.



Job Description

Principal duties and responsibilities

- To maximise the financial performance of Kernow Health CIC whilst maintaining the standards and principles which underpin our business model.
- To lead and manage the timely production of monthly management accounts with appropriate commentary, analysis, and reforecast of the expected outturn financial position.
- To work with our appointed accountancy firm, to design the best policies and processes for the organisation, recommending changes, improvements and if appropriate redesign.
- To design and implement an internal audit process that enables scrutiny and oversight of processes.
- To be ready for external audit, ensuring organisational probity.
- To improve the format and content of financial reports including the design of the finance performance report and analysis, to aid the understanding by Board members and key personnel of the financial performance of each service area.

Job title:	Director of Finance
Reports to:	Chief Executive Officer
Responsible for:	Corporate Finance Team
Location:	Office based Truro and some hybrid working. Some travel is needed for offsite meetings across Cornwall and Devon. Travel may be needed for conferences / networking
Job purpose:	To deliver a dynamic and sustainable business, through leading and implementing an effective, right fit, finance service including: <ul style="list-style-type: none"> • all accounting services, • financial analysis, • internal and external audit, • procurement processes, • contract management, • business, and strategic planning • efficiency and lean processes

Job Description

- To assure and oversee procurement and tendering processes and opportunities, working with the service leads to grow the business appropriately.
- To establish a value for money and effective contract management system with the responsible and accountable service managers, attending contract meetings with commissioners and providers where required.
- To communicate financial performance of the business to managers and Board members, including attendance at Board meetings.
- To deliver a 'clean' audit report within four months of the year-end through strong leadership of the year-end process, and effective liaison with the appointed external auditors. Ensuring the production of necessary schedules and analysis, resulting in statutorily compliant financial statements, and accompanying notes.
- To lead the creation of the annual budgets process for Income & Expenditure, Balance Sheet, Cash Flow and Covenant Compliance and reforecasting these monthly from the end of Q1.
- To develop long-term financial plans for Kernow Health CIC in line with the business plan, including service growth and remodelling of existing services as agreed with the Chief Executive.
- To stress test the financial plans in order to understand what events and economic factors would have a serious deleterious impact on the business plan.
- To lead and manage the finance function within Kernow Health CIC including mentoring and coaching the development of the finance team to facilitate effective succession planning.

Job Description

- To take an active role in the executive and management team, including challenging the procurement and delivery of services and overheads to improve value for money.
- To develop duties between staff members to maintain strong but appropriate financial control over, inter alia, income and payments to suppliers.
- To maintain adequate asset and liability registers with accurate information, ensuring that assets are depreciated at appropriate rates.
- To lead in all matters financial with external professional advisory firms (including but not limited to auditors, pensions, HMRC, insurance and utility providers), prospective and existing lenders and stakeholders.
- To advise on the most cost-efficient means of financing the business including renegotiation and or extension of existing debt facilities as appropriate.
- To provide a cost-efficient financial service to Kernow Health CIC including the costs of maintaining our integrated management and accounting systems.
- To provide a comprehensive development finance service including feasibility studies of new opportunities, scheme financial appraisal, assessing the impact on the long-term financial plan, and negotiating finance for the services with prospective lenders/providers/stakeholders.
- To maintain comprehensive documentation and a full audit trail, for all financial procedures and processes.
- Ensure that the VAT and tax processes are accurate and legal, providing or establishing the right financial tax advice for accuracy and KHCIC benefit.

Job Description

- To provide regular internal KPIs and perform external benchmarking of these.
- To develop a framework for articulating and reporting the Value for Money within the business.
- To represent and attend a variety of forums and develop networks and contacts on behalf of Kernow Health CIC.
- Working with Cornwall and the IoS stakeholders finance leads to establish financial balance across the NHS system whilst enabling the right level of patient care access and outcomes.
- This list is not exhaustive and will be defined with the right candidate.

Person Specification

Job Title: Director of Finance
Responsible to: Chief Executive Officer

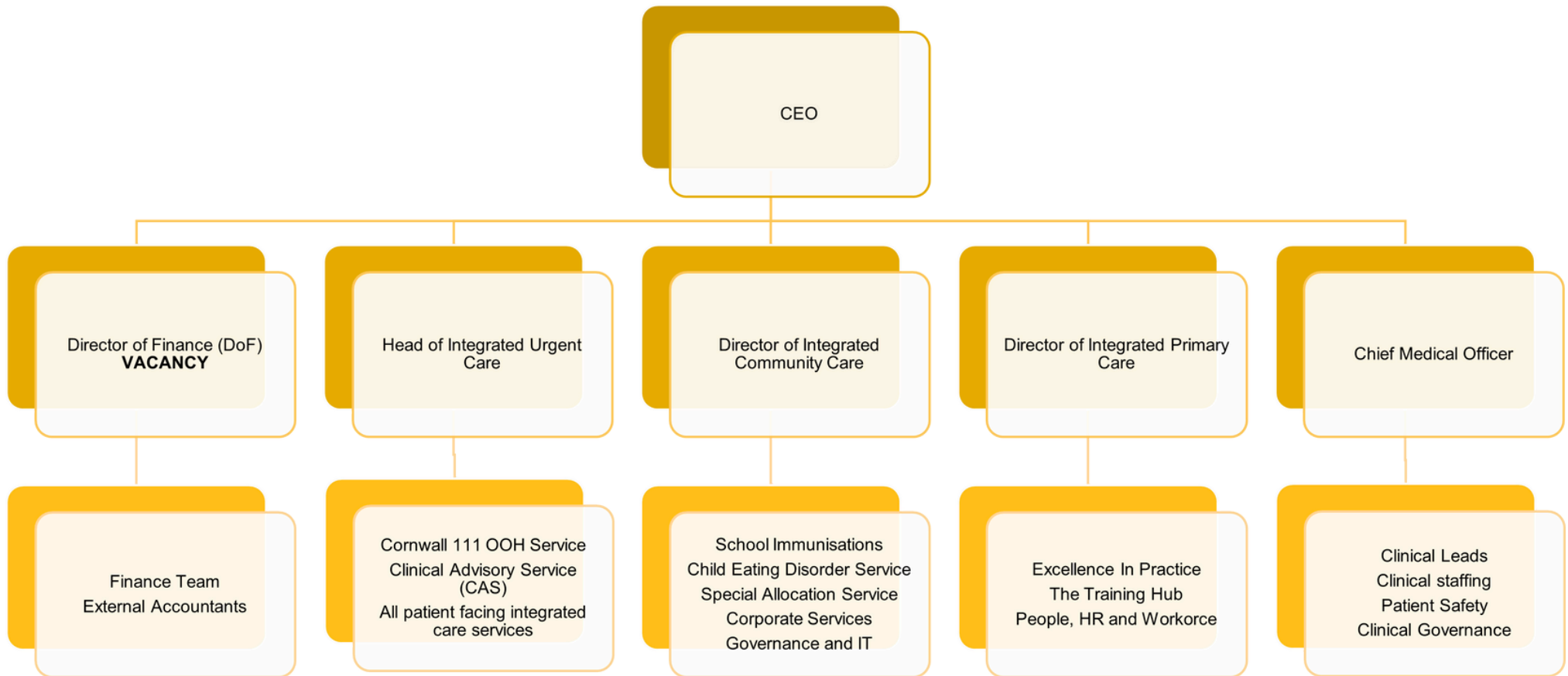
Requirement	Essential	Desirable
<p>Qualifications and Education</p> <ul style="list-style-type: none"> • Educated to degree level or equivalent. • Senior Professional accountancy qualification e.g., ICAEW, ACCA, CIPFA, CIMA • Evidence of continuing professional development activities 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	
<p>Work related Skills and Knowledge</p> <ul style="list-style-type: none"> • Experience of working at senior level within a team • Experience as a Director of Finance or equivalent role • Experience and knowledge of strategic planning and evaluation • Experience and ability to use financial management systems • Evidence of leading and managing budgeting and reporting processes • Exceptional leadership skills and the ability to motivate and inspire staff • Experience of financial and accounting practices • Evidence of managing procurement processes in line with regulatory requirements • Knowledge of key financial information, e.g. NHS funding methodology and contracting arrangements with the care sector • Knowledge and experience of audit requirements • Ability to analyse data and implement appropriate strategies to promote improvements and raise standards • Experience or knowledge of developing risk management and business continuity strategy 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓

Person Specification

Job Title: Director of Finance
Responsible to: Chief Executive Officer

Requirement	Essential	Desirable
<p>Experience and Training</p> <ul style="list-style-type: none"> • Strong ICT skills including good working knowledge of a variety of Microsoft applications • Experience of operating a Management Information system • Managing a large budget • An understanding of the care sector • Proactive approach to keeping up to date with local and national health and social care developments 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓
<p>Personal Qualities</p> <ul style="list-style-type: none"> • Outstanding leadership qualities with a proactive and flexible approach • Ability to lead teams and effectively delegate tasks • Ability to self-manage and work independently • Proven capability to work innovatively and independently • Excellent interpersonal and communication skills in dealing and collaborating with colleagues, partner organisations, the community and other stakeholders • Strong organisational skills and ability to develop effective systems • Ability to work to high levels of accuracy under pressure • Ability to think and act strategically • A positive, enthusiastic outlook with the energy, drive and determination to succeed • Ability to work with tenacity and probity • Ability to present to a wide range of audiences • Able to respect and understand the importance of confidentiality, displaying integrity 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	

Organisational structure



Principal Terms and Conditions

The role: Director of Finance

Remuneration: £60,000 to £72,500 per annum (FTE) based on experience

Hours: 37.5 per week (FTE) ideally. We would consider a minimum of 30 hours per week (salary pro-rata)

Holiday: 6 weeks per annum, plus 8 statutory bank holidays (pro rata for part time)

Pension: NHS Pension scheme – employee % dictated by relevant salary tier

Working Hours: We are a 24/7 operational service. Flexible hours are required Monday to Friday between 8am and 6pm. Some late meetings and possible weekend will take place to accommodate commissioners and shareholders, such as the AGM or annual winter planning.

Place of Work: Your normal place of work will be our offices at Cudmore House, Truro, however flexibility will be needed that includes hybrid working opportunities and off-site meetings.

The head office is subject to change location within 15 miles of current site in 2025.

Probation Period: 6 months

Notice Period: 3 months

On Call Responsibilities and Emergency Response: Part of the NHS escalation Director on Call rota of the KHCIC Executive Team for Gold (Strategic) Command (approx. 1 week in 5).

Recruitment process & timeframe

Closing date for applications	12pm, 31st July 2024
Interview and Presentation	8 August 2024

If you are unable to attend on the identified date for interview, please speak to our recruitment team before making an application. We recognise that this is key leave time and we may be able to flex dates for successful candidates invited to interview.