

**EASTERN
FEDERATION
SUPPORT UNIT**



**APPLICANT INFORMATION
PACK**

Head of Finance & Governance

JOB REF: HFG/2025/01



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Introduction

To provide the best possible healthcare for the people we serve, it is essential that GP Federations attract and retain staff who are appropriately qualified, professional in the service they deliver, happy and productive in their work and committed to lifelong learning and developing in their role.

This information pack includes the following information which you should refer to when completing your application:

- A brief overview of the role of GP Federations and the Federation Support Unit.
- Job description and Person specification
- Overview of the terms & conditions of employment
- An outline of the Recruitment process
- Guidance notes which should assist you in the completion of your application form

Thank you for your interest in applying for a position with Eastern FSU and we look forward to receiving your application.

Northern Ireland GP Federations

Evidence and recommendations from the Royal College of General Practice, the Kings Fund and the Bengoa Report highlight the benefits of GP Federations in addressing the increasing demand for primary care and the workforce challenges facing General Practitioners.

Across Northern Ireland, there are 17 GP Federations which have been established by GPs to support General Practice and facilitate the transformation of health and social care in a Primary Care setting. Each Federation has been established as a Not-For-Profit Community Interest Company and any financial surplus generated through efficiency is re-invested in front-line services.

Each Federation covers a patient population of approximately 100,000 patients and, because of scale, provides services which would not otherwise be delivered at individual Practice level.

The Federation Support Units (FSUs)

All 17 Federations are supported by 1 of 4 FSUs. Each FSU has been designed to provide Federation members with support, advice and expertise in the design and delivery of service provision. FSU functions include central management expertise, planning, accounting,

communication, corporate governance and human resources. In some instances, these services will be outsourced. The core purpose of the FSU is to ensure that clinicians are free to focus on ensuring that they provide the best clinical outcomes for their patients, while improving the quality of care that they receive.

Governance and Professional Indemnity

Each member practice of a Federation is required to nominate one front-line GP to be a Member Director of the Federation. The Member Directors collectively comprise a Members Committee, in whom the major governance authority of the Federation is vested. From their number, the Member Directors elect a Board of Directors. The Board of Directors has delegated authority to take the executive responsibility for managing the Federation. The Chair of each Federation sits on their local FSU Board of Directors.

Where Federations employ professional staff to deliver first line care, professional indemnity is provided by the Medical Defence Union (MDU).

Professional governance and leadership are delivered by a Senior Professional Manager in each relevant Federation and, currently, there are professional Heads of Pharmacy, Nursing and Mental Health in Federations where such staff are employed.

Direct Service Provision

As Federations grow, develop and mature, they are recognised as an efficient and effective model for staff employment or service provision. This is particularly where there are benefits to delivering and managing such services at scale. To date, these services include Practice Based Pharmacy, GP locum pool, Social Prescribing, Practice Based Learning (PBL) events and the shared management of a new and enhanced multi-disciplinary team in Primary Care to include social workers, physiotherapists and mental health workers.

Federation Support Unit- What We Do

Our mission is to deliver innovative healthcare solutions for the benefit of patients across Northern Ireland. Our shared vision, with our member Federations, is improving Primary Care together. Our identify statements and values can be found here <https://easternfsu.com/our-mission/>

Eastern FSU provides corporate affairs duties at scale to its member Federations, on a local and regional basis. This model ensures management and administrative support is more cost effective for member Federations. Eastern FSU supports four Belfast GP Federations and four GP Federations in the South East of Northern Ireland. Details of the Federations we support can be found here <https://easternfsu.com/gp-federations/>

A Federation is a group of GP practices, established in 2014, aimed at addressing capacity and workload issues within general practice. By coming together within a large scale, primary care organisation, it enables economies of scale, not achievable by a single practice. Each GP Federation has established itself as a clinically led, not-for-profit Community Interest Company (Limited by Guarantee) which means that it exists for the benefit of its community and any financial surplus generated must be reinvested in line with the members agreement.

Eastern FSU also manages a range of local and regional services, which patient populations benefit from. A list of all of the services provided can be found here <https://easternfsu.com/eastern-fsu-services/>

Since January 2023, Eastern FSU provides corporate affairs and practice management support to the FSU GP Management CIC company, which was established in response to GP practice contract hand-backs. FSU GP Management CIC is a not-for-profit community interest company which oversees the management of GP Practice contracts, which had been handed back to the Strategic Planning and Performance Group. There are currently eight GP Management CIC Practices in the structure with responsibility for almost 56,000 patients.

JOB DESCRIPTION

JOB TITLE:	Head of Finance and Governance
LOCATION:	Eastern Federation Support Unit, 1 Bradford Court, Belfast
REPORTS TO	Chief Executive, Eastern FSU
RESPONSIBLE TO:	Chair, Eastern FSU Board
SALARY SCALE	£58,972 - £68,525 per annum (Pay Award Pending)

JOB SUMMARY

The Head of Finance and Governance will be a key part of the Federation Support Unit leadership team. They will have responsibility for managing all financial and governance affairs of the Federation Support Unit (FSU), eight Federations in the Eastern area and the GP CIC Practices. This will involve working closely with Federation group accountants, the Strategic Planning and Performance Group (SPPG) and the Department of Health to ensure the FSU, member Federations and the GP CIC Practices comply with all statutory financial requirements and those set by their funders.

Maintaining and developing the effective systems in place, they will be accountable for the daily operation of all FSU finance operations and take the lead in financial planning, monitoring, and managing risk, tracking income and expenditure. They will be required to report regularly to the FSU Board on complex financial matters and report at a senior level to external agencies such as SPPG and the Department of Health.

They will take the lead in developing the FSU's range of financial services to member Federations and the GP CIC Practices and be responsible for ensuring appropriate governance and reporting systems are developed and maintained.

The postholder will have responsibility for the leadership of the Finance function ensuring the department achieves its objectives. They will take responsibility for ensuring that financial and budgetary plans have been developed and approved for the eight Federations in the Eastern area and will analyse current operational processes and performance, identifying solutions for improvement, where necessary.

The following are the key areas of responsibility covered by the post:

- Finance
- Corporate Planning & Strategic management
- Risk management and Audit assurance
- Information Governance
- Contract management & Procurement

The following activity listing is indicative of duties of the post-holder but is not exclusive as the post-holder will be required to undertake any activity which is deemed to be necessary for the effective performance of the allocated areas of responsibility.

Key Relationships

Internal

- FSU Chief Executive
- Chair of FSU and Federation Executive Board
- FSU Senior Management
- Federation nominated Member Directors and their practices
- FSU Operations Managers
- Other primary care professionals within the group and other regional members.

External

- External Accountants
- Strategic Planning and Performance Group (SPPG)
- Department of Health (DoH)
- HSC Trusts
- Other stakeholders- Private healthcare providers, Partnership organisations and Third sector.

KEY RESULTS AREAS

Finance

- Lead and develop the finance function within FSU comprising a finance manager, finance officer and two finance assistants.
- Have overall responsibility for budgets in the defined areas of responsibility and to manage these within an agreed system of delegation.
- Develop annual financial budget for all FSU services and monitor performance against budget, proposing corrective actions where necessary.
- Review SPPG quarterly financial returns and meet with SPPG and put corrective measures in place as required.
- Lead the Operations Team to develop and monitor annual budgets for each of the Federation areas - providing training where required.
- Take remedial action in a timely manner with relevant managers where budgets are not being correctly managed.
- Be responsible for developing and maintaining a robust financial governance system supported by relevant financial policy across FSU and all Federations-
- Ensure that the Federation group complies with all statutory reporting duties in a timely, accurate and complete manner.

- Be responsible for ensuring budgetary management and financial forecasting across the FSU and member Federations, covering all services and related budgets, demonstrating scrutiny and decision making.
- Analyse complex financial information using all relevant factors, considering the range of options and their effects and apply this to different scenarios for discussion or implementation with the FSU management team and Board and Federation Board.
- Provide timely and insightful financial reports to the FSU management team and Board and Federation Boards, interpreting complex information and presenting this in a coherent way.
- Lead the Finance and Operations function to oversee preparation of routine financial reports on income, expenditure explaining any variance or discrepancies.
- Lead the finance and Operations team to ensure the submission of accurate and timely financial reports to funders.
- Ensure that there are adequate systems and controls, in FSU and Federations, to maintain the integrity of accounting information and maximise financial performance.
- Provide support to contract and financial negotiations as required.
- Lead and be responsible for the development of financial information systems across the FSU and all member Federations and be responsible for financial reporting and negotiation on behalf of the Federation group with both senior internal and external stakeholders.
- Oversee the management, implementation, and continuous improvement of finance systems and software, ensuring they meet the strategic and operational needs of the FSU and all member Federations.
- Prepare and negotiate financial aspects of business cases and take responsibility for monitoring financial performance against agreed outcomes.
- Ensure consistency of accounting treatment and reporting across Eastern federations in conjunction with group policies and procedures.
- Ensure the provision of finance training to non-financial staff across the FSU and member federations.
- Provide appropriate financial advice to Federations outside of the eastern area on establishment of appropriate financial controls as required.
- Provide financial expertise and advice on all areas of Federation and FSU business and corporate planning.
- Lead the annual and longer-term financial planning and budget setting process.
- Support a Finance and Risk Committee to ensure relevant financial policies and procedures are in place.
- Working with Federation group accountants, lead the process for submission of the FSU and Federation annual accounts and the annual Assurance statement.
- Monitor and control all aspects of financial and accounting procedures, ensuring that effective reporting and forecasting activity is carried out.

Financial Sustainability

- Contributing to and implementing a robust plan for alternative and diverse sources of income, including grant funding, local government and other NICS departments, in line with the organisations strategic plan
- Identify external stakeholders which are potential partners to collaborate with.
- Lead on developing proposals for these new ways of working.

- Ensure there is comprehensive preparation and management of a stakeholder engagement plan designed to facilitate the smooth and timely delivery of the project and that this is signed off by the project owner.
- Oversee the development and support implementation of a broad range of cost improvement programmes.
- Negotiate complex business plans and co-ordination across service/agencies, dealing with challenges.

Federation Finance

- Communicating complex information internally and externally, where negotiation and persuasion skills will be required.
- Developing both short term and longer-term improvements, incorporating these into strategic financial planning strategies.
- Seeking opportunities across Federations to rationalise and standardise service delivery, achieving economies of scale across the EFSU region.
- Ensuring the Operations Team provides an expert and valued finance and governance service to Federations.
- Participating and promoting the establishment and review of Service Level Agreements between FSU and/or Federations.
- Creating, implementing and maintaining finance and governance policies for the Operations Team.

Corporate Planning and Strategic Management

- Lead in the development of the FSU and Federations Corporate plan and annual business plan and related KPI to include information gathering and performance analysis reporting.
- Provide strategic direction/leadership to Eastern FSU and Federations in the eastern area on all aspects of finance, information management, and business support.
- Drive a culture of continuous improvement.
- Introduce metrics and key performance indicators, ensuring these are monitored.
- Create and deliver long term strategic plans to achieve vision set out by FSU
- Develop project plans for the implementation of new services and take daily oversight of implementation, monitoring risk and flagging to the Chief Executive where appropriate.
- Be responsible for all FSU Health and Safety processes, ensuring they are robust and up to date and ensure compliance with any relevant legislation.

GP Practice Contract Holding

- Support the CEO and wider FSU team, working closely with external accountants, to ensure appropriate governance and scrutiny in relation to CIC's established to hold GMS contracts.
- Working closely with external accountants, take responsibility for ensuring financial oversight in relation to CIC's established to hold GMS contracts.

- Ensure that the Board of FSU Management CIC has sufficient and appropriate access to high quality finance and risk management support.

Risk management and audit assurance

The postholder will provide direct support to the Chief Executive in designing and embedding systems of internal control, including financial, operational and risk management including:

- Ensuring appropriate systems of internal control within Eastern FSU.
- Developing audit and analysis to provide evidence.
- Developing and managing the corporate risk register on behalf of the FSU and member Federations.
- Developing policies and procedures to ensure the effective management of risk.
- To take lead in developing and overseeing the Federation risk management strategy.

Information Governance

- Act as DPO, developing and implementing robust policies and procedures to ensure ongoing compliance with Data Protection and GDPR UK legislation.

People Management and Development

- The postholder will act as line manager for all staff reporting to reporting to him/her to include recruitment, appraisals, performance management, communication, employee relations matters and attendance.
- To take responsibility for his/her own performance and take action to address identified personal development areas based on their knowledge, experience and personal initiative covering the full spectrum of healthcare.
- To lead by example to ensure that the FSU demonstrates commitment through its culture and actions, for all aspects of diversity in the population it serves and the staff who provide the services.
- To promote the corporate values and culture of the organisation through the development and implementation of relevant policies and procedures, and appropriate personal behaviour.
- Maintain good staff relationships and morale amongst the staff reporting to him/her.
- Delegate appropriate responsibility and authority to the level of staff within his/her control consistent with effective decision making whilst retaining responsibility and accountability for results.
- Take such action as may be necessary in disciplinary matters.
- Promote the FSU policy on equality of opportunity through his/her own actions and ensure that this policy is adhered to by staff for which he/she has responsibility.

GENERAL RESPONSIBILITIES

Employees of the GP Federations and FSU will be required to promote and support the mission and vision of the service for which they are responsible and:

- At all times provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner.
- Demonstrate their commitment by the efficient completion of all tasks allocated to them.
- Comply with the No Smoking Policy.
- Carry out their duties and responsibilities in compliance with health and safety policy and statutory regulations.
- Adhere to equal opportunities policy throughout the course of their employment,
- Ensure the on-going confidence of the public in service provision.
- Support the GP Federations and FSU in complying with its obligations under Human Rights legislation.
- Comply with the GP Federation and FSU and relevant professional codes of conduct.

RECORDS MANAGEMENT

All employees of GP Federations and Federation Support Unit are responsible to their Chair for all records held, created, or used as part of their business including corporate and administrative records whether paper-based or electronic and also including emails. All such records are public records and are accessible to the general public, with limited exceptions, under the Freedom of Information Act 2000, the Environment Information Regulations 2004 and the Data Protection Act 1998 and General Data Protection Regulation (GDPR). Employees are required to be conversant with the organisation's policy and procedures on records management and to seek advice if in doubt.

This job description is subject to review in the light of changing circumstances and is not intended to be rigid and inflexible but should be regarded as providing guidelines within which the postholder works. Other duties of a similar nature and appropriate to the grade may be assigned from time to time.

We are an Equal Opportunities Employer

Personnel Specification

Job Title: Head of Finance and Governance

A shortlist of candidates for interview will be prepared on the basis of the information contained in the application form. It is therefore essential that all applicants demonstrate through their application how and to what extent their experience and qualities are relevant to this post and the extent to which they satisfy each criterion specified.

ESSENTIAL CRITERIA

*The following are essential criteria which will initially be assessed at **shortlisting stage** although may also be further explored during the interview/selection stage.*

1. Fully qualified accountant, holding a recognised professional accountancy qualification (e.g., ACCA, CIMA, CIPFA) and be a member of a relevant professional body such as Chartered Accountants Ireland or equivalent.

AND

Demonstrate at least 3 years' post qualifying experience providing direct financial advice to senior professional management to inform financial and business decision making.

2. Proven experience of leading and managing staff.

3. A minimum of three years' experience of successfully providing strategic leadership and direction in at least 2 of the following areas:

- Service Management
- Risk Management & Audit Assurance
- Information Governance
- Audit & Compliance
- Business Case & Economic Appraisal

4. Experience of successfully developing and implementing systems of financial control.

5. Experience of successfully leading corporate/business planning within a large organisation.

OTHER

1. The successful candidate must hold a full current driving license (valid in the UK) and have access to a car at the closing date or have ** access to a form of transport which will permit the applicant to carry out the duties of the post in full. The post holder may be required to travel throughout Northern Ireland and, on occasions, within the United Kingdom, the Republic of Ireland, and elsewhere.
(* this relates only to any person who has declared that they have a disability, which debars them from driving)

DESIRABLE CRITERIA

Desirable criteria will ONLY be used where it is necessary to introduce additional job-related criteria to ensure files are manageable. You should therefore make it clear on your application form how you meet these.

1. Experience of senior management within the Health and Social Care sector.
2. Experience in accounting for public funds.

ESSENTIAL SKILLS & ABILITIES

The following are essential criteria which will be measured during the interview/selection stage.

1. Ability to represent FSU/Federations to external agencies such as the SPPG, Department of Health and other bodies as required to advance organisational objectives.
2. Well-developed analytical skills and proven ability of setting and achieving strategic objectives through performance management and evaluating and achieving service quality.
3. Ability to lead and motivate individuals and teams in a growing organisation.
4. Ability to interpret and present complex financial data and other information to non-financial managers and board members.
5. Excellent interpersonal, written, and oral communication skills with ability to communicate articulately with both internal and external stakeholders.

Applicants please note:

Whilst elements of the essential criteria of the Personnel Specification will form the basis for shortlisting, these may become more stringent by introduction of desirable criteria (if stated).

The appointment is subject to proof of the attainment of any qualifications deemed essential to the post and used as a basis for shortlisting. Failure to provide evidence of the required qualifications prior to taking up the post will result in the offer of employment being withdrawn.

Appointments may be subject to assessment by the Occupational Health Service.

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Overview of Terms & Conditions

Eastern FSU offers a competitive remuneration package and terms & conditions of employment. In addition to the items listed below, Eastern FSU offers occupational maternity, paternity, and adoption pay, as well as an occupational sick pay scheme.

Hours of Work

The standard hours of work are 37.5 hours per week.

Hybrid Working

Eastern FSU offer hybrid working currently comprised of 3 days office working and 2 days working from home (if desired) and dependent upon business requirements.

Annual Holidays

The holiday year runs from 1 April to 31 March. If you are in the service of the Federation on 1 April in any year, entitlement to annual leave with pay in that leave year will be 27 days in addition to statutory and bank holidays as specified below (annual leave will be allocated on a pro rata basis for part time staff).

Entitlement to annual leave will increase to 29 days per annum pro rata after 5 years' service with the Federation, and 33 days per annum pro rata after 10 years' service.

Statutory Holidays

You will receive 10 Statutory (Public) Holidays with pay. Part-time staff will receive a pro rata proportion of the bank holiday entitlement regardless of the days on which they are required to work. When the public holiday falls on a Saturday or Sunday; the 'substitute day' is normally the following Monday.

Pension

This post will be pensionable from the date of commencement of employment. GP Federations have access to the HSC Pension Scheme as the company pension scheme, and appointees will be automatically enrolled into this scheme providing they meet the relevant criteria. Employer contribution rate of 23.2% - please see <https://hscpensions.hscni.net/>

Continuous Service

Please note previous service with HSC/NHS/General Practice employers will be recognised for determining entitlement for both annual leave, maternity pay and occupational sick leave.

Probation Period

The appointment is subject to a six-month probationary period, during which time performance will be monitored.

Recruitment Process

Process	Dates
Applications Open	Friday 3 rd January 2025
Close applications	12 noon, Monday 20 th January 2025 Your completed application should be emailed to recruitment@easternfsu.co.uk
Anticipated Interview date	TBC

Reserve / Waiting list.

A waiting/reserve list for further roles may be compiled.

Pre-employment checks

The following pre-employment checks will be carried out prior to appointing someone to a post:

References

All appointments are subject to two satisfactory references being received. One of your references must be from your most recent employer and be provided by a referee in a supervisory/managerial capacity. **References will be requested only after a job offer has been made.**

Professional Registration/Qualification Checks/Verification of Identity

The Human Resources Team will carry out checks to confirm any professional registration and qualifications which are listed as essential in the Personnel Specification. Proof of qualifications and/or professional registration will be required if an offer of employment is made. If successful, appointees will also be required to produce documentary evidence that they are legally entitled to live and work in the UK e.g. Passport/travel documents.

Access NI Checks

As part of the Recruitment and Selection process it may be necessary to carry out a Disclosure Check through Access NI before any appointment to this post can be confirmed.

The above checks must be completed before an appointee commences employment.

A criminal record will not necessarily be a bar to obtaining a position.

The GP Federation Support Unit has a policy on the recruitment of ex-offenders and a policy on the secure handling, use, storage, and retention of disclosure information. Both policies are available to all applicants on request. Please contact recruitment@easternfsu.co.uk

The GP Federation Support Unit adheres to the Access NI Code of Practice, please see:

<https://www.nidirect.gov.uk/publications/accessnicode-practice>

Guidance Notes for completing / submitting your application form

- All sections of the application form must be completed in full.
- Please note shortlisting will be carried out based on the criteria set out in the Personnel Specification, using solely the information you provide on the application form. Therefore, you must ensure that your application form clearly indicates how you meet the criteria stated in the Personnel Specification, as failure to do so may result in your not being shortlisted.
- For example, be specific about dates of employment; qualification subjects and levels (including any sub-parts).
- Repeat information (if applicable) across questions – do not presume that if you have mentioned something in one question it crosses across all questions. Each criterion is marked separately.
- Please note that essential and where relevant, desirable criteria may be used at shortlisting. Applicants should therefore make it clear on their application form whether they meet the desirable criteria, as per the Personnel Specification. Failure to do so may result in you not being shortlisted.

Submission of Application Forms:

Your completed application should be emailed by 12 noon, Monday 20th January 2025 to recruitment@easternfsu.co.uk

Late applications cannot be accepted.

Candidates with a Disability

GP Federations are committed to ensuring that applicants with a disability have equality of opportunity and are considered solely on their merits. Therefore, if you require any assistance/reasonable adjustments during the recruitment process, please give details on your application form in the relevant section.

If you would like to speak to someone about reasonable adjustments, please contact Angela Emmett, HR Officer by emailing angela.emmett@easternfsu.co.uk