



Future-Focused Finance Accreditation

Level Three Evidence Schedule

STANDARD	LEVEL 3	EVIDENCE
1. Infrastructure	3.1.1 Cross-functional leadership examples beyond local organisation (e.g., working with HFMA, FFF, NHS England, NHS Improvement, professional accountancy body involvement, other leadership activities, including informatics and procurement).	
	3.1.2 Evidence of proactive involvement in Regional and National working groups/projects (e.g. FFF, HFMA etc.)	
	3.1.3 Evidence of ongoing external recognition of the function's positive impact (e.g. journal articles, awards, involvement in working groups, leading on projects etc.)	
	3.1.4 The appraisal process considers the values and behaviours of individuals.	
	3.1.5 Staff have opportunity to feedback on whether they feel valued and supported by participating in staff/perception survey (e.g. FFF Staff Engagement Survey)	
	3.1.6 Evidence of staff participation with FSD and FFF within the organisation.	
	3.1.7 Evidence of active participation with FFF (e.g. Finance Educator, Value Maker, work-streams)	
	3.1.8 Regular updates are provided for finance staff on regional and national policy changes.	

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2. Personal development	3.2.1	Individuals can demonstrate progress against their PDP including regular in year review of progress.
	3.2.2	Demonstration that all staff are offered training opportunities including those not actively studying, and evidence that this is successful.
	3.2.3	Active participation in mentoring and/or coaching programmes.
	3.2.4	Staff have opportunities for protected learning time.

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3. Professional development	3.3.1	Demonstration of cross-organisational support for professional development (e.g. secondments, job shadowing.)
	3.3.2	The organisation can demonstrate a broader commitment to staff professional development (e.g. internal training courses, based on staff needs, for professionally qualified, studying and non-qualified staff).
	3.3.3	Significant ongoing involvement with professional development across the NHS and beyond the organisation can be demonstrated.
	3.3.4	The organisation is registered with the relevant professional bodies for Training Partner purposes. (NB This is a mandatory requirement at Level 3.)
	3.3.5	The organisation sees the finance team as a professional contributor to the organisation's business.

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4. Finance Workforce & Career Planning	3.4.1 The directorate can demonstrate how identified competence gaps are being addressed and filled.	
	3.4.2 Organisations can demonstrate implementation of successful Succession Planning / Talent Management initiatives. This should be articulated in the organisation's FSD Strategy which outlines the commitment to staff.	
	3.4.3 There is evidence that the finance team is supporting individuals to gain wider knowledge, understanding and experience across the finance health and social care system (e.g. secondments outside the organisation).	
	3.4.4 The organisation can demonstrate evidence of cumulative results in investment in staff .	
	3.4.5 There is evidence that the organisation has measures in place to identify support at work and a mechanism to help staff access this where necessary.	

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5. Corporate Financial Competence	3.5.1	There is an annual review of the effectiveness of the financial training for non-finance staff. Examples of good practice within the organisation are shared with FFF's Finance And Clinical Educators Network.
	3.5.2	Consideration is given to external best practice and benchmarking to inform the development of the finance function.
	3.5.3	The finance team is integrated within the organisation (e.g., leading on key projects, chairing committees, contributing to divisional boards etc.). (For Shared Service organisations: working on key projects in conjunction with client organisation(s)).
	3.5.4	Involvement in and influence on the NHS and public sector change agenda (e.g. regional and national working groups; contributions to regional and national work-streams; etc.).
	3.5.5	There is evidence that finance provides a leadership role in educating non-finance staff (e.g. corporate presentations.)

STANDARD	LEVEL 3	EVIDENCE
6. Business Controls and Policy	3.6.1	There is evidence of demonstrable improvement in performance against KPIs.
	3.6.2	There is evidence that staff throughout the organisation are fully aware of their obligations in respect of the organisation's SFIs.
	3.6.3	A set of fully reconciled summary accounts and relevant support notes are produced for the organisation at least quarterly.
	3.6.4	Organisations produce income and expenditure reports for each service on a monthly basis and use the information to monitor performance and ensure clinical engagement to inform decision making at both the service and organisation level. (Providers only)
	3.6.5	Business continuity plans are in place for each team within the finance directorate (e.g. accounts payable, accounts receivable etc.)
	3.6.6	Evidence of the finance function being proactively involved in integrated governance and risk management.