



# Future-Focused Finance Accreditation

## Level One Evidence Schedule

STANDARD	LEVEL 1	EVIDENCE
<b>1. Infrastructure</b>	1.1.1 The Director of Finance / Chief Finance Officer’s job description clearly describes professional leadership responsibilities.	
	1.1.2 Finance Skills Development (FSD) Lead in place (or shared role where appropriate) with recognition of role in annual objectives or job description.	
	1.1.3 FSD Network involvement recorded (e.g. attendance at Leads meetings, involvement in steering groups, action plans resulting from Network meetings).	
	1.1.4 Evidence of organisational values and behaviours, including compliance with Code of Ethics for the relevant professional body.	
	1.1.5 Evidence of a Finance Department organisational chart which identifies the professional status and band of each job and member of the team.	
	1.1.6 Evidence of FSD workforce information gathering (i.e., data collection exercise).	
	1.1.7 Evidence of regular team briefing or similar communication methods.	
	1.1.8 There is evidence of resources being made available for staff development (e.g. Training Policy, use of local FSD programme, HFMA etc.)	
	1.1.9 Evidence of Future Focused-Finance (FFF) Director of Finance / Chief Finance Officer Declaration.	
	1.1.10 A planned induction process for finance staff is in place, addressing both organisational and local / departmental issues.	
	1.1.11 The organisation has at least one FFF Value Maker and one FFF Finance and Clinical Educator and allows them sufficient time to undertake those roles.	

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<b>2. Personal development</b>	1.2.1	Every member of finance team has an up to date job description and agreed objectives.
	1.2.2	All staff have annual appraisals with Personal Development Plans (PDP) and there is evidence that the FFF 'Four Strengths' framework is used for development purposes.
	1.2.3	All members of team are encouraged to maintain a Personal Development Portfolio or equivalent.
	1.2.4	All staff have access to mentoring and/or coaching opportunities.
	1.2.5	Staff have access to a variety of learning materials (e.g. online learning, local FSD events, local development programmes, HFMA etc.)

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<b>3. Professional development</b>	1.3.1	There is a proactive support process in place for students, which can be shown to be successful.
	1.3.2	There is evidence that success is recognised within the department.
	1.3.3	Individuals are actively encouraged to network.
	1.3.4	The organisation is registered with the professional accountancy bodies for both Continuing Professional Development (CPD) and Training purposes. (NB. CPD registration is a mandatory requirement at Level 1.)
	1.3.5	Where a professional qualification is an essential criterion for a post within the finance team, there is evidence of CPD compliance and continued membership of the professional body by the post-holder.

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<b>4. Finance Workforce &amp; Career Planning</b>	1.4.1 There is a finance skills development strategy plus action plan and training & development guidelines in place.	
	1.4.2 The finance directorate's competence has been assessed – using FFF's 'Four Strengths', the KSF (or equivalent) & PDPs to highlight skills gaps.	
	1.4.3 A workforce plan is in place for the finance team and it takes into account the diversity of the local population.	
	1.4.4 There is evidence that the finance team have access to knowledge of finance issues across health and social care.	
	1.4.5 There is a prioritised training plan in place for the full team that identifies resource requirements.	
	1.4.6 There is evidence that work / life balance is recognised and encouraged.	

STANDARD	LEVEL 1	EVIDENCE
<b>5. Corporate Financial Competence</b>	1.5.1 A regular assessment (undertaken at least annually) of the financial training requirements of non-finance staff is undertaken. This should cover Board Directors and budget holders / managers as a minimum.	
	1.5.2 A perception / opinion survey of the services provided by the finance function is undertaken at least annually. <i>(For shared service organisations: through regular reviews with client organisation(s)).</i>	
	1.5.3 Budget holders/users of the service have on-line access to relevant financial information to encourage their involvement in, and responsibility for, budget management.	
	1.5.4 There is an organisational Business Plan in place.	
	1.5.5 There is evidence of collaborative teamwork with clinicians across the organisation e.g. through use of the FFF 'Crossing Professional Boundaries' toolkit.	

STANDARD	LEVEL 1	EVIDENCE
<b>6. Business Controls and Policy</b>	1.6.1 There is evidence of compliance with Statutory financial duties.	
	1.6.2 There is an organisational Corporate / Integrated Governance Framework (including SFIs) and Risk Management systems.	
	1.6.3 There are written procedure notes available to staff for all financial systems and all procured systems are supported by detailed system manuals.	
	1.6.4 The Finance Director / Chief Finance Officer works with colleagues in HR to ensure that the contracts of senior finance staff include a requirement to comply with the Code of Conduct for NHS Managers.	
	1.6.5 The department can demonstrate that staff are kept apprised of changes in relevant policies / legislation (e.g. HR & Procurement).	
	1.6.6 A set of fully reconciled summary accounts and relevant support notes are produced for the organisation annually.	
	1.6.7 Organisations produce annual income and expenditure statements for each service. <b>(Providers only)</b>	
	1.6.8 A business continuity plan is in place for the finance directorate.	
	1.6.9 Finance department is involved in creating the annual audit work plans (including pre-final accounts audit) and can demonstrate it takes appropriate action on receipt of recommendations in internal and external audit reports. <b>(For Shared Service organisations: work closely with their clients' external auditors).</b>	
	1.6.10 Signed Service Level Agreements are in place for financial services, where these are outsourced.	
	1.6.11 If the organisation procures new finance systems or services, it should be able to demonstrate that it has secured value for money by so doing and should follow current best practice guidance for procurement.	

	1.6.12 Evidence of effective use of FFF toolkits in the review and improvement of financial processes (e.g., 'Hire to Retire', 'Procure to Pay' etc.) .	
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