



MAKING PEOPLE COUNT



---

## FUTURE-FOCUSED FINANCE GREAT PLACE TO WORK UPDATE

The Great Place to Work action areas explores how we make NHS finance a great place to work, how we can develop future Finance Leaders and help finance staff develop their careers, whilst ensuring that we are a diverse community with diverse leadership.

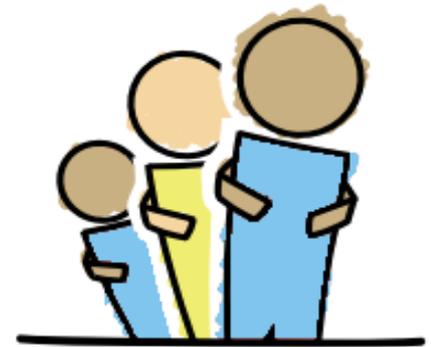
Please see below a list of the current projects being undertaken by the action area.

---

### ASPIRING FINANCE LEADERS – NATIONAL TALENT POOL

Developing future finance leaders was identified as a key priority in the FFF work plan. Working with HFMA, the National Talent Pool was established in 2017 to support aspiring finance leaders to become Finance Directors and Chief Finance Officers.

The talent pool is aimed at individuals currently working at Deputy Director level or equivalent who aspire to be finance leaders now or in the very near future. The aim is to create a diverse pool of talent that improves the number and quality of applicants for future finance leadership vacancies. 28 people are currently members of the talent pool, with 2 of the original members having recently graduated from the scheme having secured FD positions. Applications for the 2018 cohort will open on December 12<sup>th</sup> 2017.



[FIND OUT MORE](#)

### TALENT POOL SUCCESS

Two of the participants in Future-Focused Finance's aspiring finance leaders talent pool have recently gained promotion to their first finance director roles. Sheila Stenson, deputy finance director at Maidstone and Tunbridge Wells NHS Trust, has been appointed as finance director at Kent and Medway NHS and Social Care Partnership Trust, while Haq Khan, Acting Director of Performance at Worcestershire Acute Hospitals NHS Trust, is to take up the role of director of finance at George Eliot Hospital NHS Trust.

---

### ASPIRING FINANCE LEADERS – REGIONAL NETWORKS

The AFL regional networks are being launched in November, and aim to connect aspiring finance leaders together (in person and virtually) and are aimed at those 2 or 3 levels below the most senior finance professionals in their NHS organisations and will sit below the National Talent Pool.

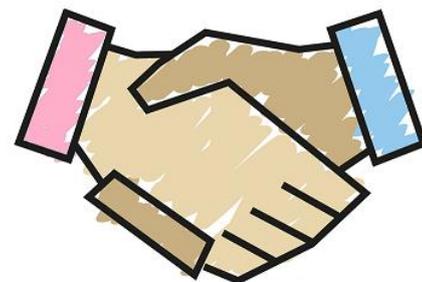
The networks provide a menu of learning and development opportunities to specifically support the learning and development needs of the network. The networks provide members with the opportunity to take part in regional and national events, webinars, action learning sets and networking opportunities as well as the opportunity to meet at least twice a year with Regional NHSI/E Finance Directors. There are four networks covering the South, North, London and Midlands and East regions.

---

## DIVERSITY

In 2016 we questioned a cohort of more than 1,000 finance employees about their experiences of elements of diversity including gender, ethnicity and disability in the NHS organisations they work for.

The results of this survey informed our report, Diversity in NHS Finance Leadership: beliefs, behaviours and barriers. The report highlights some of the challenges faced by finance teams in making progress in diversity & inclusion (D&I), including: ineffective D&I-related policies; experiences of bias; and perceptions of high workload and lack of flexible working opportunities at more senior levels. As a result we put together a working taskforce of leaders from all corners of the NHS who met to discuss the issues.



[FIND OUT MORE](#)

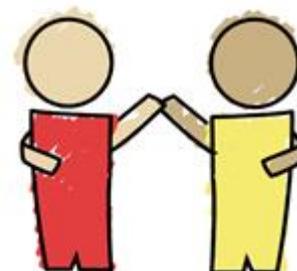
---

## SPONSORSHIP PROGRAMME

The sponsorship programme is a two-year programme providing career sponsorship for high potential, female and BAME (Black, Asian and minority ethnic) Finance professionals at band 8a and above.

The sponsorship relationship is a reciprocal one that requires dedication and attention from both parties. It is the sponsee's responsibility to deliver to a high standard and be trustworthy; they must also drive the relationship building by proactively organising meetings and shaping conversations in line with what they want to get out of the programme. In return the sponsor gives advice, feedback, creates space for their sponsee to connect with other influential professionals, and advocates for their sponsee to have access to career enhancing opportunities.

FOR FEMALE AND BAME  
TALENT IN THE NHS



[FIND OUT MORE](#)

---

## CAREER STORIES

25 individuals told us their career stories capturing a diverse mix of career pathways, opportunities and experiences. What these insights all have in common are the values and attitudes found across the NHS and that by working together dedicated individuals form an organisation that makes a difference to people's lives.

[READ HERE](#)

## GPTW TOOLKIT

We've developed a toolkit to help you understand how your finance department currently measures up, identify areas for improvement and make positive changes. The toolkit first helps you to establish what's going well as well as where you could work together to improve. There are then resources that will help you to create an action plan and make improvements.

### [DOWNLOAD THE TOOLKIT](#)

---



## FFF ACCREDITATION

The accreditation system is designed to allow the NHS Finance Leadership Council (FLC) to give due recognition to those NHS organisations that have the very best finance skills development culture and practices in place. The overarching principle of Accreditation is that the organisation is fully signed up to Future-Focused Finance's aim of ensuring that everyone connected with NHS Finance can influence decision making in support of high quality patient services.

Based on a simple self-assessment process, there are three levels within the process, with each level reflecting continuous development of the organisational financial competence through increasingly sophisticated standards of skills development across an organisation's finance function.

**3 organisations are now FFF Accredited at level 2, congratulations to:**

1. NHS Bolton CCG
2. NHS Midlands and Lancashire CSU
3. Countess of Chester Hospital NHS Foundation Trust



[FIND OUT MORE](#)

---

## COACHING AND MENTORING

FFF aims to enable individuals and teams to develop themselves to have rewarding and enjoyable careers in the NHS. Coaching & Mentoring are integral parts of developing potential at all levels of the finance function. With HFMA, we developed a series of six free webinars that sought to give participants the skills to develop effective Coaching & Mentoring relationships and skills as both coach/coachee and mentor/mentee.

### [FIND OUT MORE](#)

---



## COMING UP

- **Career map & models** – producing a document/toolkit that shows all of the different career paths that you can take through the NHS – from trainee to FD.
- **Career Stories** – further stories will be released shortly with guidance on how to write your own.
- **Apprenticeship guidance** – producing guidance, key facts and important information about the new apprenticeship levy and the best way to make the most of it in NHS organisations.
- **New in post FD programmes** – Working with NHSI and E – we're helping to support programme for new in post FDs
- **Staff development** – The majority of the current GPTW programmes for staff development are aimed at band 8 and above. We want to do more work around staff development at all levels throughout the NHS.