



# Future-Focused Finance Accreditation

## Level Two Evidence Schedule

| STANDARD                 | LEVEL 2   | EVIDENCE |
|--------------------------|---|----------|
| <b>1. Infrastructure</b> | 2.1.1 Evidence of proactive professional leadership by the Director of Finance / Chief Finance Officer.   |          |
|                          | 2.1.2 FSD Lead role is incorporated into the career development structure (e.g. deputy FSD Lead in place).  |          |
|                          | 2.1.3 FSD activity is reviewed annually by Director of Finance / Chief Finance Officer and FSD Lead as appropriate.   |          |
|                          | 2.1.4 Evidence that the organisation's values and behaviours are embedded within the finance team.  |          |
|                          | 2.1.5 There is tangible evidence of a development culture as evidenced by case studies.   |          |
|                          | 2.1.6 Proactive use of workforce information to inform departmental structure.  |          |
|                          | 2.1.7 Evidence that FSD and FFF is communicated on a regular basis (e.g. standing agenda item on team meetings).  |          |
|                          | 2.1.8 An effective FSD infrastructure exists and addresses key issues.  |          |
|                          | 2.1.9 Evidence of proactive relationship between organisation and FSD Network (e.g. member of steering group, presenting at Leads meetings, FFF Value Maker). |          |
|                          | 2.1.10 Regular updates are provided for finance staff on organisational, departmental and operational changes.  |          |

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|--------------------------------|---------|--|
| <b>2. Personal development</b> | 2.2.1   | Individual objectives are reviewed and set on annual basis.  |
|                                | 2.2.2   | Personal Development Plans are actively managed and all staff have 6 monthly reviews.  |
|                                | 2.2.3   | All staff maintain a Personal Development Portfolio or equivalent.   |
|                                | 2.2.4   | All staff are encouraged to make use of an appropriate mentoring and/or coaching system (e.g. the HFMA Mentoring Scheme, local FSD mentoring resources, etc.). |
|                                | 2.2.5   | Staff encouraged to share learning within the department.  |

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|------------------------------------|---------|--|
| <b>3. Professional development</b> | 2.3.1   | Where possible, active involvement with the wider student community can be evidenced (e.g. cadet and apprenticeship programmes, internships, foundation degree, undergraduate placements, graduate training scheme etc.) |
|                                    | 2.3.2   | There is evidence that success is celebrated within the organisation and beyond.   |
|                                    | 2.3.3   | There is evidence of networking across relevant local networks (e.g. involvement in working groups, FFF, local FSD network, etc.)  |
|                                    | 2.3.4   | Where appropriate, Training Partner Accreditation with the relevant professional bodies will be considered good practice.  |
|                                    | 2.3.5   | There is demonstrable evidence that professional development of the finance team has led to continuous improvement of service provision to the organisation.   |

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|---|---|----------|
| <b>4. Finance Workforce &amp; Career Planning</b> | 2.4.1 An annual report of finance skills development progress is published for wide circulation within the team and across the organisation.                  |          |
|   | 2.4.2 Finance directorate competence analysis and skills gaps are formally reviewed annually.   |          |
|   | 2.4.3 There is a clear commitment to Succession Planning / Talent Management, including arrangements through joint working with other relevant organisations. |          |
|   | 2.4.4 There is evidence that the finance team keep up to date with finance issues across health and social care.  |          |
|   | 2.4.5 The organisation can demonstrate that the training plan is being implemented.   |          |
|   | 2.4.6 Where appropriate, there is evidence to demonstrate work / life balance issues are being addressed and resolved.  |          |

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|--|---|----------|
| <b>5. Corporate Financial Competence</b> | 2.5.1 There is a funded and monitored resource plan in place to support the financial training needs of non-finance staff which should include evidence of training provided by FFF Finance And Clinical Educators. |          |
|  | 2.5.2 Active attention is paid to the Finance team's profile within the organisation. <b><i>(For shared service organisations: with client organisation(s)).</i></b>  |          |
|  | 2.5.3 There is evidence of a proactive approach to the development of financial competence across the organisation.   |          |
|  | 2.5.4 There is evidence that the finance department plays a strong and active role in future financial planning within the organisation.  |          |
|  | 2.5.5 There is active engagement with clinicians and service users to improve services and reduce waste.  |          |

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|--|---|----------|
| <b>6. Business Controls and Policy</b> | 2.6.1 Finance KPIs are established and regularly reported to the Board and / or Board Committees.   |          |
|  | 2.6.2 There is evidence that the finance department complies with the Corporate Governance Framework and Risk Management systems.   |          |
|  | 2.6.3 A set of fully reconciled summary accounts and relevant support notes are produced for the organisation at least twice a year.  |          |
|  | 2.6.4 Organisations produce income and expenditure reports for each service on a quarterly basis and use the information to monitor performance and ensure clinical engagement to inform decision making at both the service and organisation level.<br><b>(Providers only)</b> |          |
|  | 2.6.5 Business continuity plans are in place for each function within the finance directorate (e.g. financial accounts, management accounts, financial planning etc.)   |          |
|  | 2.6.6 Organisations can demonstrate proactive engagement with Internal and External Audit service through continual dialogue and reaction to risks identified in year.  |          |
|  | 2.6.7 Service Level Agreements for financial services are regularly monitored with appropriate action taken where agreements are not honoured, where such services are outsourced.  |          |
|  | 2.6.8 Evidence of effective use of FFF toolkits in the review and improvement of processes & relationships within the wider organisation (e.g. Decision Effectiveness Toolkit, Crossing Professional Boundaries etc.).  |          |