

Director of Finance

Candidate Information Pack



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A message from our Interim Chief Executive, Gordon James



Dear Candidate

I am delighted to invite applications for the role of Director of Finance at NHS Ayrshire & Arran.

As Director of Finance, you will play a pivotal role in shaping the financial future of our organisation, ensuring we deliver sustainable, best-value health and social care services to our population. This is a high-impact role, accountable to the Chief Executive and a key member of our Corporate Management Team, where your expertise will influence strategic decision-making and drive transformation across the system.

We are looking for a visionary leader with a strong track record in financial strategy, governance, and operational excellence. You will bring deep experience from a large, complex organisation, ideally within the NHS or public sector, and be ready to lead our financial improvement and recovery journey with confidence, integrity, and ambition.

This is more than a finance role, it's an opportunity to contribute to the delivery of our Caring for Ayrshire vision, working collaboratively across local authorities, health and social care partnerships, and national networks to ensure the best use of public resources.

If you are passionate about public service, committed to innovation and improvement, and ready to lead with purpose and impact, we would be thrilled to hear from you. I would draw your attention, for reference, to the NHSScotland leadership success profile included within this pack which will be an integral element of our selection criteria.

If you wish an informal discussion with me about the role I can be contacted through Margaret Weir on 01292 513648 or alternatively by email on Margaret.Weir2@aapct.scot.nhs.uk

Finally, if you haven't done so already, I would encourage you to look at the NHS Ayrshire & Arran website which provides further detail on the organisation including our vision, values, Board members and our governance structures: <http://www.nhsaaa.net>

Kind regards

Gordon James
Interim Chief Executive

Job Advert

Director of Finance – NHS Ayrshire & Arran
Executive Grade E - Salary Range £96,982 - £124,871 per annum
Base: Board HQ, Ailsa Hospital, Ayr

NHS Ayrshire & Arran is seeking a visionary and strategic Director of Finance to lead our finance function in delivering across our health and social care system. This is a pivotal executive role, accountable to the Chief Executive, and a key member of the Corporate Management Team.

This is a unique opportunity to shape the financial future of a major NHS Board, working at the heart of public service transformation. You'll be part of a leadership team committed to delivering high-quality, sustainable care for the people of Ayrshire and Arran.

We offer a supportive and inclusive working environment, professional development opportunities, and the chance to make a lasting impact.

We are looking for a highly motivated, professional and enthusiastic individual to lead our financial planning and management within NHS Ayrshire & Arran. We are looking for a strategic thinker with the ability to bring about real change against a backdrop of a challenging financial environment common to all Boards across NHSScotland. This role is suited to an experienced finance professional, ideally with Board level experience in a complex public sector role who is resilient and able to collaboratively lead and influence multiple stakeholders at local, regional and national levels.

You will be responsible for shaping and delivering our financial strategy, ensuring robust governance, and driving financial improvement and recovery across a diverse and complex organisation.

Key Responsibilities:

- Lead strategic and operational financial planning aligned with national priorities and the Caring for Ayrshire vision.
- Deliver financial improvement and recovery strategies to meet statutory and regulatory obligations.
- Provide expert financial advice to the Board, Chief Executive, and senior leaders.
- Ensure effective financial governance across NHS Ayrshire & Arran
- Collaborate regionally and nationally to support transformation and share best practice.
- Promote a culture of openness, equity, and fairness, aligned with our values of safe, caring, and respectful.

You will be a qualified CCAB or CIMA accountant with extensive senior-level experience in a large, complex organisation. You will bring:

- A proven track record in financial leadership, governance, and strategic planning.
- Strong interpersonal and influencing skills to lead change and build collaborative relationships.
- Deep understanding of NHS/public sector financial frameworks and political environments.
- The ability to drive innovation, efficiency, and value for money across services.

How to Apply

[You can apply by clicking here.](#) Please contact Caroline McCluskey at caroline.mccluskey@aapct.scot.nhs.uk should you have any questions about the process.

Job Description

Job Title:	Director of Finance
Accountable to:	Chief Executive, NHS Ayrshire & Arran
Operating Division:	Finance Directorate

Job Purpose
<p>To lead and manage the delivery of strategic and operational financial advice and support to NHS Ayrshire & Arran in providing sustainable and best value health and social care services for the citizens of Ayrshire and Arran.</p> <p>To lead the financial improvement strategy and recovery strategy to ensure NHS Ayrshire & Arran delivers and achieves the financial obligations and improvements in accordance with statutory and regulatory requirements.</p> <p>To collaborate and develop financial operational strategies and models to underpin the reform and renewal of services, which support the National priorities and NHS Board commitments in line with the delivery of Caring for Ayrshire.</p> <p>To ensure that annual budgets remain accurate and relevant year on year and that budget holders formally accept their budget management responsibilities on an annual basis.</p> <p>As a key member of the Board's Corporate Management Team, to fully contribute to the strategic management and governance of NHS Ayrshire & Arran, advising the Board and providing high level expertise in areas of financial planning, management and corporate governance to the Board's Chief Executive and senior management team.</p> <p>To develop strong relationships with Local Authorities and other public sector bodies fostering collaborative working across the public sector. Assure and deliver an effective financial governance framework with our Health and Social Care Partnerships against which service delivery and best value is planned and delivered</p> <p>To work in close collaboration with the West of Scotland and NHS Scotland Health Boards in the achievement of transformation plans and the delivery of financial improvement models. Learning and sharing best practice approaches and leveraging collaborative opportunities.</p> <p>To model and promote NHS Ayrshire & Arrans values of safe, caring and respectful and lead and promote key culture priorities of openness, equity and fairness.</p>
Dimensions
<p>Total Population: Approx 368,000 Revenue Budget: Approx £1.2 billion Capital Budget: Approx £20 million</p> <p>A full range of Acute, Community, Mental Health and Corporate Services are provided to a population of 368,000 covering 3 local authority areas - North, South and East Ayrshire.</p>

Role of Department

To provide operational and strategic financial support to NHS Ayrshire & Arran, aligned to NHS Scotland priorities, focused on adding value and ensuring the highest level of financial governance and stewardship are maintained.

The Department, on behalf of the NHS Board and Accountable Officer, leads:

1. The development and application of financial systems, procedures and controls.
2. The development of financial systems and controls to ensure public funds are properly managed and safeguarded.
3. The consideration of policy proposals relating to expenditure or income ensuring that these include all relevant financial considerations, including issues of propriety, regularity and value for money.
4. The development and implementation of financial monitoring and control systems, ensuring robust forecasting of financial trajectories for revenue and capital as well as the associated savings plans are all embedded and delivered.
5. The maintenance of a sound system of financial risk assessment which ensures that the financial significance and mitigation of major risks is assessed, quantified and reported via the appropriate governance mechanism.
6. Pursuit of continuous improvement regarding efficient and effective use of resources.
7. Delivery of timely financial reporting and appropriate challenge to the service functions and supporting the quantification and delivery of CRES improvement plans.

Key Result Areas

1. Lead the development and implementation of a financial strategy for NHS Ayrshire & Arran that is integrated with NHS Scotland clinical priorities and supports the reform and renewal of health and social care while highlighting future financial challenges, risks and opportunities.
2. Lead and manage the delivery of effective and value adding operational and strategic financial advice, challenge and support across NHS Ayrshire & Arran, underpinned by the NHS Ayrshire & Arran values of safe, caring and respectful
3. As a member of the Corporate Management Team, participate fully in the strategic management of NHS Ayrshire & Arran, advising the Board and providing high-level expertise in areas of financial management and corporate governance to the Board's Chief Executive and Corporate Management Team.
4. Ensure effective commissioning and governance arrangements with corresponding performance metrics are established with the Board's three Health and Social Care Partnerships.
5. Ensure the highest standards and integrity of the financial and general control environment of NHS Ayrshire & Arran to satisfy or exceed the expectations and

scrutiny of internal and external audit addressing the use of public funds, always safeguarding of assets and the pursuit of value for money.

6. Contribute to and lead key reform and recovery programmes in line with the Board commitment to renew and reform health and social care ensuring appropriate financial input to service redesign.
7. Lead on the development of robust medium and longer term financial plans, integrated with the Board's overall plans, to address the allocation of resources, best value, ensuring optimum impact from their use.
8. Contribute to national and regional working groups and partnerships with other agencies to represent the interests of NHS Ayrshire & Arran and ensure regional and national strategy is widely understood and considered within NHS Ayrshire & Arran.
9. To establish effective working relationships with interdependent functions, services and other agencies, and to ensure the effective management of all contractual arrangements for the provision of outsourced services (for example payroll and other financial transactional systems, legal services, procurement advice, property advice and other facilities services).
10. Improve the use of technology within the Finance Function ensuring system functionality is maximised and benefits realised across NHS Ayrshire & Arran.
11. Ensure there are effective systems and processes in place to meet the requirements of staff governance within the Finance Function.
12. Ensure the governance and financial management of the NHS Ayrshire & Arran Charity for which the post holder will become a trustee

Assignment and Review of Work

The post is directly accountable to the Chief Executive, NHS Ayrshire & Arran and works under broad direction within the parameters of the Scottish Government priorities and policies for health and social care.

The post holder will contribute actively, and directly, to the development of corporate policies and priorities of NHS Ayrshire & Arran, which in turn provide the framework, within which the individual works.

Review of performance is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive. Formal appraisal is annual but informal reviews will take place regularly between the post holder and the Chief Executive to ensure objectives are achieved.

The post holder may have other portfolios of work included depending on the needs of the service which will be subject to review with the Chief Executive.

Communications and Relationships

The post holder will have an extensive network of communication and working relationships and will communicate regularly with a wide range of individuals, clinical and non-clinical, internal and external to NHS Ayrshire & Arran. These will include:

Internal:

- NHS Board Members
- Executive and Corporate Directors
- Clinical and non-Clinical Staff
- Audit Committee Members
- Chief Officers, Health & Social Care Partnerships
- Trade Union representatives
- Finance Staff
- Auditors

External:

- Scottish Government Health Directorate Director of Finance and other SGHD staff
- Other NHS Boards
- Local Authority Partners
- National Representatives of Trade Unions/Professional Organisations
- Universities
- External Auditors
- Politicians at Local and National Level
- External agencies and consultancies
- Press and media

Most Challenging/Difficult Parts of the Job

Leading and implementing a significant financial improvement and internal efficiency programme whilst leading the development of a Finance Vision and Strategy which is aligned to National clinical priorities and the delivery of the Caring for Ayrshire vision of right care, right place.

Ensuring the Board achieves the financial targets and sustained long term improvement in financial performance.

To ensure financial balance on an ongoing basis for NHS Ayrshire & Arran against a background of resource pressures in the health economy and ensuring the best use of limited resources to support the delivery and development of services to Ayrshire and Arran citizens.

To ensure that best use is made of the limited resources available. This requires the postholder to confidently negotiate with individuals and groups.

Qualifications and/or Experience required to do the Job

Educated to degree level or equivalent, CCAB or CIMA qualified and with extensive post qualifying experience.

Significant experience in a large organisation at Director/Assistant Director level with a demonstrable track record of success.

An effective communicator with a high level of interpersonal, strategic, technical and influencing skills. Must be able to earn the confidence and respect necessary to lead and deliver major service change. Must also demonstrate ability to develop a culture that encourages initiative, individual and team responsibility and open communication.

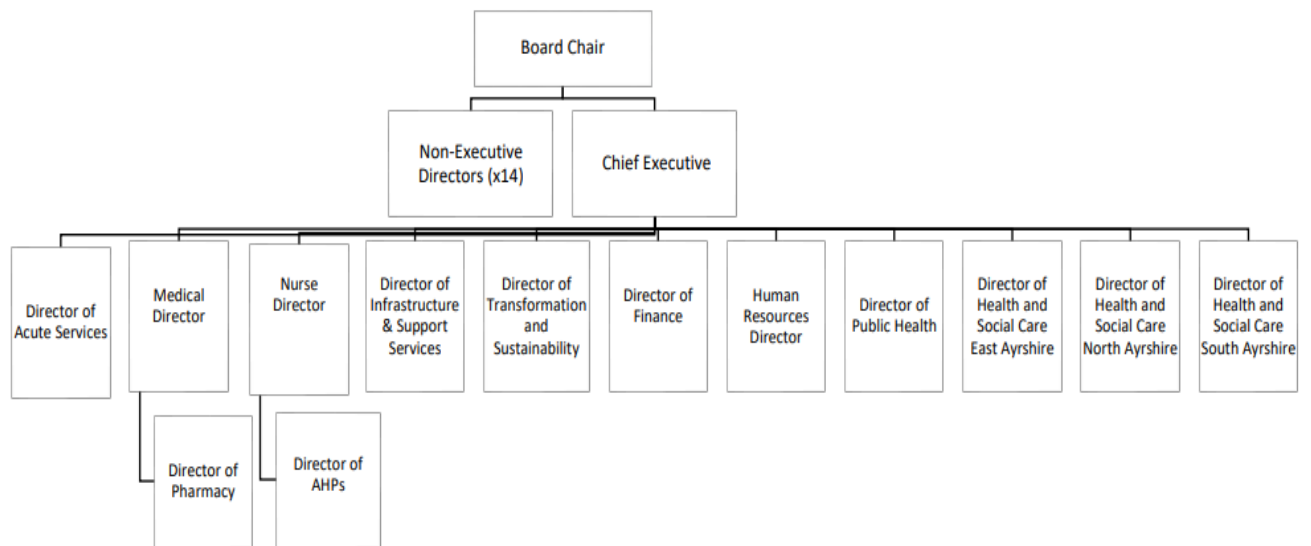
Person Specification

Education, Training and Qualifications	
Essential	<ul style="list-style-type: none"> • Qualified to degree level with significant post qualifying experience • Registration with a recognised CCAB chartered professional body, CIMA or overseas equivalent • Evidence of continuing, relevant professional and personal development
Desirable	<ul style="list-style-type: none"> • Post graduate or equivalent qualification • Professional Management qualification
Experience	
Essential	<ul style="list-style-type: none"> • Senior board level experience in the NHS or other large dynamic organisation • Experience of financial and operational performance management in a large multidisciplinary organisation subject to high levels of scrutiny • Experience of influencing and motivating others to form positive relationships at all levels to achieve continuous improvement and transformational change • Experience of leading and delivering successful partnership corporate projects and improvements including managing the different priorities of a professional finance team • Detailed knowledge and experience of corporate governance frameworks and business conduct standards • Significant experience in the development and successful implementation of integrated financial strategies and policy development in a large complex organisation • Experience of how the complex inter relationships and partnerships which exist in an organisation such as the NHS can be managed to achieve change • Experience of developing effective relationships and productive links with external stakeholders and working successfully in a political environment • A track record of delivering and meeting performance targets
Desirable	<ul style="list-style-type: none"> • Experience at Corporate Management team level in Local Government and/or the NHS • Experience of managing significant financial resources within the NHS with strong appreciation of relevant regulatory frameworks/NHS operating framework • Track record in the development of innovative financial systems

Essential	<ul style="list-style-type: none"> • Extensive leadership and management skills developed at a senior level in a large and complex organisation • Strong and positive interpersonal skills • Strong person-centred values • Persuasive and influencing skills to gain acceptance and implementation of financial policies and strategy • Able to communicate clearly and confidently on complex subjects and ideas to diverse professional and public audiences • Comprehensive understanding of the role of local government and/or the NHS and the environment within which they operate including financial, legal and political context • Strong business acumen and negotiation skills • Strong skills in strategic planning and strategic management of financial resources • Ability to demonstrate success in change management and changing cultures in a way that has successfully improved services to more creative, modern and collaborative ways of working • Clear analytical skills to allow the exploration, evaluation and interpretation of information and opinions and utilisation of management information systems • Strong decision-making skills with the ability to make decisions and recommendations based on the analysis of options • Sound business judgment and ability to take calculated risks and make politically astute choices in uncertain and ambiguous situations to drive forward improvement • Capacity to work under pressure to meet deadlines and organisational priorities • Demonstrate commitment to, and achievement of, equality and diversity issues in public sector services
	<ul style="list-style-type: none"> • A well-developed understanding of the future of NHS/Public Sector services • Strong financial management skills operating at strategic level • Ability to execute operational strategic plans to meet board and national performance targets • Demonstrable ability and resilience to operate effectively in a challenging environment
Desirable	<ul style="list-style-type: none"> • Experience of establishing and developing monitoring systems for the continuous improvement of people and services

Organisation Charts

Board structure



Finance Directorate



Living in Ayrshire



Situated in South-west of Scotland on the Firth of Clyde, Ayrshire is a unique and exceptional place to live providing a wonderful quality of life with the best of all options – picturesque and interesting large (Ayr, Irvine and Kilmarnock) and small towns, beautiful villages and hamlets, expansive countryside, island life, rolling green hills, 80 miles of varied coastline with stunning beaches and sandy shores, history, heritage with city life within a short and easy journey when you need it, using excellent network of road, rail and bus transport links throughout Scotland.

Ayrshire offers everything - all the benefits of living in a semi-rural area, with its own UK and International Airport, Glasgow Prestwick Airport and with Glasgow city centre life only a 30-minute drive away - so why would you want to live anywhere else?

The housing market has many and varied options to choose from – old castles to modern new builds at more affordable prices than in other parts of the UK.

There is always something happening in Ayrshire whether you are interested in music, history and heritage, outdoor pursuits, events and festivals, or simply food and drink, there is something for everyone. There is a wide range of excellent recreational activities, including hill climbing, horse riding, sailing and golf - Ayrshire boasts more than 40 quality golf courses, including two Open Championship courses at Turnberry and Royal Troon.

Further information about Ayrshire is available on the VisitScotland website:

<https://www.visitscotland.com/destinations-maps/ayrshire-arran/>

Local educational standards are very high at primary and secondary level. However, private education is also available in the area. See the links below for more information on local authority services:

www.east-ayrshire.gov.uk

www.north-ayrshire.gov.uk

www.south-ayrshire.gov.uk



NHS Scotland Leadership Success Profile

The NHS Scotland Leadership Success Profile consists of nine behaviours in which candidates will be assessed against during the recruitment and selection process.

Enabling Outcomes	Developing purpose and vision	Contributing to strategies that draw upon population, social and economic health, are connected to the needs of local communities and informed by global developments
	Building capability	Developing capability and capacity at organisational, system and national levels and a strong team who display collective accountability
	Harnessing commitment	Connecting strategic ambitions to the lives of frontline staff, building a shared commitment, identity and sense of purpose for what can be achieved together
Shaping Cultures	Releasing creativity and innovation	Creating the conditions for improvement and innovation at multiple levels through the creation of a culture of empowerment and learning
	Modelling Self-leadership	Managing all aspects of self including from daily performance, wellbeing, and resilience to ongoing growth and career development
	Fostering inclusion and psychological safety	Building a culture that is based upon the principles of inclusion, compassion and psychological safety across the multiple teams / communities to which they belong
Empowering Systems	Whole system awareness	Looking beyond health and social care to consider the impact of employment, education, housing, the local economy and environmental considerations on population health.
	Forging trust and collaboration	Building trust and overcoming historical challenges to enable collaboration and shared commitment at local and national levels
	Enabling population outcomes	Ensures system wide interventions and national policy are relevant locally and translate into changes that positively impact the lives of front-line staff and local communities

Summary of terms and conditions of employment

General

The terms and conditions of service for this post are subject to direction by the Scottish Government.

Remuneration

Executive Level Grade E ranging from £96,982 to £124,871 per annum. Entry point on the salary scale will take account of previous experience. Performance management arrangements and pay progression are subject to direction by the Scottish Ministers as set out in NHS HDL (2007)15 and guidance from the Scottish Government Health Directorate.

Hours of work

This post is full-time i.e. 37.5 hours per week.

Annual leave

Annual leave entitlement is 27 days per year on commencement, rising to 29 days after 5 years' service, and 33 days after 10 years' service. There are also eight fixed public holidays each year. The annual leave year runs from 1 April to 31 March.

Pension scheme

The appointment is superannuable under the NHS (Scotland) Superannuable Scheme, unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuable contributions in accordance with the scheme. Costs and contributions as well as benefits are available on the SPPA website: www.sppa.gov.uk

Sick pay

Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing five years of service.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Ayrshire and Arran will pay up to £12,000 towards all expenses incurred, however, any amount in excess of £8,000 is subject to Income Tax, payable by the employee at source.

Motor Vehicle Provision

There may be provision for a leased car.

You can find more information on our workforce policies here: [What we offer – NHS Ayrshire & Arran](#)

How to apply and the selection process

The Job Description and Person Specification are designed to inform applicants of the essential and desirable criteria – qualifications, experience, skills and personal attributes - which are sought in the appointment of the Director of Finance.

Assessment against these criteria, as well as the NHS Scotland Leadership Success Profile will inform the recruitment and selection process for the appointment.

The selection process will include:

- **Application:** completion of on-line application.
- **Assessment Centre:** shortlisted candidates will be asked to participate in a behavioural assessment exercise prior to interview, which will be used to inform the selection process.
- **Role Play Scenario Exercise**
- **Formal Interview:** Values Based Competency Interview.

The recruitment timeline is as follows:

- **Vacancy open for applications:** 17th October 2025
- **Closing Date for applications:** 9th November 2025.
- **Shortlisted Candidates will be notified by:** 12th November 2025
- **Selection Process:** 19th and 20th November 2025

Interview panel members are:

- Gordon James, Interim Chief Executive
- Lesley Bowie, Board Chair
- Fiona Bennett, Chief Finance Officer (SG)
- Sarah Leslie, HR Director
- Sheila Cowan, Chair of Performance Governance Committee (Non-Exec Director)

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